

REVISED AGENDA

PRIORITIES AND FINANCE COMMITTEE

June 4, 2019, 9:30 AM
IN THE COUNCIL CHAMBER
Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor J. Gondek (PUD Chair)
Councillor S. Keating (T&T Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)

- 1. CALL TO ORDER
- 2. OPENING REMARKS
- 3. CONFIRMATION OF AGENDA
- 4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2019 May 14
- 5. POSTPONED REPORTS (including related/supplemental reports)
 - 5.1 Social Procurement Update, PFC2019-0384
- 6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 Resilient Calgary, PFC2019-0617
 - 6.2 Maximizing Value from City Assets Update, PFC2019-0674 Related to Tax Shift Response Plan Standing Agenda Item
 - 6.3 Non-Residential Assessment Sub-Classes, PFC2019-0559 Related to Tax Shift Response Plan - Standing Agenda Item

- 6.4 Financial Task Force Terms of Reference, PFC2019-0707 Related to Tax Shift Response Plan - Standing Agenda Item
- 6.5 Tax Shift Response Working Group Establishment, PFC2019-0751

NEW MATERIALS

- 6.5.1 Verbal Coverpage to June 4, PFC2019-0751
- 6.6 Kensington Manor Building Safety Status and Plan, PFC2019-0739 Attachment 2 to be held confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the FOIP. Review By: 2020 June 17
- 6.7 Activate YYC Community Microgrants: Findings, PFC2019-0230
- 6.8 5 St SW Underpass Enhancement Project, PFC2019-0476
- 6.9 Procedure Bylaw Amendments, PFC2019-0591

NEW MATERIALS

- 6.9.1 Cover Report and Attachments, PFC2019-0591
- 6.10 Overview and Administration of Property Tax Relief Framework, PFC2019-0491
- 6.11 The Calgary Exhibition and Stampede Limited 2018 Credit Facility, PFC2019-0685 Attachment 2 to be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials) 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of *FOIP*.

Review by: 2021 May 15

- 6.12 Status of Outstanding Motions and Directions, PFC2019-0741
- 7. ITEMS DIRECTLY TO COMMITTEE
 - 7.1 REFERRED REPORTS None
 - 7.2 NOTICE(S) OF MOTION None
- 8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

- 9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES None
- 9.2 URGENT BUSINESS

10. ADJOURNMENT

Members of Council may participate remotely, if required.



MINUTES

PRIORITIES AND FINANCE COMMITTEE

May 14, 2019, 9:30 AM IN THE COUNCIL CHAMBER

PRESENT: Mayor N. Nenshi, Chair

Councillor S. Chu, Vice-Chair

Councillor D. Colley-Urquhart (CPS Chair)

Councillor J. Gondek (PUD Chair)
Councillor S. Keating (T&T Chair)
Councillor W. Sutherland (UCS Chair)

Councillor E. Woolley (Audit Chair)

Councillor G-C. Carra Councillor G. Chahal Councillor J. Davison

Councillor P. Demong Councillor J. Farkas

Councillor D. FarrelK

ALSO PRESENT: City Manager & Cole

Deputy City Manager B. Stevens
Acting General Manager K. Black
General Manager S. Dalgleish
General Manager D. Duckworth
Acting Chief Finanical Officer C. Male

General Manager M. Thompson

Acting Sity Solicitor and General Counsel J. Floen

City Clerk L. Kennedy Acting City Clerk B. Hilford Legislative Advisor J. Dubetz

1. CALL TO ORDER

Mayor Nenshi called the Meeting to order at 9:30 a.m.

2. OPENING REMARKS

Mayor Nenshi provided opening remarks for today's meeting.

3. CONFIRMATION OF AGENDA

Moved by Councillor Chu

That the Agenda for the 2019 May 14 Regular Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2019 April 02

Moved by Councillor Farkas

That the Minutes of the Regular Meeting of the Priorities and Finance Committee, held 2019 April 02, be confirmed.

MOTION CARRIED

Mayor Nenshi provided an overview of today's meeting items and how they fit into Calgary's long-term, mid-term and short-term plans and policies. He indicated that discussion today would focus kroadly on the economy and economic strategy for The City of Calgary, as well as key next steps.

POSTPONED REPORTS

5.1 Establishment of Working Group, With Respect To Report C2019-0352, Downtown Tax Shift Response (Recommendation 10, Only)- PFC2019-0451

This report was dealt with following Agenda Item 6.11

By general consent, the Priorities and Finance Committee forwarded Report PFC2019-0451 directly to Council without recommendation.

6. <u>ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES</u>

6.1 Economic Strategy Update, PFC2019-0604

A presentation, titled 'Calgary in the New Economy', dated 2019 May 14, was distributed with respect to Report PFC2019-0604.

The following speakers addressed Committee with respect to Report PFC2019-0604:

- 1. Adam Waterous, Waterous Energy Fund
- 2. Mary Moran, President and CEO Calgary Economic Development Ltd.
- 3. Court Ellingson, Vice President Calgary Economic Development Ltd.
- 4. Steve Allan, Chair, Calgary Economic Development Board

Councillor Woolley introduced a group of students from Altadore School in Ward 7, along with their teacher, Christa Ducey-Meherali.

Moved by Councillor Davison

That with respect to Report PFC2019-0604, the following be approved:

That the Priorities and Finance Committee recommends that Council receive Report PFC2019-0604 for information.

MOTION CARRIED

6.2 Streamlining the Cost of Municipal Government, PFC2019-0550

Mayor Nenshi left the Chair in order to make a presentation at 10:31 a.m. and Councillor Chu assumed the Chair.

PRESENTATION

Mayor Nenshi and City Manager Glenda Cole gave an overview of Agenda Items 6.2 and 6.3 as follows:

- Calgary most livable city in Canada
 - Quality of life in Calgary
 - Citizen satisfaction and quality of city/servises
 - Cost of living
 - Cost of doing business
- Challenges
 - Unemployment rate
 - Personal and business bankruptcies
 - o Mental health and addiction
- Calgary's economic recovery and resilience
- Municipal government efficiency and effectiveness
- Service-based approach
- Economie restraint environment.

The following documents were distributed with respect to Reports PFC2019-0550 and PFC2019-0585:

- A presentation titled 'Calgary's Economic Resilience', dated 2019 May 14;
- A presentation titled 'PFC2019-0585: Prioritizing Next Steps to Streamline the Cost of Municipal Government', dated 2019 May 14.

Mayor Nenshi resumed the Chair at 10:57 a.m. and Councillor Chu returned to his regular seat in the Council Chamber.

Council recessed at 12:05 p.m. and reconvened at 1:09 p.m. with Councillor Chu in the Chair.

Mayor Nenshi resumed the Chair at 1:15 p.m. and Councillor Chu returned to his regular seat in the Council Chamber.

POINT OF ORDER

Councillor Gondek rose on a Point of Order with respect to a departure from the rules of parliamentary procedure. The Chair ruled the Point out of order.

6.3 Prioritizing Next Steps to Streamline the Cost of Municipal Government, PFC2019-0585

Committee recessed at 3:19 p.m. and reconvened at 3:54 p.m. with Mayor Nenshi in the Chair.

By general consent, Committee recessed at 3:54 p.m. and reconvened at 4:06 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Farkas

That the Recommendations contained in Report PFC2019-0585 be amended by adding a new Recommendation 2 as follows, and by renumbering the remaining Recommendations accordingly:

"2. Bring reduction package options for tax supported services equivalent to tax increases of 2%, 1.5%, 1.0%, 0.5% and 0% to Council's budget deliberations in 2019 November for the 2020 tax year including, but not limited to impacts on services, wages and head count;"

Against: Councillor Farrell

MOTION CARRIED

Moved by Councillor Colley-Urquhart

That Recommendation 1 contained in Report PFC2019-0585 be amended by adding the words "and rescind", after the word "Reconsider".

MOTION CARRIED

Moved by Councillor Farkas

That Recommendation 2b contained in Report PFC2019-0585 be amended by deleting the words "(Sept 2019)", after the words "potentially be reduced", and by replacing with the words "and budget targets for 2021 and 2022".

And further, that Recommendation 2c contained in Report PFC2019-0585 be amended by deleting the words "and implement recommendations", after the words "areas selected by Council".

MOTION CARRIED

Moved by Councillor Farrell

That with respect to Report PFC2019-0585, the following be approved, **as amended**:

That the Priorities and Finance Committee recommend that Council:

1. Reconsider **and rescind** its motion on 2019 April 01 "That Council direct Administration to provide operating budget reduction options/scenarios (equating to a budget freeze) as part of the One Calgary mid-cycle budget deliberations."

MOTION CARRIED

Moved by Councillor Farrell

That with respect to Report PFC2019-0585, the following be approved, **as amended**:

That the Priorities and Finance Committee recommend that Council:

2. Bring reduction package options for tax supported services equivalent to tax increases of 2%, 1.5%, 1.0%, 0.5% and 0% to Council's budget deliberations in 2019 November for the 2020 tax year including, but not limited to impacts on services, wages and head count;

Against: Councillor Farrell

MOTION CARRIED

Moved by Councillor Farrell

That with respect to Report PFC2019-0585, the following be approved, as amended:

That the Priorities and Finance Committee recommend that Council:

- 3. Direct Administration to deliver on the next steps to streamline costs, as follows:
- a. Develop The City's portfolio of sub-services (May-Sept 2019).
- b. Support Council to review the list of sub-services and identify areas for further investigation where scope could potentially be reduced and budget targets for 2021 and 2022
- by Undertake service reviews in the areas selected by Council (2020-2022+).

For: (8): Councillor Chu, Councillor Gondek, Councillor Keating, Councillor Sutherland, Councillor Carra, Councillor Davison, Councillor Demong, and Councillor Farkas

Against: (4): Mayor Nenshi, Councillor Colley-Urquhart, Councillor Woolley, and Councillor Farrell

MOTION CARRIED

Moved by Councillor Farrell

That with respect to Report PFC2019-0585, the following be approved:

That the Priorities and Finance Committee recommend that Council:

- 3. Direct Administration to deliver on the next steps to streamline costs, as follows:
 - d. Deliver existing efficiency and saving commitments already approved within the plans and budgets, and continue delivering the ZBR program (2019-2022).
 - e. Bring forward targeted budget reduction information to the mid-cycle adjustment in November 2020. Work with Council to determine an appropriate magnitude and scope for these reductions (Nov 2020).

MOTION CARRIED

6.4 Small Business Resiliency Grant Program- PFC2019-0590

A presentation titled 'Small Business Resiliency Grant', dated 2019 May 14, was distributed with respect to Report PFC2019-0590.

Moved by Councillor Farrell

That with respect to Report PFC2019-0590, the following be approved:

That the Priorities and Finance Committee recommends that Council:

- 1. Approve the conceptual framework of a Small Business Resiliency Grant program, including the draft Terms of Reference included in this report;
- 2. Direct Administration to develop an implementation plan for the first year of a potential two year grant program utilizing the first \$35.9 million of \$70.9 million of one-time funding (\$44 million from the Fiscal Stability Reserve and \$26.9 million within the Budget Savings Account from the 2017 and 2018 Phased Tax Program funding not required due to appeal resolutions). Year one of the program will be run based on a Terms of Reference finalized by Q3 2019 to the satisfaction of the City Manager and Chief Financial Officer. The results from the first year of the program will then be evaluated, and any material changes to be considered will be brought to PFC prior to implementation of year 2;

To facilitate Administration's implementation of this program a budget request of up to \$1.5 million (to be allocated from the \$35.9 million of the grant program funding in the first year) based upon information known at this time;

Direct Administration to report back to Priorities and Finance Committee with an implementation report by Q4 2019 for information; and

For: (2): Mayor Nenshi, and Councillor Farrell

Against: (5): Councillor Chu, Councillor Gondek, Councillor Keating, Councillor Woolley, and Councillor Farkas

MOTION DEFEATED

Moved by Councillor Farrell

That with respect to Report PFC2019-0590, the following be approved:

That the Priorities and Finance Committee recommends Council:

5. Direct that Attachment 7 remain confidential pursuant to section 27(1)(a) of the *Freedom of Information and Protection of Privacy Act* **indefinitely**.

For: (4): Mayor Nenshi, Councillor Keating, Councillor Woolley, and Councillor Farrell

Against: (3): Councillor Chu, Councillor Gondek, and Councillor Farkas

MOTION CARRIED

6.5 Administration Response to a Motion Arising on Residential Property Tax Rebates, PFC2019-0640

Moved by Councillor Gondek

That with respect to Report PFC2019-0640, the following be approved:

That the Priorities and Finance Committee recommends that Council not proceed with pursuing a 2019 property tax rebate.

MOTION CARRIED

Moved by Councillor Chu

That the Priorities and Finance Committee bring forward Item 6.8, Report PFC2019-0295 to be dealt with at this time.

MOTION CARRIED

6.6 Business Tax Consolidation – 2019 Annual Status Update and Final Report, PFC2019-0595

A presentation, titled Bysiness Tax Consolidation - 2019 Annual Status Update and Final Report, dated 2019 May 14, was received with respect to Report PFC2019-0595.

Moved by Councillor Chu

That with respect to Report PFC2019-0595, the following be approved:

That the Priorities and Finance Committee recommend that Council receive this report for information.

MOTION CARRIED

6.7 Social Procurement Update, PFC2019-0384

Moved by Councillor Farrell

That the report Social Procurement Update, PFC2019-0384 be postponed to the 2019 June 04 Regular Meeting of the Priorities and Finance Committee.

MOTION CARRIED

6.8 Assessment and Tax Circumstances Report, PFC2019-0295

Moved by Councillor Chu

That with respect to Report PFC2019-0295, the following be approved:

That the Priorities and Finance Committee recommend that Council under the authority of section 347 of the *Municipal Government Act:*

- 1. Cancel property and business taxes for the amounts listed in the Attachment 1.
- 2. Cancel municipal property taxes for the qualifying non-profit organizations for the amounts listed in Attachment 2.
- That Report PFC2019-0295 be forwarded to the 2019 May 27 Regular Meeting of Council.

MOTION CARRIED

By general consent, the Priorities and Finance Committee brought forward Item 6.10, Report PFC2019-0600 to be dealt with at this time.

6.9 2018 Year-end Capital and Operating Budget Revisions Report, PFC2019-0390

A presentation titled '2018 Year End Capital and Operating Budget Revisions Report, dated 2019 May 14, was distributed with respect to Report PFC2019-0390.

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, the Priorities and Finance Committee suspended Section 78(2)(c) of the Procedure Bylaw to complete the remainder of the agenda prior to recessing.

Moved by Councillor Chu

That the Priorities and Finance Committee recommends that Council:

- Receive for information:
 - a. Attachment 1 Capital Budget Revisions Previously Approved
 - Attachment 2 Capital Budget Revision Summary
 - A)tachment 3 2018 Operating Business Unit Net Budget Changes
 - Attachment 4 2018 Operating Service Budget Summary
 - e. Attachment 5 Council Decisions/Referrals Having Actual or Potential Future Year Operating Budget Impacts

MOTION CARRIED

6.10 Amendment to Bylaws and New Interim Loan to Calgary Municipal Land Corporation, PFC2019-0600

Moved by Councillor Gondek

That with respect to Report PFC2019-0600, the following be approved:

That the Priorities and Finance Committee recommend that Council:

- Give first reading to Bylaw 2B2019, being the proposed bylaw to amend Bylaw 2B2018, being a bylaw of The City of Calgary authorizing The City of Calgary to incur indebtedness by the issuance of debentures for financing capital projects for Calgary Municipal Land Corporation;
- 2. Give first reading to Bylaw 19M2019, being the proposed bylaw to amend Bylaw 37M2018, being a bylaw of The City of Calgary authorizing municipal loans to Calgary Municipal Land Corporation;
- 3. Give first reading to Bylaw 20M2019, being a bylaw of The City of Calgary authorizing municipal loans to Calgary Municipal Land Corporation;
- 4. Direct Administration to amend the existing Second Amended and Restated Credit Agreement between The City and CMLC dated July 23, 2010 in form and content acceptable to the City Treasurer, prior to funds being advanced under the proposed Bylaws; and
- 5. Direct that Attachment 4 remain confidential pursuant to 21 (Disclosure harmful to intergovernmental relations) of the Freedom of Information and Protection of Privacy Act (Alberta), for a)period of two years.

MOTION CARRIED

6.11 Status of Outstanding Motions and Directions, PFC2019-0597

Moved by Councillor Chu

That with respect to Report PF02019-0597, the following be adopted:

That the Priorities and Finance Committee receive Report PFC2019-0597 for information.

MOTION CARRIED

7. ITEMS/DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

Mone

 $\sqrt{2}$ NOTICE(S) OF MOTION

None

8. VRGÉNT BUSINESS

None

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

9.2 URGENT BUSINESS

None

9.3 CONFIDENTIAL ATTACHMENTS ONLY

- 9.3.1 Attachment 7 to Report PFC2019-0590, Small Business Resiliency Grant Program
- 9.3.2 Attachment 4 to Report PFC2019-0600, Amendment to Bylaws and New Interim Loan to Calgary Municipal Land Corporation

10. <u>ADJOURNMENT</u>

Moved by Councillor Chu

That this meeting adjourn at 6:03 p.m.

MOTION CARRIED

THE FOLLOWING ITEMS HAVE BEEN FORWARDED TO THE 2019 MAY 27 COMBINED MEETING OF COUNCIL:

CONSENT:

Economic Strategy Update, PFC2019-0604

Streamlining the Cost of Municipal Government, PFC2019-0550

Prioritizing Next Steps to Streamline the Cost of Municipal Government, PFC2019-0585

Administration Response to a Motion Arising on Residential Property Tax Rebates, PFC2019-0640

Business Tax Consolidation – 2019 Annual Status Update and Final Report, PFC2019-0595

Assessment and Tax Gircumstances Report, PFC2019-0295

2018 Year-end Capital and Operating Budget Revisions Report, PFC2019-0390

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES:

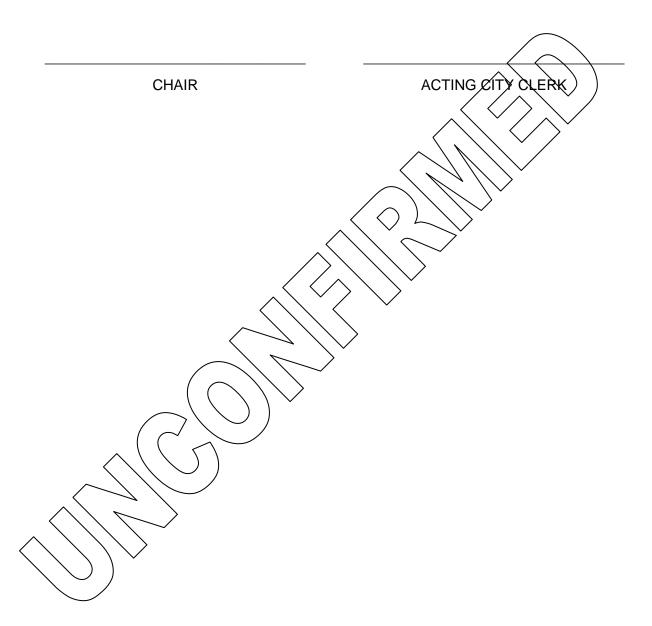
Establishment of Working Group, With Respect to Report C2019-0352, Downtown Tax Shift Response (Recommendation 10, Only)- PFC2019-0451

Small Business Resiliency Grant Program- PFC2019-0590

Amendment to Bylaws and New Interim Loan to Calgary Municipal Land Corporation, PFC2019-0600

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held on 2019 June 04.

CONFIRMED BY COMMITTEE ON



POSTPONED REPORT

SOCIAL PROCUREMENT UPDATE, PFC2019-0384

Excerpt from the Minutes of the Regular Meeting of the Priorities and Finance Committee, 2019 May 14

"Moved by Councillor Farrell

That the report Social Procurement Update, PFC2019-0384 be postponed to the 2019 June 04 Regular Meeting of the Priorities and Finance Committee.

MOTION CARRIED"

ISC: UNRESTRICTED

Deputy City Manager's Office Report to Priorities and Finance Committee 2019 May 14

Social Procurement Update

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval of the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the pilot projects and Work Plan. This will allow Administration to move forward, with Council's direction, toward utilization of existing procurement to create greater community benefit and economic resilience. Administration's three-year Social Procurement implementation strategy pilot project will be agile and learn fast by using external and internal stakeholder input to adapt. It will try various options to reach the goal of a shift towards procurement based on achieving multiple outcomes that put the citizen first in addition to maximizing financial value.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

- 1. Approve the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan identified in Attachment 1; and
- 2. Direct Administration to return to the Priorities and Finance Committee with an update no later than Q1 2020.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 April 05, Council unanimously adopted a Notice of Motion C2018-0396 directing Administration to develop a report on Social Procurement and report back to Council no later than Q4 2018.

On 2018 December 17, Council directed Administration to proceed with the Social Procurement initiative C2018-1379 by developing Terms of Reference for the Sustainable, Ethical, Environment Procurement Policy (SSEEPP) Advisory Task Force, a Scoping Report for the three pilot projects and a Work Plan and report back to Council through PFC by Q1 2019. Council also approved a budget of \$505,000 for the Social Procurement initiative to be funded from the Budget Savings Account (BSA).

On 2019 March 18, Council approved a deferral report with a report back date of 2019 May. The additional time allowed Administration to engage potential stakeholders, determine the best governance structure for the Terms of Reference for this initiative and launch the Advisory Task Force.

BACKGROUND

Historically, procurement has been about choosing the supplier offering the lowest price while still meeting technical requirements of providing high quality products or services with minimal risk. Social Procurement is a means of using our procurement dollars to make intentional positive contributions to both the local economy and the overall vibrancy of the community.

In response to Notice of Motion C2018-0396, Supply Management engaged Buy Social Canada who were selected by a competitive process to develop a report on how The City of Calgary could implement Social Procurement. This included a review of the best or evolving practices in other jurisdictions, risk analysis, industry perspective, review of relevant policies and practices at The City, review of current legislation and trade agreements and potential benefits to the

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Deputy City Manager's Office Report to Priorities and Finance Committee 2019 May 14

Social Procurement Update

community. During the 2018 December 17 Council meeting, Council approved this report in principal. Administration was asked to report back to the Priorities and Finance Committee with the Terms of Reference for the Advisory Task Force, the Work Plan and the Scoping Report for the Pilot Projects.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Terms of Reference

Administration has engaged various stakeholders and reviewed numerous options for the governance model for the Social Procurement Advisory Task Force (Attachment 1, pages 11-15). With efficiency, reducing red tape and agility in mind, Administration recommends an Advisory Task Force that advises and makes recommendations to the Director of Supply Management who in turn makes decisions and reports to Council. The Advisory Task Force will advise on potential issues, identify areas of opportunity, support the development of outcome measurements and help to build relationships between suppliers and The City. Through this Advisory Task Force, we are also signaling to the market that this is a new initiative and we are open to feedback. We will be counting on this group to help us identify what is working and what is not working quickly and adapt based on these learnings.

Scoping Report for Pilot Projects

The Pilot projects identified (Attachment 1, pages 16-19) are areas Administration has either determined can be tested and evaluated quickly or areas we must work on such as Community Benefit Agreements tied to larger construction projects including those with federal government funding. Through the Advisory Task Force, supported by the Supply Management business unit, many options will be identified and tested for each type of pilot project. This fast-paced trial of various options will allow us to adapt the project as needed to ensure we are truly creating a program that puts citizens first. For each of these opportunities the objectives, outcomes and measurements will be developed, tested and evaluated.

Work Plan

The three-year Work Plan (Attachment 1, pages 3-10) is divided into three phases that are intended to try various opportunities and see where the greatest social benefits can be achieved quickly. It is also structured in such a way to train internal and external stakeholders early and test pilot projects that require less up-front work first. This foundational work will make it easier when we have more complicated pilot projects that will be initiated in Phase 2 (2020). This phased approach will also help provide time for engagement and relationship building with industry and social enterprises.

In Phase 1 (2019), we will be designing, initiating, learning and piloting the first three types of pilot projects and the Community Benefit Agreement for Green Line. In Phase 2 (2020), we will be engaging more broadly, continue to test, measure and initiate the next three types of pilot projects. Finally, in Phase 3 (2021), we will work through implementation of social procurement into The City's procurement procedures.

Stakeholder Engagement, Research and Communication

The Advisory Task Force held their first meeting on 2019 May 1 and its membership is made up of a multi-stakeholder group from various sectors (Attachment 1, page 13). The first meeting

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Deputy City Manager's Office Report to Priorities and Finance Committee 2019 May 14

Social Procurement Update

consisted of an overview of the project and identifying gaps where additional representation is required. As well, the first working group was struck to review a current procurement opportunity. The Advisory Task Force will meet regularly for the remainder of the project to meet the objectives outlined in the Work Plan. In addition to this, Administration is working on developing a Communications Plan, an Engagement Plan and a Change Management Plan for this project. As part of the communications strategy, this initiative will be tied into the ongoing Business Friendly work to ensure alignment.

Strategic Alignment

Social Procurement aligns with many Council priorities including a commitment to creating and sustaining a vibrant, healthy, safe and caring community that works for all today and tomorrow. This commitment has been expressed through policies, plans and strategies including the Triple Bottom Line Policy Framework, Calgary's Resilience Strategy, the imagine CALGARY plan, and the 2020 Sustainability Direction. The City recognized the potential to achieve many of these objectives by leveraging its existing purchasing power with the adoption in 2008 of the Sustainable Environmental and Ethical Procurement Policy (SEEPP). The addition of Social Procurement is the next step in leveraging procurement to help with economic recovery and creating a more resilient city by utilizing City dollars to achieve greater community benefit.

Social, Environmental, Economic (External)

Financial Capacity

Current and Future Operating Budget:

There is an approved budget of \$505,000 from the Business Savings Account (BSA) to cover the pilot project but does not include additional operating costs required to continue Social Procurement past the initial three years.

Current and Future Capital Budget:

No impacts have been identified for this recommendation.

Risk Assessment

There is a risk that we will not get the community benefit outcomes we are looking to achieve; however, this is why we are planning to try a number of different approaches to find the right fit and achieve multiple outcomes that put the citizen first while maximizing financial value. We will learn fast and adapt as necessary. There is also a risk that there will be resistance to change both internally and externally as this is a new way of doing procurement for The City. One of the goals of our multi-stakeholder Advisory Task Force is that they represent a sector perspective in order to address this transition and develop of policy that can work.

ISC: UNRESTRICTED

Deputy City Manager's Office Report to Priorities and Finance Committee 2019 May 14

Social Procurement Update

REASON(S) FOR RECOMMENDATION(S):

After thorough research of other jurisdictions and alignment with other areas of The City, Administration believes the proposed Social Procurement Advisory Task Force Terms of Reference, Work Plan and Scoping Report of Pilot Projects will provide a solid foundation for this project, foster greater economic resilience for Calgarians and be successful in building a more resilient, accessible and inclusive community.

ATTACHMENT(S)

1. Attachment 1 – Social Procurement Policy Implementation Report



SOCIAL PROCUREMENT POLICY IMPLEMENTATION

Background

The City of Calgary adopted in principle a social procurement policy and strategy to create a Sustainable, Social, Ethical and Environmental Procurement Policy, (SSEEPP), that will advance the utilization of existing procurement to create local social, economic and environmental value.

The social procurement policy will integrate social value into the existing SEEPP procurement process.

The key local economic and social issues that SSEEPP will contribute to addressing are:

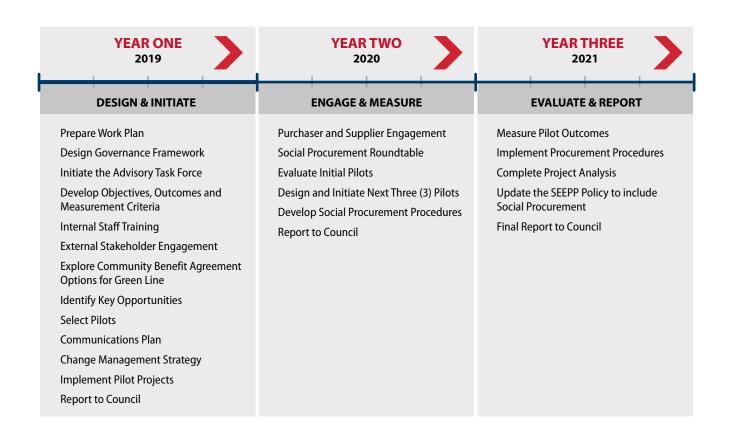
- Increased access to City contracts for a more diverse, more resilient, and more socially inclusive small- and medium-sized business sector
- Greater economic opportunity and integration for marginalized groups in Calgary
- Increased apprenticeship, paid work-experience, and entry-level opportunities in the trades and other career-track employment, especially for marginalized community members, e.g.
 Indigenous peoples, women, and immigrants
- Increased preparedness to respond to Infrastructure Canada's recent requirement for Community Benefit Employment Agreements for infrastructure investments. And the ability to provide greater community benefit for large construction projects.

This report responds to Council's request that Administration return to the Priorities and Finance Committee with a:

- Work Plan for Implementation of the Social Procurement Strategy. A three year flexible, agile approach will allow ample opportunities to test, verify, and implement sound policy and effective practices. Page 3
- Terms of Reference for the Advisory Task Force.
 A multi-stakeholder group comprised of city,
 private sector, and community representatives.
 Page 11
- Scoping Report for the *Pilot Project Framework* and *Examples*. Mulitple pilots will use variable models to test the options and opportunities of social procurement. Page 16

Work Plan for Implementation of the Social Procurement Strategy

9		IMPLEMENTATION DESIGN:			
		Workplan	Task Force Convenes	Broader Engagement	Pilot Assessments
	Adoption of Social Procurement Policy Principles	Identify Pilot Types	Training	Pilots Phase 2	Adopt Procurement Procedures
	r oney i interpres	Advisory Task Force TOR	Initial Pilots	Monitor Measure	Report to Council
	Q4 2018	Q1 2019	Q2-4, 2019	2020	2021
	POLICY DESIGN	LEARNING / PILOTS			IMPLEMENTATION



Work Plan Summary

PHASE 1

January 2019 to December 2019

- Prepare three-year Work Plan
- Design Social Procurement Project Governance Framework
- Initiate the Advisory Task Force
 - Appoint Members
 - Provide Orientation / Training for Members
- Develop Objectives, Outcomes and Measurement Criteria
- Design and Initiate Internal Staff Training
- Design and Initiate External Stakeholder Engagement
- Develop Communications Plan
- Develop Change Management Strategy
- Identify Opportunities
 - Goods & Services Purchasing
 - Green Line Infrastructure
- Scope Green Line Community & Employment Benefit Agreement
- Implement Initial Pilot Projects
- Report to City Council

PHASE 2

January 2020 to December 2020

- Maintain Purchaser and Supplier Engagement Process
 - Initiate Social Procurement Roundtable
- Evaluate Initial Pilots
- Design and Initiate Next Three (3) Pilots ("Pilots Stage 2")
- Develop and Adopt Procurement Procedures
- Report to City Council

PHASE 3

January 2021 to December 2021

- Implement Pilots Stage 2
 - Measure Pilot Outcomes
- Implement Procurement Procedures
- Complete a Project Analysis
- Update the SEEPP Policy to include Social Procurement
- Final Report to City Council

Work Plan Detailed Process

PHASE ONE

January 2019 to December 2019

- Prepare three-year Work Plan
- Design Social Procurement Project Governance Framework
 - Complete Terms of Reference for Advisory Task Force
- Initiate the Advisory Task Force
 - Appoint Members
 - Provide Orientation/Training for Members
- Identify Opportunities for Pilot Projects
- Develop Objectives, Outcomes and Measurement Criteria
- Scope the Green Line Community Benefit Agreement Options
- Design and Initiate Internal Staff Training
- Design and Initiate External Stakeholder Engagement
- Develop Communications Plan
- Develop Change Management Strategy
- Implement the Initial Pilot Projects
- Report to City Council

Develop Social Procurement Objectives, Outcomes and Measurement Criteria

The recommended objectives for consideration in the design and measurement of pilots may include:

 Increased access to contracts from The City for small- and medium-sized businesses and social enterprises that demonstrate social value outcomes

- Increased opportunities for small businesses and social enterprises to access sub-contracting through enhanced relationships with The City's prime contractors
- Support for capacity building for small- and medium-sized businesses and social enterprises to be prepared to participate in sub-contract supply opportunities and Community Benefit Agreements
- Increased preparedness to comply with Alberta Integrated Bilateral Agreement for the Investing in Canada Infrastructure Program
- Green Line Community Benefit Agreement Design with developer and community engagement

Design and Initiate Internal Staff Training

City Staff Training Plan: Introduction to Social Procurement Workshop

- **1.** 2-hour introduction for Procurement staff and Advisory Task Force
- In-person
- Webinar recorded and available on-demand

Training Objective:

Internal City departments will be provided with learning sessions and social procurement guidelines to effectively contribute to the program design, implementation and success.

After the training the Stakeholders will have the capacity to consider and evaluate opportunities:

- Identify key procurement opportunities from both the purchasing side and supply side
- Identify 'low hanging fruit' within existing purchasing items and services

- Engage and identify social procurement opportunities through Calgary Housing Company (CHC)
- Examine contract opportunities emerging over the next 1-5 years allowing potential proponents to prepare to bid successfully
- Work with major contractors and suppliers,
 Tier 1, to identify potential opportunities for sub-contracting
- Work with social enterprises and small- and medium-sized businesses to identify capacity matching opportunities through a supplier capacity analysis
- Understand the applicable trade agreements
- Understand Community Benefit Agreement options and employment opportunities

Training for City Purchasers

- Review existing procurement policy for barriers and opportunities
- Adjust the criteria requirements in all bid request documents to include social value considerations
- Decide social value weighting ranges for commonly procured goods and services
 - E.g. Catering, construction, landscaping, maintenance services, vehicles and technical equipment
- Understand the applicable trade agreements
- Access extended learning and training opportunities via the Social Enterprise Institute

Design and Initiate External Stakeholder Engagement

Workshops and Training Opportunities for Potential Suppliers

- Opportunity Identification
- How to Respond to RFP
- Pre-qualification Requirements
- Community Benefit Agreement Process

Explore Community Benefit Agreement Opportunities

- Engage construction industry representatives and community members regarding Green Line application of Canada Alberta Integrated Bilateral Agreement for the Investing in Canada Infrastructure Program which states that "we will report on community employment benefits, provided to at least three (3) of the federal target groups (apprentices, Indigenous peoples, women, persons with disabilities, veterans, youth, new Canadians, or small-medium-sized enterprises and social enterprises)".
- Review and identify infrastructure or major development projects for Community Benefit Agreement (CBA) opportunities

External Stakeholder Engagement will include:

- Providing coaching to increase awareness and participation by local businesses and social enterprises
- Providing regular information and training sessions for current and potential suppliers
- Encouraging major suppliers, construction industry contractors to implement social procurement in their supply chain
- Providing learning events and engagement activities
- External cross-sector supplier and purchaser events
- Host trade shows for large contractors to meet social value suppliers
- Identifying and preparing a list of pre-qualified social value suppliers that provide low dollar procurement opportunities directly for business units.
 - E.g. Catering, couriers, temporary labour, printing services

Develop Communications Plan

Staff will prepare an internal and external communications plan to inform stakeholders on the new policy, including goals, expected outcomes and processes.

Develop Change Management Strategy

Staff will integrate the Social Procurement Policy expectations and change process into existing staff learning and procedural programs.

Identify and Initiate Pilot Project Opportunities

The implementation of different types of pilot projects will test and design multiple outcomes and be agile in order to fail fast and learn fast. This will help us to reach our goal of achieving multiple outcomes that put the citizen first in addition to maximizing financial value. This includes the inclusion of more small- and medium-sized businesses and social enterprises. This process will be advised by the Advisory Task Force, City staff and be led by The City.

Examples of Phase One Pilot Program Opportunities

Low value Purchases:

Explore trade agreement financial threshold opportunities to do direct small item purchasing

- Examine The City's previous purchases under the \$25,000 amount (e.g. catering, printing, couriers, events, etc.) for potential direct contracting where social objectives can be achieved:
 - Indigenous-owned catering service
 - Non-profit space for events

Trade Agreement Exceptions:

Explore Trade agreement exceptions that meet the "legitimate public welfare objectives" using Non-profit Suppliers and Persons with Disability Suppliers

- Trade agreements allow exceptions for direct purchasing from non-profits
 - Purchase temporary labour support from non-profit employment training provider
 - Utilize non-profit social enterprise for maintenance services for Calgary Housing repairs

Include Social Value Language in RFP's for Targeted City Departments:

- Example: Calgary Housing opportunities to work with suppliers that employ residents to do:
 - Apartment and unit refurbishing
- Interior and exterior maintenance
- Catering, cleaning, maintenance, and recycling

Pilot RFPs with additional weighting for social value for upcoming procurement opportunities for services that would be a good fit for social procurement

• Examples: catering, landscaping, etc.

Each pilot project will measure options for data collection and reporting systems, such as:

- The number and financial value of contracts maintained with local businesses and social enterprises
- The number and financial value of new contracts awarded to local businesses and social enterprises
- The number of targeted employment positions filled
- The number and financial value of supplier sub-contracts

- The number of apprenticeships and training positions created and completed
- Increased knowledge of procurement process for small businesses
- Increased knowledge from City staff on how to create social benefit through purchasing
- Increased number of small businesses responding to procurement opportunities
- Number and dollar value of jobs created for targeted marginalized groups
- A count of equivalent full time employees per contract, reported by supplier
- Amount of payroll to targeted employees, reported by supplier
- Contracts directed to or won by diverse suppliers and social enterprises
- Number of contracts awarded that have a social value component, reported by The City
- Dollar Value of Contracts that have a social value component, reported by The City
- Assess annual City purchasing percentage awarded to small- and medium-sized businesses
 - Assess by postal code
 - Assess by business sector

Assess internal implementation progress using an annual updated SSEEPP leadership questionnaire to evaluate social procurement progress toward the goals identified by the Task Force. Metrics that measure outcomes will be preferred.

Community Benefit Agreements:

Phase 1 pilots will include scoping and advising on a CBA and Community Employment Benefit Plan that may be implemented as part of the SSEEP policy framework as applied to the Green Line Project.

PHASE TWO

January 2020 to December 2020

- Maintain Purchaser and Supplier Engagement Process
 - Social Procurement Roundtable
- Evaluate Initial Pilots
- Design and Initiate Next Three Types of Pilots ("Pilots Stage 2")
- Develop Procurement Procedures
- Update to Council, Q1 2020

Maintain Purchaser and Supplier Engagement Process

- Initiate Community of Practice through a multi-stakeholder, facilitated Social Procurement Engagement
 - Engage Anchor Institutions in the process

Evaluate Initial Pilots

- Utilize measurement criteria to evaluate outcomes
- Assess barriers and prepare adjustment strategy
- Use Advisory Task Force perspective and experience

Design and Initiate Pilots Stage 2

- RFPs social value criteria and weighting on a major purchase
 - Social value opportunity for Tier 2 and 3 suppliers
- Private sector partner engagement in a social procurement project

Develop Procurement Procedures

- Advisory Task Force and Supply Management co-creation process
- Review solicitation processes (including RFQs, and RFIs), including but not limited to:
 - Criteria and weighting
 - Application of trade agreements
- Assess opportunity identification and supplier matching
- Draft and circulate findings in a memo for review and comment

PHASE THREE

January 2021 to December 2021

- Implement Pilots Stage 2
 - Measure Pilot Outcomes
- Implement Procurement Procedures
- Update to Council, Q1 2021
- Provide Final Report to Council, Q1 2022

Implement Pilots Stage 2

 Use Advisory Task Force, External Stakeholders and Staff input to do a comprehensive analysis of pilot projects and create report

Complete Design and Implement Procurement Procedures

- Use Phase 2 Consultation Process to develop procedures
- Review and adjust procedures with internal City staff from:
 - Law and Legislative Services
 - Finance
 - Supply Management

Prepare Final Assessment and Project Report

- Outcomes Analysis
- Stakeholder Evaluation
- Social Value Outcomes

Work Plan Time Line and Resources

PHASE ONE

TASK	PHASE ONE TIME LINE	LEAD RESPONSIBLE
WORK PLAN	Q1 2019	STAFF
Initiate the Advisory Task Force	Q2	Staff
Design and Initiate Internal Staff Training	Q2-3	Consultant
Explore Community Benefit Agreement Options	Q2	Task Force
Design and Initiate External Stakeholder Engagement	Q2-3	Consultant
Develop Communications Plan	Q3	Staff
Develop Change Management Strategy	Q3	Staff
Identify Opportunities and Initiate Initial Pilot Projects	Q2-Q4	Task Force / Staff

PHASE TWO

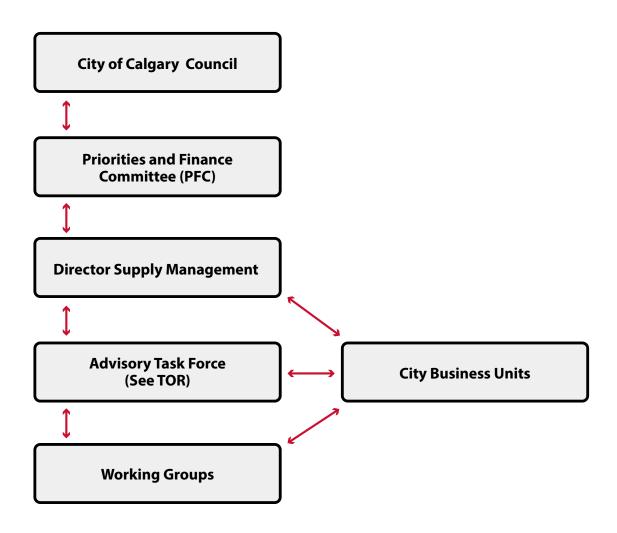
TASK	PHASE TWO TIME LINE	LEAD
WORK PLAN	Q1 2020	STAFF
Report to Council	Q1	Staff / Task Force
Purchaser and Supplier Engagement Process	Q1-Q2	Consultant
Identify Multiple Pilot Opportunities: test, evaluate, pivot, implement, report	Q2	Task Force
Initiate Social Procurement Roundtable	Q2	Consultant
Design and Initiate Next Three (3) Pilots	Q3	Task Force / Staff
Develop Procurement Procedures	Q3	Staff

PHASE THREE

TASK	PHASE THREE TIME LINE	LEAD
WORK PLAN	Q1 2021	STAFF
Report to Council	Q1	Staff
Complete Pilots Stage 2	Q1-Q2	Staff
Measure Phase Pilot Outcomes	Q2	Task Force
Implement Procurement Procedures	Q3	Staff
Report to Council	Q1-2022	Staff

Terms of Reference for the Advisory Task Force

SOCIAL PROCUREMENT POLICY STRATEGY GOVERNANCE MODEL



TERMS OF REFERENCE:

Social Procurement Implementation Advisory Task Force

1. Background

The City of Calgary has accepted in principle a social procurement policy and strategy to create a Sustainable, Social, Ethical and Environmental Procurement Policy, SSEEPP, that will advance the utilization of existing procurement to create local social, economic and environmental value.

The primary purpose of the Social Procurement policy is to respond to local economic and social issues, with potential outcomes:

- Increased access to City contracts will contribute to a more diverse, more resilient, and more socially inclusive small and medium-sized business sector
- Support for economic recovery with greater opportunity and integration for marginalized groups in Calgary
- Increased apprenticeship, paid workexperience, and entry-level opportunities in the trades and other career-track employment, especially for marginalized community members, e.g. Indigenous peoples, women, and immigrants.
- Increased prepared to respond to Infrastructure Canada's recent requirement for Community Benefit Employment Agreements for infrastructure investments.

2. Purpose

The Advisory Task Force is a multi-stakeholder group to advise and support The City on the process of designing, implementing and measuring a social value into the existing procurement process.

Members of the Advisory Task Force acknowledge and agree that the outcomes and responsibilities expected of them are to:

- Support and monitor integration into existing City of Calgary social objectives: Calgary's Resilience Strategy (under development), imagineCALGARY, Enough for All, etc.
- Inform City staff and Task Force Members with stakeholder value and process issues
- Support mitigation of supplier and construction sector fears and perceived barriers
- Build relationships between suppliers and purchasers
- Identify social issues and measurable benchmarks for success consistent with existing City policy
- Identify 'low hanging fruit' and pilot project opportunities
- Support the development and application of the outcomes measurement process

3. Roles and Responsibilities

The role of the Advisory Task Force is to advise the Director of Supply Management on the implementation of the Social Procurement Program. The Task Force will support the implementation process to: create the appropriate goals, establish the measurement criteria and the reporting methodology. The Social Procurement process will build upon existing policies, programs and strategies of the SSEEEP Policy as presented to The City of Calgary at the regular meeting on December 2018 (https://pub-calgary.escribemeetings.com/filestream. ashx?DocumentId=75350).

The Advisory Task Force is by its purpose and design intended to be advisory only. It is not a decision making body. The public members are expected to represent a sector voice and perspective to positively contribute to the policy implementation.

The Advisory Task Force will, at a minimum, meet quarterly and will be responsible to submit annual progress reports to City Council through the Director of Supply Management. Advisory Task Force members agree to participate in regular meetings and appropriate training opportunities, prepare for meetings, and contribute professionally as required from time to time.

4. Reporting Relationships

The Advisory Task Force reports to and is responsible to the Director of Supply Management.

5. Decisions

Collaboration and mutual respect are basic principles of the Advisory Task Force conduct.

Decision-making of the Advisory Task Force will strive to reach consensus by all members in attendance. However, if the Co-Chairs determine that consensus cannot be reasonably reached and the Task Force is at quorum, a vote shall be held and the decision shall be made by the simple majority. If there is a tie, The City co-chair will decide.

6. General

6.1 Membership

Membership as defined within the policy:

- One (1) Representative from Supply Management Co-chair
- One (1) Representative from Supply Management Project Lead and Secretariat
- One (1) Representative from Resilience and Infrastructure Calgary
- One (1) Representative from Calgary Neighbourhoods
- One (1) Representative from Environmental and Safety Management
- One (1) Representative from Facility Management
- Two (2) Representatives from City Corporations
 - E.g. Attainable Homes Calgary Corporation, Calgary Arts Development, Calgary Economic Development, Calgary Housing Company, Calgary Municipal Land Corporation, Calgary Technologies

- One (1) Representative from the Calgary Construction Association
- One (1) Representative from the Calgary Road Builders Association
- One (1) Representative from Calgary Economic Development
- One (1) Representative from the Chamber of Commerce
- One (1) Representative from Respect for the Earth and All People (REAP)
- One (1) Representative from Momentum
- One (1) Representative from Anchor Institution
- At large appointment(s)

The initial Advisory Task Force members will be selected by the Director of Supply Management.

The main Task Force may create working groups to meet at other times to address and report back on identified and specific issues. Each task force will have a defined topic, described outcome and reporting timeline.

Terms and processes will comply with Council Policy on Governance and Appointments of Boards, Commissions and Committees as published at http://www.calgary.ca/CA/city-clerks/Documents/CP2016-03-Governance-Appointments-BCCs.pdf.

6.2 Term

Term begins upon appointment by of the Director of Supply Management.

Term ends on December 31, 2021 unless terminated earlier.

If a member terminates prior, then The City staff Co-Chair may appoint a replacement representing a similar stakeholder perspective or experience.

6.3 Meeting Chair

The Advisory Task Force will elect one Co-Chair from the non-City members of the Task Force. The Co-Chair will contribute to the agenda preparation, the meeting content, and report preparations.

6.4 Agenda Items

Supply Management is responsible for the administrative and secretariat requirements of the Advisory Task Force. The Project Lead will coordinate the secretariat function of the Task Force. In addition to agenda compilation, this role also includes provision of analysis, technical support and subject matter expertise.

Any member can raise or propose agenda items. Agenda items are to be provided two weeks in advance of meetings to the secretariat for agenda inclusion. The agenda and supporting documentation will be forwarded to Task Force members one week prior to meetings.

The agendas for the quarterly meetings will generally follow the topic areas outlined in the Project Plan, subject to periodic decisions about scheduling and deliverables made by members of the Task Force.

Facilitation may be provided for Advisory Task Force general meetings as required and determined by the Director of Supply Management.

6.5 Minutes

The minutes will be prepared by Supply Management and will be circulated to the Task Force. Records of meetings will be managed by Supply Management.

6.6 Frequency and Duration of Meetings

The Task Force will meet for 2 hours quarterly or more often subject to relative progress based on the Project Plan and schedule, meetings may occasionally be cancelled or the agenda items dealt with through e-mail, teleconference or Skype, etc.

Additional meetings may be set for Task Force members or smaller sub-sets to deal with specific agenda items or deliverables.

6.7 Delegates & Proxies

If a member of the Task Force is not available to attend a meeting, a delegate will be permitted to attend provided the delegated representative has appropriate decision-making authority. The delegated representative is expected to bring information back to the absent member.

6.8 Quorum Requirements

Quorum is defined as a simple majority of the total membership of the Task Force. In general, this will mean half of the total number of members.

6.9 Review of Terms of Reference

The Terms of Reference will be reviewed once a year.

6.10 Confidentiality

Task Force members will be required to treat all communications as confidential and are not to disclose any internal information without the prior written consent from one of the City Staff Task Force Co-Chair on any matter that may impact the success of the process or create a real or perceived conflict of interest.

6.11 No Employment, Service, Agency Relationship

Membership on the Advisory Task Force does not constitute employment with The City of Calgary or any other City department or agency. Nothing in this Agreement is intended to create, creates or shall be interpreted or construed as creating a partnership, joint venture or the relationship of principle and agent, or of employer and employee between you and The City or any other City department or agency.

6.12 Reimbursement

Task Force members will not be compensated for their time.

6.13 Intellectual Property

All property and property rights including intellectual property rights and interests and claims in or to any record produced by one or more members of the Task Force or by anyone on behalf of the Task Force for the purposes of this agreement or fulfilling their responsibilities as a member of the Advisory Task Force, shall immediately, as soon as they come into existence, vest in and remain the property of The City of Calgary. Members must ensure that any and all agreements and arrangements between themselves and anyone acting on your behalf or for them comply with this provision. Members agree to assist The City including signing any documents that may be required to be signed to give effect to this provision. This assistance shall be provided without any further consideration being paid or otherwise provided to the member. This provision survives the expiry or early termination of this agreement.

6.14 Conflict of Interest

Conflict of interest is as defined by The City of Calgary Conflict of Interest Policy HR-LR-004 (http://publicaccess.calgary.ca/lldm01/livelink.exe?func=ccpa.general&msgID=MsrsKK-sKqL&msgAction=Download).

Members must, in undertaking their responsibilities under this agreement and as a member of the Advisory Task Force, act honestly, only in the public interest, and at all times in a manner that upholds the highest ethical standards so that public confidence and trust in the integrity, objectivity and impartiality of government are conserved and enhanced. In carrying out their responsibilities as a member of the Advisory Task Force, members must not act in any way to further their own or a family members' private or personal interests.

Furthermore, members must not knowingly take advantage of, or benefit from, any information, confidential or otherwise, that is obtained in the course of undertaking their responsibilities under this agreement and as a member of the Advisory Task Force, which is not generally available to the public, either during the term of this agreement or after its expiry.

If members anticipate they may find themself or are in a situation that constitutes an actual or perceived conflict of interest, they must inform The City of Calgary Director of Supply Management immediately in writing and complete any required documentation disclosing the nature of the conflict. Members agree to abide by any instructions provided by The City of Calgary to address the conflict up to and including removing themself or being removed as a member of the Advisory Task Force.

This provision survives the expiry or early termination of this Agreement.

6.15 Termination

Should a member wish to end membership on the Advisory Task Force, they must inform The City of Calgary in writing and provide the date on which their membership will end.

Missing 3 consecutive meetings may be cause for termination.

The City of Calgary may terminate membership on the Advisory Task Force at any time without notice or reason and membership ceases on the effective date of that termination.

The City of Calgary may terminate this agreement at any time without notice or reason and membership ceases on the effective date of that termination.

This Agreement terminates on the date that membership ends, but the confidentiality clause remains in affect even after termination.

Pilot Project Framework and Examples

The social procurement pilots will have three (3) key objectives:

- **1.** Establish the data collection and reporting systems for measuring outcomes
- **2.** Use variable models to test the options and opportunities of social procurement models
- **3.** Provide the framework and basis for permanent social procurement procedures

Pilot Projects Evaluation Framework: Alignment with City of Calgary Policy & Programs

Each pilot project will evaluate the options for data collection and reporting systems for measuring outcomes, which may include items such as:

- The number and financial value of contracts maintained with local businesses and social enterprises
- The number and financial value of new contracts awarded to local businesses and social enterprises
- The number of targeted employment positions filled
- The number and financial value of supplier sub-contracts
- The number of apprenticeships and training positions created and completed
- Increased knowledge of procurement process for small businesses
- Increased knowledge from City staff on how to create social benefit through purchasing
- Increased number of small businesses responding to procurement opportunities

- Number and dollar value of jobs created for targeted marginalized groups
- A count of equivalent full time employees per contract, reported by supplier
- Amount of payroll to targeted employees, reported by supplier
- Contracts directed to or won by diverse suppliers and social enterprises
- Number of contracts awarded that have a social value component, reported by The City
- Dollar Value of Contracts that have a social value component, reported by The City
- Assess annual City purchasing percentage awarded to small- and medium-sized businesses
 - Assess by postal code
 - Assess by business sector
- Assess internal implementation progress using an annual updated SSEEPP leadership questionnaire to evaluate social procurement progress toward the goals identified by the Task Force.

The pilots will use variable models to test the options and opportunities of social procurement models

Examples of Potential Phase One Pilot Program Opportunities

Low value Purchases:

Explore trade agreement financial threshold opportunities to do direct small item purchasing

• Examine The City's previous purchases under the \$25,000 amount (e.g. catering, printing, couriers, events, etc.) for potential direct contracting where social objectives can be achieved:

- Indigenous owned catering service
- Non-profit space for events

Trade Agreement Exceptions:

Explore Trade agreement exceptions that meet the "legitimate public welfare objectives" using Non-profit Suppliers and Persons with Disability Suppliers

- Trade agreements allow exceptions for direct purchasing from non-profits
 - Purchase temporary labour support from non-profit employment training provider
 - Utilize non-profit social enterprise for maintenance services for Calgary Housing repairs

Social Value Language and Weighting in RFP's for Targeted City Departments:

- Example: Calgary Housing opportunities to work with suppliers that employ residents to do:
 - Apartment and unit refurbishing
 - Interior and exterior maintenance
 - Catering, cleaning, maintenance, and recycling

Pilot RFP with additional weighting for social value for upcoming procurement opportunities for services that would be a good fit for social procurement

• Examples: catering, landscaping, packaging, fulfilment, etc.

Provide the framework and basis for permanent social procurement procedures

Based upon the pilot projects evaluations and learnings the Supply Management staff will design and implement permanent social procurement procedures.

Social Procurement Pilot Objectives Meeting City of Calgary Policy Goals:

The following City of Calgary policies, strategies and frameworks were reviewed to identify how the five types of social procurement pilot projects can contribute to meeting The City's priorities and aspirations.

- Pilot 1 Direct Award: Under Financial Threshold
- **Pilot 2** Direct Award: Trade Agreement Exception
- Pilot 3 Social Value Weighting RFP
- Pilot 4 Sub-Contract Opportunity
- **Pilot 5** Green Line Community Benefit Agreement

Policy Objectives	More diverse more resilient, and more socially inclusive small and medium-sized business sector.	Greater economic opportunity and integration for marginalized groups.	Increased apprenticeship, paid work-experience, and entry-level opportunities in the trades and other career- track employment.	Increased preparedness to respond to Infrastructure Canada's investments.	
PILOT ALIGNMENT					
Pilot 1	•	•			
Pilot 2	•	•	•	•	
Pilot 3	•	•			
Pilot 4	•	•			
Pilot 5		•	•	•	

Policy Objectives	More diverse more resilient, and more socially inclusive small and medium-sized business sector.	Greater economic opportunity and integration for marginalized groups.	Increased apprenticeship, paid work-experience, and entry-level opportunities in the trades and other career- track employment.	Increased preparedness to respond to Infrastructure Canada's investments.
CITY OF CALGARY ALIGNMENT				
One Calgary	•	•	•	•
Council Directives	•	•	•	•
Calgary 2020	•	•	•	
Triple Bottom Line Policy	•	•	•	
Municipal Development Plan	•		•	
imagineCalgary	•	•	•	•
Capital Infrastructure Investment Principles			•	•
SEEPP	•			
White Goose Flying	•		•	
Capital Infrastructure Investment Principles			•	•
Community Economic Development Neighbourhood Framework	•	•		•
Welcoming Community Policy	•	•		
PARTNERSHIP STRATEGY ALIGN	MENT			
100 Resilient Cities Framework	•	•	•	•
Calgary Economic Development Strategy	•	•	•	
Enough for All		•	•	
Calgary Local Immigrant Partnership – Local Settlement Strategy	•	•	•	

ISC: UNRESTRICTED

Deputy City Manager's Office Report to Priorities and Finance Committee 2019 June 04

Resilient Calgary

EXECUTIVE SUMMARY

Calgary is a dynamic community that is not immune to the impact of acute shocks and chronic stresses. Historically, we have been subject to changing weather conditions resulting from our geographical location and proximity to mountains, two rivers and the southern prairies of Alberta. Our community composition has reflected our mission possible attitude, attracting people to our city from all over the globe seeking a good life. We have been blessed with a strong economy that has emerged through many transitions, and is in the middle of another sustained contraction that is resulting in high unemployment. Our work ethic and our desire for quality of life has contributed to investment decisions in our community that support, among many things, mobility, housing, health and wellness, education, justice and prosperity.

Following the 2013 flood, Council supported the intentional work of a resilience team to undertake a community engagement process to determine what resilience challenges faced our city and to begin a journey to address these challenges. This work has been conducted internally and externally, with the resilience team supporting the development of the One Calgary service plans and budgets and engaging the community in a resilience dialogue and action setting process resulting in this strategy. One step in the process was our application to the 100 Resilient Cities network, of which we were invited as a member in 2016. Calgary has participated in the network and has optimized the related grant and support of a strategy partner, platform partners, participation in network activities, and learnings from other cities. The supports offered by 100 Resilient Cities will cease in 2019 July.

The four pillars of our resilience strategy, The Future of Calgary's Economy, Inclusive Futures, The Future of Calgary's Natural Infrastructure, and Calgary's Future-Ready Infrastructure place our lens firmly toward achieving our vision of Calgary as a great place to make a living, and a great place to make a life. A shared theme of adapting, engaging and innovating Calgary as we prepare for our future, reinforces the important role of local government in helping its people achieve quality of life outcomes. Our outcomes and actions will be undertaken with no new budget ask.

The City of Calgary, our community partners and our people make up our story of resilience as resilience champions. Some of the work of our resilience champions is highlighted throughout our *Resilient Calgary* strategy as Resilience in Action stories.

We have built this strategy on the foundation of resilience work that has come before us and have linked this work to resilience work already supporting our community. This includes aligning the strategy to the imagineCALGARY vision, the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP), the Economic Development strategy, and the Climate Resilience strategy. We also aligned with and supported the One Calgary process by, among other things, including a resilience lens in One Calgary modules and the City Resilience Framework in the capital business case summaries. Together as members of The City of Calgary and with our community stakeholders and partners, we have placed a lens on the most urgent resilience issues, lifted our awareness of each other's efforts to build resilience, and leveraged our collective action. The City of Calgary has been recognized by 100 Resilient Cities for successfully institutionalizing resilience as part of our thinking and decision-making processes. We ask Committee to recommend the strategy to Council and that Administration reports back on implementation progress in 2020.

ISC: UNRESTRICTED

Deputy City Manager's Office Report to Priorities and Finance Committee 2019 June 04

Resilient Calgary

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

- 1. Approve the proposed Resilient Calgary strategy; and
- 2. Direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 March 21, the Preliminary Resilience Assessment (PRA) was presented to the Strategic Meeting of Council for information as part of the One Calgary – Resilience, Research, Financial and Capital Update (C2018-0304).

On 2017 June 19, the findings from the 2017 March 3 Agenda Setting Workshop were presented to the Strategic Meeting of Council for information (C2017-0553).

On 2015 November 25, the Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).

C2013-0742 Flood Recovery Task Force: 2014 Business Plan and Budget Adjustments Companion Report. Following the 2013 flood event, a recovery office was established to support the oversight and delivery of flood recovery efforts and organizational resilience toward future disruptive events.

In Action Plan 2015-2018, Council approved the establishment of a resilience program to continue the efforts toward flood mitigation and overall resiliency.

BACKGROUND

Calgary's story is one of resilience. Over centuries of human settlement, growth and change we have experienced times of flooding and drought, economic growth and collapse and great social change. In recent memory, our resilient story grew as we experienced significant stresses and shocks together as a community. This included an oil price driven economic boom with unprecedented population growth and development, followed by a structural economic shift and economic decline that we are collectively working to resolve. Calgary came together to respond to and recover from the 2013 Southern Alberta Flood and then again during the 2014 September Snow Event, and we continue to work together as we face on-going other stresses in our city related to affordability and mental well-being.

While Calgary's story has always been one of resilience, it was in 2013 that we began the first phase of our intentional resilience journey. The first phase of our journey began with our awareness of the significant impacts and intense challenges we faced as a community to recovery from the 2013 flood. Through this we recognized the relationship between our environment, our economy, our ability to deliver services, the social fabric of our communities and mental well-being of us all. We began conversations with our communities to understand our vulnerabilities and strengths and made a commitment through Council, and the 2014-2018 Business Plan and Budget Cycle, to over time transition our recovery team into a team to foster resilience.

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As part of this commitment to resilience, we applied for membership in the 100 Resilient Cities (100RC). This initiative is dedicated to helping cities around the world to become more resilient to the physical, social and economic challenges that are a growing part of the 21st century. This resilience focus includes not only the acute or finite shocks that can happen unexpectedly, but also the stresses that weaken the fabric of a city on a day-to-day or cyclical basis.

The City of Calgary was among the third and final cohort of cities invited by 100RC to embark on this exciting opportunity to examine city resilience and develop a customized strategy. We are one of four Canadian cities on this journey with Montreal, Toronto and Vancouver being the others. Membership in 100RC has had many benefits, the largest of which is being able to learn from and connect with others in the network. This connection to other cities, Chief Resilience Officers, network members, partners and resilience champions inspired and informed the development of our strategy. The 100RC program will formally end in 2019 July and Calgary intends to maintain the relationships built with other cities, specifically the Canadian members.

As we began our 100RC membership, the first phase of our resilience journey culminated in additional awareness building and engagement activities in 2017 with an Agenda Setting Workshop, the Downtown Economic Summit, focus groups and other community discussions. This quickly transitioned to phase two of our journey with the analysis of perceptions, the vulnerability of our services to stresses and shocks, and the identification of opportunities and challenges both within The City of Calgary as part of the One Calgary process, and for our greater community.

Through early resilience activities, including the development of the PRA, it became evident that Calgary is well situated on a resilience path and that there were immense foundational pieces to build from or to emphasize through this work. Through 2017 and 2018 the resilience team worked diligently with colleagues in Administration to include the resilience lens as part of the One Calgary service plans and budgets process. This is evident in the Council Directives, Citizen Priorities, goals and actions, and budget recommendations expressed throughout the One Calgary 2019-2022 document. Calgary has been recognized by 100 Resilient Cities for successfully institutionalizing resilience as part of our thinking and decision-making processes.

The *Resilient Calgary* strategy has specific, timebound and achievable outcomes and actions that will be led by The City of Calgary and our community partners and will continue outside of the support of 100RC with no new budget ask.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Resilient Calgary strategy (Attachment 1) outlines Calgary's priority challenges and opportunities into one shared theme and four pillars. In consultation with community partners and diverse stakeholders, each pillar has two to four outcomes with creative, bold and innovative actions to reach those outcomes. This work was guided by extensive research and analysis of Calgary's unique opportunities and challenges. A pivotal input was our Agenda Setting Workshop where we learned that as Calgarians, we are most concerned about the following stresses and shocks:

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Stresses

- Economic uncertainty
- Climate change
- Poverty/access to housing
- Inequality/lack of social cohesion
- Lack of economic diversification
- Unemployment

Shocks

- Financial and economic crisis
- Extreme weather incidents (severe storms and flooding)
- Cyber attacks
- Drought
- Fentanyl

While our strategy supports all of the top stresses and shocks in some way, our shared theme and pillars were developed based upon extensive analysis and stakeholder input of where this strategy could provide the most benefit within our current Calgary context.

Shared Theme: A Future Focused Calgary

The resilience of a city improves when thoughtful, practical and creative tools are used to support our decision-making capabilities. It includes tools that will: reveal novel ideas, challenge existing assumptions about the future, and explore the interactions between future trends, risks and the forces driving change.

Globally, cities are evolving with a future that is increasingly volatile, uncertain, complex and ambiguous (VUCA). For Calgary to have a resilient and prosperous future, we will benefit from a set of thoughtful, practical and creative tools to enhance our decision-making capabilities. By adapting, engaging and innovating, Calgary can lead into the future. It will attract employment, stimulate local economies and create future sustainability and inclusion.

This shared theme reflects the needs that have emerged across all the pillars and the tools here will support resilience decision making throughout all of the actions listed in the *Resilient Calgary* strategy. The goal of this shared theme is that all pillars use a future focused lens when advancing their outcomes and actions. This will be achieved through three actions.

- Deliver a Calgary foresight planning method with a coordinated set of future-thinking activities and partnerships to support City service owners and others in strategic decision-making.
- Develop a resilience dividend tool to guide investment prioritization by quantifying the
 expected impacts from investment opportunities that make our City more resilient. This
 tool will help us to prioritize opportunities or estimate resilience potential.
- Review the Triple Bottom Line Policy to make it more aligned with The City's current
 policy and implementation context. This includes further strengthening the relationship
 between resilience efforts including the resilience dividend tool, and long-term
 sustainability outcomes.

Pillar 1: The Future of Calgary's Economy

The resilience of a city improves when all are encouraged and able to participate in a diverse and strong economy. This enhances the community's ability to attract business, talent and investment. In 2018, Calgary Economic Development (CED) and The City of Calgary launched *Calgary in the New Economy*, Calgary's new economic strategy. This pillar is aligned to this strategy's four key outcomes: Talent, Innovation, Place and Business Environment.

The goal of this pillar is that all community members are encouraged and able to participate in a diverse and strong economy. This will be achieved through the following outcomes and actions:

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Outcome 1A: Calgary's workforce is ready for emerging economies. In support of underemployed Calgarians developing the skills needed to participate in a diverse tech industry, we will work on activities towards a resilient education ecosystem that reflects the needs of industry.

Outcome 1B: Digital disparity in Calgary is addressed so Calgarians have safe and equitable access to a connected economy and social realm. Meaningful participation in civic life and emerging economies is increasingly dependent on being connected. Reducing digital disparity is imperative to achieving our economic outcomes. We have been working to develop a digital disparity study that identifies barriers to digital participation due to access, hardware, literacy and lack of infrastructure. A commitment to safe and equitable access strengthens the business case for digital infrastructure enabling citizens and businesses to fully participate in the economy and society.

Outcome 1C: Strengthening resilience through business continuity. We are working with business, emergency response and business continuity leaders to leverage their expertise in disaster preparation and recovery to strengthen the resilience of our business and non-profit sectors preparation for planned and unplanned disruptions.

Outcome 1D: Calgary coordinates efficiencies, levers and incentives to grow and attract business. We will bring together various business attraction stakeholders to explore the tools available to encourage market development while strengthening resilient outcomes. We have already been working closely with our Smart City and Living Lab teams to identify opportunities to leverage underutilized City assets to accelerate growth in the innovation ecosystem.

Pillar 2: Inclusive Futures

Calgary is a city with diverse people and communities. The resilience of a city improves when equity-seeking communities have meaningful voices in decision-making and leadership, communities are connected and feel empowered to act, power is distributed in our systems, and differing opinions that challenge our thinking are valued and accepted. By leveraging the untapped strengths of our equity-seeking communities, Calgary can forge a resilient path that is leading edge and responsive in VUCA environments.

The goal of this pillar is that Calgary institutions (including public, private, not for profit, etc.) have trusted and informed relationships with Calgary's equity-seeking communities. Using a futures-thinking approach, four outcomes were identified for institutions to develop stronger relationships with Calgary's equity-seeking communities.

Outcome 2A: Calgary institutions include equity-seeking communities in decision-making and democracy. There is an on-going call from equity-seeking communities for institutions to actively listen to their communities. Institutions are being asked to sincerely take their recommendations and public interests seriously, and to involve equity-seeking Calgarians in democracy and in aspects of decision-making that affect them. It's about listening and speaking to communities in ways that make them feel heard, understood and valued.

Outcome 2B: Calgary institutions have trusted and informed relationships with Indigenous communities in a good way. Institutions will strive to work "in a good way," a concept used by many Indigenous peoples to recognize work that is conducted in authentic and meaningful ways, with intention and sincerity, through reciprocal and respectful relationships. It is a

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demonstration of working with clear purpose and with high levels of integrity, moral strength and communal spirit.

Outcome 2C: Calgary institutions value diverse governance paradigms. Equity-seeking communities tasked institutions to "go beyond" creating opportunities for diverse individuals to sit on boards or hold leadership positions. They are not interested in conforming to society's current leadership and governance paradigm. Instead, they want Calgary institutions to expand how they currently govern to include their ways of leading and governing.

Outcome 2D: Calgary institutions invest in equitable economic development. Equity-seeking communities have asked institutions to address the current and perceived future barriers they face in accessing income or other valuable resources and the increasing exploitation in their work situations resulting from technology advances.

Pillar 3: The Future of Calgary's Natural Infrastructure

Resilience of a city, its communities and region are improved when integrated systems are in place to conserve, enhance and maintain our natural infrastructure. A healthy environment, including a sustainable clean water supply as well as arable, developed and developable land that is resilient against floods, provides a foundation for a robust economy where business can thrive and the health and well-being of Calgarians is supported.

Calgary has natural infrastructure that supports the provision of municipal services to Calgarians. These services include stormwater management, water supply and treatment, parks and open spaces, urban forestry, and recreational opportunities, as well as other social, economic and environmental benefits. They contribute to physical and mental well-being and can contribute to a growing economy, in part by making the city more attractive to a skilled workforce and investment. They can be sound fiscal investments by providing services that are more resilient to the gradual and sudden impacts of climate change and extreme weather events than traditional grey infrastructure.

Current City processes do not fully account for the benefits of natural infrastructure in development and investment decision-making, nor do we have a consistent inventory and operations and maintenance approach putting their enhancement, maintenance and protection at risk. There is an opportunity to integrate natural infrastructure and innovative technologies into our traditional infrastructure and asset management frameworks. A shared understanding of the value of natural infrastructure and the multitude of services they provide can assist decision-makers in making choices related to resource allocation and strategic natural infrastructure investments.

The goal of this pillar is that Natural infrastructure assets are identified, protected, tracked, managed and used to inform investment and planning decisions. This will be achieved through three focused themes, outcomes and actions.

Outcome 3A: Calgarians are aware of our key natural infrastructure and its role in providing community benefits. Natural infrastructure awareness materials and an inventory that identifies the key natural assets relied upon by Calgarians can help different audiences understand the value of natural infrastructure in contributing to city resilience and their role in fostering that.

Outcome 3B: Calgarians are supported through sound analysis of natural infrastructure value that informs decision making. A valuation tool-kit that helps to analyze the services and multiple

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benefits natural infrastructure provides can inform planning, management and investment decisions and the integration of natural infrastructure into City of Calgary corporate processes.

Outcome 3C: Calgarians are supported through strategic investment in natural infrastructure. Our natural infrastructure awareness and analysis will be integrated into existing and new relevant City and regional policy. As well, implementation projects will be supported with design criteria and a collaborative approach to innovative and invest in natural infrastructure.

Pillar 4: Future-Ready Infrastructure

Resilience of a city improves when the community has access to infrastructure. If the infrastructure is designed to accommodate the diverse and ever-changing makeup of the community, it will serve the intended purpose. If adaptable, it will accommodate unintended uses. Harder working, multi-use and co-created infrastructure or retro-fits may be solutions to consider in response to a growing and diverse population, emerging natural impacts due to a changing climate, and a value-based interest in public funded projects. We also must prepare for a future that is connected socially, digitally, automatically and technologically.

Capital planning and investment plays a pivotal role in creating inclusive, accessible and connected communities and dynamic economies, contributing to a resilient city.

The goal of this pillar is that Calgarians are supported through strategic investment in future focused and resilient infrastructure. The two outcomes provided in this pillar ensure that over the next four years Calgarians are supported through strategic investment in future focused and resilient infrastructure and watershed systems.

Outcome 4A: Calgary infrastructure investment is strategic, coordinated and future focused. The City of Calgary endeavors to continuously improve capital investment management processes. This includes robust asset management to ensure information needed to support decision making in the right infrastructure at the right time is available, and, project management practices to ensure efficient and cost-effective delivery of infrastructure that serves citizen needs.

Outcome 4B: Calgary is a resilient community with services supported by shock and stress proofed watershed systems. Alberta has experienced significant changes to its climate in recent decades. Climate change hazards have worrying implications for cities, including impacts on city water resources, damage to and failure of infrastructure, threats to human health and increased mortality. Great work has been done to best understand our flood risk in Calgary, and The City of Calgary has developed a flood resilience plan. Looking forward, our focus has expanded to be comprehensive of our overall relationship with water.

Stakeholder Engagement, Research and Communication

The process to develop the *Resilient Calgary* strategy has been a collective journey. We began in 2015 with affinity workshops and a shared application to the 100RC network in alliance with many City business units and community partners. We were accepted into the 100RC network in 2016 and on 2017 March 3, launched our strategy development with a workshop that brought together a diverse group of more than 150 stakeholders and city leaders to discuss resilience and begin to identify Calgary's resilience priorities. This workshop was conducted in tandem with the Downtown Economic Summit and has remained work in parallel since.

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We also engaged stakeholders to understand their perceptions on where we are doing well as a city and where we have opportunities to be more resilient. This research was conducted both at the Agenda Setting Workshop and then further through targeted focus groups with seniors, youth, business persons and the general public. This stakeholder research was further augmented by analysis of our Calgary context and identification of our unique challenges and opportunities. This included findings from The City of Calgary Trends and Beyond Trends workshop held 2018 January 9 where over 300 employees contributed their resilience thinking to our future stresses and shocks. The culmination of this stakeholder engagement and analysis informed our research areas for the *Resilient Calgary* strategy as outlined in the PRA (presented to Council 2018 March 8) and concluded phase one of our strategy development.

We began phase two of our strategy development with a stakeholder launch and facilitated discussions with broad yet focused collaboration circles that included City of Calgary staff and other stakeholders related to each resilience pillar. Through those discussions, the field of enquiry for each pillar was defined and further research conducted. We did this with the support of co-leads for each pillar of work who helped guide our work throughout the completion of our strategy:

- Calgary Economic Development for The Future of Calgary's Economy
- United Way of Calgary and Area for Inclusive Futures
- Climate Resilience, Environmental & Safety Management for The Future of Natural Infrastructure
- Infrastructure Calgary, The City of Calgary for The Future of Calgary's Infrastructure

During this time, our Resilient Calgary Steering Committee was also established and came together several times to provide their insight into our strategy development. Steering committee membership was comprised upon recommendations from our pillar stakeholders. An intent to hear from new voices and to ensure a broad spectrum of city stakeholders was considered to establish the Steering Committee.

A broad and inclusive public engagement strategy over the three years has included open houses, online and focus group sessions. Our public engagement reinforced the importance of our resilience outcomes and quotes from participants in that engagement are included in our strategy on the action pages. This resulted in the voices of many diverse stakeholders being involved and heard. Examples of stakeholders include, but not limited to Calgarians from diverse communities, community partners, Indigenous groups, platform partners (global consultants associated with 100RC) and other 100RC cities, business representatives, subject matter experts and City business units.

Our research was also guided by the City Resilience Framework (CRF). The CRF is a lens that helps understand the complexity of cities and identifies a series of drivers that have been proven necessary for a city's resilience. The CRF describes the essential systems of a city in terms of four dimensions: Health & Wellbeing, Economy & Society, Infrastructure & Environment, and Leadership & Strategy. Each dimension contains three "drivers," which reflect the actions cities can take to improve their resilience.

Resilient Calgary's actions align to all dimensions and nearly all drivers of the CRF, with a focus on: fostering economic prosperity, supporting livelihoods and employment, meeting basic needs, fostering long-term and integrated planning, promoting leadership & effective

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management, promoting cohesive and engaged communities, empowering a broad range of stakeholders, ensuring continuity of critical services and maintaining and enhancing protective natural and manmade assets (infrastructure).

Strategic Alignment

The City of Calgary's coat of arms refers to ONWARD. Urban resilience is identifying stresses and shocks and planning for minimal disruptions and moving onward.

The City has set a 100-year vision:

The imagineCALGARY vision reflects the community's enduring aspirations for Calgary's built and natural environment, social wellbeing and strong government and governance. Working to build Calgary's resilience against shocks and stressors is essential to enable The City of Calgary and community to realize the imagineCALGARY vision. imagineCALGARY describes the Calgary of the future and resilience is one of tools we need on our journey.

The City of Calgary seeks to improve the quality of life, build public confidence and trust and demonstrate service value to Calgarians. Fulfilling this purpose contributes to our shared vision of "Calgary: A Great Place to Make a Living, a Great Place to Make a Life". The *Resilient Calgary* strategy supports imagineCALGARY and Citizen Priorities and Council Directives through aligned outcomes and actions. They are detailed in Appendix 3 (page 133) of the *Resilient Calgary* strategy. Some highlights are below:

A Prosperous City

All of the pillars and cross-cutting theme support a prosperous city. This is most evident with the "Future of Calgary's Economy" pillar and actions to address business attraction and growth, talent development for emerging economies, innovation and Living Labs, and digital readiness and access. Throughout the strategy there are other specific actions related to developing a social procurement policy and strategy, creating a natural infrastructure valuation toolkit to understand the return on investment of investments, and to apply a resilience lens to strengthen public infrastructure.

A City of Safe and Inspiring Neighbourhoods

This directive is supported with actions to enable open spaces for inclusive conversations and advance equity as part of our "Inclusive Futures" pillar as well as with support for the Future of Calgary's Centre City and creation of awareness materials related to our role in understanding the services and benefits provided by natural infrastructure.

A City that Moves

A city that moves will be supported largely through tools to support decision making and understand our future and the action to develop a strategy foresight service.

A Healthy and Green City

Two pillars strongly support a healthy and green city. They are the "Future of Natural Infrastructure" with actions to support a collaborative approach to the implementation of natural infrastructure projects and "Future-Ready Infrastructure" with actions to support the implementation of our Integrated Watershed Management Plan and to create a Watershed Investment Strategy.

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A Well-Run City

All of the pillars and the shared theme support a well-run city. This is evident with our shared theme of "A Future Focused Calgary" identifying the tools needed to support resilience decision making with a strategic foresight planning method, a resilience dividend tool and support for review of the Triple Bottom Line (TBL) Policy that includes a resilience lens. Other actions support business continuity, diversity on boards, support for our Indigenous relationships, policy alignment for natural infrastructure, and actions to maintain and improve the infrastructure we have built that supports service needs.

In addition, the *Resilient Calgary* strategy aligns with many other corporate and community documents and a summary of this alignment is detailed on page 27 of the strategy. Other key alignments include:

- Municipal Development Plan and Calgary Transportation Plan
- Calgary in the New Economy (Calgary Economic Development)
- United Way of Calgary and Area: The Way Forward
- Centre City Plan Refresh
- Climate Resilience Strategy
- Integrated Watershed Planning Strategic Framework
- Social Well-Being Principles
- The City of Calgary's Indigenous Policy
- Calgary Corporate Accessibility Policy
- Triple Bottom Line Policy
- Industrial Land Strategy
- United Nations Sustainability Development Goals

Lastly, the *Resilient Calgary* strategy development was integrated into the One Calgary Program by supporting a resilience focus the 2019 January 9 Beyond Trends Workshop; including resilience in the Capital Infrastructure Investment Principles and the City Resilience Framework in the Capital Business Case summaries; and application of the resilience lens to One Calgary Modules. Resilience will continue to align and support the One Calgary Program as we embed a service-based delivery and accountability way of working as part of our service-based and results-based culture.

Social, Environmental, Economic (External)

The Resilient Calgary strategy is aligned with the triple-bottom line policy and considers social, environmental and economic factors intrinsically within the strategy pillars. We intend to further integrate the resilience lens with the triple bottom line policy review planned for 2019-2020. This is consistent with strategic alignment of sustainability and resilience in the Canadian cities developing resilience strategies.

Financial Capacity

Current and Future Operating Budget:

Every effort was made to align resilience planning and actions within the One Calgary service plans and budgets as they were being developed. We were mindful and intentional to include the resilience lens, strategic foresight and a robust discussion of stresses and shocks into our

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strategic thinking during the development of the plans and budgets. In parallel to this work, we build strong relationships with colleagues, community members, stakeholders and partners to leverage the energy, resources and resilience efforts in actions in our city.

There is no new operating budget ask. The resilience work leadership resides within the Resilience & Infrastructure Calgary business unit of the Deputy City Manager's Office. Support by internal services and external stakeholders will aim to be accommodated through existing budgets and resources.

Current and Future Capital Budget:

For the first time in our plans and budgets process, the resilience lens was included as part of the development of the capital business case summaries provided to Council within One Calgary 2019-2022. We will develop on our understanding of resilience return on investment using the resilience dividend tool once completed. There is no new capital budget ask. Actions in the "Future-Ready Infrastructure" pillar will support current and future capital budget decisions by applying a resilience lens to strengthen public infrastructure decisions for Calgary and to maintain and improve the infrastructure we have built that supports service needs.

Risk Assessment

By approving the Resilient Calgary strategy, The City may face the following risks:

- Financial Risk determination of natural infrastructure value through the resilience work may impact overall investment processes, decision making and capital or operating budgets.
- Operations Process Risk results of the proposed studies and recommendations to mature/change processes (such as infrastructure investment, addressing the infrastructure gap, and inclusion advances) may create cultural change risk.

Mitigation: All recommendations for changes would first be vetted through the Administrative Leadership Team (ALT) before being administered to gain leadership support and guidance.

By not approving the *Resilient Calgary* strategy, The City and community may face the following risks:

- Business Continuity Risk
- Capacity for Change Risk
- Economic & Social Impact Risk
- Environmental Risk
- Infrastructure Management Risk
- Reputational Risk
- Technology Risk

REASON(S) FOR RECOMMENDATION(S):

Completion of the strategy development check-in with Council and endorsement before we proceed to implementation.

We continue to pursue maturation of applying our resilience lens, leverage and lift approach to optimize resources and align efforts to build a more resilient Calgary.

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ATTACHMENT(S)

- 1. Attachment 1 Resilient Calgary strategy
- 2. Attachment 2 Letters of Support







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A MESSAGE FROM THE MAYOR

I bring you greetings from a place called Moh'kinsstis — the Elbow, a place where two great rivers meet. In Calgary, we are all Treaty 7 people. It's the traditional Indigenous territory of the Blackfoot people (Siksika, Kainai, Piikani, Amskapi Pikuni), the Beaver people of the Tsuu T'ina Nation and the Stoney Nakoda Nations people (Bearspaw, Chiniki and Wesley), a place where we walk in the footprints of the Métis and our Inuit sisters and brothers from across Canada and around the world.

People have been coming here for thousands of years to hunt, fish, trade, live and love - but above all, to build community.

On behalf of my City Council colleagues and the citizens of Calgary, I am very excited to be launching our Resilient Calgary strategy.

Calgary has been through many stresses and shocks. In fact, half of Canada's 10 costliest disasters have happened in Calgary. We have been through a devastating flood, a tree-crushing September snowstorm, hail and high wind events. We are continuing to recover from an economic downturn and the accompanying employment loss. Together, we have picked up and kept moving forward – continuously rebuilding and reimagining our community.

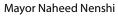
This Resilient Calgary strategy builds on the lessons applied through our historical stress and shock experiences, and focuses on our future. Resilience can mean many things. It is about community spirit, it is about being able to step in, help out and emerge stronger together. A truly resilient community is one where the economy, infrastructure, natural areas and an inclusive society empower everyone with the opportunity to make a great life in our city.

I want to thank everyone: our community partners, the citizens who participated in this work, our guiding stakeholders and City Administration for the part you have played in developing our Resilient Calgary strategy. Because it includes many of your voices and input, I hope you consider it yours.

This reflects the best of our city, and I know that with all of us working together as a community, we will become even more resilient.

Sincerely,





Welcome Letters







A MESSAGE FROM THE **CHIEF RESILIENCE OFFICER**

Calgary: we are, indeed, resilient.

Our community is vibrant, hard-working, optimistic, diverse and energetic. There is a spirit to our city that welcomes guests, supports neighbours, finds solutions when faced with a challenge and shares joy in each other's success.

We are a great city because of our community spirit. As a community, we have risen above many stresses and shocks. We have in recent years, together, withstood a flood, managed damaging snow storms, cleaned up from hail and high winds, helped each other find approaches and solutions to mental wellness, welcomed new Canadian residents, engaged our community to create approaches to affordable housing and are innovatively addressing our persistent economic downturn. These examples demonstrate the true spirit of Calgary and the true strength of resilience.

The development of this resilience strategy has been the result of consultations with our community, workshops with partners, connecting with organizations and subject matter experts, and learning from all of their research and experiences. Together, we have placed a lens on the most urgent resilience issues, lifted our awareness of each other's efforts to build resilience and leveraged our collective action. We have constructed this strategy on the foundation of resilience work that has come before us, and have linked this work to resilience work already in action. Without everyone's passion, dedication and knowledge, this strategy would not be possible.

Thank you for being a key part of Calgary's resilience.



Brad Stevens Chief Resilience Officer and Deputy City Manager



EXECUTIVE SUMMARY

Calgary has a vision: a great place to make a living, a great place to make a life. We have a long history of imagining our community, developing actions to accomplish our collective goals, and together chartering new aspirations. Along this journey we have had our share of disruptions — the chronic stresses, such as not being inclusive of multiple perspectives, and employment rates that shadow our economic downturn, and acute shocks, such as the 2013 flood — that can keep us from reaching our vision. Time and time again, we join together, support each other, learn from our experiences, and use this shared journey to set new goals.

In 2013, Calgary experienced a significant disaster event that disrupted our community, our economy, our infrastructure and our natural environment. Water from our mountain-fed rivers, combined with saturated earth from a long winter and recent heavy rainfall created a flood not experienced in a century. Our downtown, the heart of Calgary, was closed as water drained from its streets. People and businesses were evacuated from their homes and livelihoods. and critical infrastructure impacts halted services. We learned a lot, together, about responding and recovering, repairing and funding, communicating priorities and setting recovery goals. What is most memorable is the community spirit that lifted our hearts, hands working together to support each other, and the commitment by all to regain our beloved Calgary.

This optimism and hope experienced during the 2013 flood has driven us to be better, to invest in resilience, and to continue efforts together to meet our vision

for Calgary. We have learned that a city's ability to function is often weakened by chronic stress (such as economic uncertainty, climate change, poverty, increased unemployment) and acute shocks (like financial crisis, extreme weather, infrastructure failure). Careful attention to local, regional and national trends and events, intentional goal setting and taking collective action can help a city improve its ability to respond effectively and serve its population.

After experiencing our 2013 flood, we decided to be intentional about understanding the things that could disrupt our quality of life. The journey to develop this Resilient Calgary strategy has helped us identify what our greatest stresses and shocks might be, encouraged us to explore these disruptors and gather knowledge about our readiness for them, and compelled us to identify the specific goals and actions to move us forward toward our vision of Calgary as a sustainable, resilient place.



The strategy development occurred in three specific phases. The first was to host a conversation about resilience in our community and gather perceptions of what our stresses and shocks might be. This was a natural conversation in Calgary following the 2013 flood event. As we worked on flood recovery. we analyzed our vulnerabilities during that event and recognized there were specific focus areas that required deliberate recovery and resilience efforts. These included intentionally supporting our community with services as they rebuilt their homes and businesses, ensuring our critical infrastructure was able to support service delivery, managing the financial impacts of the event to keep our economy and City finances strong and communicating our recovery progress and resilience building as a community.

Through our flood recovery work, and early conversations about the pending economic downturn, we built on the heightened awareness of resilience present in our community. Council supported the maturation of the recovery team into a resilience team in the 2014-2018 budget and business plan. It was this resilience focus that supported our application to the 100 Resilient Cities network, and we were accepted as a member in 2016. Our Deputy City Manager was appointed as Chief Resilience Officer in 2017. We participated in engagement activities such as the Agenda Setting Workshop and the Downtown Economic Summit in 2017, conducted focus group sessions and gathered information through The City of Calgary Customer Satisfaction Survey among other sources of data.

This first phase of intentionally building resilience awareness was quickly followed by phase two: the opportunity to pair our shock and stress perceptions with statistical information and research, activities underway in our community, and the goals and actions identified in many City and community strategies and plans. The Preliminary Resilience Assessment (available at www.calgary.ca/ resilientcalgary) was shared with Council in March of 2018 and reflected our assessment of these stresses and shocks, supported the One Calgary 2019-2022 service plan and budget process, and helped us prioritize the four discovery areas for the third phase of work to develop the strategy. From June 2018 until March 2019, working collaboratively with community, an opportunity assessment was conducted resulting in the Resilient Calgary strategy.

The outcomes, goals and actions of the strategy support Citizen Priorities and Council Directives identified within the One Calgary 2019-2022 service plans and budgets. Our community has joined us in this conversation along the way as we worked to understand our potential risks and to develop the key strategies and actions to address these risks. The result is a strategy that enables Calgary to continue our long tradition of resilience. We are acting now, are future-focused and flexible for technological innovation, economic diversity, strong infrastructure, environmental sustainability and social change for our community: for today and for generations to come.



The fabric of Calgary is woven from the many colourful threads of its people, its landmarks and its stories. Calgary's Poet Laureate and Resilience Strategy champion, Sheri-D Wilson, reached out to Calgary's arts community, asking people to share their thoughts on resilience through perspectives of our landmarks, our shared memories and our journey together. They were asked to fill in the following:

"I'll meet you at (a real place or landmark in Calgary) and then we'll (a publishable activity)."

This journey can be found throughout the strategy reflecting our past while we dream of our future.



Alberta University of the Arts The inspiring illustrations used throughout this resilience strategy are the result of a collaboration between The City of Calgary and Alberta University of the Arts. Under the guidance of the Resilience team and AUA faculty, students were asked to create artwork that represented the challenges facing Calgary and its need for becoming a resilient city. What appears on these pages are the expressions of their talent and imagination.

The Resilient Calgary strategy includes four pillars and a shared theme:

Pillar 1: The Future of Calgary's Economy

Pillar 2: Inclusive Futures

Pillar 3: The Future of Calgary's Natural Infrastructure

Pillar 4: Future Ready Infrastructure
Shared theme: A Future Focused Calgary

Actions are described in each pillar that highlight the collaborative interests of resilience work and goals to achieve.



Pillar 1: The Future of Calgary's Economy

Our urban environment and the economic engine that supports it are interconnected.

As a resource-based economy, Calgary is often at the mercy of global forces. In 1981, world oil prices collapsed leading to high unemployment and bankruptcy. Again in 2015, dropping prices led to thousands of job losses and a provincial recession. We remain committed to a strong economy, are preparing for a digital and technological shift, and want our community to have skills that support the jobs of the future. We are in the midst of a structural economic change, and our can-do attitude and willingness to embrace innovation bring brightness to an otherwise testing time.



another, working together to keep our city's heart beating proudly. We welcome new people and work to find homes for all of our community members. We collectively share resources and ideas to address wellness. Since the 2013 flood, we join together each year in June for Neighbour Day, we proudly shop locally, and we are vocal about the values we hold dear. We are learning ways of knowing, engaging, building relationships and moving toward equitable environments with Indigenous peoples. Our greatest strength in Calgary is that of the people who live, visit and dream of being here. This strategy aims to nurture personal resilience through our connections to each other, our equity-seeking communities, our environment and the services we enjoy that support our quality of life.

The people of our community support one



Pillar 3: The Future of Calgary's Natural Infrastructure

Our connection to our natural environment is deeply tied to our daily activities: during any season, we are acutely aware of the icy coldness dropping temperatures can bring, the warmth of a winter Chinook, the long dry and hot days of our summers. We bravely face these weather changes, none more great in recent memory than the perfect storm of snow in our mountains, our water-saturated earth, and a well placed rainstorm to the west. The flood of 2013 galvanized a city-wide response as rising waters forced the evacuation of thousands of people from more than 26 communities. This was not the first time Calgary faced flooding — in 1929 and 1932, both the Bow and Elbow Rivers breached their banks after heavy rain. We have learned from our past and are preparing for our future by learning the value of natural infrastructure and will be better at considering it as an asset when budgeting, planning and developing Calgary communities.

Pillar 4: Future Ready Infrastructure

Cities globally struggle with balancing new infrastructure needs and operations and maintenance of existing community assets. Intentional investment in infrastructure will support our resilience to technological advances, shocking weather events and chronic aging of our assets.

Shared theme: A Future Focused Calgary

These four pillars of the strategy are supported by outcomes of population wellness and performance change by government, business and institutions. The pillars are supported by a shared theme, A Future Focused Calgary, that includes the development of resilience tools to support our measurement and sustained resilience approach to planning and decision making.

Micheline Maylor

"I'll meet you at Edworthy Park and then we will hear the chickadees and the pine-boughs whisper."

Resilience in Action

A key learning through the development of the strategy is that there are incredible examples of resilience activities already occurring in Calgary that support our community's resilience. Resilience in Action stories in the strategy showcase great work already being championed in our community that support the strategy outcomes.

Being a vibrant, great city that is world revered, is the result of our community spirit, our hardworking ethic, our welcoming kindness and the natural beauty within and around our city. The rest of the world has been watching. In 2018, The Economist magazine ranked Calgary as the best city to live in North America, and the fourth best city in the world. Even with these strengths, Calgary will continue to face stresses and shocks as we strive to reach our vision of being a great place to make a life.

The Resilient Calgary strategy belongs to us all, and as we work together to implement the strategy, we will continue to identify new risks, support those with collective effort, and sustain our great city's resilience into the future.



RESILIENT CALGARY STRATEGY: AN OVERVIEW

To keep Calgary strong, we must be prepared for stresses and shocks. The Resilient Calgary strategy supports a vision of resilience for Calgary that considers events that weaken the people, natural environment, economy and urban systems of our city.

The strategy places Calgary's resilience challenges and opportunities into four over-arching pillars and one shared theme. From infrastructure and economy to environment and inclusion, we have taken a deep dive into these pillar areas and have identified 13 outcomes, 29 actions and more than 39 success measures that help shape our plan going forward. With the guidance of community, partners, our steering committee and diverse stakeholders, we state creative, bold and innovative actions to get us there.



SHARED THEME: A Future Focused Calgary

All pillars use a future-focused lens when advancing resilience outcomes and actions.



PILLAR 1:

The Future of Calgary's Economy

All community members are encouraged and able to participate in a diverse and strong economy.



PILLAR 2:

Inclusive Futures

Institutions have trusted and informed relationships with Calgary's equity-seeking communities.



PILLAR 3:

The Future of Calgary's Natural Infrastructure

Natural infrastructure assets are identified, protected, tracked, managed and used to inform investment and planning decisions.



PILL AR 4

Future Ready Infrastructure

Calgarians are supported through strategic investment in future-focused and resilient infrastructure.

CALGARY'S STRESSES, SHOCKS, CHALLENGES AND OPPORTUNITIES

Our past experiences must help inform future decisions. Calgary faces many challenges including chronic stresses (slow moving activities that weaken the fabric of a city over time) and acute shocks (sudden, sharp events or disasters that threaten a city). We investigated these stresses and shocks during our <u>Preliminary Resilience Assessment</u>. Together as a community, we have assessed our risks and vulnerabilities, taken stock of our existing efforts to reduce these risks, and identified the priority areas for our continued efforts to build resilience. Embedded in each pillar of the Resilient Calgary strategy are outcomes that describe our resilience goals, actions that identify the work we will take on together, and Resilience in Action (RIA) stories that showcase some of the many Calgary community activities well underway. The table below ties together the key pieces of the strategy: our stresses and shocks, the strategy pillars, outcomes and actions, and illustrations of resilience champions at work.

Shared Theme

Pillar 1

Pillar 2

Pillar 3

Pillar 4











Future Focused Calgary The Future of Calgary's

Inclusive

of Calgary's Natural

Future Ready Infrastructure RESILIENCE IN ACTION (RIA)

	Calgary	Economy	Futures	Infrastructure	Infrastructure	(NIA)
Stresses, Shocks, Challenges and Opportunities	Outcomes	Outcomes	Outcomes	Outcomes	Outcomes	
Difficulty attracting business, venture capital, and talent		1A, 1B, 1D	2D	3A, 3C		RIA.2, RIA.4, RIA.5, RIA.9
Economy vulnerable to boom and bust cycles	S2	1A, 1B, 1D	2D			RIA.2, RIA.4, RIA.8
Address prolonged office space oversupply and mitigate tax impact on tax base		1A, 1B, 1D				RIA.4,
Increased unemployment		1A, 1B, 1C, 1D	2A, 2D			RIA.4, RIA.8, RIA.14
Business continuity efforts underway to strengthen resilience in business and non-profit sectors		1C				RIA.6, RIA.7
Unknown impacts of climate change	S1, S3			3A, 3B	4A, 4B	RIA.15, RIA.18
Managing urban water through flood and drought				3B, 3C	4B	RIA.18, RIA.21, RIA.23
Extreme weather incidents		1C		3B, 3C	4B	RIA.6, RIA.7, RIA.16, RIA.18 RIA.19, RIA.22
Capitalize on Biodiversity Action Program				3A, 3C		RIA.17, RIA.18, RIA.19
Capitalize on climate resilience & environmental well-being regulation				3A, 3C	4B	RIA.21
Increase our food security		1D		3B, 3C		RIA.14, RIA.20
Traditional funding models at risk for infrastructure needs, including operating, capital maintenance, and capital growth				3B, 3C	4A	RIA.3
Growing risk of cyber-attack and telecommunications breakdown	S1, S2	1C			4A	RIA.6
Insufficient/aging, appropriate infrastructure at the community level negatively impacts quality of life					4A	RIA.14

Shared Theme

Pillar 1

Pillar 2

Pillar 3

Pillar 4











Future Focused Calgary

The Future of Calgary's Economy

Inclusive **Futures**

of Calgary's Natural Infrastructure

Future Ready Infrastructure

RESILIENCE IN ACTION (RIA)

	Calgary	LCOHOIIIy	rutures	iiiiastiucture	iiiiastiucture	
Stresses, Shocks, Challenges and Opportunities	Outcomes	Outcomes	Outcomes	Outcomes	Outcomes	
Living in a VUCA city (Volatile Uncertain Complex and Ambiguous)	S 1	1A, 1B, 1C, 1D	2A, 2B, 2C, 2D	3B		RIA.1, RIA.9
Growing prominence of a regional governance model	S 1			3C		RIA.3
Organizational effectiveness	S1, S2, S3		2A, 2C	3B	4A	RIA.3, RIA.6
Lack of innovation due to a risk-adverse culture	S1, S2	1A, 1B, 1D	2A	3C	4A	RIA.9
Mental Health and Addiction						RIA.1
Poverty/access to housing and homelessness						RIA.8, RIA.11, RIA.14
Inequality and lack of social cohesion			2A, 2B, 2C, 2D			RIA.8, RIA.10, RIA.12, RIA.14
Calgary's commitment to housing						RIA.8, RIA.11 RIA.14
Leveraging social and intellectual capital of Calgary's diverse communities	S 1	1A, 1B	2A, 2B, 2C, 2D			RIA.10, RIA.12, RIA.14
Inclusive leadership and decision-making	S 1		2A, 2B, 2C	3B		RIA.12, RIA.13

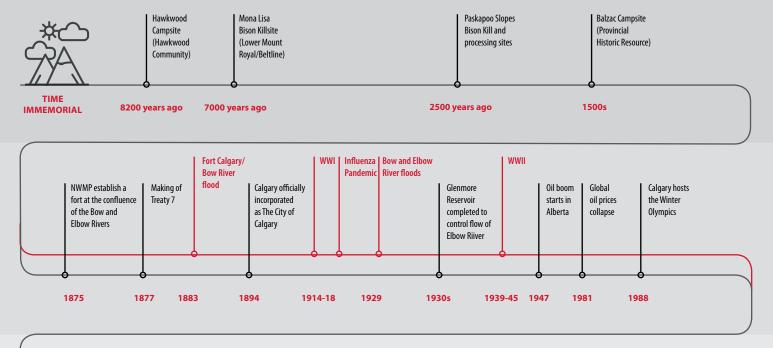


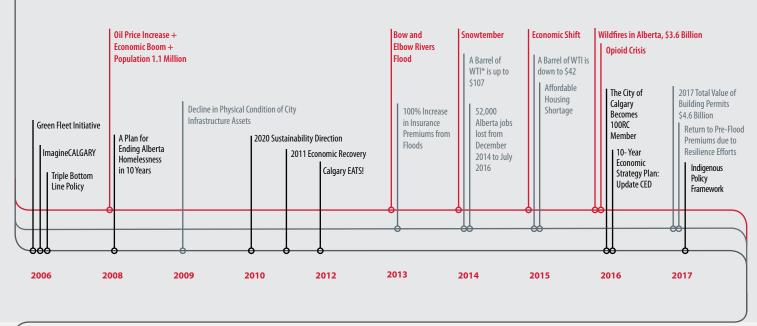
Helen Hajnoczky

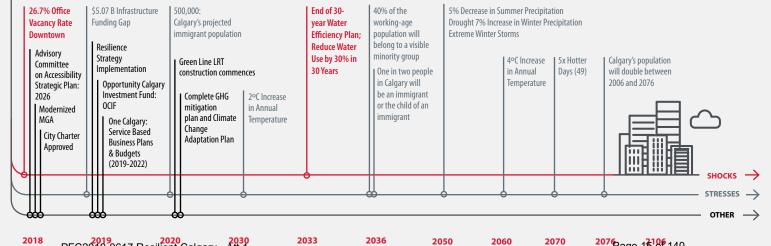
"I'll meet you on the rocks at Prince's Island Park, looking south toward the city, and then we'll write poems and sketch drawings about the trees reflecting in the waves, and the memories that water will take back to the Bow River."



A HISTORY OF RESILIENCE







CALGARY CONTEXT

Calgary, Alberta, Canada is located where two Rocky Mountain-fed rivers, the Bow and the Elbow, meet.





- Calgary sits in the sunny eastern foothills of Canada's Rocky Mountains
- 848 square kilometres in size
- Sits at an elevation of 1,048 metres above sea level
- Calgary is among the top 5 most livable cities on earth
- 4th largest city in Canada
- Calgary has more volunteers per capita than any other city in the world

Sandi Somers

"I'll meet you at the confluence and then we'll drink coffee and count the birds and cars."

OUR JOURNEY TOWARD A RESILIENT CALGARY



The process to develop the Resilient Calgary strategy has been a shared journey. We have gathered in workshops, engaged at open houses, captured ideas online and in focus group sessions, meetings and key stakeholder discussions. Face to face, steering committee members, colleagues and collaboration circle members have shared and planned together. The voices of many diverse stakeholders were heard including community partners, Indigenous groups, platform partners, subject matter experts and City of Calgary business units.

November 2013 Council approves resourcing of resilience team following 2013 flood

May – November 2016 Calgary joins the 100 Resilient Cities (100RC) network; Resilience and Infrastructure Calgary business unit established March 2017 – March 2018 Agenda Setting Workshop and Research focus groups conducted March 2018 Preliminary Resilience Assessment (PRA) is released; resilience lens supports planning and creation of One Calgary Service Plans & Budgets 2019-2022

March – November 2018 City Resilience Index (CRI) began to establish a baseline measure of resilience

2013 2016 2017 2018

July 2018-January 2019 Resilience Strategy focus areas launched and collaboration work begins January – February 2019 Community Engagement on draft strategy recommendations **February – March 2019** Draft Resilient
Calgary is refined
and draft circulated
to stakeholders for
feedback

April 2019City administration and Steering
Committee endorse draft strategy

June 2019 Resilient Calgary brought to City Council for approval June 2019
Resilient Calgary implementation planning and actions begin

SUPPORTING OUR JOURNEY

We are Guided

A Letter from the Resilient Calgary Steering Committee

The members of the steering committee are honoured to be a part of the development of the Resilient Calgary strategy. We bring perspectives from many different backgrounds, with a variety of interests and working in an array of professions and businesses. Our conversations as a steering committee have helped elevate critical issues of importance in the strategy development, of our collective work, and more knowledge of our everchanging world where we all face complex stresses and shocks.

Resilience should be the cornerstone of the future of our communities. The work that went into creating the strategy and the actions in this document demonstrate the value of resilience to help achieve a good quality of life in our city for all of its people. A resilient economy, natural infrastructure, and inclusive communities supported by sound infrastructure are key for the well-being of our people and help achieve our best quality of life.

Calgary is a strong community, and our goal has been to build on that foundation of strength. As a steering committee we feel that this Resilient Calgary strategy is an important step taken together to help future generations survive and thrive through the many stresses and shocks that Calgary will face. The different pillars, outcomes and actions in this strategy document create an opportunity for us to lift our collective awareness of stress, shocks, challenges and opportunities, place a lens on each other's good work, and leverage our collective effort to seek resilience value for Calgary.

We are grateful to be part of this journey, and we anticipate continuing to champion this work through its implementation to help ensure that our communities remain on this resilience path. It is our hope that the work initiated through Resilient Calgary will continue to be embedded in our plans, actions and efforts — supported by each other — so that we can continue being a community that is optimistic, future-focused and resilient.

Steering Committee and members

The Role of the ResilientYYC Steering Committee is to advise Calgary's Chief Resilience Officer, help identify resilience opportunities and challenges, identify and resolve issues and risks as well as be Calgary's resilience champions in the community. The ResilientYYC Steering Committee includes the following members:

- Brad Stevens, The City of Calgary, Chair
- Mark Bennet, Bow River Basin Council
- Derek Cook, Canadian Poverty Institute, Ambrose University
- Dr. Genevieve Fox, Blackfoot Confederacy
 Tribal Council
- Dr. Michelle Gagnon, The Alberta Family Wellness Initiative
- Dr. David Hogan, Age Friendly Steering Committee
- Penny Hume, Youth Central
- Umair Pervez, Global Shapers
- Dr. Susan Skone, University of Calgary
- Dr. David Strong, Alberta Health Services
- Karen Young, United Way of Calgary and Area



Richard Harrison

"Let's go to McHugh Bluff where we can see the whole city, and we'll talk of our favourite places, and how we made it through the flood."

We are Joined

By partners, experts, community and thought leaders in Calgary

Calgary is enriched by a diversity of people and businesses, professional and technical experts, foundations, non-profits, social service providers and academic institutions — all of whom are committed to resilience. The creation of the Resilient Calgary strategy is the result of many thought leaders who dedicated their time, expertise and research to shape its direction. Experts and community leaders offered countless hours to attend stakeholder workshops, steering committees and discovery area collaboration circles. Together, we articulated Calgary's resilience goals and recognized our potential for a brighter future. We wish to acknowledge the following:

Sam Warwick

"I'll meet you at the dog-friendly patio of La Boulangerie Café, where we will order lattes, and then walk our pups along the Elbow River and hike the sandy bluffs that overlook the snow-capped mountains."



Pillar 1: The Future of Calgary's Economy

17th Ave Retail & Entertainment District
Alberta Innovates
ATB Financial
BILD Calgary Region
Bow Valley College
Calgary Chamber
Calgary Economic Development
Calgary Film Centre
Chinatown District Business Improvement Area (BIA)
Calgary Municipal Land Corporation (CMLC)
Calgary Downtown Association
Calgary Drop-In & Rehab Centre
Energy Disruptors
ENMAX
Federation of Calgary Communities
Government of Alberta
Kensington Business Improvement Area (BIA)
Manpower
Mount Royal University
Southern Alberta Institute of Technology (SAIT)
TELUS Spark
United Way of Calgary and Area
University of Calgary



Pillar 2: Inclusive Futures

Advisory Committee on Accessibility
Alberta Government
Alberta Health Services
Alberta Human Rights Commission
Alberta Urban Municipalities Association (AUMA)
Ambrose University
Blackfoot Confederacy Tribal Council
Bow Valley College
Calgary Bridge Foundation for Youth
Calgary Catholic Immigration Society
Calgary Foundation
Calgary Queer Arts Society
Carya
F.O.C.U.S. on Seniors
Federation of Calgary Communities
Llewellyn Law
Mount Royal University
Platinum Consulting Ltd.
Sinneave Family Foundation
Equity-seeking Community Members
United Nations Association of Canada – Calgary Chapter
United Way of Calgary and Area
University of Calgary
Vibrant Communities Calgary
YMCA Calgary



Pillar 3: The Future of Calgary's Natural Infrastructure

AECOM
BILD Calgary
Alberta Health Services
University of Calgary
Alberta Government
Miistakis Institute
Alberta Land Institute
Innotech Alberta
Calgary Board of Education
reGenerate Design
Evergreen
Source 2 Source
Canadian Parks and Wilderness Society
Bow River Basin Council



Pillar 4:

Future Ready Infrastructure

AECOM

100 Resilient Cities – City Resilience Framework



Shared Theme: A Future Focused Calgary

AECOM
Calgary Economic Development
Evergreen
Federation of Canadian Municipalities
United Way of Calgary and Area

An integrated team of City services works together as one to help keep our city resilient.				
Assessment	Infrastructure Calgary Program Management Office			
Calgary City Council	Infrastructure Calgary Steering Committee			
Calgary Approvals Coordination	Infrastructure Support			
Calgary Fire	Intergovernmental & Corporate Strategy			
Calgary Neighbourhoods	Law			
Calgary Growth Strategies	Mayor's Office			
Calgary Police Service	Parks			
Chief Resilience Officer and Deputy City Manager	Procurement and Supply			
City Planning and Policy	Recreation			
Corporate Analytics & Innovation	Real Estate & Development Services			
Corporate Economics	Resilience and Infrastructure Calgary			
Customer Service & Communications	Roads			
Emergency Management & Business Continuity (CEMA)	Supply Management			
Environmental & Safety Management	Transportation			
Facility Management	Transportation Planning			
Financial Support	Urban Strategies			
Green Line Project	Water Resources			

Weyman Chan

"I'll meet you at Queen's Park
Cemetery at the offerings altar
in the Chinese section, where we
will write poems and tributes to the
hard-won struggles of our ancestors,
whose stories cannot be forgotten."



Water Services

Human Resources

Information Technology

We Are Not Alone

Why Urban Resilience Matters

The world is rapidly changing. As urbanization and urban populations keep rising, cities will be increasingly exposed to different challenges and risks. Climate change, increase in migration, aging and diverse populations, infrastructure demands, the transformation of public management and social inequality are all challenges to which cities must be able to respond.

What makes a city vulnerable?

Cities are complex systems. Their cultural, social and economic wealth is based largely on the extensive network of connections between people, institutions, stakeholders, infrastructure and ecosystems. If the risks and extent of the consequences are not known, complex urban systems may become vulnerable to stresses and shocks. It's important to identify the outside factors that contribute to the transformation of the environment, just as it's important to identify the potential shocks and stresses of the city.

Chronic Stresses and Acute Shocks

Cities are the primary centres of economic activity, social connection, opportunity and innovation. A city's ability to function is often weakened by acute shock (financial crisis, extreme weather, cyberattack, etc.) and chronic stress (economic uncertainty, climate change, poverty, increased unemployment, etc.). Unexpected shock or stress situations that accumulate may lead to social unrest, the collapse of infrastructure or even the economic decline of a city. The challenge of shock and stress situations may, however, create interest and opportunities to build resilience.

What is Urban Resilience?

Urban resilience is the capacity of individuals, institutions, businesses and systems within a city to adapt, survive and thrive no matter what kind of chronic stresses and acute shocks they experience.

Who else is focused on Urban Resilience?

100 Resilient Cities (100RC), is a network established in 2013 to help cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks but

also the stresses that weaken the fabric of a city on a day-to-day or cyclical basis. By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all populations.

Four main pathways

Cities in the 100RC network are provided with the resources necessary to develop a roadmap to resilience along four main pathways:

- Financial and logistical guidance for establishing an innovative new position in city government, a Chief Resilience Officer, who will lead the city's resilience efforts.
- 2. Expert support for development of a robust resilience strategy.
- Access to solutions, service providers and partners from the private, public and NGO sectors who can help them develop and implement their resilience strategies.
- 4. Membership in a global network of member cities who can learn from and help each other.

Through these actions, 100RC helped individual cities become more resilient, and has facilitated the building of a global practice of resilience among governments, NGOs, the private sector and individual citizens.

Calgary invited to join

The City of Calgary was among the third and final cohort of cities invited by 100RC to embark on an exciting opportunity to examine city resilience and develop a strategy that is customized according to individualized needs and capacity. Calgary has participated in the 100RC Network membership from the onset of our Agenda Setting Workshop in 2017, and we will remain a member until the end of July, 2019 when the 100 Resilient Cities program will formally end. The connections made through the international membership network, the support of a strategy partner and platform partners, and the coaching from resilience minded subject matter experts was an important contributor to Calgary's resilience strategy development.

We are Inspired

Global Resilience Efforts

Calgary has learned from and connected with many global cities as a result of our membership in the 100 Resilient Cities network. This connection to other Chief Resilience Officers, network members, partners and resilience champions has inspired and informed the development of our strategy.



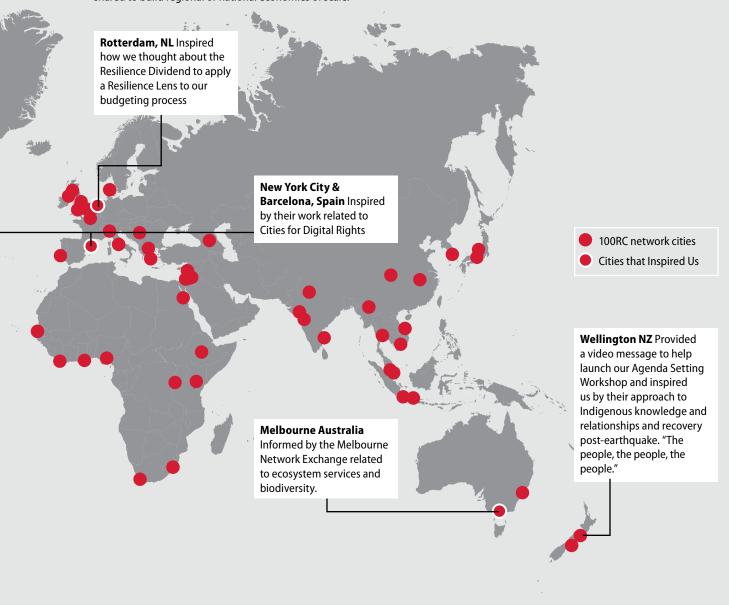
Team Canada: Along with Montreal, Toronto and Vancouver, Calgary is one of four Canadian cities in the 100RC network. The four member cities participate in monthly conference calls. The purpose of convening is to bring together the four Chief Resilience Officers (CROs) and their teams, as well as resilience practitioners from Canada and elsewhere to:

a) Advance and illuminate the state of urban resilience in Canada. The four Canadian member cities of the 100RC network each have unique challenges and opportunities — the diversity of urban centres and metropolitan areas is vast in Canada. Each of the CROs are leading their cities through a transformational process to institutionalize resilience in their operations and partnerships.

b) Share emerging learnings, best practices and innovations. Since cities are different, they often also adapt to change and innovate in different ways — but solutions and ideas can be shared to build regional or national economies of scale.

c) Connect with national and international practitioners and thinkers to advance urban resilience in Canada. Municipal governments alone cannot build resilience in communities — it takes great partnerships, new technologies, resources and leadership. Leading experts have presented on a wide range of topics including urban modelling, strategic foresight, risk profiling tools, Future of Work in Canada, Truth & Reconciliation and more.

d) Initiate conception of a national Urban Resilience Agenda for Canada. A significant proportion of the Canadian population is represented by cities building their resilience. Opportunities are being explored for national engagement and national impact, cross-city solutions, and new philanthropic investment in a pan-Canada initiative.



A letter from the 100 Resilient Cities

At 100 Resilient Cities, we have worked with cities across the globe on their journeys to becoming more resilient. The release of Resilient Calgary marks an important milestone on Calgary's path. With its high capacity resilience team and ambitious political leadership, The City of Calgary has made bold moves to change the way it does business to ensure that the community will be more resilient over the long-term. In doing so, Calgary will be ready to face its most pressing stresses and shocks while prioritizing the needs of its communities and residents.

Calgary, the fourth largest city in Canada, began its resilience journey long before it joined the 100RC network in 2016. Home to many Indigenous communities, Calgary is proud of its history, growing diversity, and rich natural environment. Calgary's story, however, is also one of loss and rebuilding. Through the devastating floods of 2013 and the hard but steady recovery from an economic recession that began in 2015, the City of Calgary has been steadfast, reflecting on the impacts of these events and taking action to withstand both acute shocks and slowly emerging- stresses, while bringing opportunity and prosperity to its community.

To this end, 100RC is humbled to be a partner in Calgary's resilience journey. Calgary has been a leader in the global resilience movement; from sharing best practices and lessons learned with other cities at the 2018 Building Resilient Infrastructure Workshop in Washington D.C. to working with our Platform Partners, such as Earth Economics, who partnered with Calgary to develop an innovative natural assets decision-making tool. We are excited to see our partnership culminate, under the leadership of Chief Resilience Officer Brad Stevens and the Calgary resilience team, with the release of Resilient Calgary.

This strategy is a comprehensive action plan to institutionalize resilience as an anchor for city decision-making and long-term planning. The Resilient Calgary strategy is the result of the made-in-Calgary"3L" approach: an intentional effort to place a lens on the most pressing resilience risks and issues, to lift awareness of the good work already underway and to identify areas to fortify, and to leverage the collective effort of many to reach shared resilience goals. This approach positions The City and its community to make decisions and investments that are risk-aware, inclusive and integrated, while producing economic, social, and physical benefits for all.

Calgary is now poised to be a global example of how cities can leverage resilience strategies to embed the practice of resilience and catalyze action through implementation. On behalf of 100RC, I would like to congratulate Mayor Nenshi and Calgary City Council, the City of Calgary, and its residents and stakeholders on the release of Resilient Calgary and share our excitement for your continued journey toward achieving the vision set forth in this very important strategy.



Michael Berkowitz President, 100 Resilient Cities



SUPPORTING OUR CITY VISION

CALGARY: A great place to make a living, a great place to make a life.

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place.

Together, we continue to imagine a Calgary and a community where:

We are each connected to one another.

Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for all of us.

We are each connected to our places.

We treasure and protect our natural environment.
Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of our surroundings.

We are each connected to our communities.

Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone, and people move freely between them.

We are each connected beyond our boundaries.

We understand our impact upon and responsibility to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.

We can make it happen!

imagineCALGARY is The City of Calgary's 100-year vision, launched in 2005. More than 18,000 Calgarians added their voice to imagineCALGARY, to produce a long-range urban sustainability plan for the community.

imagineCALGARY

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ALIGNMENT TO COUNCIL AND/OR COMMUNITY APPROVED PLANS, POLICIES AND FRAMEWORKS



The Future of Calgary's Economy



Inclusive Futures



The Future of Calgary's Natural Infrastructure



Future Ready Infrastructure

AND FRAMEWORKS				
100 Resilient Cities Framework	• •)		•
2013 Riparian Strategy				
Calgary 2020				
Calgary Corporate Accessibility Policy				•
Calgary Local Immigration Partnership (CLIP))		
Calgary Transportation Plan	•			•
Capital Infrastructure Investment Principles	•)		•
Centre City Plan Refresh	•) (•
Centre City Refresh	•) (•
Citizen Priorities	•)		•
City Charter	•)		•
City of Calgary's Indigenous Policy)		•
Climate Resilience Strategy & Plans				•
Council Directives	•)		•
Economic Development Strategy	•			•
Enough For All Strategy	•)		•
Environmental Policy				•
Gender Equity and Diversity Strategy	•)		
Human Resources' Diversity and Inclusion in the Workplace	•)		
imagineCalgary	•)		•
imagineParks				
Industrial Land Strategy	•			•
Integrated Pest Management				
Integrated Watershed Planning Strategic Framework				•
Living Lab Strategy	•			
Municipal Development Plan	•) (•
Multicultural Marketing Strategy)		
One Calgary	•) (•
Quality of Life Alignment	• •)		•
Riparian Action Program				
Seniors Age Friendly Strategy				
Smart City Strategy	•			•
Social Well-being Principles) (
Source Water Protection Plan				•
Triple Bottom Line Policy	•) (•
UN Sustainability Goal	•) (•
United Way of Calgary and Area Strategic Plan	•			
Urban Forestry				
			!	

CHARACTERISTICS OF RESILIENT SYSTEMS

Resilient systems possess seven qualities that enable them to withstand, respond to and adapt more readily to shocks and stress by taking appropriate or prompt action. A resilient system is: **reflective**, **resourceful**, **inclusive**, **integrated**, **robust**, **redundant**, **flexible**.

Reflective

Using past experiences to inform future decisions.

(A) Inclusive

Wide-ranging consultation and sharing in decision-making processes.

Robust

Well-conceived, constructed and managed systems.

(B) Flexible

Willingness, ability to adopt alternative strategies in response to changing circumstances.

Integrated

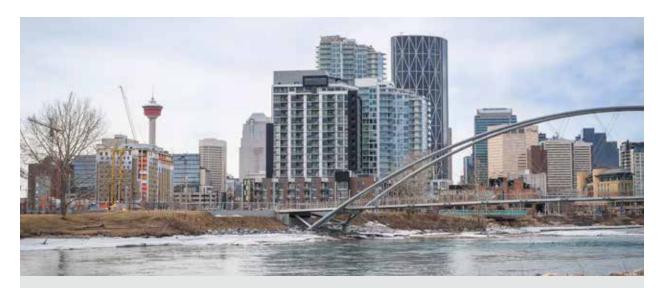
Bring together a range of distinct systems and institutions.

A Redundant

Spare capacity purposively created to accommodate disruption.

Resourceful

Recognizing alternative ways to use resources.



Pam Rocker

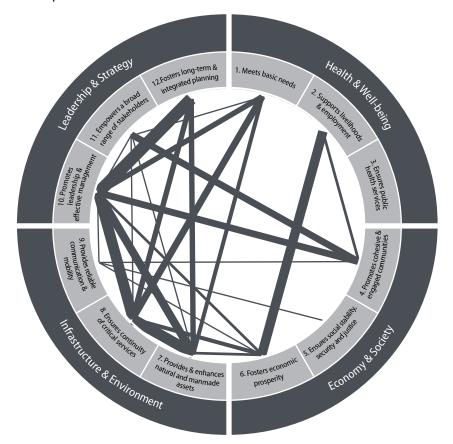
"I'll meet you in the middle of the bridge to St. Patrick's island. We'll fall in love as we navigate nature and ice cream, linking fingers as you point out the egrets staking claims atop steel structures, and we wander our way into our own nest."

THE CITY RESILIENCE FRAMEWORK

The City Resilience Framework (CRF) is a lens used to help understand the complexity of cities and it identifies a series of drivers that have been proven to be necessary for a city's resilience. The CRF describes the essential systems of a city in terms of four dimensions: Health & Well-being, Economy & Society, Infrastructure & Environment, and Leadership & Strategy. Each dimension contains three "drivers," which reflect the actions cities can take to improve their resilience.

Resilient Calgary's actions align to all dimensions and nearly all drivers, with a focus on: fostering economic prosperity, supporting livelihoods and employment, meeting basic needs, fostering long-term and integrated planning, promoting leadership & effective management, promoting cohesive and engaged communities, empowering a broad range of stakeholders, ensuring continuity of critical services and maintaining and enhancing protective natural and man-made assets (infrastructure).

Mapping primary and secondary alignment of Resilient Calgary actions to the CRF drivers and subdrivers depicts the interdependencies of actions to one another.



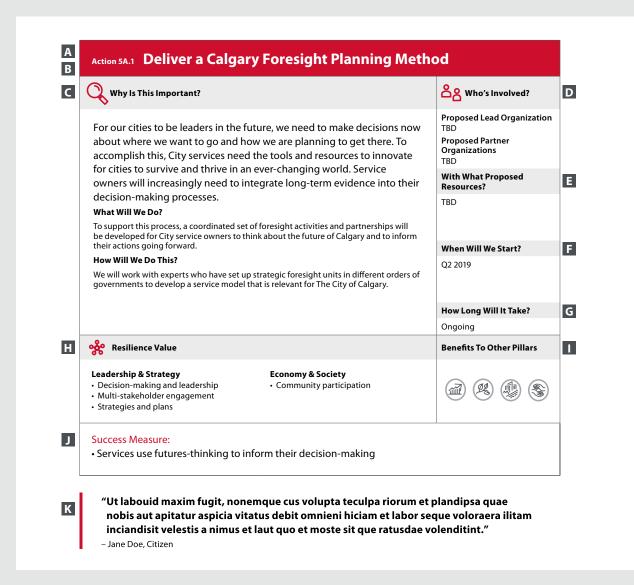
Resilient Calgary's initiatives mapped against the 100 Resilient Cities City Resilience Framework



Micheline Maylor

"I'll meet you at the city's edge, 16th Ave west past COP, and then we'll flutter like coyote, like buffalo, like chickadee, like we were meant to, under the Alberta-Blue sky."

HOW TO READ THE STRATEGY Action template structure



- A Unique number for the action
- B Unique name for the action
- Identifies the LENS Q placed on the resilience issue:
 - · Why it is important to focus on this action
 - · What we intend to do
 - The approach we will take
- D Identifies the proposed leads spearheading the action. We will LIFT & our awareness of each other's efforts to build resilience.
- Identifies the proposed resources that will be used to move the action forward.
- Identifies the anticipated date that the work on the action will commence.

- G Identifies the anticipated duration of the work.
- H Identifies how we will **LEVERAGE** % our collective action to gain the greatest resilience value possible and the City Resilience Framework (CRF) dimensions are identified.
- Identifies the other pillars within the strategy that the action will create co-benefits for.
- Identifies how the action may be measured to show its success and to help determine if anyone is better off. Measures provided in this document are subject to change and/or evolve.
- **K** Quotes collected from our resilience journey that reflect our communities' interest in this resilience work.



SHARED THEME



A Future-Focused Calgary

GOAL

All pillars use a future-focused lens when advancing resilience outcomes and actions.



Globally, cities are evolving with a future that is increasingly volatile, uncertain, complex and ambiguous (VUCA). If we want Calgary to have a resilient and prosperous future, we will benefit from better tools to engage with and consider numerous complex choices.

The resilience of a city improves when thoughtful, practical and creative tools are used to support our decision-making capabilities. It involves work that will: reveal novel ideas, challenge existing assumptions about the future, and explore the interactions between future trends and the forces driving change.

By adapting, engaging and innovating, Calgary can lead into the future. It will attract employment, stimulate local economies and create future sustainability and inclusion.

This shared theme details three specific actions our future-focused city can undertake:

S.1	S.2	S.2
Deliver a Calgary	Use a Resilience	Review the
Foresight Planning Method	Dividend Tool	Triple Bottom
		Line Policy

This shared theme reflects the needs that have emerged across all of the pillars and the tools here will support resilience decision-making throughout all of the actions listed in the strategy.

"Designing the future shape of the city can be a discipline practiced by many, rather than an art mastered by few."

- John Goddard, Emeritus Professor of Regional Development Studies, Newcastle University

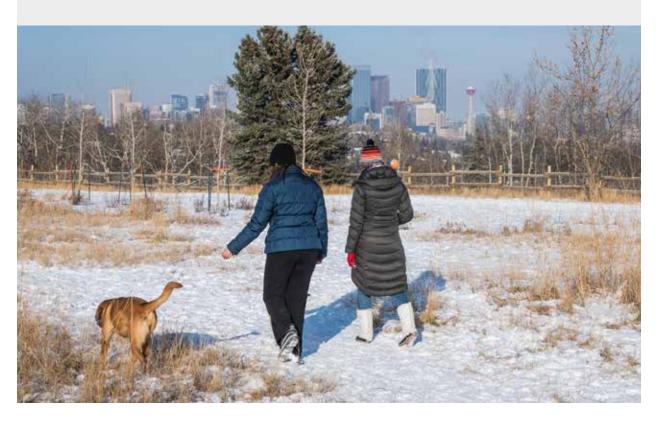
Mental health and addiction issues affect all Calgarians. Recent increases in overdose deaths from opioid use in particular have led to an increased sense of urgency to address issues of mental health and addiction in the community. Deaths involving illicit fentanyl have increased dramatically in Calgary over the past several years:

- An average of four Calgarians die every week from a suspected overdose.
- Calgary has the highest rate of deaths due to overdose in our province.
- Overdose deaths have happened in every Calgary community.

In response to increased concern with issues of mental health and addiction in the community, Calgary City Council passed the Community Action on Mental Health and Addiction in July 2018 and earmarked \$25 million for the implementation of the strategy and related initiatives over a five-year period (2019-2023). In 2019, the first \$3 million in one-time funding was granted to 19 non-profit organizations offering programs aimed at promotion, early intervention and targeted intervention as it relates to mental health and addiction.

The City of Calgary has been selected as one of 10 international cities to participate in the Bloomberg Harvard City Leadership Initiative for the 2018-2019 year, and the development of the Community Mental Health and Addiction Strategy has been chosen as the focus of Calgary's involvement. The program aims to strengthen cross-boundary collaboration through an intensive program to develop collaboration among key stakeholders, and ongoing team coaching sessions. Through membership in the program, Calgary has access to Harvard faculty members as resources to support effective collaboration and strategy development.

The City is currently working with key stakeholders to establish a governance framework and engage further with stakeholders and the community on issues of mental health and addiction in Calgary. Next steps include identifying initial policy directions, strategic actions, targets and measures for a Community Mental Health and Addiction Strategy.





Action S.1: Deliver a Calgary Foresight Planning Method



For our cities to be leaders in the future, we need to make decisions now about where we want to go and how we plan to get there. To accomplish this, City services need future-focused information, tools and resources to innovate for cities to survive and thrive in an ever-changing world. Service owners will increasingly need to integrate long-term evidence into their decision-making processes.

What Will We Do?

To support this process, a coordinated set of foresight activities and partnerships will be developed for City service owners to think about the future of Calgary and to inform their actions forward.

How Will We Do This?

We will work with experts who have set up strategic foresight units in different orders of governments to develop a service model that is relevant for The City of Calgary.

Resilience Value

Leadership & Strategy

- · Decision-making and leadership
- Multi-stakeholder engagement
- · Strategies and plans

& Who's Involved?

Proposed Lead Organization The City of Calgary

Proposed Partner Organizations

Various community partners and City services

With What Proposed Resources?

TBD

When Will We Start?

O2 2019

How Long Will It Take?

Ongoing

Benefit to Other Pillars and Shared Theme









Success Measure:

• Services use futures-thinking to inform their decision-making.



Economy & Society

· Community participation

Action S.2: Use a Resilience Dividend Tool



Why Is This Important?

A Resilience Dividend Tool can guide investment prioritization by quantifying the expected impacts from opportunities that make our City more resilient. This project may have cross-stakeholder benefits that are hard to compare. A valuation of expected benefits helps make decision-making easier.

In late 2017, Calgary was one of 10 cities in the 100 Resilient Cities (100RC) network selected to pilot a second wave of the City Resilience Index (CRI). The CRI is a diagnostic self-assessment tool developed by consulting firm Arup to conduct a comprehensive measurement of cities' resilience, based on a set list of indicators. The CRI aligns with the City Resilience Framework (CRF), a tool that was central to the development of Calgary's resilience strategy.

Throughout 2018, Calgary coordinated with internal and external stakeholders to pilot the CRI. Stakeholders included representatives from City of Calgary business units, Civic Partners, other levels of government, non-profit organizations, the private sector and energy utilities. The process proved beneficial in socializing Calgary's resilience efforts, and the data collected allowed Calgary to produce a resilience profile, revealing the city's strengths and weaknesses. This provides a baseline against which future progress can be measured. To date, Calgary is the first city in Canada to complete the CRI assessment.

What Will We Do?

100RC has begun exploring Resilience Dividend Models. We hope to operationalize this work following the learnings from their process.

How Will We Do This?

We will build from lessons learned and reference materials to develop a Resilience Dividend tool. This tool may be used to prioritize opportunities or estimate resilience potential. As an example, if applied to vertical farming scenario, that could include measuring the impact on food security, low carbon investment, skill development, inclusion of New Canadians in the workforce and the strengthening of food security and our innovation ecosystem.

& Who's Involved?

Proposed Lead Organization

The City of Calgary: Resilience and Infrastructure Calgary

Proposed Partner Organizations

Calgary Economic Development

Corporate Economics Office The City of Calgary:

Service Owners

Collaboration Circle Partners Consultants

With What Proposed Resources?

TBD

When Will We Start?

Q1 2019

How Long Will It Take?

10 months

Resilience Value

Leadership & Strategy

- Decision-making and leadership
- · Multi-stakeholder engagement
- · Strategies and plans
- Capacity and coordination

Benefit to Other Pillars and Shared Theme









Success Measure:

• Develop a Resilience Dividend Tool to help assess and evaluate City services.

RESILIENCE IN ACTION (RIA.2)

Realizing the Resilience Dividend: New Central Library



The community area known as East Village was formerly one of Calgary's most underdeveloped districts and its reputation as such left it unable to attract private investment. In response to this, the Calgary Municipal Land Corporation (CMLC) was formed in 2007. Its mandate was to transform the Rivers District starting with East Village into a vibrant, mixed-use, creative city neighbourhood. Since that time, several large investments in the area have been made, including building the RiverWalk, revitalizing St. Patrick's Island and constructing the recently completed and globally renowned new Central Library.

Twelve years later East Village is now a cultural hub, bringing Calgarians together for concerts, markets, restaurants and culture. The village is now a jewel of the core, home to more than 1,200 new condos and over 3,500 residents, a variety of retail options and restored heritage buildings.

Completed in 2018 and providing 240,000 sq. ft. of functional, flexible and beautifully designed space, the new Central Library hosts a physical collection of 450,000 books, 30 free community meeting areas, a tech training centre, a performance hall, café, outdoor plazas, a children's library, dedicated spaces for teens, and recording studios. Featured in the New York Times'"52 Places to Travel" in 2019, the Central Library received more than half a million visitors in the first three months (CMLC, 2018).

The library also introduced Indigenous Placemaking, a welcoming environment where Indigenous

people can see their culture reflected and visitors can learn about the original inhabitants of the land. More Indigenous language resources, and programming that preserves Indigenous culture and heritage will be available at the library with their Indigenous Languages Resource Centre. This project is launching at the same time the United Nations declared 2019 as the Year of Indigenous Languages.

In 2018, City Council adopted "Calgary in the New Economy", the economic strategy for Calgary. The strategy identified four key areas of focus (Talent, Innovation, Place and Business Environment) targeted at turning the City's vision for the future economy into reality. The overarching goal of the Place focus area is to make Calgary a more attractive place to live, work and play which should result in the city, and downtown, being able to attract new employers, young professionals and top talent as well as enticing organizations already here to grow and expand locally. Developing place is achieved through key initiatives that a) accelerate urbanization and connectivity in the Core b) expand and enhance tourism, cultural and recreational assets and c) actively support diversity and inclusion.

The success of the vision of East Village and its flagship destination of the new Central Library demonstrates the resilience dividend that can be achieved through visionary place making. With the simple vision, "To Inspire All", the new Central Library embodies that sense of place, a place where we all belong. A destination for Calgarians and tourists alike to be inspired, to learn and dream.

Action S.3: Review the Triple Bottom Line Policy



Why Is This Important?

The Triple Bottom Line (TBL) Council Policy (2005) serves as The City's primary sustainability policy. Its intent is to bring the social, environmental and economic aspects into the decision-making at The City. When the TBL Policy was created, it signaled an important commitment making decisions based not only on an economic "bottom line" but rather on the triple bottom line that includes social and environmental considerations. Since the TBL was created the City has advanced in its understanding and application of sustainability in decision-making; however, robust analysis, implementation and reporting remains uneven. The Policy review provides a timely opportunity to deliver clarity and coordination to the many related policies and strategies at The City. This includes further strengthening the relationship between resilience efforts including the resilience dividend tool, and long-term sustainability outcomes.

What Will We Do?

Calgary Growth Strategies is conducting a TBL Policy review in collaboration with other City Business Units to make it more aligned with The City's current policy and implementation context. Scope of the review will include a proposed updated policy, as well as an Implementation Plan. The updated Policy will serve to maintain the commitment to sustainability, provide clarity to the policy landscape, and further enable implementation across The Corporation.

How Will We Do This?

Collaboration with sustainability champions and other relevant policy leads to develop proposed Policy and Implementation Plan scope to be brought forward to City's Priority and Finance Committee and Council for endorsement. Review will also include formal consultation with members of Council.

& Who's Involved?

Proposed Lead Organization

The City of Calgary: Calgary Growth Strategies

Proposed Partner Organizations

Other City of Calgary Business Units/Services

With What Proposed Resources?

City of Calgary staff

Expertise in the broader community

When Will We Start?

Q1 2019

How Long Will It Take?

Q4 2019 to develop the proposed Policy, Implementation Plan scope

Q4 2020 Pending endorsement in 2019, a final Policy and Implementation Plan will be brought to Council



Leadership & Strategy

- Decision-making and leadership
- · Multi-stakeholder engagement
- Strategies and plans
- · Capacity and coordination

Benefit to Other Pillars and Shared Theme









Success Measure:

• The updated TBL Review is brought to Council.

Integrating Resilience into Municipal Government: One Calgary 2019-2022 Service Plans and Budgets

RESILIENCE IN ACTION (RIA.3)

The City of Calgary conducts four-year service plans and budgets. This work is based on three conversations between the Community, Council and Administration.

Vision: What the Community wants as long-term quality of life conditions for Calgary, and Council's leadership role in defining The City's contribution to this vision.

Strategy: What Council asks Administration to deliver over the four years, and how Administration will respond.

Value: How Administration will ensure the Community receives value through the services delivered by The City.

While developing the four-year service plans and budgets, resilience was an intentional lens considered by all three members of the conversation. This was a natural topic based on our collective awareness of the stresses and shocks our community had recently faced: a structural economic downturn, access to funding to support long-term plans, the 2013 flood, recent wind and snow events.

Intentionally, the resilience team supported the organization through specific engagement in lifting awareness of stresses and shocks, training colleagues in resilience thinking using the resilience

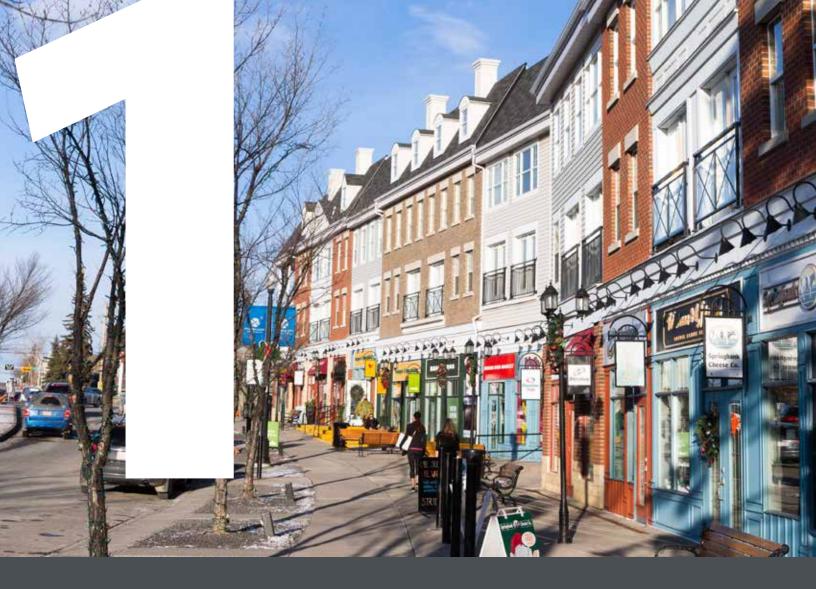


lens, strategic foresight and the City Resilience Framework. Resilience thinking — identifying cobenefits, co-creating solutions, and considering the resilience dividend of efforts — was integrated into our conversations with the community, with Council, and with colleagues and stakeholders in building the plan. Specific consideration of our Economic Strategy, Climate Resilience Strategy, Municipal Development Plan and Long Range transportation plan were specifically considered while Administration prepared the recommendations for Council's consideration, fostered through a step-by-step dialogue between our community, our colleagues and our Council over the course of 2018.

Resilience was embedded in One Calgary in the following ways:

Winter 2017-2018 Spring 2018 Fall 2018

Setting	Setting the stage Ap		Applying a Resilience Lens		
Council Strategy session tying resilience to Citizen Priorities	Beyond Trends Workshop & Strategic Foresight Training	PRA at Council with Economic & Climate Resilience	Capital Infrastructure Investment Principles	The Resilience Lens in One Calgary Modules	CRF in Capital Business Case Summaries



PILLAR 1



The Future of Calgary's Economy

GOAL

All community members are encouraged and able to participate in a diverse and strong economy.



The resilience of a city improves when all are encouraged and able to participate in a diverse and strong economy. This enhances the community's ability to attract business, talent and investment. Calgary can capitalize on its high quality of life, available commercial real-estate and educated workforce as it continues to bounce back from the recent economic downturn. The community is engaged with local businesses, other orders of government and City partners cooperating and exploring opportunities to build a resilient economy. The importance of becoming a more economically resilient city is increasingly urgent.

Our efforts undertaken developing the Preliminary Resilience Assessment as well as learnings from the economic collaboration circle showed considerable vulnerability to the long-term stresses of economic uncertainty, inequality and lack of social cohesion, lack of economic diversification, and increased unemployment and poverty rates. Many of these stresses can be amplified with exposure to the key shocks identified in our work including, financial and economic crisis, cyber-attacks and extreme weather incidents.

Outcome 1A

Calgary's workforce is ready for emerging economies

Action 1A.1

Develop Talent for Emerging Economies

Outcome 1B

Digital Disparity in Calgary is addressed so Calgarians have safe and equitable access to a connected economy and social realm

Action 1B.1

Understand Digital Disparity

Action 1B.2

Be 5G-Ready

Outcome 1C

Strengthening resilience through business continuity

Action 1C.1 Business

Continuity Planning

Outcome 1D

Calgary is able to coordinate efficiencies, levers and incentives to grow and attract business

Action 1D.1

Attraction, Growth and Resilience Dividend

Action 1D.2

Implement a Living Lab Strategy and Governance Model

Action 1D.3

Future of Calgary's Centre City

"We must act now — and we must understand that if we do not manage this challenge with energy, commitment, skill and resources, this challenge will manage us to our great detriment."

- Jim Gray, Calgary business person and philanthropist

We are working towards ensuring Calgary's workforce is ready for emerging economies. To support underemployed Calgarians develop the skills to participate in emerging economies, we are building an education ecosystem that reflects the needs of industry and is resilient (flexible, robust, integrated and inclusive).

Meaningful participation in civic life and emerging economies is increasingly dependent on being connected. Reducing digital disparity is key to achieving economic outcomes. We are working to develop a digital disparity study to identify barriers to digital participation due to access, hardware, literacy and lack of infrastructure. A commitment to safe and equitable access strengthens the business case for digital infrastructure enabling Calgarians to fully participate in the economy and society. Our city can also strengthen resilience through business continuity. Small/midsize businesses and non-profit organizations contribute to Calgary's economy and vibrant communities. However, they are vulnerable groups who have limited resources to deal with prolonged shocks. Our economic resiliency improves when these groups are prepared to survive and thrive during and after disruptions. Finally, Calgary must take steps to coordinate efficiencies and incentives to grow and attract business. Working with 100RC Platform Partners, we are encouraging market development while strengthening resilient outcomes. Developing a Resilience Dividend tool will allow The City to evaluate business development opportunities ensuring that investments accelerate a resilient city. This will help entrepreneurs bring big ideas to fruition, support investment in our local economy and make Calgary more business friendly.



Value Proposition

- Immediate opportunity to identify and implement economic strategies.
- Collaborative approach to explore Economic Strategy outcomes within The City and with external partners.



In 2018, City Council unanimously adopted Calgary in the New Economy, an economic strategy whose implementation will be led by Calgary Economic Development (CED) in partnership with The City. Along with the Preliminary Resilience Assessment (PRA), the document guided the four key outcomes of the Economic Strategy.

We launched a collaboration circle to bring economic thought leaders, industry and Calgarians together to understand the economic issues and opportunities facing our City. We met regularly to develop outcome leads and implementation teams while continuing to refine our actions. The resilience team also participated in the development of other strategies and plans including the Economic Strategy, Centre City refresh and One Calgary. This allowed for the cross-pollination of ideas and actions. In Partnership with CED and other partners, the resilience team also participated in industry round tables and focus groups to better understand the economic issues facing our city.

Linkage to other Resilient Calgary Pillars



Inclusive Futures:

A resilient economy is one where all equityseeking communities are able and encouraged to participate.



The Future of Calgary's Natural Infrastructure:

A resilient economy and attracting talent depend on the high quality of life afforded by natural assets. Business continuity is also improved when natural infrastructure is utilized to mitigate the impact of floods and other disasters.



Infrastructure:

A resilient economy depends on reliable infrastructure to connect neighbours, digitally and physically. Resilient infrastructure is the foundation for quality of life and a strong economy.



Future-Focused Calgary:

Strategic foresight and a resilience dividend tool help us focus our economic actions on opportunities that will have the greatest return on investment.

Calgary's success depends upon our ability to adapt to the technological advances that are disrupting our core industries. Calgary Economic Development is incorporating a variety of initiatives to support workforce transition to meet the needs of the digital economy and support the Economic Strategy. Calgary's Tech Talent Accelerator is a collaboration with post-secondary and training institutions to provide short-term skill development programs that address immediate business needs. The Digital Skills Mapping Platform is designed to transition displaced professionals from the Oil and Gas sector to in-demand opportunities in technology across all sectors, as the demand for tech talent in Calgary has increased by 35 per cent in the past three years. Calgary Economic Development is also working collaboratively with training and post-secondary institutions to increase programming with work-integrated learning models to ensure quicker employment opportunities at program completion. A Digital Academy model is being developed that can be utilized by companies and service providers to create an awareness of technology, and to increase the digital literacy of its workforce.



OUTCOME 1A:

Calgary's workforce is ready for emerging economies

Description: In support of underemployed Calgarians developing the skills needed to participate in emerging economies (including the tech industry), we are working on activities towards an education ecosystem that reflects the needs of industry and is resilient (flexible, robust, integrated and inclusive).

ACTION 1A.1: Develop Talent for Emerging Economies



Calgary has an employment gap within emerging economies. The tech sector is experiencing growth and technology is rapidly permeating all sectors of the economy. With digital technology scaling quickly in the city, the potential transition of workers into digital occupations across Calgary can prove to be mutually beneficial for both job seekers and businesses (2018, Cutean, A., Davidson, R.). There is also the need for strengthened collaboration with post-secondary and training institutions to provide short-term skill development programs that address immediate business needs. A resilient economy is one that encourages all to find meaningful opportunities to participate. As we work towards inclusiveness, our economy also benefits from greater participation from underutilized and untapped talent within equity-seeking communities.

What Will We Do?

Calgary Economic Development leads efforts to:

- Develop and maintain an online tool to connect job seekers with current employment opportunities and the skills training opportunities.
- Collaborate between Calgary Economic Development, industry and educators (e.g. post-secondary institutions) to create skill-development programs that address immediate industry needs.
- Develop accessible opportunities that encourage gender and cultural diversity in our emerging technology sector.

How Will We Do This?

In alignment with the Economic Development Strategy, continue to implement strategies that include:

- Expand experiential learning programs.
- CED, alongside employers and training providers has built an online platform that hosts job posting and training opportunities https://www.calgaryupskill.ca/
- Collaborate with post-secondary institutions and other educators to pilot and scale nimble, short-form programs (three- to six-month certificates) that address immediate business needs.
- Offer appropriate networking and recruiting opportunities to ensure graduates obtain competitive jobs.
- Explore opportunities to deliver courses downtown.
- Ensure programs are accessible and tailored to equity-seeking communities.
- Focus talent recruitment activities to attract women and diverse employees into leadership positions.

A Who's Involved?

Proposed Lead Organization

Calgary Economic
Development (CED)

Proposed Partner Organizations

Office of the Mayor

Information and Communications Technology Council (ICTC)

Industry and educators (e.g. post-secondary institutions)

Educational institutions

Province of Alberta Local employers

With What Proposed Resources?

CED staff

ICTC Staff

Provincial funding

When Will We Start?

2018

How Long Will It Take?

Ongoing

or Resilience Value

Economy & Society

- Community participation
- Local economy

Health & Well-being

- · Skills & training
- Local business development & innovation

Benefit to Other Pillars and Shared Theme



Success Measures:

- · Growth in employment in technology fields.
- Number of people from equity-seeking communities completing skills development programs.
- Time required to fill in demand jobs.

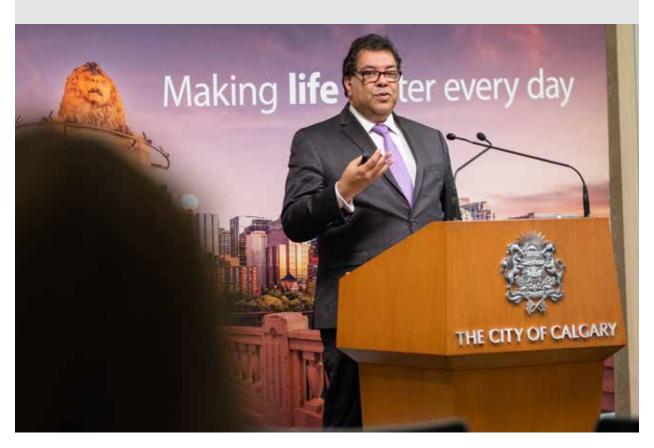
Calgary is evolving toward a future of technological change, digital dominance, automated intelligence and innovative solutions to complex issues. Our Mayor and Calgary City Council have kept a watchful eye on this new future and its deep ties to a robust and thriving economy for our city. To remain vibrant and resilient, our economy will demand the skills and talents of people who are educated and trained to thrive in these emerging industries and sectors.

Along with Council, Calgary's mayor, Naheed Nenshi plays a significant role in efforts to attract new talent to our city. As the first Muslim mayor of a major North American city and winner of the World Mayor Prize in 2014, he epitomizes the changing demographics of our province, and how people from all walks of life can succeed here in whatever field they wish to pursue. It is hard to find someone who does a better job selling Calgary to potential investors, to companies looking to set up offices here, and to people looking for a great place to make a living and make a life.

In October 2018, Mayor Nenshi accompanied Calgary Economic Development to Vancouver to

sell Calgary's tech industry. While all of the attention has been on employment challenges in the oil and gas sector, opportunities in the tech sector have grown by nearly 55% in Calgary and many companies are having a hard time finding the talent they need to expand. Filling these jobs (there are currently more than 1900 vacancies in the sector) is crucial to diversifying our economy and making it more resilient. Mayor Nenshi spoke to a room full of Vancouver-based tech firms about the lower cost of doing business here and the quality of life awaiting their employees on the other side of the Rockies. He also attended a job fair for tech workers where he highlighted the affordability of housing and shorter commute times. Similar missions to international cities are being planned for later in 2019 and through 2020.

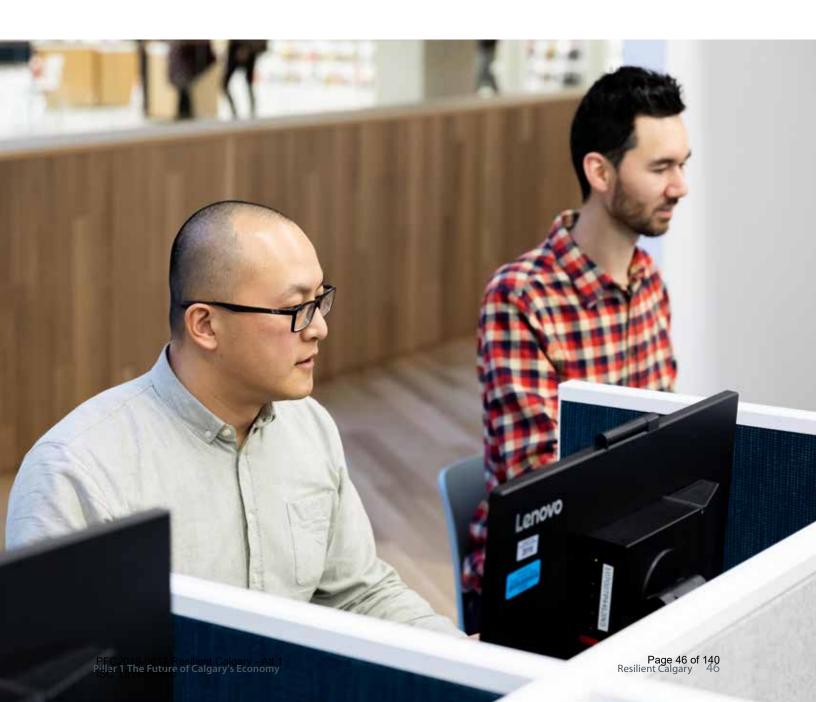
Calgary Economic Development has also been working with the company VanHack to help connect employers here in Calgary with tech talent from around the world. As Mayor Nenshi asserts, "It's not hard to make the case for Calgary, we just need to make sure the world hears our story".



OUTCOME 1B:

Digital Disparity in Calgary is addressed so Calgarians have safe and equitable access to a connected economy and social realm

Description: Meaningful participation in civic life and emerging economies is increasingly dependent on being connected. Reducing digital disparity is imperative to achieving our economic outcomes. We have been working to develop a digital disparity study that would identify barriers to digital participation due to access, hardware, literacy and lack of infrastructure. A commitment to safe and equitable access strengthens the business case for digital infrastructure enabling citizens and businesses to fully participate in the economy and society.



ACTION 1B.1: Understand Digital Disparity



Why Is This Important?

Online access is a necessity to fully participate in the economy and society though one that comes with risks and exclusions. Equitable, safe and secure online access is a necessity for meaningful economic and social participation in Calgary. Deficiencies in digital literacy, network access and affordability are barriers that reduce the participation capacity for Calgarians.

What Will We Do?

Completing a study of the connectivity barriers of Calgarians will guide the implementation of support programs that address issues including, access, digital literacy and affordability.

Adopting the Cities for Digital Rights declaration and its principles for safe and inclusive online access will guide the development of actions to advance Resilient Calgary, Smart City and Living Lab strategies. This will also set the expectation that the right of safe online access is as important to quality of life, meeting basic needs, and full participation in our city as other critical infrastructure.

How Will We Do This?

In partnership with the University of Calgary and community partners, we will conduct research to better understand those most impacted by the lack of digital literacy, affordability and lack of digital infrastructure to connect online.

We will work with other Cities for Digital Rights signatories to understand the requirements of become a member and work to integrate Digital Bill of Rights into community and infrastructure strategies.

△ Who's Involved?

Proposed Lead Organization The City of Calgary:

IT-Smart City

Proposed Partner Organizations

The City of Calgary: Resilience and Infrastructure Calgary

Enough for All University of Calgary United Way

With What Proposed **Resources?**

The City of Calgary: Resilience and Infrastructure Calgary

University of Calgary staff

United Way staff

When Will We Start?

Q3 2019

How Long Will It Take?

Two years



Resilience Value

Economy & Society

- Community participation
- · Corruption reduction

Leadership & Strategy

· Communication between Government & public

Infrastructure & Environment

Communication technology

Benefit to Other Pillars and Shared Theme





Success Measures:

- Digital Disparity study is complete and a baseline is established for digital access barriers.
- Adoption of digital rights lens into policy and strategies.

"Resilience is caring for the underprivileged in helping them bounce back from their own economic struggles."

What We Heard report, 2019 Resilient Calgary Summary of input

Action 1B.2: Be 5G-Ready



Why Is This Important?

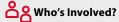
For our city to be future-ready, policy, investment and infrastructure need to be in place for digital access (5G/small cell) that improves our ability to meet the growing need to move information over communication networks quickly and reliably. Beyond the provision of cellular and Wi-Fi services, 5G is going to play an important role in igniting the digital economy as it has the potential to enable and accelerate new innovations forward such as Industrial Internet of Things (IIoT), field sensors, Autonomous Vehicles (AV) and Connected Vehicles (CV), vehicle entertainment systems, and intelligent traffic systems.

What Will We Do?

Ensuring equal access to municipal infrastructure with multiple purposes will support the deployment of small cell antennae required for 5G. The development of new standards for attachments to City assets and new municipal processes will reduce deployment barriers while still maintaining municipal approval processes. Integrating these new standards and processes into future municipal growth planning will ensure Calgary has a sustainable plan long into the future.

How Will We Do This?

A digital infrastructure strategy will be developed to accelerate the eventual deployment of thousands of small cell antennas over the next 10 years. A Proof of Concept (POC) in cooperation with three large carriers will determine the requirements, validate processes, establish new standards and agreements. Lastly, we will develop business models to ensure compliance with regulation and legislation while developing revenue opportunities on digital assets.



Proposed Lead Organization The City of Calgary: IT

Proposed Partner Organizations

The City of Calgary: Resilience and Infrastructure Calgary
CED

Industry

With What Proposed Resources?

The City of Calgary staff Industry

When Will We Start?

O3 2019

How Long Will It Take?

Ongoing



Infrastructure & Environment

· Communication technology

Economy & Society

Inward investment

Benefit to Other Pillars and Shared Theme





Success Measure:

• The City will have a public-private, 5G-enabled zone model is designed and market-ready.

"We need more IT/tech companies here. I'm not an IT man, but I see that is the future".

- What We Heard report, 2019 Resilient Calgary Summary of input

OUTCOME 1C:

Strengthening resilience through business continuity

Description: We are working with business, emergency response and business continuity leaders to leverage their expertise in disaster preparation and recovery to strengthen the resiliency of our business and non-profit sector in their preparation for planned and unplanned disruptions.

Action 1C.1: Support Business Continuity Planning



Why Is This Important?

Calgarians depend on the business and service providers to meet our everyday needs. This is even more important during times of crisis though fewer than 45 per cent of Calgary businesses have developed a business continuity plan to address disruption. Community partners' efforts help to raise awareness of the risks and make available the tools to assess and strengthen readiness for disaster and disruption.

Learnings from the 2013 flood response and recovery efforts and other large infrastructure projects have shown considerable impact on economic corridors especially when these disruptions impact small business. We have also seen the positive impact coordinated efforts can have on helping these businesses survive and thrive through disruption.

What Will We Do?

With our partners, we aim to:

- Raise awareness and understanding of the importance of business continuity planning.
- Encourage organizations to evaluate their own disaster preparedness.
- Promote undertaking actions needed to be better prepared for disruption.
- Work to reduce the negative impact of disruption on adjacent businesses/communities during long-term construction.

How Will We Do This?

Collaborating with community leaders in business continuity and partners like the Chamber of Commerce, CARYA and the Calgary Emergency Management Agency, we will share learnings and opportunities to strengthen business continuity of Calgary Businesses and non-profit sector. We will also conduct research on best practices from other jurisdictions for business support programs. We will utilize this research to develop a business support strategy and tool box that can be used for future infrastructure projects.

Se Who's Involved?

Proposed Lead OrganizationChamber of Commerce

CARYA

The City of Calgary: Calgary Emergency Management Agency

Proposed Partner Organizations

The City of Calgary: Calgary Neighbourhoods

The City of Calgary: Resilience and Infrastructure Calgary

The City of Calgary: Transportation

ŒD

University of Calgary United Way

Industry

With What Proposed Resources?

Partner Staff

The City of Calgary staff

When Will We Start?

O3 2019

How Long Will It Take?

Ongoing

Benefit to Other Pillars and Shared Theme





or Resilience Value

Economy & Society

- · Business continuity
- Local economy

Infrastructure & Environment

Skills and training

Success Measures:

- Increase in businesses and Non-Government Organizations reporting that they have completed a business continuity plan.
- Complete research on global business support models.
- Complete the business support strategy and playbook for businesses adjacent to large infrastructure projects.

Calgary is a community known by its location in the foothills of the Rocky Mountains and proximity to the Bow and Elbow rivers. While these natural elements provide a beautiful backdrop to live, work and play, they also contribute to severe weather and create other natural hazards like flooding. In fact, Calgary has experienced five of the 10 costliest disasters in Canadian history. In addition to making our City systems, plans and critical infrastructure more emergency-proof, a critical component of increasing Calgary's resilience to disaster is the role the community must play in preparing themselves for the kinds of emergencies we are likely to experience here.

Through its flagship "Ready Calgary" program, The Calgary Emergency Management Agency has been actively educating and training Calgarians to do just that. Aimed at individuals, families, businesses and communities, Ready Calgary uses community events, online and in-person courses/training, partnerships, volunteer recruitment and campaigns to help Calgarians help themselves be more prepared. To learn more, visit calgary.ca/getready.



Global Network for Advanced Management

RESILIENCE IN ACTION (RIA.7)

The City of Calgary partnered with 100 Resilient Cities (100RC) and the Global Network for Advanced Management (GNAM) to host a global, online project for urban resilience during the fall semester of 2018. For four months The City worked with graduate students from the University of British Columbia (Canada) and Yale SOM (USA) to explore international examples of business support programs adjacent to large infrastructure projects. The final project report found that

transportation agencies, local governments and business associations have used a wide variety of mitigation tactics to reduce construction impacts on businesses. Common tactics include access management strategies, marketing and signage, and community outreach. Less common, but potentially very effective strategies include business consulting programs, financial support programs (loans, grants etc.), and procurement strategies (2018, Li et al).

OUTCOME 1D:

Calgary is able to coordinate efficiencies, levers and incentives to grow and attract business

Description: We are bringing together various business attraction stakeholders to explore the tools available to encourage market development while strengthening resilient outcomes. We have also been working closely with our Smart City and Living Lab teams to identify opportunities to leverage underutilized City assets to accelerate growth in the innovation ecosystem. Our Living Lab efforts support increased economic diversification and jobs for Calgarians. It will help entrepreneurs bring big ideas to fruition, support investment in our local economy and make Calgary more business friendly. By revisiting our 10-year Centre City strategy, we are able to strengthen the resilience of our downtown core with a vision for the Centre City along with strategies and actions for community planning, urban design, governance, economic, cultural and social development.



Action 1D.1: Attraction, Growth and Resilience Dividend



Business development is a vital part of a resilient economy, as such, there are many market attraction efforts underway in our city. Development and growth opportunities should be strategic and consider a resilience dividend that allows for a better understanding of short- and long-term benefits from across the City Resilience Framework, whether they are economic, social or environmental. Like infrastructure investments, economic investments should look to meet strategic long-term needs. This understanding will improve the business case for investment opportunities and ensure the capital outlay does not put the community resiliency at risk in the future.

"As the world becomes more connected and complex, so do business activities. From startups to mature enterprises, Calgary aims to create a more business-friendly environment in order to attract and retain companies." (2018, Calgary in the New Economy, CED)

What Will We Do?

Coordinate market incentives and business supports to grow and attract business with a focus on opportunities that strengthen our city's resilience or ability to meet needs during shocks and stresses (e.g. affordable housing, health, climate change or economic downturns).

How Will We Do This?

Working with a 100RC Platform Partner and community stakeholders, we are developing a Resilience Dividend tool to prioritize opportunities and calculate resilience potential. As an example, for a vertical farming partner, that could include measuring the impact of low carbon investment, skill development along with the strengthening of food security and our innovation ecosystem. This tool can guide investment prioritization and develop thresholds that trigger specific attraction strategies. This could build on the outcomes within Opportunity Calgary Investment Fund to quantify the expected impacts from opportunities that make our City more resilient, particularly on aspects beyond primary economic benefits.



Proposed Lead OrganizationThe City of Calgary: Resilience and Infrastructure Calgary

Proposed Partner Organizations

The City of Calgary Corporate Economics Office

The City of Calgary: Real Estate & Development Services

The City of Calgary: Service Owners

Calgary Economic Development

Industry

With What Proposed Resources?

The City of Calgary staff Industry

When Will We Start?

Q2 2019

How Long Will It Take?

Ongoing

Resilience Value

Economy & Society

- Economic linkages
- Local economy

Health & Well-being

 Local business development & innovation

Benefit to Other Pillars and Shared Theme





Success Measures:

- Increase net percentage in the number of businesses.
- Number of business development efforts that utilize Resilience Dividend Tool to support business case development.

"We should be more inclusive of small businesses. I've heard too many stories of small businesses having to close because of property tax rises. We need this economic diversity to weather the busts. Small businesses also help us grow our innovation base and keep it here in The City."

– What We Heard report, 2019 Resilient Calgary Summary of input

Calgary Dollars, our community currency, utilizes a cash alternative to keep the local economy flowing between neighbours and businesses. Created in 1996 and funded by The City of Calgary Family & Community Support Services (FCSS) since 2003, Calgary Dollars works to advance the interests of small businesses and equity-seeking communities.

Aligned with the Enough For All Strategy, the Economic Development Strategy and imagineCalgary, Calgary Dollars has also collaborated with 100RC and other global cities with complementary currency pilots.

Economic Resilience for Equity-Seeking Communities

December 7, 2018 saw the launch of the digital version of Calgary Dollars to circulate along with the printed currency. The launch was celebrated by the President of The Calgary Housing Company, the Alberta Finance Minister and the Victoria Park Business Improvement Area Executive Director. The Calgary Housing Company is now accepting Calgary Dollars as part of rent in a pilot with four other affordable housing agencies, while The City of Calgary accepts Calgary Dollars for transit tickets, and 50 per cent of business license fees.

The Alberta Minister of Community and Social Services endorsed Calgary Dollars as beneficial for secured income and the Assured Income for the Severely Handicapped (AISH) recipients, with the Annual Calgary Dollars outcome measurement has both the social and economic capital evidence to back that up.

Social capital:

- 67 per cent of Calgary Dollars users state they have established relationships of trust due to participation.
- 73 per cent state they have someone that would help them during challenging times as a result of their involvement with Calgary Dollars.
- 70 per cent state that Calgary Dollars has increased their involvement in their community.

Economic capital:

- 79 per cent have been encouraged to buy more locally.
- 48 per cent agree that after using Calgary Dollars they are more able to live within their means.
- 54 per cent don't worry about money as much after being in the Calgary Dollars program.

As Calgary's Mayor Nenshi affirms, "complementary currencies can make a huge difference as we build communities together."



Action 1D.2: Implement a Living Lab Strategy and Governance Model



A living lab ecosystem looks for ways to break down local barriers to innovation. It supports increased economic diversification and jobs for Calgarians. It can help entrepreneurs bring big ideas to fruition, support investment in our local economy and make Calgary more business friendly. Some exciting experiments have already launched.

What Will We Do?

As a key stakeholder in a thriving innovation ecosystem, we are supporting the development of a Living Lab Strategy, opening up City assets to companies, researchers and individuals to test and try ideas and products in a real-life environment.

How Will We Do This?

With our partners, we will endeavor to:

- Understand what assets have Living Lab capacity and potential
- Develop criteria for Living Lab opportunities
- Develop an intake process to review and implement opportunities
- Develop a strategy for the evolution of Living Labs in our City



The City of Calgary: IT – Smart City

Proposed Partner Organizations The City of Calgary: Transportation

The City of Calgary: Real Estate and Development Services

The City of Calgary: Resilience and Infrastructure Calgary
CED

University of Calgary

With What Proposed Resources?

The City of Calgary staff

When Will We Start?

O4 2018

How Long Will It Take?

Ongoing

Benefit to Other Pillars and Shared Theme



Resilience Value

Economy & Society

· Economic linkages

Health & Well-being

 Local business development & innovation

Success Measures:

- Develop online intake process in partnership with Calgary Economic Development.
- Increase in number of clients accessing City assets through the Living Lab Program.

"Having the Living Lab as a partner allowed our product to mature in a realistic environment, demonstrated to our future customers that we were beyond the prototype stage, and allowed our customers to better visualize how the final installation would look in their environment."

- Takemetuit, Living Lab participant

Point Trotter Autonomous Systems Drone Flight Area opened in October 2018 and provides Calgary businesses, industry and researchers with a lowcost and accessible place for drones, autonomous vehicles or the next big innovation.

With 125 acres of land available, Calgary is one of the first major cities in North America to offer land for the mass flying of commercial drones on municipal-owned land. The Point Trotter project is part of the Living Lab strategy where The City of Calgary and Calgary Economic Development are working with the community to make public spaces, transportation corridors and land more accessible for the testing of technological innovation.

The idea of providing City-owned space for aerial drone testing started in 2017 when City staff looked at many emerging technologies, related societal trends, and what they could mean for the future of Calgary. Point Trotter Autonomous Systems Drone Flight Area was developed to support innovation,

the tech ecosystem and local businesses, which is one of the ways The City of Calgary is delivering on its business-friendly promise.

"Point Trotter Autonomous Systems Drone Flight Area is a great example of how The City of Calgary is working with our community partners to support innovation and allow entrepreneurs to bring their big ideas to fruition," says Mayor Nenshi.

"We're committed to supporting investment in our economy and making Calgary more innovative and business friendly."

Point Trotter ASTA is a valuable asset to add to The City's Living Lab initiative. The City is working with Calgary Economic Development to deliver a simplified process for users and producers to gain access to infrastructure (physical, digital and data) like the Point Trotter industrial park to test and try ideas and products in a real-life environment that is safe and secure.



Action 1D.3: The Future of Calgary's Centre City



The Centre City Plan for Calgary's downtown area was approved by Council in 2007. The Centre City is made up of the downtown commercial core and is surrounded by five mixed-use neighbourhoods that function as a symbiotic whole. The plan is a coordinated strategy document that pulls together the vision for the Centre City along with strategies and actions relating to community planning, urban design, governance, economic, cultural and social development. The plan is undergoing its 10-year update to develop a current vision for the downtown to support its resilience as it undergoes a major transformation in response to a dramatic change in the downtown economy that has resulted in a significant drop in economic activity and jobs. This has impacted its social and economic environment and proposes challenges to ensuring its continued livability and role as the cultural heart of the city.

What Will We Do?

We will consult upfront with external stakeholders to understand their needs and wants and gather their suggestions. We will then propose a 10-year strategic plan that identifies actions that will drive us toward the vision.

How Will We Do This?

Extensive external engagement and intensive internal collaboration to ensure the actions are achievable. An accountability system will be identified that will steward the strategy on a regular basis and include regular updates to Council.

& Who's Involved?

Proposed Lead

The City of Calgary: Urban Strategy

Proposed Partner Organizations

The City of Calgary Planning

Calgary Economic Development

Calgary Municipal Land Corporation

With What Proposed Resources?

Existing Operating Budgets

When Will We Start?

Started Q2 2018

How Long Will It Take?

Two years

Resilience Value

Leadership & Strategy

· Fosters long-term integrated planning

Economy & Society

Promotes cohesive & engaged communities

Benefit to Other Pillars and Shared Theme







Success Measure:

• The Downtown Scorecard is complete with quarterly Council updates and is being utilized to align strategies and implementation in the Centre City.



PILLAR 2



Inclusive Futures

GOAL

Institutions have trusted and informed relationships with Calgary's equity-seeking communities.



The resilience of a city improves when:

- Equity-seeking communities (escs) are regarded as strengths to society and have meaningful voices in decision-making and leadership.
- Communities are connected and feel empowered to act.
- · Power is distributed fairly in our systems.
- Differing opinions that challenge our thinking are valued and accepted.

Communities and various sector partners agreed that a key resilience challenge in Calgary was the lack of inclusion in leadership and decision-making. One reason for this was that institutions did not trust the expertise and experiences that ESCs brought to the decision-making and leadership tables. The best way forward was for Calgary institutions to recognize these strengths and focus on building trusted relationships with ESCs.

We identified four outcomes and nine actions to advance this work. They are:

Outcome 2A

Calgary institutions include ESCs in decision-making and democratic processes

Action 2A.1

Diversify representation on boards

Action 2A.2

Open spaces for inclusive conversations

Action 2A.3

Advance equity in organizations with a multi-sectoral community of practice

Outcome 2B

Calgary institutions have trusted and informed relationships with Indigenous communities in a "good way"

Action 2B.1

Support to revitalize Indigenous cultures and languages

Action 2B.2

Walk parallel paths together

Outcome 2C

Calgary institutions value diverse governance paradigms

Action 2C.1

Build a governance systems map

Outcome 2D

Calgary institutions invest in equitable economic development

Action 2D.1

Encourage business investments addressing inclusion

Action 2D.2

Develop a social procurement policy

Action 2D.3

Explore guaranteed basic income options

Linkage to other Resilient Calgary Pillars

When we work together to achieve these outcomes, ESCs will be respected as critical human assets needed to build a future-focused city. ESCs will be able to meaningfully participate in innovative and creative solutions to Calgary's economic, natural infrastructure, and infrastructure resilience challenges.



Value Proposition

There are many institutions and strategies currently tackling social issues in Calgary (see Appendix 3: Strategic Alignments). What makes this pillar unique is the focus on the institutions' role in building trusted relationships with ESCs, using a human-assets perspective (rather than a vulnerable-populations perspective). This pillar aims to use a systems-change approach where communities and institutions collectively work together with a future-focused lens to build a more resilient Calgary.

"Programs help people beat the odds. Systems change help them change their odds. " – Karen Pittman



We live in a city of diverse people and communities. A vibrant place where people of different identities live, work and play. Local trends forecast that immigration will be Calgary's main driver of population growth until 2036. Urban Indigenous Peoples, seniors and racialized people represent fast-growing segments of our population. Our demographics from 2016 Statistics Canada show that Calgary has:

Calgary has:



Indiaenous Identity

Immigrants

Calgarians Visible People with Minority

Disabilities (2012)

Seniors (65 yrs & older) Same sex couples

Lone-Parent **Families**

In February 2018, Calgary's Preliminary Resilience Assessment (PRA) identified a significant resilience issue — we as Calgary institutions see equity-seeking communities (ESCs) as vulnerable and dependent. We assume that these communities require help to change so they can integrate into society.

The evidence that we use to support this is:

- Lower rates of civic participation
- Higher rates of poverty
- Higher rates of un/under-employment
- Lower wages
- Lack of representation in leadership
- Countless stories of racism and discrimination

When we have a perspective that emphasizes only vulnerability and need, it fails to account for the wealth of talent, experience, and energy that ESCs bring to Calgary. By leveraging the untapped strengths of ESCs, Calgary can forge a resilient path that is creative, innovative and responsive in challenging times. The key to make all this happen is trust.

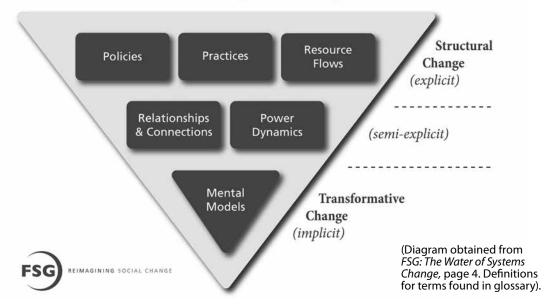
"There is one thing that is common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world — one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love. On the other hand, if developed and leveraged, that one thing has the potential to create unparalleled success and prosperity in every dimension of life. Yet, it is the least understood, most neglected, and most underestimated possibility of our time. ... That one thing is TRUST." – Stephen M. Covey

We overwhelmingly heard from our ESCs that good relationships are a two-way street. However, they believed that most of the responsibilities fell on them to build those relationships with institutions. Institutions also have a duty in actively engaging and investing in these relationships.

With trust as our foundation, community and sector partners focussed on the active participation by institutions to nurture relationships with our ESCs. The Inclusion Collaboration Circle (ICC) that led this investigation began to explore how institutions can meet the expectations and needs for all involved parties if Calgary is to be resilient in the face of future stresses and shocks. A futures-thinking approach built on a strategic foresight method and the FSG Conditions of Systems Change framework was used. The ICC, co-led by United Way of Calgary and Area, included over 60 highly engaged representatives from ESCs and major institutions within Calgary (including the not-for-profit, private and public sectors). We spoke to eight different equity-seeking communities and four community expert groups to understand the society, technology, economic, environment and political (STEEP) trends that could impact relationships. Using this information, the ICC imagined four unique scenarios of Calgary in 2038. These scenarios helped us identify potential bumps in the road and opportunities that could impact relationships between institutions and ESCs. This process resulted in our commitment to achieve four outcomes by collectively working on nine actions.



Six Conditions of Systems Change





OUTCOME 2A:

Calgary institutions include equity-seeking communities in decision-making and democratic processes

Description: In the development of this outcome, we heard that Calgary's equity-seeking communities (ESCs) face barriers to meaningful participation in decision-making and democratic processes. This is projected to remain a challenge when strengthening of relationships between Calgary's institutions and ESCs in the future.

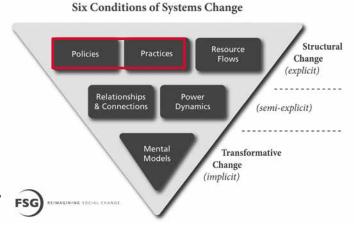
ESCs believe that institutions can nurture their relationships with ESCs by:

- 1. Including ESCs at the leadership table in their institutions.
- 2. Intentionally involving ESCs in decision-making that impacts their lives.

ESCs want institutions to listen and speak to them in ways that make them feel genuinely heard, understood and valued. ESCs want institutions to create space for debate and challenging conversations with honesty, dignity and respect. This goes beyond tokenism, advisory committees, general consultations and citizen surveys.

This has "done little to overcome voter apathy in elections, a general distrust in government, and

elections, a general distrust in government, and people's feelings of disempowerment, particularly among those who are marginalized," (Wharf, 2016, p. 154). Instead, ESCs need institutions to change their **policies and practices** that prevent them from (1) being in influential positions that can impact future change in Calgary; and (2) having meaningful voices in local democratic processes. This would be an important step forward for institutions to build trusted and informed relationships with ESCs.





In 2006, City Council's Advisory Committee on Accessibility (ACA) performed an Accessibility Audit on the Municipal Building Complex, resulting in a major renovation to the Council Chamber. This would allow for Council, Administration and members of the public to seamlessly participate in the Municipal Government process through the creation of an accessible environment for people with physical, sensory and cognitive disabilities. Funding was secured for the project in 2010 and Council Chambers closed that summer. The accessibility renovation was completed for the swearing-in ceremony for City Council October 25, 2010.

The accessibility improvements have not only supported people with disabilities to participate in Council Chamber, but it created a space that is accessible for Councillors or members of Administration with an injury or other disabilities. The accessibility upgrades that benefit everyone include (1) lowering of the Council Chamber floor

and removing the existing ramps at the entrances to make the room accessible and barrier-free, (2) adjusting the seating in the viewing area to accommodate six spaces for mobility devices, (3) installing a universally accessible podium and microphone that adjusts, (4) installing new carpeting and stair nosings that provide contrast for people with vision loss and (5) adding a few bariatric seats throughout the Chamber. The new Councilor space also allows an individual to use a mobility device with moveable desks that adjust to the height required. Two new digital screens at the front of Council Chambers allows for captioning to be displayed, with typed words that are being said for people with hearing loss.

These changes in Council Chamber have led to a more inclusive space for people with disabilities in Calgary. It has led to their meaningful participation in the Municipal Government process and allows anyone with a disability to be part of City Council or Administration.



Action 2A.1: Diversify Representation on Boards



Why Is This Important?

We heard from equity-seeking communities (ESCs) that institutions can show they trust them by having ESC members on their boards. It is there that ESCs can provide their different perspectives based on experiences and expertise.

Governance is the top tier of leadership where ultimate oversight, strategic direction and policy are determined. Many reports and experts support that fully-trained and inclusive boards are better positioned to advance innovation, increase access to different markets, make better decisions and achieve results. A board which reflects the diversity of the community it serves has more legitimacy in that community and can help build networks and relationships to diverse groups.

Many boards recognize that this is important, but struggle with finding people from ESCs to sit on their boards. They have asked for help to create more inclusive boards for their organizations.

What Will We Do?

We have partnered with Ryerson University to bring a national program called onBoard Canada to Calgary. This innovative program works towards diversifying not-for-profit and public boards to better represent the populations they serve.

How Will We Do This?

We initiated this work in March 2019 by co-hosting an event with onBoard Canada. We brought together over 50 stakeholders interested in advancing diverse governance. We discussed that we will move forward by:

- Providing online and affordable governance training to both boards and individuals.
 This training embeds the principles of inclusion into their governance processes, policies and approaches.
- (2) Bridging the inclusion gap using a board-matching program that connects qualified candidates from equity-seeking groups to not-for-profit and public boards.
- (3) Offering continuous learning and networking opportunities for both boards and individuals that dig deeper into issues surrounding governance and inclusion.

A Who's Involved?

Proposed Lead OrganizationPost-Secondary Institution /
Foundation

Proposed Partner Organizations

Ryerson University: onBoard Canada

The City of Calgary: Resilience and Infrastructure Calgary

Calgary Local Immigration Partnership

Various community partners and City business units

With What Proposed Resources?

The City of Calgary: Resilient Calgary staff

onBoard Canada staff

Funding from foundations interested in advancing inclusive governance

When Will We Start?

O1 2019

How Long Will It Take?

Four years+



Leadership & Strategy

 Decision-making and leadership

Economy & Society

Community participation

Health & Well-Being

Skills and training

Benefit to Other Pillars and Shared Theme







Success Measure:

• ESCs participate on public and not-for-profit boards.

"Leadership here in Calgary needs perspectives and knowledge from all of us" Not always from the same people. And it can't be merely tokenistic. We need to have a meaningful seat at decision-making tables."

- Participant from 2018 community conversations

Action 2A.2: Open Spaces for Inclusive Conversations



We heard from equity-seeking communities (ESCs) that a strong, healthy democracy benefits from their wisdom, perspectives and participation, not only from the same people traditionally involved in these conversations. ESCs want us to imagine a city where they can participate fully, equally, and meaningfully, including those who have been historically excluded. This is essential in finding effective solutions to a city's most complex issues.

What Will We Do?

We will create public spaces and processes where ESCs, organizations and government officials can come together to have constructive, respectful, informed and decisive conversations about important public issues. These processes would be intentional, proactive and accessible to Calgary's ESCs.

How Will We Do This?

We will proceed in three ways:

- (1) Create safe and brave spaces: We will look for ways for diversity and free expression to respectfully co-exist in public spaces and in institutions. It is in these spaces that we can deepen our understanding of one another so we can find a way forward.
- (2) Implement inclusive communications and public engagement practices: We have already begun to develop tools and processes to share information in ways that everyone can understand. It means that we need to recognize that people understand and express themselves differently.
- (3) Strengthen inclusive marketing: We will create and review content that truly reflects the equity-seeking communities that our institutions serve. It means that we will elevate diverse voices, decrease biases, and lead positive social change through thoughtful and respectful content.

A Who's Involved?

Proposed Lead Organization A public institution

Proposed Partner Organizations

The City of Calgary: Customer Service and Communications

Alberta Government: Communications & Public Engagement

City of Calgary: Resilience and Infrastructure Calgary

Various community partners and City business units

With What Proposed Resources?

Current municipal and provincial staff

When Will We Start?

Q3 2019

How Long Will It Take?

Four years+

Resilience Value

Leadership & Strategy

Communication between government and public

Economy & Society

· Community participation

Benefit to Other Pillars and Shared Theme







Success Measure:

• ESCs inform planning and decision-making.

"When people have a safe space where they can meet and connect, resiliency thrives.

Constructing friendly physical spaces around the city would bring more people together and encourage them to take action, have their say and feel valued."

- What We Heard report, 2019 Resilient Calgary Summary of input

RESILIENCE IN ACTION (RIA.11)

Lori's Story: from shelter to sanctuary through affordable housing



Lori left a difficult relationship, along with her son and daughter. It wasn't easy. Lori and her children arrived at a Calgary shelter seeking help.

Lori applied for assistance with the Calgary Housing Company and received an offer of a place to live three months later. Today, Lori works at a non-profit society, where she uses her experience to help other women leaving similar circumstances. She is also saving up for her forever home. Lori's kids are thriving, getting involved in community activities and making friends.

"We came here with clothes and a few stuffies. Now I have this... what I call my sanctuary," says Lori. "The best thing about affordable housing is looking around in the morning with my coffee, and my kids aren't scared."

– Lori

See more of Lori's story at https://youtu.be/_X64w8z5DLo

Affordable housing is about people. People with hopes, needs, dreams and the drive to succeed.

However, with market rental rates among the highest in Canada, it's difficult for some Calgarians to pursue their dreams while affording a place to live. In fact, nearly one in five Calgary households are struggling with shelter costs and over 44,000 households are at risk of becoming homeless due to spending more than 50 per cent of their gross income on shelter costs.

Access to safe and stable housing helps create inclusive communities and makes our city a great place to live and work. People in affordable housing have greater chances to find and keep jobs, to learn and build skills, and be active participants in their communities. And the benefits are clear: Providing housing for one homeless person has been shown to save taxpayers \$34,000 annually.

That's why The City of Calgary works with all orders of government, as well as many Calgary-based affordable housing partners and champions like the Community Housing Affordability Collective, more commonly known as CHAC.

CHAC is a network of more than 100 organizations and citizens who are working to improve housing affordability through collaboration and advocacy. Together, they are able to see issues from many perspectives, helping the sector anticipate and adapt to risks nimbly and creatively.

But our collective work isn't done. Only 3.6 per cent of all housing in Calgary is non-market (affordable) housing — nearly half the national average in Canada's other urban centres. To match the national average, Calgary will need to build approximately 15,000 new units. The City of Calgary is committed to continue working with government, non-profit housing providers, and private sector developers to meet that need.

Action 2A.3: Advance Equity in Organizations with a Multi-Sectoral Community of Practice



Why Is This Important?

For institutions to strengthen their relationships with equity-seeking communities (ESCs), they need to acknowledge that not all people start off the same. People have different experiences, barriers, backgrounds, wants and needs.

Institutions need opportunities to discuss and better understand where ESCs are coming from and give them what they need to be successful. This means not necessarily giving everyone the exact same thing, but rather giving people the things they need to do well. Improving equity involves increasing fairness within services and processes of institutions, and in their distribution of resources. It requires an understanding of the root causes of outcome disparities within our society and a commitment to address those root causes that have led to unfair conditions.

What Will We Do?

We will establish the Calgary's Equity Foundations Community of Practice, a multisectoral community of practice with members of Calgary's institutions. We will work together to embed equity in our institutions and practices.

How Will We Do This?

Calgary's Equity Foundations Community of Practice will participate in the Urban Sustainability Directors Network (USDN) Equity Foundations Program. This program will support the community of practice's learning of how to apply an equity lens to our work and implement tools to advance equity in our organizations. This will be done by:

- (1) Developing shared language and analysis.
- (2) Learn how to conduct equity impact assessments (a systematic examination of how different groups will likely be affected by actions or decisions).
- (3) Support each other to create and implementing plans for integrating equity into our organizations.

A Who's Involved?

Proposed Lead OrganizationCity of Calgary: Resilience and Infrastructure Calgary

Proposed Partner Organizations

Various community partners and City business units

With What Proposed Resources?

Funding from participating sectors

When Will We Start?

O2 2019

How Long Will It Take?

Three years+

Resilience Value

Leadership & Strategy

- Collaboration & empowerment
- Knowledge transfer
- Strategies & plans

Economy & Society

Community participation

Benefit to Other Pillars and Shared Theme







Success Measure:

• ESCs access services that address their needs.

"We need to learn from each other to create more equitable organizations. It's really hard to do this on our own. Is there a way to share our tools and resources so we don't recreate the wheel?"

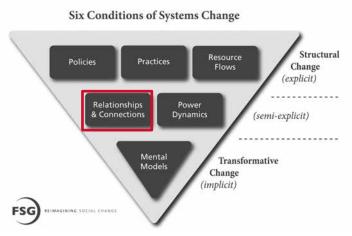
- Inclusion Collaboration Circle member

OUTCOME 2B:

Calgary institutions have trusted and informed relationships with Indigenous communities "in a good way"**

Description: In the development of this outcome, we heard that Calgary's Indigenous communities face barriers in building trust with institutions due to the historical context of their relationships. This is projected to remain a challenge when strengthening relationships between Calgary's institutions and Indigenous communities in the future.

Indigenous communities believe that institutions can address some of the historical challenges in their relationships through institutional support of Indigenous-led and prioritized initiatives. They do not want institutions to lead their work, but to play a supportive ally role in moving their work forward. This can be first done by institutions actively and deeply listening to what Indigenous communities really need from Calgary institutions. This process will shift the "expertise" towards Indigenous community members rather than situating institutions as experts.



This outcome was inspired by The City of Calgary's Indigenous Policy, United Way of Calgary and Area's Elders Institute, and the University of Calgary's Indigenous Strategy, called ii'taa'poh'to'p. To move forward, institutions will need to examine the relationships and connections that prevent them from having trusting relationships with Indigenous communities in a good way.

**"In a good way" is a concept used by many Indigenous peoples to recognize work that is conducted in authentic and meaningful ways, with intention and sincerity, through reciprocal and respectful relationships. It is a demonstration of working with clear purpose and with high levels of integrity, moral strength and communal spirit (University of Calgary, 2018).

Indigenous Phrase or Name	Pronunciation	Origin / Meaning
Niitsitapiipitmiks	Knee-tsee-dawp-ee-beetmeek-see	Blackfoot: "All my relations"
Tlatá Sinajuna	Tla-ta Sina-juna	Tsuut'ina: "All my relations"
Daguwîcawa	Dagoo-wee-tsa-wa	Stoney Nakoda: "All my relations"
Niwahkomakanak	Knee-wa-go-ma-ganuck	Métis/Míchif: "All my relations"
Mohkínstsis	Moe-h-gin-st-sis	Blackfoot: "Confluence/Elbow"
Guts'ists'i	Goo-tsis	Tsuut'ina: "Confluence"
Wîcispa Oyade	Wee-chee-spa O-yaw-day	Stoney Nakoda: "Confluence/Elbow"
Otoskwunee	O-toes-kwon-ee	Métis/Míchif: "Confluence/Elbow"
Okí	Oh-key	A Blackfoot friendly greeting
Danit'ada	Dawn-it-ada	Tsuut'ina friendly greeting
Âba Wathec	Umba Wa-stitch	Stoney Nakoda greeting: "Hello, today is a good day and all is well."
Tawnshi	Dawn-shay	Míchif/ Métis friendly greeting

RESILIENCE IN ACTION (RIA.1)

Ways of Knowing, Engaging, Building Relationships and Toward Equitable Environments

Canada is embarking on a journey of Truth and Reconciliation to acknowledge the harmful impact of colonization on Indigenous Peoples, and to establish a way forward together.

Calgary City Council approved the Indigenous Policy in 2017 to provide us with the necessary context to understand the complexities and uniqueness of our shared history. The policy helps guide and inform us about our city's true and local history, the traditional lands we live on and how our work as a city continues to impact Indigenous people.

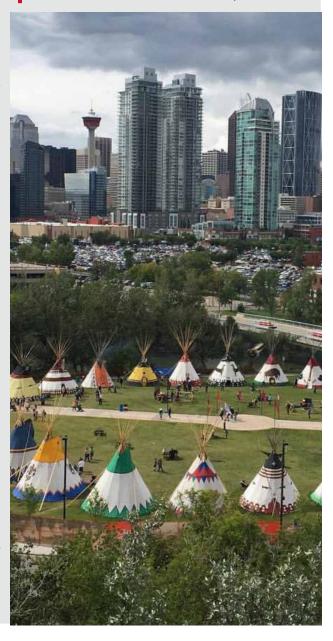
Throughout Resilient Calgary strategy development, Indigenous people have shared their thoughts, ideas and contributions, and have helped shape our strategy actions during our Agenda Setting Workshop, our phase 2 launch, in our collaboration circles and with our steering committee. They have shared their language through prayer and blessings as we walk together in our resilience work. An Elders meeting on December 13th, 2018 had representation from four nations of the Siksikaitsitapi, Kainai-Blood Tribe, Siksika, Piikani and Amskapi Pikuni. The Elders gave their blessing to continue with the work to support the inclusion of Indigenous people in Moh'kinsstsis, the city of Calgary in the planning for the resilience strategy.

Our journey takes another step, together, through the release of the Resilient Calgary strategy. The inclusion pillar embraces the opportunity to continue to build trusting and informed relationships with Indigenous communities in a good way. This includes creating process and spaces for inclusive conversations, and helping to preserve Indigenous cultures and languages. This aligns to the United Nations 2019 declaration as The Year of Indigenous Languages, to acknowledge the importance of Indigenous languages worldwide.

Interconnection is a central belief of many Indigenous people. "All my relations" reflects the awareness that everything in the universe is connected, has a purpose, and is worthy of care and respect.

"We are all Treaty people. History plays an important role in reconciliation; to build for the future, Canadians must look to, and learn from, the past."

Final Report of the Truth & Reconciliation
 Commission, Volume One: Summary 2015



Action 2B.1: Support the Revitalization of Indigenous Cultures and Languages



We heard from Indigenous Elders and community members that energy needs to be focused on revitalizing Indigenous languages and cultures. They are concerned that their languages and cultures are slowly disappearing. As part of building relationships in a good way, they are asking Calgary institutions to support their efforts to regain their cultures and languages.

Languages are a core component of human rights and fundamental freedoms. They play a crucial role in the daily lives of people, allowing them to preserve their history, customs and traditions, memory, unique modes of thinking, meaning and expression, but also to construct their future.

Languages play a great role in building inclusive societies. It provides access to information and stimulates innovation. Languages contribute to human development, and are essential to sustainable development, good governance, peace and reconciliation.

What Will We Do?

There are current Indigenous language and culture revitalization activities underway. These activities are only the start. Calgary institutions can support this work as informed by Calgary's Indigenous communities.

How Will We Do This?

Building trust with Calgary's Indigenous Elders, Knowledge Keepers and Peoples is essential to this work. We will continue to develop meaningful relationships with many Indigenous groups in a good way by actively listening to how they want us to support regaining their cultures and languages.



Proposed Lead Organization Indigenous community organizations

Proposed Partner Organizations

Indigenous communities

The City of Calgary

United Way of Calgary and Area

Various community partners and City business units

With What Proposed Resources?

Government funding

When Will We Start?

2020 O2

How Long Will It Take?

Four years+



Leadership & Strategy

Knowledge transfer

Economy & Society

· Local identity and culture

Benefit to Other Pillars and Shared Theme





Success Measure:

• Indigenous communities have ways to revitalize their cultures and languages.

"Indigenous languages are so important but they are in danger of dying. We need to do something about this. It is a core part of our identity. They connect our younger people to their history, ancestral knowledge and culture."

- Inclusion Collaboration Circle member

Action 2B.2: Walk Parallel Paths Together in a "Good Way"



Why Is This Important?

We heard from Indigenous Protocol & Cultural Technicians that there are different points of view and ways of knowing. In our shared journey with Calgary's Indigenous communities towards reconciliation, it is up to institutions to respect the perspective of others by walking "parallel paths" and creating an ethical space for authentic conversations. This can lead to the creation of new knowledge based on respectful relations.

What Will We Do?

We will work with Calgary's Indigenous Elders and Traditional Knowledge Keepers to co-create parallel paths/processes. That is, we will look at ways for the oral system and the written system to work together in harmony. These processes will be used by institutions when they develop and implement their policies and practices.

How Will We Do This?

We will continually meet with Calgary's Indigenous Elders and Traditional Knowledge Keepers as a method to break down the barriers we have with our relationships with Calgary's Indigenous communities. As we build trust with them and learn about their protocols, we can then co-develop institutional processes and policies using the lens of ethical space.



Proposed Lead Organization A public institution

Proposed Partner Organizations **United Way of Calgary** and Area

The City of Calgary

Various community partners and City business units

With What Proposed **Resources?**

The City of Calgary staff United Way of Calgary and Area staff

Funding from foundations and orders of government

When Will We Start?

O3 2020

How Long Will It Take?

Two years+

Benefit to Other Pillars and Shared Theme







Resilience Value

Leadership & Strategy

Knowledge transfer

Economy & Society

· Local identity and culture

Success Measure:

• Indigenous communities help inform institutional processes.

"Ethical space may not be a familiar term. It is a new concept for the United Way and it is not easy to define. When we work to understand a perspective different from our own, and then examine that understanding with an eye to finding connections with our own perspective, or our own world view, we begin to create an ethical space. The key is to parallel these world views in a way that does not diminish either, and that honours both. This new way, which reflects a deep understanding of varying perspectives and values, can result in an ethical space that transforms the way we work together."

- Indigenous Protocol & Cultural Technicians, United Way of Calgary and Area

United Way of Calgary and Area (UWCA) supports an inclusive and resilient city by leading several initiatives. They do this work in collaboration with many stakeholders. These are two of many examples.

Ethical Space

UWCA first would like to acknowledge the land we are on is traditional land of the Blackfoot Confederacy, as well as Treaty 7 Territory that includes Kainai, Siksika, Piikani, Tsuut'ina and Stoney Nakoda nations. We also would like to acknowledge the Métis people and the Inuit people who made their home here in Calgary.

UWCA has begun work on developing a new Indigenous Strategy. This will enable Indigenous perspectives, knowledge and stories to grow throughout the governance, business and practices of the organization. The strategy will express our goal of becoming an ally, leader and supporter of Indigenous peoples as well as our effort to honour the Truth and Reconciliation Commission (TRC) and the Calls to Action that they brought forward. Reconciliation cannot only involve one group.

UWCA has chosen to involve multiple key stakeholders in the design and development of our Indigenous Strategy. In doing this, we are building an "Ethical Space" which cultivates a sense of security, mutual education and respect of both the Western and traditional ways of knowing, practicing and doing.

A circle of Elders, in consultation with the Indigenous community of Calgary, work together to find the parallels in Western and Indigenous ways of knowing and working together through the strategy. Led by Indigenous Protocol & Cultural Technicians who support and foster authenticity in working with Indigenous communities. This contributes to the development of United Way's capacity to create transformative relationships between Elders and the non-profit sector. By resourcing "in-house" Elders to bring their oral stories and knowledge, and guide internal and external UWCA work, we will contribute to the truth, healing and reconciliation process within our community of influence.

Council of champions

The Council of Champions is a diverse group of leaders in Calgary dedicated to building the foundations of resilience in children and youth. They aim to inspire action, create a community agenda, and influence policy development and systems-level change to reduce barriers to positive child and youth development. They are committed to the principles of learning, leveraging and influencing together as a collective impact model.



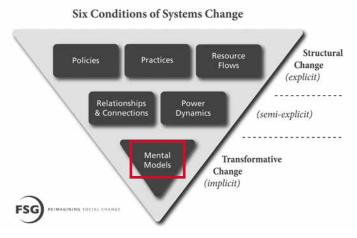
OUTCOME 2C:

Calgary institutions value diverse governance paradigms

Description: In the development of this outcome, we heard that Calgary's equity-seeking communities (ESCs) are expected to fit into one governance paradigm that does not represent their different ways of decision-making and leading. This is projected to remain a challenge when strengthening relationships between Calgary's institutions and ESCs in the future.

ESCs believe that institutions can nurture their relationships with them by "going beyond" creating leadership and board opportunities for ESCs. Communities are tired of having to "fit into" Calgary's one governance structure. This diminishes the inherent worth of their diverse ways in decision-making and leadership.

Rather than critiquing or challenging characteristics of individual leaders or even leadership styles, ESCs wants us to challenge the processes and structures of boards and institutional leadership. This requires a transformative shift in governance. A change is needed to shift our mental models of what good governance looks like from one governance paradigm to a multitude of effective governance paradigms. Institutions would need to broaden their fundamental values, beliefs and practices of effective governance. This would be a bold step forward for institutions to build trusted and informed relationships with ESCs.





Action 2C.1: Build a Governance Systems Map



Why Is This Important?

As a first step in this transformative process to build relationships, equityseeking communities (ESCs) want institutions to acknowledge the current systemic forces at play. It requires institutions to name the systems that maintain the governance paradigm in Calgary. It is only when institutions see how systems operate in the current governance paradigm, can they expand their mental models of multiple and effective governance paradigms.

What Will We Do?

We will develop a communications strategy to reveal to institutions the six conditions that hold our current governance paradigm in place.

How Will We Do This?

Guided by the FSG Conditions of Systems Change Framework, we will convene multiple stakeholders to assess how system change conditions are holding our governance in place. This includes exploring the relationships between system actors, the distribution of power and the institutional norms within governance. Once we understand these conditions, we will develop a communications strategy for institutions to understand the systemic forces at play.



Proposed Lead Organization Community collective

Proposed Partner Organizations Various community partners and City business units

With What Proposed **Resources?**

Foundation funding

The City of Calgary: Resilience and Infrastructure staff

When Will We Start?

Q2 2021

How Long Will It Take?

Three years

Resilience Value

Leadership & Strategy

- Collaboration & empowerment
- Decision-making & leadership

Economy & Society

· Community participation

and Shared Theme

Benefit to Other Pillars







Success Measure:

• ESCs are part of governance structures that reflect their ways of leading and decision-making.

"Why do we always have to conform to the one dominant view of leadership? Our ways of leading are just as effective. We should be looking for ways for Calgary to open their minds to different kinds of leadership that represent our communities."

Inclusion Collaboration Circle member

OUTCOME 2D:

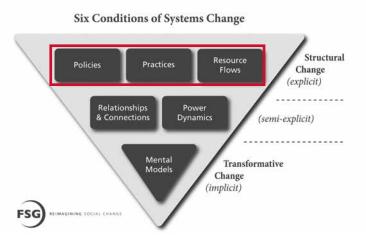
Calgary institutions invest in equitable economic development

Description: In the development of this outcome, we heard that Calgary's equity-seeking communities (ESCs) face barriers to accessing stable and sufficient income. This is projected to remain a challenge when strengthening relationships between Calgary's institutions and ESCs in the future. This is a result of:

- 1. The current scarcity and future uncertainty of meaningful and desired employment resulting from technology advances.
- 2. The economic policies and practices that can't keep up with the changes.

We heard from ESCs that institutions can nurture their relationship with ESCs by investing existing resources in more intentional ways to advance equitable economic development. ESCs are asking institutions to be responsive to the fluctuating nature of Calgary's economy that will be impacted by:

- 1. Increased automation and the adoption of artificial intelligence in workplaces.
- 2. The changing nature of privacy rights with widespread access to the internet.
- 3. Online working relationships between institutions and Calgarians.



As a result, ESCs want institutions to consider the social and environmental conditions in their financial and economic decision-making. When institutions invest in diverse markets, they can access otherwise undervalued or untapped assets while prioritizing equitable access to stable and sufficient income for all.

RESILIENCE IN ACTION (RIA.14)

Enough for All, Calgary's community-driven poverty reduction strategy

To be a truly successful city there must be the opportunity for everyone to participate and enjoy the success. Unfortunately, poverty is the dayto-day reality for more than 120,000 Calgarians. To reduce poverty in a meaningful way it will be necessary for people, community organizations, businesses and government to all come together to take action. The Enough for All strategy provides a framework for this collaborative action to occur. Enough for All focuses on 10 "Levers of Change" to move the needle and provide opportunity for all. In areas that support individuals, to overcome the odds, and in areas of policy and system change, to improve the odds. Work such as innovations and integration of financial coaching models to improve debt management and financial skills to give people the tools they need to be resilient. As well, working with financial institutions to develop new financial products to limit the use of high-interest lenders, that improves access to safe and affordable financial products for everyone. A system that is resilient ensures all Calgarians have the income they need

to thrive and participate in our community. Enough for All supports advocacy for a guaranteed basic income and continued funding for affordable low income transit pass pricing (sliding scale). For more information, please visit www.enoughforall.ca.





Encourage Business Investments Addressing Inclusion Action 2D.1:



Why Is This Important?

We heard from equity-seeking communities (ESCs) that businesses can build relationships with them if they address social issues as business opportunities. It can enhance the competitiveness of a company while at the same time advancing the economic and social conditions in the communities in which it operates. Businesses meet societal needs through their investments.

More companies are now building and rebuilding business models around social good, which sets them apart from the competition and supports their success. With the help of ESCs, not-for-profits, governments, and other stakeholders, business has the power of scale to create real change on monumental social problems.

What Will We Do?

We will work with Calgary companies to participate in the Shared Value initiative. This initiative finds business opportunities that contribute to inclusion and social progress. The diagram below shows the model of shared value:

Shared value

Creating social value: Investments that address social and environmental

Creating shared value:

Investments in long-term business competitiveness that simultaneously address social and environmental objectives

Creating business value:

Investments in long-term competitiveness

How Will We Do This?

objectives

We will work with the Shared Value Initiative to enable and promote shared-value creation in Calgary by:

- (1) Acting as knowledge brokers.
- (2) Convening key players.
- (3) Changing the risk-reward profile for shared-value opportunities.
- (4) Encouraging more supportive regulatory environments.

△ Who's Involved?

Proposed Lead Organization A private institution

Proposed Partner Organizations Calgary Economic Development

The City of Calgary: Resilience and Infrastructure Calgary

Various community partners and City business units

United Way of Calgary and Area

With What Proposed **Resources?**

Private institution funding

When Will We Start?

O4 2020

How Long Will It Take?

Four years+

Resilience Value

Leadership & Strategy

- Strategies and plans
- Collaboration & empowerment

Economy & Society

Economic linkages

Benefit to Other Pillars and Shared Theme



Success Measure:

ESCs benefit from equitable business opportunities.

"This initiative excites me the most. Shared value could advance the economic and social conditions in Calgary."

- 2019 January 25 #ResilientYYC Workshop theme

Action 2D.2: Develop a Social Procurement Policy and Strategy



We heard from equity-seeking communities (ESCs) that Calgary's municipal government should provide equal opportunities to ESCs in accessing government contracts and business opportunities.

Municipalities spend millions of dollars each year on goods and services, from major construction projects to food, supplies, consulting and repairs. This public spending is a valuable lever for fostering more equitable economic development. Through social procurement policies, cities can ensure that underrepresented groups have access to these business opportunities. They can encourage a shift towards procurement based on achieving multiple outcomes in addition to maximizing financial value.

What Will We Do?

The City of Calgary will create a Sustainable, Social, Ethical and Environmental Procurement Policy (SSEEPP). It will advance the utilization of existing procurement to promote better social, economic and environmental outcomes.

How Will We Do This?

A SSEEPP Advisory Task Force will be established with representation from The City, local business, industry and community to support SSEEPP design, implementation, and evaluation. The project team will explore implementation options and initiate pilot projects to test and design the inclusion of more small, medium-sized businesses and social enterprises into direct procurement opportunities and into the supply chain of major contractors. They will use an outcomes-based measurement and reporting process aligned with existing City of Calgary policy, programs and strategies.

& Who's Involved?

Proposed Lead Organization

The City of Calgary: Supply Management

Proposed Partner Organizations

The City of Calgary: Resilience and Infrastructure Calgary

The City of Calgary: Calgary Neighbourhoods

Various community partners and City business units

With What Proposed Resources?

Current municipal funding through the Budget Savings

When Will We Start?

O4 2018

How Long Will It Take?

Three years

Benefit to Other Pillars and Shared Theme





🎇 Resilience Value

Leadership & Strategy

- Strategies and plans
- · Collaboration & empowerment

Economy & Society

· Economic linkages

Success Measure:

ESCs access local government business opportunities.

"We should look at how our government can be fair in giving contracts. Businesses owned by immigrants, Indigenous people and other people from under-represented communities should have the chance to get government contracts. But it's hard to compete with those larger companies who have access to more funding and are better connected with bureaucrats."

- 2018 SME community conversation

Action 2D.3: Explore Guaranteed Universal Basic Income Options



We heard from equity-seeking communities (ESCs) that they are concerned with the impacts of the fourth industrial revolution. They are worried that the technological changes, such as increasing automation and digitalization will have a transformative impact on the world of work. These changes could lead to a jobless future and be a source of new income inequities. ESCs are asking institutions to seriously consider how people will survive with this uncertain future.

What Will We Do?

We will develop a policy brief that explores options in guaranteed universal basic income in Calgary. This brief will also detail the feasibility to implement these options.

How Will We Do This?

We will do an environmental scan on the current work that is being done in this area. We will also meet with stakeholders who are currently engaged in this work to understand their recommended options. Then we will work together to learn the challenges, benefits and opportunities in each of these options.

& Who's Involved?

Proposed Lead Organization A community collective

Proposed Partner Organizations Various community partners and City business units

With What Proposed Resources?

The City of Calgary: Resilient Calgary staff

Foundation funding

When Will We Start?

Q1 2019

How Long Will It Take?

Two years

Resilience Value

Leadership & Strategy

Access to finance

Economy & Society

Local economy

Benefit to Other Pillars and Shared Theme



Success Measures:

• ESCs access resources that promote income security.

"I believe the exploration of a basic income and its feasibility would support the expression of income security rights as the economy transitions. I believe there is also strong connection to the economic focus area."

- What We Heard report, 2019 Resilient Calgary Summary of input



PILLAR 3



The Future of Calgary's Natural Infrastructure

GOAL

Natural infrastructure assets are identified, protected, tracked, managed and used to inform investment and planning decisions.



Resilience of a city, its communities and region are improved when integrated systems are in place to conserve, enhance and maintain our natural assets.

Calgary has, and is surrounded by, natural beauty. Environmental spaces such as parks, water bodies and riparian areas abound. They are not just beautiful park spaces, but part of our natural infrastructure that provide multiple benefits. As Calgarians, we enjoy the municipal services as well as the social, economic and environmental advantages these spaces provide. These benefits are many. Natural infrastructure can provide recreational opportunities, contribute to our physical and mental well-being, reduce water treatment needs, reduce the impacts of flooding, improve air quality, reduce the urban heat island effect, provide wildlife habitat and more.

Currently, however, our natural assets are not protected and managed with the same coordinated approach as our other infrastructure assets. In Calgary, we have an opportunity to integrate natural infrastructure into our traditional infrastructure and asset management frameworks. A shared understanding of the value of natural infrastructure and the multitude of services they provide can assist decision-makers in making choices related to resource allocation and natural infrastructure investments.

As part of this pillar we will include natural infrastructure as part of our corporate asset management framework and measure their service value to inform investment and planning decisions.

This will be achieved through three focused themes:

- Learning through awareness of our key natural infrastructure and the role they play in contributing to city resilience.
- Valuing through analysis of the services and multiple benefits they provide to inform decision-making processes and reporting.
- Building through action by integrating our learning and analysis into City and regional policy and implementation projects.

These focused themes are further defined in the following three outcomes and six actions. They are as follow:

Outcome 3A

Calgarians are aware of our key natural infrastructure and its role in providing community benefits.

Action 3A 1

Natural Infrastructure Awareness materials shared with different audiences to increase our understanding of the role of natural infrastructure.

Action 3A.2

Natural Infrastructure Inventory created to identify our key natural assets relied upon by Calgarians to deliver services.

Outcome 3B

Calgarians are supported through sound analysis of natural infrastructure value that informs decision-making.

Action 3B.1

Natural Infrastructure Valuation Toolkit adopted to support integrated and informed planning, management and investment decisions.

Action 3B.2

Natural Infrastructure Integration into City of Calgary land, asset management and financial reporting processes.

Outcome 3C

Calgarians are supported through strategic investment in natural infrastructure.

Action 3C.1

Policy Integration to align and embed natural infrastructure into current and new relevant policy.

Action 3C.2

Implementation Support to develop design criteria and pilot a collaborative approach to innovative and strategic natural infrastructure investments.





Value Proposition

- Focused on a multiple benefit rather than single purpose infrastructure.
- Focused on community quality of life while enhancing long-term infrastructure resilience and managing our resources well.

Linkages to other Resilient Calgary Pillars



The Future of Calgary's Economy:

investment in natural assets can reduce future risk and avoid cost, natural assets can help make the city more attractive to live and work and therefore attract investment.



Inclusive Futures: natural assets

can provide spaces to help advance inclusivity within the city and also support physical and mental well-being.



The Future of Calgary's Natural

Infrastructure:
natural assets can
provide solutions to
capital infrastructure
challenges and offset
future infrastructure
capital and maintenance
costs.



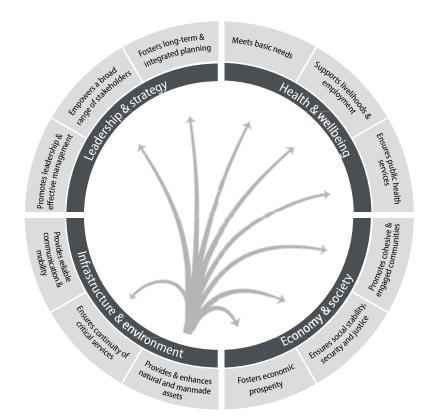
Future-Focused Calgary: cities need

healthy natural assets to survive and thrive. Shared tools will help identify the return on investments of these assets.



With the help of resources from 100 Resilient Cities, The City of Calgary embarked on an effort to identify opportunities to further incorporate natural infrastructure into City-wide decision-making. The discovery area was co-led by the Climate Program in Environment and Safety Management and supported by a core project team of City business units. Further insight was provided by a broader collaboration circle that included non-governmental organizations, academia, education, industry, First Nations and the provincial government.

The 100RC resources included an opportunity to work with AECOM and Earth Economics as our Strategy and Platform Partners. They each produced reports to help guide the actions in this pillar. A highlight for their findings can be found in Resilience in Action stories (R1A.18 Dale Hodges Park: A Natural Infrastructure Case Study by AECOM and R1A.19 An Earth Economics Natural Infrastructure Blueprint for Calgary).



"Building Resilience with Nature: A Practitioner's Guide to Action report" published by 100RC in November 2018

Natural infrastructure provides a broad range of services and benefits to Calgarians and makes our city more attractive to live and work in. It can improve resilience to the gradual and sudden impacts of climate change. Healthy natural systems are self-adapting and require less intervention to thrive in changing conditions than more traditional hard infrastructure. It provides a foundation for a robust and healthy environment that is needed not only for us to survive, but to have a thriving economy and society. We know this from our experience with the 2013 Flood and the real costs of response and recovery.

The image above illustrates the connection between benefits provided by our natural assets to city resilience. It communicates the multiple resilience benefits of healthy natural assets to our health and well-being, our economy and society and city leadership and strategy. A key focus of this pillar is to understand and measure these benefits to inform decisions.

The role of natural infrastructure is increasingly recognized as a contributor to managing flood risk and the provision of services from other municipalities and institutions. A November 2018 report published by 100RC notes that "Nature and natural infrastructure are critical assets in strengthening cities' resilience to a broad range of resilience shocks and stresses — and a failure to protect or enhance them is a missed opportunity to unlock the economic, health and social dividends that strengthen our cities' ability to thrive no matter what happens." The report further outlines considerations for cities to leverage nature-based solutions.

Another report published by the Canadian Council of Ministers of the Environment indicates that "Natural infrastructure practices have the potential to play a critical role in making coastal, riverine, rural and urban communities more climate resilient." According to The Insurance Bureau of Canada, "As a general 'rule of thumb', in order of preference, the most cost-effective means to mitigate flood losses utilizing natural systems is to:

- (i) Retain what you have.
- (ii) Restore what you've lost.
- (iii) Build what you must.

It is our intent that the actions under this pillar will provide the vision and tools for Calgary to protect our existing key natural assets, restore and enhance others, and build new natural infrastructure that will contribute to a resilient Calgary, for generations to come.

Climate Resilience Strategy

RESILIENCE IN ACTION (RIA.15)

Nature as a Community Asset

Calgary has recently experienced severe and uncommon weather events, indicative of the long-term changes in our local climate that will continue to bring more frequent and severe droughts, floods and storms. The City of Calgary has dedicated a team to facilitate corporate, citizen and business actions to mitigate and adapt to the impacts of climate change, guided by Calgary's Climate Resilience Strategy that was adopted by Council in 2018. Strategies are actioned by a multi-stakeholder Climate Panel to develop and build a collaborative force to achieve resilience. Community members, organizations, businesses and The City of Calgary are coming together with shared goals to take local climate action.

Climate mitigation is a commitment to reducing the production of greenhouse gases. Actions are underway, including sustainable transportation options such as increased access to electric vehicle charging stations, developing a commercial energy benchmarking program and using renewable energy in City operations.

Calgary is also taking on climate adaptation based on the risks we've identified, such as increased heat days, flooding, and more intense storms. Adaptation actions include updating design standards and guidelines for City infrastructure and recognizing natural infrastructure as a critical component to a resilient city. Incorporating the assets and key services provided by natural infrastructure into the overall City asset management process will be the next step in valuing the innumerable benefits provided by natural infrastructure.

Calgarians enjoy our natural spaces on a daily basis, and these assets can also serve an important function in urban climate change adaptation. Taking care of what we have and building our natural infrastructure is helping Calgary become a more resilient community.





OUTCOME 3A:

Calgarians are aware of our key natural infrastructure and its role in providing community benefits

Description: This outcome supports our learning to understand the natural assets that Calgarians rely upon to deliver services and other benefits. We will identify our key natural assets and the services they provide and add them as a new asset class within our corporate asset management framework. As well, we will create a common vocabulary for natural infrastructure and related terms and share this information with various audiences. Audiences include The City of Calgary and the City Council, the general public and external partners in academia, industry and non-governmental organizations. We will work together and build on current awareness and education programs to align and build a common understanding of the role of natural infrastructure in contributing to city resilience and our community well-being.



Natural Infrastructure Awareness Action 3A.1:



Why Is This Important?

A shared understanding of the value of natural infrastructure as well as the municipal services and other co-benefits that they provide can help us to recognize our role in protecting and enhancing our natural assets for future generations.

What Will We Do?

We will support the development of awareness and education materials to help different audiences understand the relationship between natural infrastructure and city resilience, their role, and opportunities to enhance our natural infrastructure including on private lands by landowners themselves. We will shepherd and enable key messages and alignment between current and planned education and awareness projects and programs such as work underway within Environmental & Safety Management, Water Resources, Parks as well as with related work led by the partners external to The City of Calgary.

How Will We Do This?

We will identify current state and assess opportunities and gaps for holistic awareness and education regarding what natural infrastructure is and the reason why it is important, the services provided, the broader value it brings, actions being taken by The City and others, and its role in our collective future.

A Who's Involved?

Proposed Lead Organization

The City of Calgary: **Environment & Safety** Management

Proposed Partner Organizations

Other City of Calgary Business Units/Services

Community partners with an interest and role in environmental education are also key to this initiative

With What Proposed Resources?

City of Calgary staff

Others through community partners

When Will We Start?

Q3 2019

How Long Will It Take?

Two years to develop and ongoing to implement and revise.

Resilience Value

Leadership & Strategy

- Education
- · Public risk awareness
- Communication between government and public
- Knowledge transfer and best practice sharing

Economy & Society

- · Community participation
- · Local identity & culture

Infrastructure & Environment

Environmental policy

Benefit to Other Pillars and Shared Theme







Success Measure:

 City of Calgary and external stakeholder awareness, and understanding of natural infrastructure increase over time.

"Promoting environmental education, promoting environmental initiative and action to help maintain a healthy environment for future generations."

- What We Heard report, 2019 Resilient Calgary Summary of input

"Calgary needs to support the citizens in reducing their environmental impact and societal impact."

- What We Heard report, 2019 Resilient Calgary Summary of input

Calgary's weather is notoriously unpredictable. On Sept. 9-10, 2014, the largest September snowfall in 130 years before the fall equinox occurred.

The big problem was Calgary's trees still had all their leaves. The weight of heavy, wet snow snapped trees citywide. Many roads and pathways were impassible because of fallen trees and broken branches. Hanging tree limbs meant public safety hazards, especially near sidewalks, schools, businesses and public spaces.

Within three days, over 33,000 calls from citizens to 3-1-1 and 9-1-1 stretched City resources. These were the most calls for help The City has ever had (even surpassing the June 2013 flood). The Calgary Fire Department responded to more than 3,100 storm-related events. Calgary Parks had 10,000 tree emergency service requests (five times more than it usually gets in an entire year). More than 50,000 ENMAX customers lost power due to branches falling on wires, poles, etc. The power outages took out traffic signal lights at major intersections throughout the city.

In response to "Snowtember" and its path of destruction, Calgary's Emergency Operations Centre (EOC) was activated early into the storm due to the extraordinary 9-1-1 and 3-1-1 call volumes. Calgary's EOC agencies partnered with crews from Alberta Environment and Sustainable Resource Development, Canada Task Force 2, EPCOR and The City of Edmonton.

The EOC deactivated after clearing streets, removing the most-pressing public safety hazards and restoring normal service levels. After that, the response phase shifted to the Parks Tactical Operations Centre (TOC) and continued with City and provincial agencies assessing and pruning 14,000 tree hazards. As well, City business units worked systematically to remove 19,000 tonnes of tree debris from 227 communities.

Recovery and restoration phases in 2015-17 delivered the ReTree YYC strategy, aimed at building a more resilient urban forest. ReTree's successful results included:

- Inspecting and pruning 357,000 public trees citywide.
- Planting almost 25,000 trees to help replace those lost in the storm.
- Engaging and empowering 79 communities to plant and care for trees in their neighbourhoods.
- Improving citizens' access to tree care information through online courses, social media and various outreach initiatives.

A key learning from the ReTree YYC resiliency program was the importance of a robust tree pruning program. By pruning more public trees in 2019-22, Urban Forestry is forecasting a decrease in 3-1-1 tree emergency.



Action 3A.2: Natural Infrastructure Inventory



Why Is This Important?

The City does not have a consistent inventory approach and natural assets (such as rivers and riparian areas) are not included as part of our corporate land inventory or asset management frameworks. This lack of visibility from a corporate perspective puts their protection, enhancement, maintenance at risk.

What Will We Do?

We will create a corporate inventory of key natural assets. We will formalize and describe a new natural asset class in the asset management policy, strategy, objectives, and corporate asset management plan. This will set the stage for natural assets to be identified and visible in corporate databases and to be included in infrastructure reporting.

How Will We Do This?

We will work with our current asset management specialists and asset owners to create a centralized natural infrastructure inventory of key natural assets.



Who's Involved?

Proposed Lead OrganizationCity of Calgary: Corporate
Analytics and Innovation

Proposed Partner Organizations

Other City of Calgary Business Units/Services such as Parks, Water Resources and Resilience and Infrastructure Calgary

With What Proposed Resources?

City of Calgary staff

When Will We Start?

Q3 2019

How Long Will It Take?

Benefit to Other Pillars

18 months



Resilience Value

Infrastructure & Environment

- Ecosystem management
- Environmental policy flood risk management
- · Maintenance of assets

Economy & Society

· Inward investment

Leadership & Strategy

- · Government alignment
- Strategies & plans
- · Building codes & standards
- · Land-use and development•
- · Multi-stakeholder alignment
- Decision-making and leadership

and Shared Theme





Success Measure:

• Natural assets are included as a new asset class and identified within relevant corporate asset management documents.

"All of the greenspaces and parks in the city; they help to make quality of life for people better."

- Citizen Satisfaction Focus Groups, Fall 2017

"It should be obvious that trees provide many benefits such as oxygen and habitat.

They are more than just nice to have and are important to health as well."

- What We Heard report, 2019 Resilient Calgary Summary of input

"We chose to live here in the NW because of the amenities to support quality of life. We are close to COP for skiing, recreation centres, Nose Hill park, pathways for jogging and biking. It's all close by."

- Citizen Satisfaction Focus Groups (Spring Pulse), Spring 2017

RESILIENCE IN ACTION (RIA.17)

Bee Friendly Boulevard – Helping pollinators, educators and reducing road maintenance

Things are buzzing along Canyon Meadows Boulevard these days. Staff from across The City, along with partners from around Calgary, created a natural infrastructure project that will not only reduce maintenance in the area, but also create a home for pollinators such as bees and butterflies and provide educational opportunities for local schools.

This pollinator-friendly corridor runs from Macleod Trail to Bow Bottom Trail and features native flowers, grasses and shrubs and nesting habitats including a log that visitors can open to see bees working, a bee hotel, and informational signs. A main bee bed — designed in the shape of a flower — has been built near Acadia Drive S.E. and Canyon Meadows Drive S.E. and several schools came out to help plant flowers around the bed.

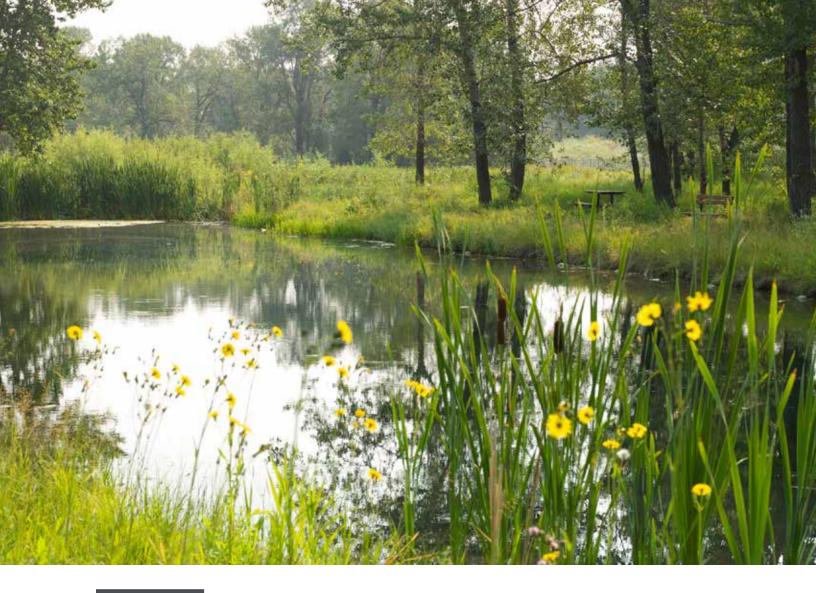
Staff from The City worked together with individuals from the University of Calgary, Mount Royal University and the David Suzuki Foundation on the project. Researchers from the University of Calgary will continue to monitor the bee population to see if the number of species increases in the area.

The site incorporates re-purposed and recycled materials and was created with the involvement of over 300 students to plant milk weed for monarch butterflies. The materials used include logs for a bee nest from trees that were removed from a local golf course, as well as recycled concrete and sandstone boulders from road construction.

The Bee Friendly Boulevard project is a great example of a natural infrastructure project that delivers value to Calgarians in a unique way.

In early 2019, an endangered bee species was found on the site — a Gypsy Cuckoo Bee or Bombus bohemicus. Talk about buzz!





OUTCOME 3B:

Calgarians are supported through sound analysis of natural infrastructure value that informs decision-making

Description: Natural or ecological systems provide social, economic and environmental benefits. They support our physical and mental well-being and can contribute to a robust economy, in part by making the city more attractive to a skilled workforce and investment. This outcome supports valuing our natural infrastructure through sound analysis of the services and multiple benefits that natural infrastructure provides in order to inform decision-making and corporate reporting. Having a shared understanding of the value of natural infrastructure and the municipal services and other co-benefits they provide can assist with the prioritization of decisions related to planning and development, resource allocation and natural infrastructure investments.

Natural Infrastructure Valuation Toolkit Action 3B.1:



Why Is This Important?

Current City processes do not fully account for the services and benefits provided by natural infrastructure in development and investment decision-making. This action will create decision criteria that takes into account the service value, as well as the environmental, social, economic and health benefits of natural infrastructure and embed them into City of Calgary infrastructure investment processes. This also aligns with the Climate Lens (climate resilience assessment) as required by Infrastructure Canada for certain funding requests.

What Will We Do?

We will identify and test valuation tools that measure the services as well as the broader environmental, social and economic resilience benefits provided by natural infrastructure for applicability to Calgary's unique environment. As part of this we will consider current and future risk, co-benefits of natural infrastructure, natural asset connectivity and the long-term ecological function of the infrastructure in the full lifecycle of projects. This could include creating or informing a business case for natural infrastructure return-oninvestment.

How Will We Do This?

We will build from our understanding of the triple bottom line, social return on investment and the resilience dividend (in development), and the valuation tools currently being used in Water Resources and Parks to manage their assets, as well as the capital business case used in Infrastructure Calgary. We will collaborate with our community partners — in academia, non-governmental organizations and industry to identify, test and monitor valuation tools. Finally, we will consolidate our learning into a valuation toolkit, with recommendations and guidance for its use.

A Who's Involved?

Proposed Lead Organization

The City of Calgary: **Environment and Safety** Management

Proposed Partner Organizations

Other City of Calgary Business Units/Services

Community partners with experience and expertise in natural infrastructure of ecosystem services valuation are also key to this initiative

With What Proposed Resources?

City of Calgary staff

Others through community partners and academic institutions such as the University of Calgary

When Will We Start?

Q2 2019

How Long Will It Take?

Two years to develop and ongoing to implement and revise.

Benefit to Other Pillars



Infrastructure & Environment

- Ecosystem Management
- Maintenance of assets
- Environmental policy

Economy & Society

· City budgets, inward investment

Leadership & Strategy

- · Multi-stakeholder alignment
- City monitoring & data management





and Shared Theme





Success Measure:

• A valuation toolkit is adopted to help with the assessment of natural infrastructure investment and planning options.

"Triple bottom line analysis should be submitted and evaluated on all construction projects within the city. When your administration is making a decision or recommendation on a project, they should be armed with a complete view."

- What We Heard report, 2019 Resilient Calgary Summary of input

"Consider environmental resilience and importance of natural assets when evaluating ideas ... which do not support or enhance social or environmental resilience."

- What We Heard report, 2019 Resilient Calgary Summary of input

RESILIENCE IN ACTION (RIA.18)

Dale Hodges Park: A Natural Infrastructure Case Study by AECOM

For decades The City of Calgary has explored how to integrate engineered and natural or green infrastructure, and leverage the social, economic and environmental benefits of municipal services. One compelling example is Dale Hodges Park.

The City of Calgary's acquisition of the former Klippert gravel pit presented an outstanding opportunity to restore the ecological integrity of the area, while at the same time enhancing the recreational and educational value of the east side of Bowmont Park. The park, named for former Calgary Alderman Dale Hodges, includes stormwater wetlands, wildlife habitat, trails for cycling and walking, and lookout points across the scenic river valley.

The site was originally acquired solely for parkland purposes and was intended to be restored to natural habitat. However, it became apparent that a number of other issues could be meaningfully addressed. Some of the considerations were:

Issues

- Untreated stormwater threatens the ecological health of the Bow River and specifically fish habitats.
- High risk of industrial contamination of the Bow River during flooding or major storms

 the former Klippert gravel pit contained concentrations of industrial waste and hydrocarbons.
- Limited recreational and park areas lead to erosion of embankments and other paths.

Opportunities

- Location and size of the site posed a unique opportunity to restore a disturbed gravel pit landscape into a natural environment with biodiversity, recreational and educational potential.
- Opportunity to bring an innovative stormwater treatment solution into public focus.
- Opportunity to incorporate public art into the design of stormwater treatment wetlands and its associated hard infrastructure in a way that added to the existing natural landscape context.
- The project could be co-developed by Water Resources and Parks.
- Community stakeholder support for the protection of natural habitat, recreational trails, and the stormwater design.
- Realization of social, economic, environmental and resilience benefits.

The Dale Hodges Park is a key example of how Natural Infrastructure assets can be identified, protected, enhanced, monitored and managed as part of The City of Calgary's asset management portfolio. This helps to demonstrate how the multiple benefits (economic, environmental, social and resilience) benefits can be understood and used to inform capital investment and planning decisions. As part of the Resilient Calgary strategy, a recommendation is to use a business case template to integrate and normalize this approach to natural infrastructure decision-making.

The Quadruple Bottom Line Assessment of Natural Assets

The Water Research Foundation identified examples of the social, economic and environmental benefits of natural or green assets as shown below. The City of Calgary can consider adding a criterion for resilience when assessing natural assets. Including the assessment of Resilience adds another layer to the Triple Bottom Line (TBL), resulting in a Quadruple Bottom Line (QBL) analysis, as illustrated.

Social Economic

- Reduced heat stress and associated health health
 Asset life extension
 Energy sa Avoided infrastruc
- Improved recreational opportunities
- Greater flood protection
- Increased property values
- Green job creation

Environmental

- Improved air and water quality
- extension water quality
 Energy savings
 Avoided recharge infrastructure

 water quality
 Groundwater recharge
 Improved hab
- costs ecosystem benefits (wetlands)
 - Decreased GHG emissions

Resilience

- d air and Reflective
- quality Resourceful dwater • Inclusive
- recharge Integrated Improved habitat/ Robust
 - etem Redundant • Flexible

Action 3B.2: Natural Infrastructure Integration into City Processes



Natural infrastructure assets are among Calgary's most valuable assets, delivering City services and supporting community well-being. This action will embed the natural asset inventory into our corporate land and asset management processes and enable natural assets to be integrated into financial planning and managed through a Corporate service outcome and risk-based lens.

What Will We Do?

We will assess existing programs to track and monitor natural assets and build upon the natural infrastructure awareness, inventory and valuation toolkit actions to integrate natural infrastructure into Corporate processes. Natural assets will be embedded and referenced in business unit asset management plans and reported in the Infrastructure Status Report. We will create a place in our Land Inventory Data Application (LInDA) for natural infrastructure to be identified and enable an environment to integrate natural assets into financial administration support and reporting activities over the long-term.

How Will We Do This?

We will work with our land and asset management specialists to add natural assets to business unit asset management plans and our corporate land inventory as well as our financial team for future integrated financial planning.



Proposed Lead Organization

The City of Calgary: Business units, with corporate asset reporting led by Corporate Analytics and Innovation.

Proposed Partner Organizations

City of Calgary land stewards and other City of Calgary Business Units/Services including Real Estate & Development Services, Finance, Law, Environmental & Safety Management, and Resilience and Infrastructure Calgary

With What Proposed Resources?

City of Calgary staff

When Will We Start?

Q1 2021

How Long Will It Take?

18 months with adjustments in response to related regulatory changes



Infrastructure & Environment

- Ecosystem Management
- Environmental Policy
- Land use and infrastructure assets
- · Maintenance of assets

Economy & Society

· City budgets, inward investment

Leadership & Strategy

- Government alignment, Decisionmaking and leadership
- · Multi-stakeholder alignment
- Land-use and development

Benefit to Other Pillars and Shared Theme







Success Measure:

The new natural asset class is recognized by Council and is included in corporate asset reporting.

"Enhance children's programming at City sites to focus on teaching kids about importance of environmental resilience. Consider environmental resilience in decision-making."

- What We Heard report, 2019 Resilient Calgary Summary of input

"Building code has come a long way in the past few years, but I believe stronger regulation on the impact of the building on the environment and community is required."

- What We Heard report, 2019 Resilient Calgary Summary of input

An Earth Economics Natural Infrastructure Blueprint for Calgary

The City of Calgary is well prepared to become a leader in utilizing nature to build economic and community resilience. **Natural infrastructure is real infrastructure** that can be combined with, or used in place of, grey infrastructure to provide vital services, often at lower cost and improved performance as compared with pure grey infrastructure solutions. The City can take steps to apply academic research, best practices, and lessons learned from cities around the world to fully integrate natural infrastructure concepts and opportunities broadly into budgeting, project development and long-term stewardship of The City's resources.

This Natural Infrastructure Blueprint for The City of Calgary outlines four tangible steps that represent a cycle of awareness building, analysis and policy/procedure development. With long-term commitment, The City can produce innovative solutions to its existing and pending challenges, and be a role model and resource to other large cities around the world in fostering long-term resilience. The steps are as follows:

STEP 1

Create Inventory

Create a detailed and dynamic inventory of Calgary's natural assets. Without a full understanding of The City's natural assets and the many physical and financial benefits provided to the local community, planners will be making decisions with partial data, putting outcomes at risk and elevating costs.

STEP 2

Raise Awareness and Set Targets

Build awareness and set bold targets for natural infrastructure's role in Calgary's future. Thoughtful targets can spur innovation, build public support, and create a vision. The City has an opportunity to refine existing targets and create new ones to focus the work and energy of all stakeholders on supporting The City's reliance on natural infrastructure over the next 100 years.

STEP 3

Invest and Implement

Gather funding partners (City, private sector, other orders of government etc.) and implement a portfolio of projects. Natural infrastructure projects often require more creativity and collaboration to fund and implement than traditional grey infrastructure projects. This is an opportunity to bring City departments together with their stakeholders to define and explore new ways of working together.

STEP 4

Monitor outcomes

Monitor the performance and outcomes of natural infrastructure to inform the next phase of planning and investment. This type of work is often new and challenging. As with any new field, there will be successes and shortfalls. Implementing a strong process to glean and apply lessons learned is vital to the efficiency, cost and overall success of the initiative over time. While the steps themselves are simple in concept, success requires serious focus and a commitment of funds and staff over time. They are summarized in the figure below.



OUTCOME 3C:

Calgarians are supported through strategic investment in natural infrastructure

Description: Current City processes do not fully account for the benefits of natural infrastructure in development and investment decision-making. The City also does not have a consistent policy or operations and maintenance approach putting their long-term planning and maintenance at risk. This outcome will support building through action by integrating our learning and analysis into City and regional policy and implementation projects. An identified opportunity is to establish an integrated approach to natural infrastructure management and decision-making as part of The City's ongoing capital investment, planning and asset management processes. As well, this outcome will support integrated decisions and operations and maintenance for natural infrastructure investments on school sites such as school site naturalization projects.



Action 3C.1: Natural Infrastructure Policy Integration



Why Is This Important?

Natural infrastructure is currently absent or not consistently recognized in City and regional policy. This will help us align policy in our Municipal Development Plan, Corporate Environmental Policy, Regional Growth Strategy and related strategies and plans, and take into account changes in legislation related to environmental well-being, climate change and shared regional services.

What Will We Do?

Identify alignment and gap areas in the Planning & Development planning continuum and Corporate Policy with regard to natural infrastructure. As a component of policy plan updates or new policy at The City of Calgary, embed reference to natural infrastructure where it is relevant and currently absent. As a component of new regional policy development, recommend the integration of policies that support natural infrastructure and resilience to the Calgary Municipal Regional Board (CMRB) Growth Plan and Servicing Plans.

How Will We Do This?

This initiative will have three focus areas: Planning & Development, Corporate Policy, and Regional Policy. Working with policy leads, align with current time frames for policy review and the creation of new policy. Identify gap areas regarding natural infrastructure in existing policy and opportunities to include natural infrastructure in new policy development.

A Who's Involved?

Proposed Lead Organization

The City of Calgary: Calgary **Growth Strategies for** Planning & Development, **Environmental & Safety** Management for Corporate, Intergovernmental & Corporate Strategy for Regional Policies.

Proposed Partner Organizations

Other City of Calgary Business Units/Services

With What Proposed **Resources?**

City of Calgary staff

When Will We Start?

Q3 2019

How Long Will It Take?

Ongoing



🐕 Resilience Value

Infrastructure & Environment

- Ecosystem Management
- · Environmental policy
- Flood risk management

Leadership & Strategy

- Government alignment
- Strategies & plans
- · Building codes & standards
- Land-use and development
- · Multi-stakeholder alignment
- · Decision-making and leadership

Benefit to Other Pillars and Shared Theme





Success Measure:

 Natural infrastructure is integrated into all relevant new or amended related City of Calgary and regional policy.

"We should have a better relationship with the way our city interacts with land and communities outside our city limits; just because it's outside our limits doesn't mean it doesn't affect us. And it also isn't limited to water use."

- What We Heard report, 2019 Resilient Calgary Summary of input

"It's the natural assets — they are a key element for most who live in Calgary, especially with the mountains in our back yard."

- Citizen Satisfaction Focus Groups (Spring Pulse), Spring 2018

"The idea of resiliency is a good first step in the way that we appreciate the environment."

- What We Heard report, 2019 Resilient Calgary Summary of input

Ensuring a healthy, secure food supply requires a resilient food system that can adapt to both natural and human-made shocks and stressors posed by climate change, rapid urbanization, economic crises and other factors. A resilient food system can bounce back from disruptions in each link in the food supply chain, from farm to fork. People with low incomes, residents of food deserts, people with disabilities, seniors and people experiencing homelessness may be most at risk of losing access to safe and nutritious food during and after a disaster.

The CalgaryEATS! Food Action Plan was endorsed by City Council in 2012. Its goals focus on creating a sustainable and resilient food system by increasing urban and regional food production and consumption, ensuring access to healthy and nutritious food for all Calgarians, and ensuring a secure supply of food for all Calgarians.

Through the implementation of CalgaryEATS!, The City of Calgary is facilitating improved access to healthy food to consumers while creating favorable conditions to ensure the investments needed to increase food production, processing and distribution capacities can be realized. Ensuring Calgarians have access to nutritious, safe and affordable food, creating decent jobs and income opportunities for small-scale producers and businesses, and encouraging more local food production lessen the dependence on distant supply sources. Recent amendments to the Land Use Bylaw lay the foundation for achieving these objectives. The amendments provide new economic opportunities for both small- and large-scale indoor food growing businesses and much needed opportunities for local food distribution.





Action 3C.2: Natural Infrastructure Implementation Support



This initiative will help to align policy and implementation and test innovative approaches to natural infrastructure within the Calgary region. It will provide an integrated approach to natural infrastructure project planning and implementation across multiple stakeholders and provide a platform to share learning and improve practices. A pilot focus area will be Calgary Board of Education (CBE) school sites. The CBE is the second largest landowner in Calgary after The City of Calgary and this action will help to support decisions related to natural infrastructure investments on school sites such as school site naturalization projects.

What Will We Do?

We will take part in projects and partnerships where natural infrastructure can be protected and projects built, monitored and evaluated to provide multiple benefits and resilient value. This will be tied to learning and awareness, valuation, policy alignment and supported decision-making to enable project approval and implementation. This will support innovation, the development of partnerships, broaden access to funding and support shared risk. A key output of this action will be design guidelines to inform school site naturalization and other projects.

How Will We Do This?

We will learn from projects within our region and broader network and work with external stakeholders to support the application of natural infrastructure concepts in capital development activities. This will be achieved primarily through four focus areas: a new Climate/Developer Advisory Committee, a Natural (or Green) Stormwater Infrastructure program, a Habitat Restoration Program and the school site naturalization program.

A Who's Involved?

Proposed Lead Organization

The focus areas will be led by The City of Calgary with the school site focus area led by the Calgary Board of Education

Proposed Partner Organizations

City of Calgary Business Units/ Services and community and industry partners with natural infrastructure projects.

With What Proposed Resources?

City of Calgary staff

CBE staff for school site naturalization guiding documents

Other resources to fund capital projects (i.e. school funds and fundraising for school site naturalization)

When Will We Start?

To be determined, possibly Q1 2020

How Long Will It Take?

Two years to develop and ongoing to implement and revise

Resilience Value

Infrastructure & Environment

- Ecosystem Management
- Flood risk management
- · Maintenance of assets
- Redundant diverse infrastructure
- Environmental policy

Economy & Society

Inward investment, Community participation, Local identity and culture

Leadership & Strategy

- Multi-stakeholder alignment
- Maintenance of assets
- Education
- Public risk awareness
- Communication between government and public
- Knowledge transfer and best practice sharing

Benefit to Other Pillars and Shared Theme







Success Measure:

• Guidelines are adopted to inform the implementation of natural infrastructure projects.

"Incentivize the systems and behaviours we want to see. Offer fee reductions for increased site perviousness. Streamline permitting processes for a range of environmental strategies instead of an aggregated way. Consistent application process."

- What We Heard report, 2019 Resilient Calgary Summary of input

Riparian areas occupy the spaces where land and water interact. They border rivers, creeks and wetlands and extend across the floodplain, down into the groundwater and upwards to include plants and trees. Networks of healthy, well-connected riparian areas are vital natural infrastructure for cities, contributing immensely to our city's resilience. Some of the key ecosystem services provided by healthy, intact riparian areas include; flood risk management, clean, safe water and increased biodiversity.

In 2013, City Council approved a Riparian Strategy, outlining a high level framework with a vision, principles, and strategies for protecting our riparian areas. From that strategy came The Riparian Action Program (RAP), a 10-year implementation plan for protecting, restoring and raising awareness about Calgary's river areas. The RAP takes an integrated approach that includes land use planning, restoration + monitoring and education + outreach. The program is part of The City's integrated water management approach and contributes to our goal of healthy rivers and watersheds.

A key action under the restoration and monitoring program area is to integrate bioengineering techniques into riverbank restoration.

Bioengineering is the use of vegetation and natural materials for slope stabilization, erosion reduction and vegetation establishment.

Bioengineering is more ecologically beneficial than hard riprap designs — the practice of armoring and stabilizing banks with rock. While riprap is an effective immediate answer to erosion, it can negatively impact riparian health. By pushing for bioengineering solutions, bank stabilization objectives are met while also creating critical habitat for fish and wildlife, improving water quality and creating areas of natural beauty in our urban landscapes.

A flagship example is the Bioengineering Demonstration and Education Project (BDEP), located on the Bow River in Calgary between Pearce Estate Park and the Inglewood Bird Sanctuary. The BDEP is a joint effort between The City of Calgary and Alberta Environment and Parks and aims to improve fish habitat, stabilize slopes and demonstrate the effectiveness of various bioengineering techniques. A new interpretive pathway and the development of several education programs will increase awareness and understanding around bioengineering techniques and facilitate knowledge transfer, research and partnerships between The City of Calgary, the Province, professional practitioners, industry, academia and the public.





Before (left) and after (right) at the BDEP – a new bioengineering timber crib wall and boulders placed in the river create improved fish habitat, enhance bank stabilization and improve biodiversity.



PILLAR 4



Future Ready Infrastructure

GOAL

Calgarians are supported through strategic investment in future-focused and resilient infrastructure.



Resilience of a city improves when the community has access to infrastructure. If the infrastructure is designed to accommodate the diverse and ever-changing makeup of the community, it will serve the intended purpose. If adaptable, it will accommodate unintended uses. Harder working, multi-use and co-created infrastructure or retro-fits may be solutions to consider in response to a growing and diverse population, emerging natural impacts due to a changing climate, and a value-based interest in public funded projects. We also must prepare for a future that is connected socially, digitally, automatically and technologically.

Calgary has a long history of infrastructure investment. Our community is well served by water, wastewater and sewage facilities, good quality roads and transportation networks, public transit systems, recreation facilities, education and legal facilities and energy facilities. We have begun important investment in capital requirements that will support our resilience in the face of shocks and stresses, such as flood adaptation and mitigation, facility and infrastructure sensors, and dark fibre.

The City of Calgary has historically made significant improvements to capital management processes at a departmental level. In recent years, an enterprise-wide approach to infrastructure investment has been initiated to reach multiple resilience goals. These include stimulating the economy by increasing the quality and velocity of capital expenditures, strengthening investment decision-making to maximize the return for Calgarians, enhancing capital delivery efficiency and effectiveness, improving transparency and line of sight for key stakeholders, and attracting investment to Calgary. Continuing this approach to infrastructure investment to support public services is critical.

Following Council's Five Guidelines to Administration, Capital Infrastructure Investment Principles provide greater alignment to The City's shift towards service plans and budgets. Intentional management of capital will: support the delivery of City services at approved service levels; promote the well-being of communities, environment, and economy; build an adaptable,

resilient and smart city; enhance the long-term value of City assets; integrate, coordinate and optimize The City's investment; and optimize financing and funding sources.

The outcomes and actions provided in this pillar are intended to keep an intentional focus on the relationship between services and capital planning, so that Calgarians are supported through strategic investment in future-focused and resilient infrastructure.

This will be achieved through two outcomes and four actions:

Outcome 4A

Calgary infrastructure investment is strategic, coordinated and future-focused

Action 4A.1

A resilience lens is applied to strengthen public infrastructure investment decisions.

Action 4A.2

Maintain and improve the infrastructure that supports service needs.

Outcome4B

Calgary services are supported by shock and stress resilient watershed systems

Action 4B.1

Implement the integrated water management plan.

Action 4B.2

Watershed investment strategy.



Strategic investment and management of all infrastructure assets (hard, natural, community) will be one of the municipality's most challenging undertakings. If well managed, this will result in significant benefits to the community (return on investment) and improved community, city and regional resilience.

Our Journey

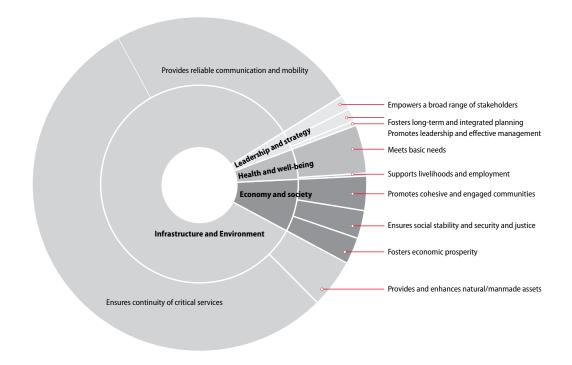
Understanding infrastructure investment in supporting a resilient community

As a member of the 100 Resilient Cities network, a variety of tools, academic information and experience shared by other global cities is available to help better understand the components required to support a resilient community. The City Resilience Framework (CRF), available through 100 Resilient Cities, provides a lens to understand the complexity of cities and the drivers that contribute to their resilience. When developing its 2019-2022 capital budget, The City of Calgary capital business case format included reference to the framework drivers. This information was contained within a business case summary that identified key drivers such as resilience, economic investment and service support. This was a new

approach taken to help us better understand what investments are occurring to help our community withstand stresses and shocks. Consistent with The City's capital prioritization focusing on essential capital, the majority of new capital investments for 2019-2022 focus on critical infrastructure and asset risk mitigation.

Over the next four years, we will continue to develop a better understanding of the resilience return on investment in future-ready infrastructure that supports service delivery. This work will be conducted through the oversight of the Resilience and Infrastructure Calgary business unit.

New Capital Investments aligned to City Resilience Framework (by Value)



Linkages to other Resilient Calgary Pillars



The Future of Calgary's Economy:

intentional investment that leverages private and public funding, such as activities tied to our Centre City, Established Area Growth and Change, and regional benefits.



Inclusive Futures:

service needs

by our community are growing more complex and there are exciting opportunities to elevate the service impacts supported by resilient capital investment.



The Future of Calgary's Natural

Infrastructure: capital investment, particularly in relation to our water systems, is considered jointly with potential impacts or benefits to natural infrastructure and ecosystem. The better understanding of our natural infrastructure as an asset system will provide important knowledge in future infrastructure planning.



Future-Focused Calgary:

capital planning and investment will rely on scenario and foresight activities that help us understand the service needs of our community in a quickly emerging future; optimizing every investment dollar will involve including a resilience lens to gain the greatest resilience dividend.





OUTCOME 4A:

Calgary infrastructure investment is strategic, coordinated and future-focused

Description: The City of Calgary seeks to improve the quality of life, build public confidence and trust, and demonstrate service value to Calgarians. Capital planning and investment plays a pivotal role in creating inclusive, accessible and connected communities and dynamic economies, contributing to a resilient city. Council affirmed the role of capital investment in building and improving city resilience by approving the Capital Infrastructure Investment Strategy in 2015. A corporate capital strategy enables The City to restructure and increase its capacity to intentionally provide economic stimulus, add resilience to the community, maintain and preserve The City's infrastructure and community assets through lifecycle funding, build a great community through legacy investments and leverage external public and private investments.

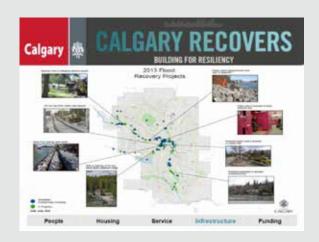


In 2013 June, Calgary was impacted by a flood disaster resulting in significant municipal infrastructure damage — at that time, estimated at more than \$400 million total damages. When the 2013 flood occurred, The City did not have a coordinating process to monitor, track and report on infrastructure recovery and resilience. Previous smaller disaster events analyzed by the Calgary Emergency Management Agency had taught us that a coordination role would be necessary to reduce service, insurance and financial risks for the organization, and the establishment of a Recovery Operations Centre (ROC) was identified by The City of Calgary as an important civic role post-disaster event.

The ROC was established to oversee five recovery pillars, two of which were Infrastructure and Funding. Immediately after the flood occurred, a Municipal Infrastructure Recovery Program (MIRP) was established as part of the ROC to track, monitor and report to City Council and the public about City of Calgary infrastructure and asset recovery and funding progress.

The MIRP had a responsibility to help with progress reporting to the public who were dependent on services supported by infrastructure, and to ensure financial prudence and share this with Council. The primary goal of business units was to restore public services supported by infrastructure; a secondary and equally important goal was to reduce financial risk to the organization.

The MIRP team was put in place with dedicated resources offered by each impacted business unit/service, reporting to an MIRP coordinator, who reported to the ROC. This matrix model was one of the first of its kind at The City of Calgary, streamlining communication to Council on infrastructure recovery and financial reporting, and with an intention to create efficiencies in internal processes. A portfolio coordination process was established, refined over the first few years



as expectations by insurance providers and the provincial recovery team were clarified, and project prioritization related to risk and funding availability was conducted.

The development of a reporting framework to track project progress, funding source and budget was established. Monthly reports on the progress and status of the recovery work continue to be conducted, and The City of Calgary standard of practice has been integral to support evidencebased updates that support a high rate of success in receiving funds from insurance and other government recovery and resilience programs. Regular information updates are provided to the public through an online map that showed every MIRP project, progress recovery and cost. Six years post-flood, this team of City staff continue to oversee the project completion and financial recovery of approximately 240 flood impacted infrastructure and asset projects.

The matrix model that supported the success of the MIRP infrastructure recovery and investment in resilience has been a foundation of the approach taken to Infrastructure Calgary, the current City of Calgary portfolio approach to infrastructure investment.

Action 4A.1: Apply a Resilience Lens to Strengthen Public Infrastructure Investment Decisions



Why Is This Important?

Calgary has a long history of infrastructure investment; whether it is new or maintaining what is in place in support of service to citizens. Our community is well served by water, wastewater and sewage facilities, good quality roads and transportation networks, public transit systems, recreation facilities, parks, pathways, education and legal facilities and energy facilities. We have begun important capital investment that will support resilience in the face of shocks and stresses, such as flood adaptation and mitigation, facility and infrastructure sensors, and the investment in dark fibre.

What Will We Do?

The City of Calgary has embraced a service-based approach to meet the needs of our residents and supporting our City vision of a great place to make a living, and a great place to make a life. Infrastructure investment supports the current and future services that our community needs. It is strategic and supported by a coordinated view of the whole city. During the One Calgary service plan and budget process, capital planning was conducted at a portfolio level, enabling a holistic planning view of all City of Calgary capital for the first time. A resilience lens was included in this planning view.

The City of Calgary will mature enterprise-wide processes and practices to support investments that keep public infrastructure resilient to future stresses and shocks. This will be coordinated through Infrastructure Calgary program goals to support capital infrastructure investment recommendations.

How Will We Do This?

Through the delivery of the One Calgary 2019-2022 service plans and budgets, The City of Calgary will continue activities to align capital planning under one portfolio and to the Capital Infrastructure Investment Principles. Governance and oversight of portfolio capital planning and budget recommendations will be overseen by Infrastructure Calgary, a cross-departmental coordination steering committee of services responsible for capital delivery. The inclusion of a resilience lens as part of the reporting and measuring of capital delivery will continue and be refined through the work plan of Infrastructure Calgary. This work will include maturation processes, taking guidance from reviews conducted by consultants including the Initial Infrastructure Business Case Assessment Review conducted by our resilience strategy partner, AECOM. We will also undertake a research and development project to adapt existing benefit-cost and return on investment toolkits to the Calgary context and include additional categories of social, cultural and environmental impacts.

A Who's Involved?

The City of Calgary: Resilience and Infrastructure Calgary

Proposed Partner Organizations

The City of Calgary:

Infrastructure Support

All capital supported city services

Established Area of Growth and change Strategy Advisory Team

City Planning & Policy

Business Continuity & Emergency Management

Environmental Management

Water Resources

With What Proposed Resources?

The City of Calgary – Resilience and Infrastructure Calgary

The City of Calgary: capital supported city services

Consultant resources where available

Other government resources (grants)

When Will We Start?

O1 2019

How Long Will It Take?

Four years



Leadership & strategy

- Foster long-term and integrated planning
- Promotes leadership and effective management

Infrastructure and environment

• Ensures continuity of critical services

Health & well-being

- · Meets basic needs
- Promotes cohesive and engaged communities

Benefit to Other Pillars and Shared Theme



Success Measures:

- Capital investment approved within the 2019-2022 One Calgary service plan is realized.
- New sources of funding are sought and capacity for additional infrastructure investment is maximized.

Action 4A.2: Maintain and Improve the Infrastructure That Supports Service Needs



The City of Calgary owns, operates and maintains a wide range of infrastructure assets. These assets support social, economic and environmental services that The City provides. To continue to provide these services, and align infrastructure assets to best support service delivery, it is important to know the state of our current assets. This information helps us effectively and efficiently manage our infrastructure. With proper asset management, The City can play its role in fostering the local economy through ongoing investments in infrastructure. In addition, this information also helps us effectively plan quality services for the citizens of Calgary.

What Will We Do?

City infrastructure and assets are appropriately maintained over their entire lifecycle and are aligned with known service needs and priorities. Assets that no longer meet service needs are identified. Innovative solutions which may be non-asset based are explored to achieve service needs. The infrastructure funding gap to support asset maintenance will be reduced.

How Will We Do This?

The City of Calgary embraces widely accepted asset management policies and practices essential for providing safe and reliable services to citizens. Continuing to mature in this area will be accomplished by focusing on three key areas. The first is to ensure clarity of prioritization criteria and processes related to infrastructure investment planning and project portfolio management. This ensures investments are directed towards the areas of highest value. The second focus area is formal and uniform identification and cataloging of critical assets. Third, The City will focus on clear and consistent data collection related to all assets, and critical assets in particular.

& Who's Involved?

The City of Calgary – Infrastructure Support

Proposed Partner Organizations

The City of Calgary: Resilience and Infrastructure Calgary

The City of Calgary: All Capital supported city services

With What Proposed Resources?

Asset management and improvement as approved in the One Calgary 2019-2022 service plans and budgets.

When Will We Start?

Q1 2019

How Long Will It Take?

Four years



Leadership & Strategy

 Foster long-term and integrated planning

Infrastructure and Environment

· Ensures continuity of critical services

Benefit to Other Pillars and Shared Theme



Success Measure:

• Percentage of capital investment focused on maintenance, lifecycle and annual investment plans.

Explore capabilities of existing assets, expand their level of service, their potentials to service other business groups, other uses. Maximize use of existing assets.

- 2019 January 25 #ResilientYYC Workshop theme



OUTCOME 4B:

Calgary services are supported by shock and stress resilient watershed systems

Alberta has experienced significant changes to its climate in recent decades. Average annual temperatures in Alberta are expected to increase from nine to 27 heat days (29°C or above) per year by the 2050s and up to 49 heat days by the 2080s, depending on global and local actions to reduce carbon pollution. Just as a fever can be dangerous in our body, a change of a few degrees can have significant and dangerous impacts on the climate. Climate change hazards have worrying implications for cities, including impacts on city water resources, damage to and failure of infrastructure, threats to human health and increased mortality.

Climate modelling tells us that Calgary will experience more severe and frequent extreme weather events such as flooding, drought and the effects of wildfires. In 2013, Calgary experienced its worst flood in recent memory, impacting 15 per cent of our city's geographic region, including our economic core in the downtown. Residents, small and large businesses and infrastructure were all impacted, with flood recovery and resilience building continuing in 2019. Following the flood, our community interest in preparing for future flood events was heightened, leading to resilient and adaptive infrastructure investments, a focus on small business continuity planning, and supportive neighbourhood preparedness activities and network building began.

Great work has been done to best understand our flood risk in Calgary, and The City of Calgary has developed a <u>flood resilience plan</u>. Contributing to this flood risk work has been a robust forecast of our climate resilience, and a review of our <u>climate related actions</u>. Looking forward, our focus has expanded to be comprehensive of our overall relationship with water.

The City of Calgary works to ensure we have a healthy, resilient watershed capable of providing clean, reliable water for our current needs and future generations. The City is dedicated to implementing the Government of Alberta's *Water for Life Strategy* through an Integrated Watershed Planning Strategic Framework that ensures reliable and resilient water servicing for Calgary and regional customers. The City provides drinking water and wastewater treatment to about 1 in 3 Albertans. Working with the Province and regional partners, The City aims to protect the water supply, use water wisely, keep rivers healthy and build resiliency to flooding. The City delivers on this commitment through three lines of service: water treatment and supply, wastewater collection and treatment, and stormwater management.

Increased pressure on watersheds from growth in the region as well as the impacts of a changing climate make watershed management one of Calgary's most critical resiliency challenges. The City's commitment to watershed protection considers the needs of a growing customer base and balancing the economic, social and environmental impacts of our decisions, programs and actions. Sustainable management of our shared water resources is the driving force behind an integrated watershed management approach.

Action 4B.1: Implement an Integrated Watershed Management Approach



Why Is This Important?

The City's Integrated Watershed (the land that drains into our rivers) Management approach is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop our communities with a focus on achieving future water security and a sustainable water supply. Watershed management must be integrated into our land use policies, plans and decisions to ensure healthy watersheds and rivers.

What Will We Do?

Infrastructure investment supports Integrated Watershed Management in the following areas:

- Building resiliency to climate change in Water Utility operations and infrastructure.
- Flood and drought mitigation at the municipal and regional levels.
- · Resilient Sustainable regional water supply.
- Reducing stormwater impacts and improving stormwater quality.
- Riparian (river bank) area protection.
- · Water efficiency and managing water demand.
- Ensuring appropriate/sufficient water and wastewater treatment capacity.

How Will We Do This?

Water Resources continues to identify and invest in watershed management as on-going relationships with internal services, utilities, other orders of government and other stakeholders continue to identify and/or invest in infrastructure. This work will be considered as an integral part of the deliverable within Action 4A.1. Integrated Watershed Management work underway by The City includes:

- Flood Resilience Plan
- Source Water Protection Plan
- · Riparian Action Program
- Water Efficiency Plan
- Community Drainage Improvements Program

& Who's Involved?

The City of Calgary – Water Resources Proposed Partner Organizations The City of Calgary: Resilience and Infrastructure Calgary

The City of Calgary: City Community Planning

The City of Calgary: Calgary Emergency Management Agency

The City of Calgary: Environmental & Safety Management

With What Proposed Resources?

As approved in The City of Calgary One Calgary 2019-2022 service plans and budgets.

When Will We Start?

O1 2019

How Long Will It Take?

Ongoing

Resilience Value

Health & Well-being

 Meets basic needs: Supports the continued integrated watershed management to support service delivery of water to Calgary and area

Infrastructure & Environment

- Ensures continuity of critical services: Safeguards for critical infrastructure, Flood risk management, Ecosystem management
- Provides and enhances natural and man-made assets

Benefit to Other Pillars and Shared Theme





Success Measures:

- Flood and drought mitigation investments are identified in the 2019-2022 One Calgary service plans and budgets are implemented.
- Flood and drought mitigation investments are prepared and recommended to Council for the next service plan and budget cycle.
- Watershed management resilience investment opportunities offered through grants and programs are optimized.

Adapt a not-business-as-usual approach. Support innovative and risk taking, potentially in the new community growth opportunities and established area strategy work ahead. Align processes to support holistic thinking and test in a "living lab" environment.

- 2019 January 25 #ResilientYYC Workshop theme

Infrastructure Recovery and Resilience: 2013 Flood

RESILIENCE IN ACTION (RIA.23)

Since the 1930's, the Glenmore Dam has been integral to Calgary's water infrastructure system. In the 1930's, Calgary was experiencing an economic recession coupled with a growing population dependent on a reliable water source. The Glenmore Dam was an infrastructure stimulus program designed to respond to the water service need and to create jobs for the local economy.

The Glenmore dam and reservoir has since then provided important flood and drought management in Calgary. Following the 2013 flood, The City considered the role of the dam itself and the capacity of the reservoir to contain additional water during high peak flows. Additionally, the value of the reservoir during water shortages was considered. Investing in our water management infrastructure is considered an essential, and critical, municipal responsibility.

As a result, The City of Calgary identified improvements could be made to upgrade the Glenmore dam to provide greater water management service and improved ease of operation for Calgary.

The Glenmore Dam will be under construction from spring 2017 until 2020, realizing important integrated water management services and the cobenefit of being a popular link within our regional pathway system. Upgrades include a new bridge deck with better access for pathway users, concrete work on the face of the dam and a new steel gate and hoist system. This is a cost-shared project supported by The City of Calgary and Province of Alberta funding.



Action 4B.2: Develop a Watershed Investment Strategy



This action will help us to address challenges related to our source watershed including: land use change from population growth and development that stresses water systems; and impacts from climate change such as high intensity storms and wildfires. There is an opportunity to move source watershed protection into various city and regional conversations and to provide incentives to private landowners and stakeholders for projects that achieve positive watershed benefits.

What Will We Do?

Through this action we will garner internal and external support for a City of Calgary Watershed Investment Program and develop a Watershed Investment Strategy that includes financial mechanisms for partnerships, micro-grants and a strategy for protecting natural infrastructure or building green stormwater infrastructure in The City of Calgary.

How Will We Do This?

We will work with a consultant, subject matter experts and stakeholders to identify who, where and how others are having success with watershed investment strategies and leverage related work and research to inform this action.

& Who's Involved?

Proposed Lead OrganizationThe City of Calgary: Water Resources

Proposed Partner Organizations Other City of Calgary Business Units/ Services such as Parks, Real Estate & Development Services, Environmental & Safety Management, Finance, Law and Resilience and Infrastructure Calgary

With What Proposed Resources?

City of Calgary staff

When Will We Start?

Q3 2019

How Long Will It Take?

Two years

Resilience Value

Health & Well-being:

Water

Infrastructure & Environment

 Safeguard for critical infrastructure, Redundant, diverse infrastructure, optimization of critical infrastructure, flood risk management, ecosystem management

Leadership & Strategy

 Decision-making and leadership, Government alignment

Benefit to Other Pillars and Shared Theme





Success Measure:

• Develop, issue and implement a strategy that is supported corporately and within the community and region.

"Integrating green infrastructure into regular infrastructure in order to offset the burden. Maybe expropriating green space to do flooding and storm water management should be considered. The City expropriates land for transportation projects, but supporting resilience is just as valuable. We need a healthy relationship between urban communities and rural communities. It's a good thing that we are limiting the "urban sprawl".

- What We Heard report, 2019 Resilient Calgary Summary of input



RESILIENT CALGARY STRATEGY SUMMARY

Pillars, Outcomes, Actions Summary Table

Action							Benefit to Other Pillars
ID	Action	Outcome	Owner	Begin	Duration	Resilience Value	and Shared Theme
SHAR							
S.1	Deliver a Calgary Foresight Planning Method		The City of Calgary	2019 Q2	Ongoing	Leadership & Strategy Economy & Society	
S.2	Use a Resilience Dividend Tool		The City of Calgary: Resilience and Infrastructure Calgary	2019 Q1	10 months	Leadership & Strategy	
S.3	Review the Triple Bottom Line Policy		The City of Calgary: Calgary Growth Strategies	2019 Q4	Two years	Leadership & Strategy	
PILLA	R ONE: THE FUTU	JRE OF CALGARY'S ECO	NOMY				
1A.1	Develop Talent for Emerging Economies	Calgary's Workforce is ready for emerging economies	Calgary Economic Development	2018	Ongoing	Economy & Society Health & Well-being	
1B.1	Understand Digital Disparity	Digital Disparity in Calgary is addressed so Calgarians have safe and equitable access to a connected economy and social realm	The City of Calgary: IT-Smart City	2019 Q3	Two years	Economy & Society Infrastructure & Environment Leadership & Strategy	
1B.2	Be 5G Ready	Digital Disparity in Calgary is addressed so Calgarians have safe and equitable access to a connected economy and social realm	The City of Calgary: IT	2019 Q3	Ongoing	Infrastructure & Environment Economy & Society	
1C.1	Support Business Continuity Planning	Strengthening resilience through business continuity	Chamber of Commerce CARYA The City of Calgary – CEMA	2019 Q3	Ongoing	Economy & Society Infrastructure & Environment	
1D.1	Attraction, Growth and Resilience Dividend	Calgary is able to coordinate efficiencies, levers and incentives to grow and attract business	The City of Calgary: Resilience and Infrastructure Calgary	2019 Q2	Ongoing	Economy & Society Health & Well-being	
1D.2	Implement and Living Lab Strategy and Governance Model	Calgary is able to coordinate efficiencies, levers and incentives to grow and attract business	The City of Calgary: IT Smart City	2018 Q4	Ongoing	Economy & Society Health & Well-being	
1D.3	The Future of Calgary's Centre City	Calgary is able to coordinate efficiencies, levers and incentives to grow and attract business	The City of Calgary: Urban Strategy	2018 Q2	Two years	Leadership & Strategy Economy & Society	

Action ID	Action	Outcome	Owner	Begin	Duration	Resilience Value	Benefit to Other Pillars and Shared Theme	
PILLA	PILLAR TWO: INCLUSIVE FUTURES							
2A.1	Diversify representation on boards	Calgary institutions include equity-seeking communities in decision-making and democratic processes	Post-secondary Institution / Foundation	2019 Q1	Four+ years	Leadership & Strategy Economy & Society Health & Wellbeing		
2A.2	Open spaces for inclusive conversations	Calgary institutions include equity-seeking communities in decision-making and democratic processes	A public institution	2019 Q3	Four+ years	Leadership & Strategy Economy & Society		
2A.3	Advance equity in organizations with a Multi-Sectoral Community of Practice	Calgary institutions include equity-seeking communities in decision-making and democratic processes	The City of Calgary: Resilience and Infrastructure Calgary	2019 Q2	Three+ years	Leadership & Strategy Economy & Society		
2B.1	Support the revitalization of Indigenous cultures and languages	Calgary institutions have trusted and informed relationships with Indigenous communities "in a good way"	Indigenous community organizations	2020 Q2	Four+ years	Leadership & Strategy Economy & Society		
2B.2	Walk parallel paths together in a "good way"	Calgary institutions have trusted and informed relationships with Indigenous communities "in a good way"	A public institution	2020 Q3	Four+ years	Leadership & Strategy Economy & Society		
2C.1	Build a governance systems map	Calgary institutions value diverse governance paradigms	A community collective	2021 Q2	Three years	Leadership & Strategy Economy & Society		
2D.1	Encourage business investments addressing inclusion	Calgary institutions invest in equitable economic development	A private institution	2020 Q4	Four+ years	Leadership & Strategy Economy & Society		
2D.2	Develop a Social Procurement Policy and Strategy	Calgary institutions invest in equitable economic development	The City of Calgary: Supply Management	2018 Q4	Three years	Leadership & Strategy Economy & Society		
2D.3	Explore guaranteed universal basic income options	Calgary institutions invest in equitable economic development	A community collective	2019 Q1	Two years	Leadership & Strategy Economy & Society		

Action ID	Action	Outcome	Owner	Begin	Duration	Resilience Value	Benefit to Other Pillars and Shared Theme
PILLAR THREE: THE FUTURE OF CALGARY'S NATURAL INFRASTRUCTURE							
3A.1	Natural Infrastructure Awareness	Calgarians are aware of our key natural infrastructure and its role in providing community benefits	The City of Calgary: Environmental & Safety Management	2019 Q3	Two years	Leadership & Strategy Economy & Society Infrastructure & Environment	
3A.2	Natural Infrastructure Inventory	Calgarians are aware of the role and value of our natural infrastructure in providing community benefits	The City of Calgary: Corporate Analytics and Innovation	2019 Q3	18 months	Leadership & Strategy Economy & Society Infrastructure & Environment	
3B.1	Natural Infrastructure Valuation	Calgarians are supported through sound analysis of natural infrastructure value that informs decision-making	The City of Calgary: Environmental & Safety Management	2019 Q2	Two years	Leadership & Strategy Economy & Society Infrastructure & Environment	
3B.2	Natural Infrastructure Integration into City Processes	Calgarians are supported through sound analysis of natural infrastructure value that informs decision-making	The City of Calgary	2021 Q1	18 months	Leadership & Strategy Infrastructure & Environment Economy & Society	
3C.1	Natural Infrastructure Policy Integration	Calgarians are supported through strategic investment in natural infrastructure	The City of Calgary	2019 Q3	Ongoing	Infrastructure & Environment Leadership & Strategy	
3C.2	Natural Infrastructure Implementation Support	Calgarians are supported through strategic investment in natural infrastructure	The City of Calgary or Calgary Board of Education	2020	Two years	Infrastructure & Environment Leadership & Strategy Economy & Society	
PILLA	R FOUR: FUTURE	READY INFRASTRUCT	JRE				
4A.1	Apply a resilience lens to strengthen public infrastructure investment decisions	Calgary infrastructure investment is strategic, coordinated and future- focused	The City of Calgary: Resilience and Infrastructure Calgary	2019 Q1	Four years	Leadership & Strategy Infrastructure & Environment Health & Wellbeing	
4A.2	Maintain and improve the infrastructure that supports service needs	Calgary infrastructure investment is strategic, coordinated and future- focused	The City of Calgary: Infrastructure Support	2019 Q1	Four years	Leadership & Strategy Infrastructure & Environment	
4B.1	Implement our Integrated Watershed Management Plan	Calgary services are supported by shock and stress resilient watershed systems	The City of Calgary: Water Resources	2019 Q1	Ongoing	Health & Wellbeing Infrastructure & Environment	
4B.2	Watershed Investment Strategy	Calgary services are supported by shock and stress resilient watershed systems	The City of Calgary: Water Resources	2019 Q3	Two years	Leadership & Strategy Infrastructure & Environment Health & Well-being	

Acknowledgements

The Resilient Calgary strategy is our next step in a historical commitment to resilience in our great city. We have a strong legacy of visionary thinking translated into action; we have built our communities with a focus on housing, connectivity and well-being, we have developed a transportation network that supports every mode of travel; we have a strong business community that has a voice; we have welcomed guests and supported people with arts, recreation, sports and leisure; we have an incredible community of leadership and grass roots activity that comes together when we are tested through stresses and shocks. Our resilient challenges remain those we have identified in our historic plans and policies: keeping our community green, our economy strong, our infrastructure and assets working for us, and most importantly, our people vested in each other's success.

The Resilient Calgary strategy represents a point in time: our strategy was developed as we recovered from a significant flood, while we have been responding to an economic downturn not experienced in decades, and while we see our community struggling to overcome job loss, maintain mental wellness, and including new neighbours. The actions and outcomes represented in this strategy are not a starting point — they are an intentional force. Together we have placed a lens on the most urgent resilience issues, lifted our awareness of each other's efforts to build resilience, and leveraged our collective action to achieve our vision of Calgary: a great city to make a living, and a great city to make a life.

Special Thanks To:

Mayor Nenshi and City of Calgary Council

100 Resilient Cities Team

Michael Berkowitz, Otis Rolley, Uthman Olagoke, Laurian Farrell

Strategy Partner

AECOM – Ben Popadiuk, Marie-Jose Croonen, Christopher Ross

Resilient Calgary Steering Committee

City of Calgary services and business units

Organizations

Calgary Economic Development

United Way of Calgary and Area

University of Calgary

Alberta University of the Arts: Instructors Karl Geist and Mike Kerr and the Illustration students

Calgary Poet Laureate

Sheri-D. Wilson

Calgary Communities

Our people, not for profits, educators, first responders, faith leaders, Indigenous elders and community, business community, community associations, other orders of government, and our Team Canada partners.

Yours in Resilience,

The City of Calgary Resilience Team

Brad Stevens, Chief Resilience Officer and Deputy City Manager

Christine Arthurs, Deputy City Resilience Officer and Director, Resilience and Infrastructure Calgary

Julia Bicknell, Jason Cameron, Heather Galbraith, Jennifer Isbister, Jeny Mathews-Thusoo, Adonica Marchand, Afsheen Mohamed, Garth Paynter, Kendal David, Lorna Wallace

A Call to Action

Please join us in strengthening Calgary's resilience by being our resilience lens, helping us lift and leverage opportunities to move these actions forward. Your continued participation will help us create a more future-focused and resilient Calgary.

Watch for updates, events and opportunities on our website, <u>www.calgary.ca/resilientcalgary</u> to follow the ongoing progress of the strategy.

Follow #ResilientYYC on Facebook and Twitter



Appendices

Appendix 1: Glossary

Agenda-Setting Workshop: the Agenda-Setting Workshop was the first step in purposeful resilience building. It brought together a diverse group of stakeholders and city leaders to discuss the concept of urban resilience and identify the city's resilience priorities — the goal was the collectively set the agenda for a resilient Calgary.

5G: 5th Generation of cellular mobile communications. 5G realizes a marked performance enhancement over previous generations for high data rate, reduced latency, energy saving, cost reduction, higher system capacity, and massive device connectivity.

Biodiversity: the variability among living organisms — animals, plants, their habitats and their genes — from all sources including terrestrial, marine and other aquatic ecosystems, and the ecological complexes of which they are part. This includes diversity within species, between species, and of ecosystems. (International Union for Conservation of Nature per "Our BiodiverCity: Calgary's 10-year biodiversity strategic plan.")

Business Continuity: the process of creating systems of prevention, mitigation and recovery to deal with potential stresses and shocks to an organization or business.

Calgary Economic Development (CED): managed by an independent Board of Directors, Calgary Economic Development is a not-for-profit corporation funded by The City of Calgary, community partners, other orders of government and the private sector to steward Calgary's Economic Development Strategy.

Capital Infrastructure Investment Principles

(CIIP): to support the purposeful approach to capital investment, Council approved the Capital Infrastructure Investment Principles (CIIP) in March 2018. This is an update to the previously approved Capital Infrastructure Investment Strategy (CIIS) from November 2015. Infrastructure Calgary is responsible for the implementation of these principles. These principles emphasize that intentional management of capital at The City will: Support the delivery of City of Calgary services, at approved service levels; Promote the well-being of communities, environment, and economy; Build an adaptable, resilient and smart city; Enhance the long-term value of City assets; Integrate, coordinate and optimize The City's investment.

Capital Prioritization Criteria: a set of criteria established in 2018 by Infrastructure Calgary to help prioritize capital investment recommendations to support the One Calgary 2019-2022 service plans and budgets. Three categories of investment were defined: essential, current and enhanced.

City Foresight is the science of thinking about the future of a city

Climate Resilience Strategy: The City of Calgary's *Climate Resilience Strategy* outlines The City's strategies and actions to:

- Reduce our contributions to climate change by improving energy management and reducing greenhouse gas emissions (climate change mitigation).
- Respond to a changing climate by implementing risk management measures to reduce the impact of extreme weather events and climatic changes on infrastructure and services (climate change adaptation).

Corporate Asset Management Plan (CAMP): The City of Calgary corporate plan which comprises individual business unit asset management plans and serves as an action plan for the improvement of The Corporation's Asset Management System (including practices, technology, people and business processes).

Corporate Project Management Framework

(CPMF): created to lead improving our processes and ultimately the quality of work for selecting, building and reporting on capital construction projects.

Current Capital: capital investments needed to maintain a level of service at existing levels.

Digital Disparity: the gap between demographics, education and regions that are able to access modern information and communications technology.

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Diversity: is about consciously understanding and appreciating different ways of being and knowing and ensuring that our communities reflect and respect all differences in all its forms.

Dominant Group: not necessarily a majority in terms of numbers, but the group with power, privilege and social status in a society. Attributes of this group are accepted as the 'norm' by which other groups are measured or compared, often to their detriment.

Drivers of Change: are factors which bring change in our society. They can cause significant or disruptive change within a system. Examples include artificial intelligence learning to be social and ethical.

Ecosystem: a dynamic system of plants, animals and other organisms, together with the non-living components of the environment, that functions as an interdependent unit. (per "Our BiodiverCity: Calgary's 10-year biodiversity strategic plan")

Enhanced Capital: capital investments needed to provide an increase in the level of service of an existing service or introduce a new service

Environmentally Significant Area: an area that has been assessed prior to potential development and which, because of its features or characteristics, is significant to Calgary from an environmental perspective. (per "Our BiodiverCity: Calgary's 10-year biodiversity strategic plan")

Essential Capital: capital investments needed to meet legal, regulatory, health and safety requirements, critical infrastructure, critical asset risk mitigation or minimize service delivery costs

Equity: an approach whereby all people – including those who bear the burden of historic and contemporary forms of marginalization, whether intentional or unintentional – have equal access to opportunities to define and achieve goals. Equity is more than an outcome; it is an on-going process that seeks to correct systemic barriers and create a more just and fair society for all.

Equity-Seeking Communities (ESCs): include groups of people who generally have less access to opportunities, resources, and systems of power because of their actual or perceived identity or identities. Equity-seeking communities often experience social and financial disadvantages because of systems of oppression. Oppression takes many forms including but not limited to racism, sexism, and ableism. Examples of ESCs include but are not limited to:

Indigenous peoples, women, racialized/people of color, immigrants, members of non-western religions, people with mental illness or physical or intellectual disabilities, older adults, youth, people experiencing poverty, and lesbian, gay, bisexual, trans-identified, intersex, queer/questioning, twospirited (LGBTIQ2S+) people, etc.

This list is not exhaustive and is always evolving. People who belong to multiple ESCs often experience overlapping and interdependent systems of discrimination or disadvantage.

Ethical Space: is the space created where the parallel processes of decision-making between Indigenous and Western worldviews co-exist. Creating ethical space is especially important when issues at hand impact both Indigenous and non-Indigenous communities. Ethical space can be fostered by 'walking together in parallel paths' where stakeholders with distinct worldviews work together, converge, and collaborate in meaningful ways (Ermine, 2007).

FSG: originally known as the Foundation Strategy Group, this organization re-imagines social change by helping groups worldwide find ways to create more equitable and sustainable futures.

Green Infrastructure: many cities, including The City of Calgary also use the term green infrastructure to specifically denote stormwater systems that use natural processes and green technologies to improve the quality, and decrease the volume of, stormwater runoff entering our waterways. In some instances (such as with Infrastructure Canada) green infrastructure includes any environmentally based or clean energy infrastructure.

Governance Paradigm: are the values, beliefs, assumptions, interpretations, and biases that shape structures, policies, and processes that determine how decision-making and accountability occurs within institutions.

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Human Rights: are those "that belong to persons simply by virtue of their being human." (Goodhart, 2011, p. 745).

imagineCALGARY: long-term outlook document for The City of Calgary containing the 100-year vision and 30-year targets and goals, as well as strategies for accomplishing these goals. It was developed with input from thousands of Calgarians to help create a sustainable future and exceptional quality of life for generations to come.

Inclusion: is the process of creating a culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every individual. An inclusive environment uses these skills to achieve the organization's objectives and mission; connects individuals to the organization; and encourages collaboration, flexibility, and fairness.

Indigenous Peoples: refers collectively to First Nations, Inuit and Métis people. The word recognizes the fact that Indigenous peoples are the original inhabitants of Canada. The term is similar to Aboriginal peoples. There are other words that Indigenous peoples may use to describe themselves and therefore, it is a good practice to ask how people wish to be named. It was Indigenous peoples themselves who choose this word at the United Nations level to best describe the original peoples of a territory.

Information and Communications Technology **Council:** a national centre for digital economy expertise.

Infrastructure Calgary (IC): an enterprise wide, cross-corporate team that provides governance and oversight of The City of Calgary's Capital Infrastructure Investment Principles. IC provides intentional management of The City's capital investment across all departments to strengthen decision-making and to maximize value for Calgarians. IC also works with the private sector and public institutions to align and optimize capital investments in order to foster social, environmental and economic value in the Calgary community.

Infrastructure Status Report (ISR): The City of Calgary corporate level document which includes business unit data. It reports on the overall state of City assets.

Integrated Watershed Management (IWM): is managing the interconnectedness between human activities and natural resources on a watershed basis, to create a resilient water future. IWM takes into account social, economic and environmental factors that influence protection of water resources when balancing the pressures of regional growth and climate change. This interconnectedness must be considered when working together to address the impacts of city-building on watershed management.

'In a Good Way': is a concept used by many Indigenous peoples to recognize work that is conducted in an authentic and meaningful ways, with intention and sincerity, through reciprocal and respectful relationships. It is a demonstration of working with clear purpose and with high levels of integrity, moral strength and communal spirit (Source: U of C Indigenous Strategy).

Institutions: are formal, hierarchical organizations. They come in many organizational forms: for-profit, not-for-profit, and governmental, among others.

- Examples of **for-profit institutions** include, but are not limited to: corporations, companies, banks and other financial institutions.
- Examples of **not-for-profit institutions** include: registered charities, grassroots organizations, community associations, sports and recreation leagues, faith organizations.
- Examples of **governmental institutions** include: all orders of government, justice system, schools and school boards, health care services, and political
- Other types of organizations include: postsecondary institutions, think-tanks or research institutions, etc.

Leadership Culture: are the values, beliefs, assumptions, interpretations, and biases that shape the direction and vision of communities and institutions.

Linking Social Capital: describes relationships among people or institutions at different levels of societal power, wealth or status.

Living Lab: the program where City infrastructure, data and other assets are made available to companies, researchers and individuals to test and try ideas and products in a real-life environment.

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Localism: is a transfer of public service delivery (e.g. transit, healthcare, education, etc.) from local, provincial or federal governments to local communities.

Low Impact Development: is an approach to land development that uses various land planning and design practices and technologies to simultaneously conserve and protect natural resource systems and reduce infrastructure costs. (per Source Water Protection Plan)

Mental Models: habits of thought — deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.

Microaggressions: the everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

Municipal Natural Infrastructure: is the collection of resources, ranging from naturally occurring to engineered to mimic nature, that are relied upon by Calgarians, managed, or could be managed by The City of Calgary or regional partners, and that contribute to the provision of one or more municipal services and other resilience benefits. Some lines of service within The City of Calgary may have different or complementary definitions for operational and programming purposes. This definition created for the purposes of this report reflects the definition of "municipal natural assets (as) the stock of natural resources or ecosystems that is relied upon, managed, or could be managed by a municipality, regional district, or other form of local government for the sustainable provision of one or more municipal services" (Municipal Natural Assets Initiative 2017) and the Natural Infrastructure definition used by the Canadian Council of Ministers of the Environment (June 2018 report, page 1) where Natural Infrastructure "refers to existing, restored, or enhanced combinations of vegetation and associated biology, land, and water, and their naturally occurring ecological processes that generate infrastructure outcomes such as preventing and mitigating floods, erosion and landslides, mitigating effects of extreme heat, and purifying groundwater. This is distinct from green infrastructure, which refers to any environmentally based infrastructure."

Natural Assets: a biotic (e.g. vegetation, fauna and other living organisms) or abiotic (e.g. soil, watercourses, atmosphere) item, thing or entity from which ecosystem services are derived, that has potential or actual value to an organization.

Operating Impact of New Capital (Incremental): the additional annual cost to operate and maintain new capital assets requested in 2019-2022. Operating Impact of Previously Approved Capital – the annual cost to operate and maintain capital assets previously approved in the 2015-2018 budgets but not in service until 2019 or later.

Opportunity Calgary Investment Fund (OCIF):

The City of Calgary and its partners are supporting economic recovery and growth to help reduce the impact of the most recent economic downturn on citizens and businesses and to help ensure Calgary's ongoing success into the future. As part of these efforts, Council created the \$100-million Opportunity Calgary Investment Fund (OCIF), previously known as the Economic Development Investment Fund, and has established a wholly-owned subsidiary to manage its investments.

Preliminary Resilience Assessment: a Preliminary Resilience Assessment (PRA) describes the city profile, the main stresses and shocks in Calgary perceptions of stakeholders and the public and the inventory of actions already in place. The information was drawn from surveys, individual meetings, and workshops with diverse stakeholders. These results led to the identification of four recommended discovery areas that will serve as the basis for Calgary's resilience strategy.

The PRA is a living document that summarizes the method and principal results of the activities carried out by the resilience team in Phase I of the strategy development process.

Participatory Democracy and Decision-Making:

supports opportunity for all people to be meaningfully involved in economic, political, and social aspects of civic life. To be successful, participatory democracy and decision-making requires intentional relationships between institutions and individuals/communities that are built on trust and respect. Individuals and diverse communities can genuinely influence policies and programs that impact them.

Pluralistic Society: happens when different people or communities coexist. Different groups with varying interests, values, and beliefs are all considered legitimate.

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Polarized Society: happens when people or communities are extremely divided over particular political issues, policies, and/or people.

Policies: government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.

Power Dynamics: the distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

Public Service Delivery: refers to services which are typically provided by government, either directly or by financing provision of services. Services may include education, law enforcement, healthcare, social services, public transportation, urban planning, etc.

Practices: espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress. Also, within the entity, the procedures, guidelines, or informal shared habits that comprise their work.

Racialization: is the social process by which certain groups of people are singled out for unequal treatment on the basis of race and other characteristics, whether real or imagined.

Reconciliation: means a shared and active process between Indigenous and non-Indigenous peoples to transform relationships and understandings by acknowledging what has happened in the past, addressing the impact of colonial policies and then following through with action.

Relationships & Connections: quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.

Resilience: capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

Resilience Dividend: a framework that can be used to estimate the net benefits of a resilience project.

Resource Flows: how money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.

Scenarios: are descriptions of plausible alternative futures. They paint a picture in the future of how Calgary evolved as it interacted with identified drivers of change. The objective of using scenarios for strategic foresight planning is NOT to predict the future. Scenarios are used to identify potential challenges and opportunities that could emerge. They also help develop robust strategies that may help cope with these challenges and opportunities.

Structural Racism: refers to the functioning of economic and social institutions through which racialized groups become systematically marginalized, discriminated and disadvantaged as those who form part of the dominant community assert their authority and power. Structural racism occurs regardless of individual prejudices, beliefs or intentions and encompasses both individual and institutional forms of racism. The norms, policies and practices set by the dominant group can prevent the equal participation of, deny opportunities to and/or create barriers for racialized groups.

Technology Giants: include Google, Apple, Amazon, Facebook, Netflix, Uber, etc.

Urban Sustainability Directors Network (USDN): is a five-part series to support the team's learning of how to apply an equity lens to our work and advance equity in our organizations.

Watershed: watersheds include groundwater, springs, wetlands, ponds, streams and lakes as well as all land that drains into these linked aquatic systems. Watersheds reflect both the natural characteristics of their geography and the impacts of human activities within them. (per "Our BiodiverCity: Calgary's 10-year biodiversity strategic plan") http://www.calgary.ca/ CSPS/Parks/Documents/Planning-and-Operations/ BiodiverCity-strategic-plan.pdf

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PFC2019-0617 Resilient Calgary - Att 1 Appendix 2: References/Sources ISC: Unicetricled

Appendix 3: Strategic Alignment to Citizen Priorities and Council Direction

Alignment of Resilient Calgary to Citizen Priorities and Council Directives – One Calgary 2019-2022

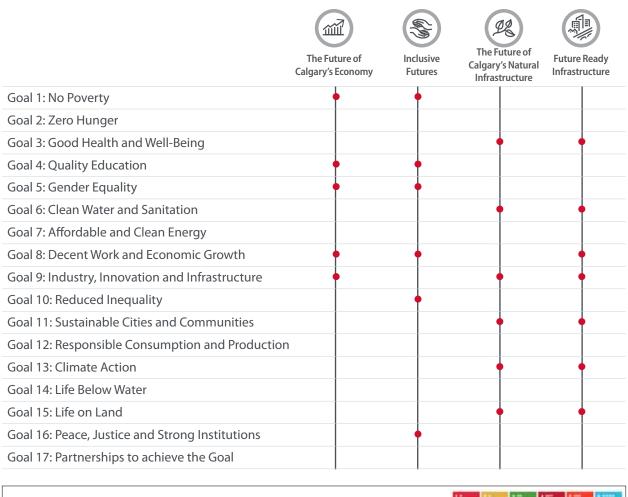
Citizen Priority	Shared Theme	The Future of Calgary's Economy	Inclusive Futures	The Future of Calgary's Natural Assets	Future Ready Infrastructure
A prosperous city	S.2 Use a Resilience Dividend Tool	1A.1 Develop talent for emerging economies 1B.1 Understand Digital Disparity 1B.2 Be 5G Ready 1C.1: Support Business Continuity Planning 1D.1: Attraction, Growth and Resilience Dividend 1D.2: Implement a Living Lab Strategy and Governance Model 1D.3 The Future of Calgary's Centre City	2D.1 Encourage business investments addressing inclusion 2D.2 Develop a social procurement policy and strategy 2D.3 Explore guaranteed basic income options	3B.1 Natural Infrastructure Valuation Toolkit adopted to support integrated and informed planning and investment decisions.	4A.1 Apply a resilience lens to strengthen public infrastructure decisions
A city of safe and inspiring neighborhoods		1D.3 The Future of Calgary's Centre City	2A.2 Open spaces for inclusive conversations 2A.3 Advance equity in organizations with a multi-sectoral community of practice	3A.1 Natural Infrastructure Awareness materials shared with different audiences to increase our understanding of the role of natural infrastructure.	
A city that moves	S.1 Deliver a Calgary Foresight Planning Method	1D.3 The Future of Calgary's Centre City			
A healthy and green city		1D.3 The Future of Calgary's Centre City		3A.2 Natural Infrastructure Inventory created to identify our key natural assets relied upon by Calgarians to deliver services. 3C.2 Implementation Support to develop design criteria and pilot a collaborative approach to innovative and strategic natural infrastructure investments.	4B.1 Implement our Integrated Watershed Management plan 4B.2 Watershed Investment Strategy

Citizen Priority	Shared Theme	The Future of Calgary's Economy	Inclusive Futures	The Future of Calgary's Natural Assets	Future Ready Infrastructure
A well-run city	S.1 Deliver a Calgary Foresight service S.2 Use a Resilience Dividend Tool S.3 Review the Triple Bottom Line Policy		2A.1 Diversify representation on boards 2A.2 Open spaces for inclusive conversations 2B.1 Support to revitalize Indigenous cultures and languages 2B.2 Walk parallel paths together	3B.2 Natural Infrastructure Integration into City of Calgary land, asset management and financial reporting processes. 3C.1 Policy Integration to align and embed natural infrastructure into current and new relevant policy.	4A.2 Maintain and improve the infrastructure that supports service needs

2019-2022 Citizen Priorities



Appendix 4: United Nations Sustainable Development Goals Alignment



United Nations Sustainable Development Goals, also known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.



Appendix 5: Leveraging Existing Calgary Plans: Strategic Alignment to Council and Community Approved Documents

Our vision for Calgary is well established through imagineCALGARY. Fortunately, a wealth of existing and planned efforts also contribute to Calgary's resilience. This strategy aims to build upon these to help shape future city plans. The Resilient Calgary strategy has been developed in conjunction with the following programs.

Age-Friendly (Seniors) Strategy presents a vision and principles for creating a more age-friendly Calgary, as well as population-level results, strategies, partners and proposed actions within each of six local priority areas ranging from access to information and services, housing, health, participation, prevention and response to Elder Abuse and transportation and mobility.

Business-Friendly Strategy (in development) The Business-Friendly Strategy will focus on improving and highlighting the municipal initiatives and actions to support businesses at each stage of the business cycle.

Calgary Corporate Accessibility Policy

This Council Policy provides a collective and coordinated approach to the inclusion of persons with disabilities and the accessibility of City programs and services. It will promote an environment in which all persons can participate in and contribute to the social, economic and political life in Calgary.

Calgary in the New Economy

The Economic Strategy for Calgary is a road map that directs collaborative economic development activities and establishes shared priorities with, and for, community stakeholders. It is a living document that sets direction and establishes priorities while evolving to adapt to changing times. Calgary has a well-deserved reputation for inclusion, entrepreneurship and community spirit and those values have influenced the development of the Strategy.

Calgary Transportation Plan

The Calgary Transportation Plan (CTP) provides policy direction on multiple aspects of the city's transportation system. Successful application of the CTP policies will move Calgary towards a more sustainable future — for our economy, our environment and our citizens.

Centre City Plan Refresh

The Centre City Plan is a strategy document that provides the long-term vision, strategy and implementation actions for the Centre City.

Climate Resilience Strategy

Council approved the Climate Resilience Strategy on June 25, 2018. The Strategy provides the main direction for Climate Resiliency in Calgary. Included within the Strategy are the Action Plans for mitigation and adaptation to guide The City's role and actions over the next ten years.

- 1. The Climate Mitigation Action Plan identifies the actions of The City to ensure services, enabling activities, regulations and operations are provided to reduce greenhouse gas emissions, improve energy management and enable the low carbon economy. It includes five themes (buildings and energy systems, land use and transportation, consumption and waste, natural infrastructure and leadership) that cover the largest areas of impact for emissions and energy in Calgary.
- 2. The Climate Adaptation Action Plan identifies the risks and vulnerabilities from severe weather events and identifies actions to manage the climate risks for Calgary in five themes (people, infrastructure, natural infrastructure, water management and governance). The plan helps us to respond to a changing climate by implementing risk management measures to reduce the impact of extreme weather events and climatic changes on infrastructure and services.

Page 136 of 140 Resilient Calgary 136

Council Directives & Citizen Priorities

Council Directives include five priority areas — stemming from the imagineCalgary vision which will ensure Calgary remains a great place to make a living and a great place to make a life.

- A Prosperous City Calgary continues to grow as a magnet for talent, a place where there is opportunity for all and strives to be the best place in Canada to start and grow a business.
- A City of Safe and Inspiring Neighborhoods Every Calgarian lives in a safe, mixed and inclusive
 neighborhood and has the right and opportunity to participate in civic life. All neighborhoods are desirable
 and have equitable public investments.
- A City That Moves Calgary's transportation network offers a variety of convenient, affordable, accessible
 and efficient transportation choices. It supports the safe and quick movement of people and goods
 throughout the city and provides services enabling Calgarians and businesses to benefit from connectivity
 within the city, throughout the region and around the globe.
- A Healthy and Green City Calgary is a leader in caring about the health of the environment and promotes resilient neighborhoods where residents connect with one another and can live active, healthy lifestyles.
- A Well-Run City Calgary has a modern and efficient municipal government that is focused on continuous improvement to make life better every day for Calgarians by learning from citizens, partners and others.

Gender Equity and Diversity Strategy

A dedicated, City of Calgary-wide strategy is under development to advance equity for diverse groups of women, men and gender-diverse people.

Industrial Land Strategy

Real Estate & Development Services (RE&DS) has developed a long-term Industrial Land Strategy for the development of City-owned lands. The strategy provides a framework for how The City will develop and service City-owned land with the goal of adding to Calgary's economy and making our city a great place to work and live.

Integrated Watershed Planning Strategic Framework

The City of Calgary works to ensure we have a healthy, resilient watershed capable of providing clean, reliable water for our current needs and future generations. The City is dedicated to implementing the Government of Alberta's Water for Life Strategy through an integrated water management framework that ensures reliable and resilient water servicing for Calgary and regional customers. The City provides drinking water and wastewater treatment to about one in three Albertans. Working with the Province and regional partners, The City aims to protect the water supply, use water wisely, keep rivers healthy and build resiliency to flooding.

Living Lab Strategy (in development)

A Living Lab strategy supports increased economic diversification and jobs for Calgarians. It can help entrepreneurs bring big ideas to fruition, support investment in our local economy and make Calgary more business friendly.

Municipal Development Plan

Calgary's Municipal Development Plan and its accompanying maps were adopted by City Council in 2009. It contains policies that will shape how Calgary grows and develops over the next 30 to 60 years, and is built on seven interrelated goals. Calgary is expected to grow by another 1.3 million people over that time which makes it important that we plan for our future.

One Calgary

One Calgary was the name given to The City of Calgary's 2019-2022 Plans & Budgets. The 2019-2022 Plans and Budgets describe how we're addressing ongoing challenges, providing essential services and delivering on Council's vision for Calgary.

Social Well-Being Principles

In May 2018, Calgary City Council approved a set of Guiding Principles for Social Well-Being which states that The City will:

- Strive to provide equitable services, including removing barriers to access and inclusion.
- Advance the shared and active process of Truth and Reconciliation in collaboration with the community.
- Seek opportunities to support and grow culture.
- Aim to stop problems before they begin using a prevention approach.

These principles are intended to act as a foundation to inform how The City makes decisions and delivers services in a manner that meets the needs of all Calgarians. In addition, The City of Calgary established a Social Well-Being Advisory Committee in 2018 to provide advice on how The City can advance these principles in City services.

The City of Calgary's Indigenous Policy

This policy guides meaningful long-term efforts to bring Indigenous identities, histories, cultures, languages, traditions, principles, world views, relationships and ways of knowing into municipal planning, advising and decision-making efforts.

The City of Calgary Charter

City Charters are special legislative agreements that redefine the relationship between the Government of Alberta and the two biggest cities, Calgary and Edmonton.

The Municipal Government Act (MGA) governs all the municipalities in Alberta, from the smallest summer village (Betula Beach, population 10) to the largest cities (Edmonton, population 900,000 and Calgary, 1.2 million). While the MGA will continue to guide the majority of what Calgary and Edmonton do from day to day, the City Charters are specific to the needs of each of the two cities, their large-scale populations, and the large-scale challenges they face.

City Charters focus on some key policy areas amended to address the cities' specific needs, aligning funding with responsibilities, and providing the flexibility needed to ensure Alberta's two largest cities remain accountable to citizens and respond effectively to future challenges and opportunities.

Triple Bottom Line (TBL) Policy

The TBL policy reflects a greater awareness of the impacts of our decisions on the environment, society and the external economy — and how those impacts are related.

United Way of Calgary and Area: The Way Forward

As a social impact organization, United Way of Calgary and Area has set three foundational goals that will advance their mission to mobilize communities for lasting social change. (1) Deepening Community Impact (2) Inspire relationships and generate resources (3) Demonstrate excellence as a trusted high-performing organization.

The City of Calgary: Capital Infrastructure Investment Principles

With the development of One Calgary Service Plans and Budgets and following the 2019-2022 Council Directives that includes Council's Five Guidelines to Administration, the revised Capital infrastructure Investment Principles provide greater alignment to The City's shift toward service plans and budgets, and is intended to strategically better accommodate shocks and stresses through changing internal and external pressures. Intentional management of capital at The City will:

Support the delivery of City of Calgary services, at approved service levels. Capital investments facilitate
the delivery of services to residents. Services and service levels are defined by Council through the approval
of multi-year service plans and budgets. The primary criteria for identifying, prioritizing and funding capital
investments will be the need for capital to deliver services at approved service levels and the associated
operating impact of this capital.

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- 2. Promote the well-being of communities, environment and economy. Capital investments are intended to promote the well-being of a community through improved connectivity, accessibility, inclusion, and environmental health as well as long-term resilience. The range of typical social, economic and environmental objectives accomplished through infrastructure investments includes benefits such as maintaining public safety and security, improving economic productivity, facilitating community cohesion, addressing risks and vulnerabilities for service providers, reducing the impact on climate change and enhancing public spaces and interactions within communities.
- 3. **Build an adaptable, resilient and smart city.** With adaptable and resilient infrastructure, The City can better manage risks and vulnerabilities to shocks and stresses. Resilient infrastructure is designed to ensure service delivery (meeting the needs of today while anticipating and not compromising the needs of tomorrow), adaptation (capacity to withstand disruption, both natural and man-made), community preparedness and financial strength. Infrastructure should also be designed to be resilient to the effects of climate change, and respect and help maintain ecological and biological diversity.

 Smart cities utilize data innovation and technology to better inform decisions on service delivery, purpose and size of capital investments, economic development and resident empowerment and inclusion. Capital infrastructure planning and investments provide potential opportunities to explore, incubate, and potentially utilize innovative technologies, design, services and practices.
- 4. Enhance the long-term value of City assets. Capital planning and investment at The City requires a thorough appreciation of the long-term implications of service demand and asset needs, legal and regulatory provisions, technological trends, finance and asset ownership along with the integration of whole-of-life costing (i.e. asset acquisition, operation, maintenance and upgrades, and responsible disposal viewed through a single lens of asset stewardship). Capital planning and investment is necessary to deliver citizenfacing services as well as supportive services (within The City's control), to maximize the value to residents while minimizing service disruption, public safety and security risks, energy and environmental impacts and whole-of-life cost. Adopting industry-standard systematic asset management practices reduces legal and reputational risks to The City and improves accountability and transparency to the tax payer.
 To maximize the value of The City's previous and proposed capital investments, funding is required for the development of asset management plans addressing costs across the entire lifecycle (planning, building/acquisition, operation, maintenance, evaluation and eventual disposal) and the prioritization of municipal capital investment to support intensification prior to the completion of communities in planned and/or future greenfield areas. Maintaining the overall asset health is necessary to ensure The City's ability to reliably and sustainably deliver Council-approved levels of service. Resources need be allocated to achieve
- 5. Integrate, coordinate and optimize The City's investment. Capital investments should be managed in a way which provides maximum value to the community. An integrated and coordinated approach to capital planning, prioritization and funding administered at the corporate level refines investments, identifies efficiencies and achieves economies of scale. Where possible, The City's capital investments should contribute to multiple services and ensure continuity during times of normal use, emergency response and recovery. Regional benefits should also be considered.

an appropriate balance between the maintenance and renewal of existing infrastructure and the demand for

- Infrastructure investments may be coordinated or focused upon an identified investment need, support a service gap in the community, and/or contribute to alignment with external (i.e. private, provincial, federal) investment for a specific time. A directional investment focus may influence the corporate-level identification, prioritization and funding for capital investments.
- Council recognizes the need to embrace appropriate levels of risk, innovation and experimentation as opportunities to improve. Capital planning and investments create opportunities to explore and potentially make use of innovative technologies, design, services and practices.

new growth infrastructure.

- 6. **Optimize financing and funding sources.** The development of a fiscally sustainable corporate approach to financing and funding will maximize The City's opportunity to provide capital investments that support service delivery. Allocating the most restricted funding sources first, and switching accordingly (where permissible) to free up more flexible funding will enable The City to more effectively respond to current and emerging funding opportunities.
 - Focusing on long-term financial strategies, attracting private and other government investments and/or other alternative funding mechanisms (such as shared service delivery models and cost/revenue sharing mechanisms) creates the opportunity to realize greater economic and social value. Developing partnerships with external organizations to reach common goals for Calgarians will further promote entrepreneurship and investment within the city.



Medical Officer of Health 10301 Southport Lane SW Calgary, AB T2W 1S7

Telephone: 403-943-0215 Facsimile: 403-943-0200

May 24, 2019

Mr. Brad Stevens Chief Resilience Officer and Deputy City Manager The City of Calgary Mail Code #8191

Dear Brad:

Letter of Support for Resilient Calgary Strategy

Alberta Health Services, Calgary Zone is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Along with our own efforts, this strategy advances Calgary's vision: a great place to make a living, a great place to make a life.

In particular, we feel the strategy's focus on **Inclusive Futures** and **Natural Infrastructure** helps to accomplish our collective goals and aspirations to/of supporting Calgarians in achieving optimal health and reducing health inequities.

Another Resilient Calgary strategy pillar and outcomes most aligned with our own endeavours critical to strengthening our city's resilience are **Strengthening Resilience through Business Continuity**. There is significant business continuity work already underway within Alberta Health Services in recognition of the importance of sustaining health service operations in the face of significant environmental and public health emergencies. Collaboration with other Resilient Calgary partners will increase the value of this work.

We look forward to further developing our relationship with Resilient Calgary and hope to add value to the implementation of the strategy.

Sincerely,

David Strong, MD MHSc FRCPC Lead, Medical Officer of Health

Calgary Zone





Mr. Brad Stevens Chief Resilience Officer and Deputy City Manager The City of Calgary Mail Code #8191

Re: Letter of Support for Resilient Calgary strategy

Dear Brad,

The Canadian Poverty Institute at Ambrose University is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Along with our own efforts, this strategy advances Calgary's vision: a great place to make a living, a great place to make a life. This aligns with our own vision of creating a community where the material, social and spiritual gifts and needs of all people are realized.

We are particularly supportive of the attention paid to Inclusive Futures. It is our strong belief that social exclusion is a root cause of poverty. In order to create a resilient city, it is essential that we build inclusive governance structures that empower our citizens socially and economically. Addressing social exclusion will lead not only to a stronger community, but will also support a resilient economy where everybody flourishes. Ultimately, resilience benefits everyone and in this way contributes to a community where poverty cannot take root.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy by supporting the research and knowledge needs of The City and its stakeholders as we continue to explore resilience together.

Derek Cook Director.

Sincerel

Canadian Poverty Institute

Ambrose University



Blackfoot Confederacy Tribal Council

May 21, 2019

Mr. Brad Stevens Chief Resilience Officer and Deputy City Manager The City of Calgary Mail Code #8191

Re: Letter of Support for Resilient Calgary strategy

Dear Brad,

<u>The Blackfoot Confederacy Tribal Council</u> is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Along with our own efforts, this strategy advances Calgary's vision: a great place to make a living, a great place to make a life.

In particular, we feel the strategy's focus on PILLAR TWO: INCLUSIVE FUTURES Support for the Revitalization of Indigenous Cultures and Languages and the creation of trusted and informed relationships with Indigenous Communities helps to accomplish our collective goals and aspirations of the Blackfoot Confederacy Tribal Council.

Other Resilient Calgary strategy pillars and outcomes most aligned with our own endeavours critical to strengthening our city's resilience are also included within the other Pillars for the Future of Calgary's Economy, and Natural Infrastructure,

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy with the continued support by the Blackfoot Confederacy Nations of Kainai-Blood Tribe, Siksika, Piikani and Amskapi Pikuni.

Sincerely,

Staahtsisttayaaki Dr. Genevieve A. Fox

Education Director,

Blackfoot Confederacy Tribal Council

Main Office: P. O. Box 961, Standoff, Alberta T0L 1Y0

Branch Office: 820 - 59 Avenue, S. E., Calgary, Alberta T2H 2G5, Unit 100

Phone: 587-287-1100; Fax: 587-287-0960 Website: www.blackfootconfederacy.ca

PFC2019-0617 Resilient Calgary - Att 2 ISC: Unrestricted



May 27, 2019

Brad Stevens Chief Resilience Officer and Deputy City Manager The City of Calgary Mail Code #8191

Re: Letter of Support for Resilient Calgary Strategy

Dear Brad,

Evergreen https://www.evergreen.ca is pleased to provide a letter of support for the *Resilient Cal-gary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Evergreen is a national organization that seeks, through partnerships, to advance flourishing cities. Calgary, like most dynamic cities is on the verge of transformative change. Across the country and globally there is a desire to adapt our approach to city building — an imperative to build cities that are low-carbon, economically inclusive, and resilient to changing climates, growing populations, digital transformation and ever-increasing infrastructure costs.

We enthusiastically supports the Resilient Calgary Strategy and believe that its implementation will advance Calgary's vision: a great place to make a living, a great place to make a life.

In particular, we feel the strategy's focus on Strategic and Applied Foresight is critical to the city's future well being. Given the increasing complexities of 21st century cities, success will depend on strategies that are robust across a range of possible futures. Embedding foresight into the organizations fabric will enable the City to manage risk more effectively. Expertise in this area will also establish Calgary as a futures focused city and will attract interest from cities across Canada and globally to learn from its visionary approach to city building.

The strategy as a whole balances the visionary with the pragmatic. We are excited to see a bias towards action with Resilient Calgary strategy building off of existing plans and assets to grow an inclusive economy and resilient natural and future ready infrastructure.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy by bringing our assets including the Community Solutions Network and our broader Future Cities Canada platform https://futurecitiescanada.ca/pro-

evergreen.ca

National Office Evergreen Binck Works: Suite 300: 550 Bayview Avenue, Toronto, ON, Canada M4W 3X8 Tel 416-596-1495 Fax 416-596-1443

8ritish Columbia Office 90:425 Carrail St. Vancouver, BC, Canada V68 6E3 Tel 604-688-0786 into®evergreen.ca↑ 1-888-426-3138 (Toll free in Canada)

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<u>grams-projects/learning-networks/community-solutions-network/</u> to work with the City of Calgary, its institutions and residents.

Sincerely,

Robert Plitt Executive Director, Programs Evergreen/Future Cities Canada rplitt@evergreen.ca 647 283 0562

evergreen.ca

National Office Evergreen Brick Works, Suite 300, 550 Bayview Avenue, Toronto, ON, Canada M4W 3X8 Tel 416-596-1495 Fax 416-596-1443

British Columbia Office 90-425 Carrall St. Vancouver, BC, Canada V6B 6E3 Tel 604-689-0766 info@evergreen.ca t 1-886-425-3138 (Toll free in Canada)

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Mr. Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

Re: Letter of Support for Resilient Calgary Strategy

Dear Brad,

As the Outgoing President of <u>Global Shapers Calgary</u>, an initiative of the World Economic Forum, I am pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019. It is heartening to see that Calgarians from all walks of life, including Calgary's youth leaders, were involved in guiding this strategy.

I believe this strategy advances Calgary's vision: a great place to make a living, a great place to make a life. One of the priorities of the World Economic Forum and Global Shapers Calgary is ensuring that cities successfully adapt to the impacts of the Fourth Industrial Revolution and the strategy's focus on **The Future of Calgary's Economy** aligns strongly our priorities.

In the coming year our organization's projects will be based on priorities of World Economic Forum that align with local needs in Calgary. Many of these priorities are the focus of the Resilient Calgary strategy pillars including "Inclusive Futures" and "The Future of Calgary's Natural Infrastructure". We believe the Resilience Strategy team's efforts in this area are critical to strengthening our city's resilience.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy by being champions of the policy and by mobilizing a young generation of Calgarians to engage with issues highlighted in the strategy.

Sincerely,
Umair Pervez
Global Shapers Calgary
pervez.umair@gmail.com
+1.647.993.8531



Palix Foundation #540, 1100 1 Street SE Calgary, AB T2G 1B1

May 24, 2019

Mr. Brad Stevens Chief Resilience Officer and Deputy City Manager The City of Calgary Mail Code #8191

Re: Letter of Support for Resilient Calgary strategy

Dear Brad,

The Palix Foundation is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Along with our own efforts, this strategy advances Calgary's vision: a great place to make a living, a great place to make a life.

In particular, we feel the strategy's focus on working with the community to create safe, stable and supportive physical and social environments for children, youth and families helps to accomplish our collective goals and aspirations to build the foundations of resiliency for all.

Other *Resilient Calgary* strategy pillars and outcomes most aligned with our own endeavours critical to strengthening our city's resilience are working across sectors and partners to develop evidence informed, cross sector prevention and intervention approaches.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy by being committed and involved in making Calgary a place where all children, youth and families can work, play and thrive.

Sincerely,

Michelle Gagnon, MBA, PhD, ICD.D

President & CEO

M. Sagnon

Palix Foundation, Alberta Family Wellness Initiative

403-390-7246

mgagnon@palixfoundation.org

Office of the President



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May 24, 2019

Mr. L. Brad Stevens, JD, MBA, ICD.D.
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191
P.O. Box 2100, Stn. M
Calgary, AB T2P 2M5

Re: Letter of Support for Resilient Calgary strategy

Dear Brad,

The University of Calgary is thrilled to offer our full support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019. The university has had the honour to partner with the City in this journey, beginning with the application to the Rockefeller Foundation 100 Resilient Cities in 2015. Our campus community has enthusiastically offered support and expertise to help develop the *Resilient Calgary* strategy at every phase — through the hands-on work of our researchers and students and by participation on the ResilientYYC Steering Committee.

As part of the foundational pillar of our *Eyes High* strategy, the University of Calgary is committed to integrating with the City by fully engaging the communities we both serve and lead. Sustainability — a key factor of resilience — remains a core value in both our *Eyes High* institutional strategy, as well as our robust *Sustainability Strategy*. The university is a nationally recognized leader in sustainability and one of only a handful of STARS Gold-rated institutions. Our *Sustainability Strategy* commits to specific goals: engagement with the City and our community regarding sustainability and resilience, student training to fill professional roles in sustainability, and sustainability education to develop well-informed citizens who understand and implement the principles of sustainability and community resilience. We strongly believe that a resilient Calgary is a healthy Calgary with a bright future. Along with our own efforts, the *Resilient Calgary* strategy advances Calgary's vision: a great place to make a living, a great place to make a life.

At the heart of the *Resilient Calgary* strategy is a clear focus on the future. As an educational and research institution, we focus on producing a better future, for our students, our city and our world. Hundreds of university scholars work daily – often with community and industry partners – to research the technologies, policies and practices that will advance resilience in physical infrastructure, the natural environment, economic and governance systems, communities, and individual health and well-being. All of the pillars and outcomes of the strategy strongly resonate with our goals and mission.

The University of Calgary wholeheartedly endorses the *Resilient Calgary* strategy and applauds the tremendous work of the City Resilience Team who have led an impressive effort to engage the full spectrum of voices in our community and get at the heart of what resilience means for Calgary. We are very much looking forward to the implementation phase of the strategy and wish to confirm our clear commitment to collaborate with the City and our community partners to realize the actions and outcomes of the strategy. Through the Urban Alliance, our long-term strategic research partnership with the City, we have a well-established vehicle for working together.

We are already collaborating with the City on important resilience issues, and we are committed to tackle new gaps and questions that arise from implementation of the strategy. The university has made major commitments and investments in programs and facilities to support research and training that impact city and community building in Calgary – many of these are relevant to the resilience goals of the strategy. One such example is the newly-created City Building Design Lab in the Castell Building. The historic former site of the Central Public Library will be an ideal place to test and de-risk new urban and building design approaches that improve sustainability and resilience. Our UCalgary scholars and our architecture, planning and landscape students are eager to get started!

The University of Calgary is optimistic about another rewarding partnership with the City of Calgary to make our community an even better, more resilient place to live.

Sincerely,

Edward McCauley, PhD, FRSC President and Vice-Chancellor

cc: Susan Skone, Associate Vice-President (Research)
John Alho, Associate Vice-President (Government and Community Engagement)

UNIVERSITY OF CALGARY

CUMMING SCHOOL OF MEDICINE

David B. Hogan
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May 22, 2019

Mr. Brad Stevens Chief Resilience Officer and Deputy City Manager The City of Calgary Mail Code #8191

RE: LETTER OF SUPPORT FOR RESILIENT CALGARY STRATEGY

Dear Brad,

The Brenda Strafford Centre on Aging, O'Brien Institute for Public Health, University of Calgary is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of the Calgary City Council on June 4, 2019 as we believe it will advance the City of Calgary vision to be "A great place to make a living, a great place to make a life".

While we stand fully behind the strategy as a whole, we would like to highlight our particular support for Pillar A.1, which we feel is essential to accomplish our collective goal of accommodating to the aging of our population. In 2014 Calgary's population 65 years of age and older was estimated to be approximately 120,000. By 2042 this is projected to more than double to an estimated 287,000 (source: City of Calgary Community and Neighbourhood Services). Having more of us live longer represents a great success, but it will be associated with challenges that we believe are manageable as long as we plan for them. For example, there is great interest in promoting aging-in-place but this will have to take a place in neighbourhoods and homes not designed for this contingency. Retooling and strengthening public infrastructure to accommodate the demographic changes we have and will be experiencing in the City's population is an important component of the resiliency strategy.

We look forward to the implementation of the *Resilient Calgary* strategy and hope to add value to it by advocating responsibly for our aging population and ensuring that the actions taken are both evidence-informed and evaluated.

Sincerely,

Dr. David B. Hogan

Academic Lead, Brenda Strafford Centre on Aging O'Brien Institute for Public Health University of Calgary, Department of Medicine Health Sciences Centre 3330 Hospital Drive N.W. Calgary, Alberta. T2N 4N1



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Reg. Charity Number: 13022 9750 RR0001

May 24, 2019

Mr. Brad Stevens Chief Resilience Officer and Deputy City Manager The City of Calgary Mail Code #8191

Re: Letter of Support for Resilient Calgary Strategy

Dear Brad.

United Way of Calgary and Area (United Way) improves lives by mobilizing the caring power of communities and is one of the largest social sector focused organizations in Canada with a reach deep into Calgary and area communities. The vast community of donors, staff, volunteers and agency partners have actively been engaged in resiliency for decades, and we are excited to take our partnership with the City of Calgary to a new level.

The United Way is pleased to provide a strong letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

The strategy is reflective of current and future stresses and shocks in four key pillar areas of: economics, inclusive leadership and decision-making, natural infrastructure, and infrastructure resilience. In particular, we feel the strategy's focus on inclusive leadership and decision-making helps to accomplish our collective goals and aspirations of finding new ways of responding to changing community needs to improve the social landscape of our city, and in turn, create lasting social change.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy through our continued partnership with the City of Calgary.

Yours sincerely,

Karen Young
President and CEO

United Way of Calgary and Area

PFC2019-0674

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Deputy City Manager's Office Report to Priorities and Finance Committee 2019 June 04

Maximizing Value from City Assets - Update

EXECUTIVE SUMMARY

The City of Calgary has large and wide-ranging asset portfolios. In response to recent challenges, including insufficient funding for specific projects and the current downtown tax shift discussions among other challenges, Council requested that the asset portfolios be reviewed to maximize asset value. This report outlines the key components of a corresponding Asset Sale Review and provides a strategy to execute the review.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council approve the attached Asset Sale Review Strategy.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 January 28, Council reviewed the Consideration of Unfunded Long Term Projects (C2019-0135) and directed Administration to refine options to optimize funding, financing and schedules for four unfunded projects. These options were to consider a number of financial conditions, among them - maximizing value from The City's asset portfolio.

On 2019 April 01, Council reviewed the Downtown Tax Shift Response – Updated (C2019-0352) and adopted Recommendation 5 which directed Administration to continue its work on maximizing value from City assets, returning to Priorities and Finance Committee with an update on 2019 June 04.

BACKGROUND

In January 2019, Council was presented with options to fund and finance the following four unfunded long-term projects: Foothills Fieldhouse, Events Centre, BMO Centre expansion, and Arts Commons. The challenges to funding all four projects at this time, were identified. Council requested that Administration refine the financial modelling to consider, but not be limited to, the following conditions:

- Maximize uncommitted cash reserves available for project funding and financing,
- Minimize financing costs,
- Prioritize the use of restricted funding sources where possible,
- Maximize partner funding contributions,
- Maximize the number of projects that can be completed,
- Minimize the overall credit rating impact,
- Refine scope to reduce project costs where possible.
- Sequence the projects to reduce overall costs, and
- Maximize value from our asset portfolio.

This final condition, that focuses on maximizing the value from The City asset portfolio, is the origin of the Asset Sale Review outlined in this report.

PFC2019-0674

ISC: UNRESTRICTED

Deputy City Manager's Office Report to Priorities and Finance Committee 2019 June 04

Maximizing Value from City Assets - Update

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The purpose of the Asset Sale Review ("Review") is to identify City assets that could be sold, in whole or in part, to produce greater value for Calgarians, and to determine if such measures are feasible.

The Review will be straightforward but thorough. First, a work team of subject matter experts will compile a list of candidate assets (i.e. "long-list"). Then, a Steering Committee of General Managers and Directors will apply agreed upon criteria to the long-list and identify feasible asset sales (i.e. "short-list"). Assets in the short-list will then undergo detailed investigations to determine potential opportunities and obstacles with any sale. The Steering Committee and the Administrative Leadership Team will then recommend potential asset sales to Council. Finally, Council will decide on which assets to sell, along with the timeframe and conditions for any sale.

The Asset Sale Review Strategy provided in Attachment 1 provides further details on the approach, a proposed governance structure, roles, deliverables and a schedule.

In addition to the Review, The City has other existing initiatives related to asset sales. Real Estate and Development Services has an ongoing land rationalization process that identifies parcels no longer required for business unit operations. These parcels constitute a surplus inventory that is leveraged for other City purposes or is sold for the highest return. Supply Management also oversees a surplus asset disposal program. Working with business units, items are declared surplus and then sold or disposed in the most appropriate manner to obtain the best overall value for The City. These established asset sale programs will continue during the Review.

Stakeholder Engagement, Research and Communication

The Review is planned as an internal initiative to determine potential asset sales. The following departments have been identified as asset stewards and will have representatives on the work team and Steering Committee: Chief Financial Office, Community Services, Deputy City Manager's Office, Transportation, and Utilities and Environmental Protection. A complete list of current asset classes by business unit, is included in Attachment 1.

Beyond City departments, several City partner organizations also steward City assets. These organizations have separate and varied governance structures and their inclusion in the Review requires further consideration by the Steering Committee.

Strategic Alignment

The Asset Sale Review Strategy is consistent with the Council direction to maximize value from the City asset portfolio with respect to the Unfunded Long Term Projects and the Downtown Tax Shift discussions held earlier in 2019.

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Deputy City Manager's Office Report to Priorities and Finance Committee 2019 June 04

Maximizing Value from City Assets - Update

Social, Environmental, Economic (External)

The Review provides an opportunity to rationalize asset ownership. Assets ultimately sold to the market provide a new funding source that allows The City to achieve a wide range of social, environmental and economic goals.

Financial Capacity

Current and Future Operating Budget:

There are no implications on the operating budget as a result of this report. There may be operating budget savings should Council decide to sell City assets in the future.

Current and Future Capital Budget:

There are no implications on the capital budget as a result of this report. There may be capital budget savings should Council decide to sell City assets in the future.

Risk Assessment

No risks have been identified for this internal exploration. Risks will be identified in an upcoming report should asset sales be recommended to Council in the future.

REASON(S) FOR RECOMMENDATION(S):

This report fulfills the commitment to provide Council with an interim update on the progress made on maximizing value from City assets.

ATTACHMENT(S)

Attachment 1 – Asset Sale Review Strategy



ASSET SALE REVIEW

Strategy

June 2019

ASSET SALE REVIEW Strategy

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1. Background and Purpose

On 2019 January 28, Council reviewed the Consideration of Unfunded Long Term Projects (C2019-0135) and directed Administration to refine options to optimize funding, financing and schedules for four unfunded projects. These options were to consider a number of financial conditions, amongst them - maximizing value from the City's asset portfolio. On 2019 April 1, Council directed Administration to continue its work on maximizing value from City assets, returning to Priorities and Finance Committee with an update on 04 June 2019.

The Asset Review Strategy responds to this specific Council direction.

The purpose of the Asset Sale Review is to identify City assets that could be sold, in whole or in part, to produce greater value for Calgarians, and to determine if such measures would be feasible.

2. Governance

Council **Asset Steering Committee Work Team**

Responsibilities

- Approve the Asset Sale Review Strategy.
- Direct detailed investigations for the most feasible asset sales.
- Direct asset sales.

- Provide oversight for the Asset Sale Review.
- Recommend that Council adopt the Asset Sale Review Strategy.
- Recommend to Council, assets that merit detailed investigation.
- Recommend to Council, feasible asset sales.
- Endorse asset evaluation criteria / asset sales guiding principles.
- Endorse list of candidate assets (i.e. "long-list").
- Endorse feasible asset sales (i.e. "short-list").

- Develop asset sales guiding principles.
 - Identify list of candidate assets (i.e. "long-list").
 - Develop asset evaluation criteria
 - Identify feasible asset sales (i.e. "short-list").
 - Coordinate detailed asset investigations
 - Report on detailed asset investigation findings & sale candidates

3. Roles

The governance structure outlined in the preceding section defined broad responsibilities for the three involved parties. Council has a defined approving role, however the Asset Steering Committee and the Work Team are new groups that will play pivotal roles in the Asset Sale Review. These new cross-corporate structures that will generate much of the original material to be reviewed and decided upon by Council. As such, the roles of these new groups are described, below.

a. Asset Steering Committee

The Asset Steering Committee will be comprised of the City Manager, Deputy City Manager, Chief Financial Officer, and General Managers.

In addition to the specific responsibilities identified in the governance structure, the committee will:

- Ensure that operational risks and opportunities have been considered;
- Support any detailed asset investigations Council deems necessary;
- Provide relevant information to the Work Team;
- Help balance conflicting priorities and resources;
- · Consider ideas and issues raised; and
- Check adherence to standards of best practice, both within the organization and in a wider context.

A complete list of Asset Steering Committee members is provided in Appendix A.

b. Work Team

The Work Team will be comprised of subject matter experts from each business unit with assets under consideration.

In addition to the specific responsibilities identified in the governance structure, the team will:

- Review and modify the Asset Sale Review Strategy as required;
- Prepare asset sale evaluation criteria / asset sale guiding principles;
- Prepare list of candidate assets (i.e. "long-list");
- Conduct preliminary investigation of most feasible asset sales.
- Advise the Asset Steering Committee of the most feasible asset sales (i.e. "short-list"); and
- Coordinate detailed asset investigations of assets.

ASSET SALE REVIEW Strategy

4. Approach * Some asset programs currently in place (e.g. land rationalization) Identify **Candidate Assets* Work Team** (i.e. "long-list") **Asset Apply Criteria Steering Committee Identify Feasible Asset Asset Sales Steering Committee** (i.e. "short-list") **Detailed Asset Investigations** Work Team & Asset **Steering Committee** Asset B Asset C Asset A Make Asset **Asset Sale Recommendation Steering Committee** Make Council **Asset Sale Decision TBD Sell Assets** Page 4

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ASSET SALE REVIEW Strategy

5. Deliverables and Schedule

Та	sk	Responsible	Completion
			Date
1.	Recommend Asset Sale Review Strategy	ALT	May 2019
2.	Approve Asset Sale Review Strategy	Council	Jun. 2019 🜟
3.	Form Asset Steering Committee and Work Team	Committee	Jun. 2019
4.	Prepare Asset Sale Guiding Principles	Committee	Sep. 2019
5.	Identify candidate assets (i.e. "long-list")	Work Team	Oct. 2019
6.	Apply evaluation criteria to candidate assets	Committee	Nov. 2019
7.	Endorse and recommend feasible asset sales to Council	Committee	Dec. 2019
8.	Direct detailed asset investigations	Council	Dec. 2019 🜟
9.	Recommend potential asset sales to Council	Committee	Jun. 2020
10	Make asset sale decisions	Council	Jul. 2020 🜟
11	. Sell assets	TBD	TBD

^{*} Report to Council.

6. Project Management and Coordination

a. Asset Steering Committee

Asset Steering Committee will meet monthly and the Deputy City Manager will chair. The Project Manager will be invited to attend all committee meetings. The Project Manager will be responsible for presenting relevant project materials and documentation to the committee. The Chair and Project Manager will be responsible for reporting to ALT on the status of the review.

Decisions will be made based on consensus. If consensus cannot be reached, the Chair and Project Manager will bring the disputed item(s) to ALT for decision.

Each committee member is a representative of their business unit and has the obligation to attend all committee meetings. Where a committee member is unable to attend a committee meeting, an alternate should be arranged.

The minutes of each committee meeting will be prepared by the Project Manager.

b. Work Team

The Work Team will meet as frequently as required to prepared materials and documentation for the Asset Steering Committee, ALT, and Council. The Project Manager will chair all meetings or work sessions. Any member of the Asset Steering Committee may attend any meeting or work session.

Decisions will be made based on consensus. If consensus cannot be reached, the Project Manager will bring the disputed item(s) to the Asset Steering Committee for decision.

Each team member is a representative of their business unit and has the obligation to attend meetings or work sessions at the request of the Project Manager. Where a team member is unable to attend a meeting or work session, an alternate should be arranged.

The minutes of each committee meeting will be prepared by the Project Manager or a designate.

ASSET SALE REVIEW Strategy

Appendix A - Asset Steering Committee Membership

Department	Position
City Manager's Office	City Manager
Deputy City Manager's Office	Deputy City Manager - Chair
Chief Financial Office	Chief Financial Officer
Community Services	General Manager
Transportation	General Manager
Utilities and Environmental Protection	General Manager

Appendix B - Asset Class by Business Unit

Business Unit	Asset Class
Calgary Fire Department	Machinery and Equipment Land Buildings Vehicles
Calgary Housing	Buildings
Calgary Parks	Land Land Improvements
Calgary Recreation	Machinery and Equipment Land Improvements Buildings
Calgary Transit	Machinery and Equipment Land Improvements Engineered Structures Vehicles Buildings
Facility Management	Buildings
Fleet Services	Buildings Machinery and Equipment Vehicles
Information Technology	Buildings Engineered Structures Machinery and Equipment
Real Estate and Development Services	Buildings Land Land Improvements
Roads	Engineered Structures Machinery and Equipment Land Improvements Buildings
Waste and Recycling Services	Buildings Engineered Structures Machinery and Equipment Land Improvements
Water Resources	Engineered Structures Buildings

Other considerations:

• Civic partners Governed by their own respective Board of Directors. Receive Council

approved operating grants.

• Calgary Parking Authority Governed by a nine-member Board of Directors.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

EXECUTIVE SUMMARY

The prolonged economic downtown in Calgary has strained the business community. Recently, The City of Calgary (The City) has gained new legislative authorities to administer non-residential property sub-classes for assessment and municipal taxation. Classes and sub-classes enable Council to distribute tax burden between different types of properties and property owners. This mechanism could be used to alleviate a portion of the municipal property tax burden from some businesses and re-allocate it to others. As directed by Council, Administration has explored the creation of a small business assessment class. In sum, the current property assessment and taxation system will require considerable investment to implement non-residential assessment sub-classes.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

At Priorities and Finance Committee on 2019 April 1, Council directed Administration to:

• Explore the creation of a small business assessment class for implementation in 2021 reporting back to the Priorities and Finance Committee in 2019 June.

BACKGROUND

Property assessment classes and sub-classes enable Council to shift tax burdens between different types of property; they are not designed to change municipal tax revenues overall. Currently, the property classes that The City applies (as required by legislation) are: "residential", "non-residential", "farm land", and "machinery and equipment". Each class is assigned its own tax rate through the annual Property Tax Bylaw (most recently, Property Tax Bylaw 13M2019).

The *Municipal Government Act* (*MGA*) provides the authority for Council to create sub-classes within certain classes. In previous years, Council had the option of dividing the non-residential property class into two sub-classes – "improved" and "vacant" property – for the purposes of assigning separate municipal tax rates. These sub-classes have not been used by The City to date.

More recently, The City has gained new authorities through the updated *MGA*; the *Matters Relating to Assessment Sub-Classes Regulation*, Alta Reg 202/2017 (the *Regulation*, see Attachment 1); and the *City of Calgary Charter*, 2018 Regulation, Alta Reg 40/2018 (the *Charter*). These include the option to create new non-residential property sub-classes for the purposes of assessment and taxation.

The *Regulation* provides the option for a municipality to adopt three non-residential property sub-classes: (1) "vacant non-residential property" (2) "small business property"; and, (3) "other non-residential property". Vacant non-residential property (Vacant) is not defined in the *Regulation*, nor is it defined in the *MGA*. It is often understood to mean vacant, unimproved land. Other non-residential property (Other) captures properties that do not fall into the other two

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

sub-classes. The City may consider use of all three sub-classes prescribed in the *Regulation* but must adopt at least two of the three (e.g. "small business property" and "other non-residential property") for the purposes of assigning separate tax rates within the sub-class. If these sub-classes are implemented, each non-residential property must be assigned at least one sub-class.

Section 2(3) of the *Regulation* defines "small business property" as:

- "...property in a municipality, other than designated industrial property, that is owned or leased by a business
 - (a) operating under a business licence or that is otherwise identified in a municipal bylaw, and
 - (b) that has fewer than
 - (i) 50 full-time employees across Canada, or
 - (ii) a lesser number of employees as set out in a municipal bylaw,

as at December 31 or an alternative date established in a municipal bylaw."

The *Regulation* states that the tax rate for the small business property sub-class (SBSC) must be between 75 and 100 percent of the Other non-residential property sub-class, providing for the shifting of the tax burden from properties occupied by small businesses to properties occupied by businesses that do not qualify for the SBSC (hereinafter referred to as "large businesses"). The SBSC provides a means for municipalities to directly promote and incentivize small business through a lower municipal property tax rate.

More than one class or sub-class may be assigned to a property. For example, if 50 percent of a property is owned or leased by small business, 50 percent of the property would be assigned the SBSC, while the remaining 50 percent would receive another class or sub-class, as applicable.

The *Charter* also provides the option for The City to establish two additional non-residential subclasses for "derelict" or "contaminated" properties. A summary of available non-residential property assessment sub-classes can be found in Attachment 2.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

There has been insufficient time to fully explore all aspects of a SBSC and to gather, consider, and incorporate stakeholder feedback. However, Administration has considered what would be required to implement the SBSC having regard for legal, data collection, and technological requirements and risks. Considerable care and attention to detail will be necessary to develop all required systems and processes to ensure successful and efficient implementation that provides for maximum benefit while minimizing risk and unintended consequences.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

Other Jurisdictions

At the time this report was written, Administration identified six municipalities within Alberta that have established the SBSC pursuant to the *Regulation*. All are very small relative to Calgary:

- County of Vermillion River;
- The Municipal District of Bonnyville;
- Smoky Lake County;
- Rocky Mountain House;
- The Regional Municipality of Wood Buffalo (Rural Service Area only); and
- Thorhild County.

The following larger Alberta municipalities have not established the SBSC:

- City of Edmonton;
- City of Red Deer;
- City of St. Albert;
- City of Lethbridge;
- City of Medicine Hat; and
- City of Airdrie.

Small Business in Calgary

According to Statistics Canada, approximately 95 percent of all businesses in Calgary have less than 50 employees. Precisely how this information translates into non-residential leases and/or ownership is currently unknown. Not all small businesses occupy real estate, and some operate out of residential dwellings.

For the purposes of this report, Administration roughly estimates that there are at least 25,000 small businesses occupying non-residential properties in Calgary, accounting for approximately 60 percent of the total taxable non-residential assessment value. This is a high-level estimate based on the limited information available; actuals may be significantly different as research indicates upwards of 50,000 small businesses may operate in the city.

Estimated Tax Implications

Assuming that (i) small businesses comprise approximately 60 percent of the taxable non-residential assessment base; (ii) the SBSC tax rate would be set at 75 percent of the Other non-residential municipal tax rate; and (iii) the Vacant and Other sub-classes would both receive the same tax rate; Administration estimates that approximately \$73 million of municipal property taxes would transfer from small business to the remainder of the non-residential assessment class.

Because the taxable assessment base of the SBSC is estimated to be larger than the Other and Vacant sub-classes combined, the overall tax burden of the SBSC would decrease by approximately 12 percent, while the Other and Vacant non-residential sub-classes would see an overall increase of 18 percent.

Therefore, for example, a multi-tenant, non-residential property classified as 50 percent SBSC and 50 percent Other would see an increase in overall tax liability. While the expectation is that property owners would pass the tax benefit on to their small business tenants (and distribute the

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

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Non-Residential Assessment Sub-Classes

remainder of the burden to its large business tenants) The City has no ability to control or monitor how property tax costs are distributed between private parties.

Demonstrative calculations and examples can be found in Attachment 4. These are high-level estimates; actuals may be significantly different.

System Requirements

If The City proceeds with establishing non-residential sub-classes for property assessment and taxation, Administration would leverage existing technology, data, and processes as much as possible. However, the current system is not capable of implementing non-residential sub-classes. To develop an effective and efficient system, there are legal, data collection, and technical considerations that must be explored and the costs may be significant.

Legal Considerations

Regulation Analysis

Section 2(3) of the *Regulation* states that a small business property is one that is <u>owned or leased</u> by a small business. The *Regulation* does not indicate if leasing or owning is paramount to the other. This implies that in either case of a small business owning or leasing a property, that property (or a portion thereof) may benefit from the SBSC. Assuming the above is correct, where a small business owns a property in its entirety, that property could potentially qualify to receive the benefit of the SBSC even if it is leased by a large business. Most non-residential properties in Calgary, including the largest and highest value properties, are owned by holding companies with less than 50 full-time employees. Assuming the above is true, if such a holding company wholly owns a property, that property could qualify for the SBSC in its entirety despite the fact that (i) the holding company is but one component of a much larger entity; and (ii) the property may be leased by large businesses. Even if a sub-class bylaw attempted to eliminate holding companies from qualifying as *bona fide* small businesses, this could be subject to legal challenge. In addition, if holding companies can benefit from the SBSC it may encourage other parties to do the same, increasing the number of "small businesses" and shifting the tax burden to a smaller group.

The wording of section 2(3)(a) of the *Regulation* may require The City to license all businesses for the purpose of the SBSC. The language of section 2(3)(a) fails to capture small businesses that do not require a business licence to operate in Calgary, meaning that the business types listed in Attachment 5 would fail to meet the qualification in 2(3)(a) and would therefore not qualify for the SBSC. However, if The City were to use a sub-class bylaw to identify additional businesses to be included for the purposes of section 2(3)(a), it could reduce or eliminate the need to license all businesses.

Section 2(3)(b) gives The City the ability to prescribe a lower maximum number of full-time employees and alter the effective date of the employee count. However, The City does not have the ability to displace the full-time employee count as the method by which to identify a small business property.

Section 2(4) of the *Regulation* states that "a property that is leased by a business is not a small business property if the business has subleased the property to someone else". Based on this provision, it appears that a property that may be sub-leased and subsequently occupied by a small business may not get the benefit of being classified within the SBSC.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

Sub-Class Bylaw

A municipal bylaw would be required to allow for the effective administration of the sub-classes pursuant to the *Regulation*. In order to administer the SBSC for 2021, a sub-class bylaw must be in force prior to 2021 January 1. Therefore, the bylaw should be in its drafting phase no later than 2020 Q1 to allow for other stages of bylaw development.

The sub-class bylaw could potentially include the following:

- Reference to at least two of the three sub-classes prescribed in the Regulation.
- The criteria required for a business to qualify as a "small business", including:
 - The number of full-time employees across Canada (less than 50, or a lower number if The City chooses a different threshold); and
 - Language to identify businesses that do not require a business licence to operate and to possibly eliminate the reliance on licence status.
- A definition of "full-time employee".
- A description of the process by which The City may collect and verify the requisite business information.
- Dates and deadlines, including:
 - The effective date(s) on which the number of full-time employees is determined (if The City selects a date other than December 31).
- A provision whereby a property may be deemed as "Other non-residential property" for assessment and tax purposes if the requisite business information has not been provided.
- Any other procedures needed for the "effective administration" of a SBSC tax rate.

Property Tax Bylaw Integration

Upon adopting the sub-classes prescribed in the *Regulation*, the tax rates for each sub-class must be integrated into the existing property tax bylaw.

Data Collection Considerations

Data Required

The *Regulation* would require The City to gather the following data:

- 1) The business licence status of each business that owns or leases a non-residential property; and
- 2) The full-time, Canada-wide employee count for each of those businesses.

As discussed within the above Legal Considerations, The City could reduce or eliminate the requirement to license all businesses for the purpose of the SBSC through the creation of a carefully worded bylaw.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

Current Data

The City does not currently have sufficient business licence or location data to effectively administer the SBSC. While some data has been achieved through Business Licensing, not all businesses require business licences to operate. Similarly, Property Assessment historically collected data on businesses occupying non-residential real estate to administer business tax. The elimination of business tax has resulted in the degradation of that data, since it has not been updated to reflect new, closed, or moved businesses over the past several months, for businesses outside of the Business Improvement Areas (BIAs).

More importantly, The City does not have the full-time, Canada-wide employee count of each business operating within non-residential properties in Calgary. This would be an entirely new undertaking. Additional information about the current data available can be found in Attachment 6

Data Collection Strategies

To date, Administration has explored two broad options to collect the requisite business data to implement the SBSC:

- Collection through Property Assessment; or
- 2. Collection through Business Licensing.

All data collection options are accompanied by the risk of incomplete data due to their reliance on self-reporting. Incomplete data greatly increases the risk of error in applying sub-classes. Consequently, the rate of amended non-residential property assessment notices would likely increase. Further, since assessment class and sub-class can be complained upon to the Assessment Review Board (ARB), the volume of non-residential complaints may increase.

Collection through Property Assessment

Assessment currently sends Assessment Requests for Information (ARFIs) to non-residential property owners in accordance with section 295 of the *MGA* to obtain relevant property data. Assessment could modify the current ARFI to request additional information about the businesses that own or lease non-residential real estate. Alternatively, Assessment could administer a small business application process, similar to its current exemption application process (see PFC2019-0491).

The estimated capital cost to facilitate data collection through Property Assessment range from approximately \$150,000 to \$450,000 depending on the specific method by which the data is obtained. The operating costs for this option are estimated to be \$650,000 which would be the cost of adding 5 additional full-time employees.

Collection through Business Licensing

The Business Licensing service currently collects business information from businesses that require a business licence, which is approximately half of businesses operating in Calgary. Administration could expand on the information that it currently collects to additionally include employee count (and any other business information prescribed by the sub-class bylaw). A comprehensive licensing or registry regime could be designed to encourage self-reporting, thereby improving data quality.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

To effectively administer this option, the current Business Licensing system would require significant modifications. It would need to be expanded to include all businesses that occupy non-residential real estate and would require those businesses to provide more information than they do currently. This change would result in additional administrative encumbrance to the business community. The workload of the Business Licensing service would effectively double, increasing the required operating budget by an estimated \$7.9 million annually. There would also be impacts to the Legal Counsel and Advocacy and Fire Inspection and Enforcement services. The impact to these two services has not yet been estimated.

Attachment 7 provides further detail on collection of data through both Property Assessment and Business Licensing, including some of the relevant assumptions, pros, cons and costs associated with each data collection method.

Data Maintenance

Given the legislated requirement to prepare assessments on an annual basis, The City would require updated business information annually to ensure that property classifications remain accurate. In addition, The City would require that information well in advance of the tax year to effectively process the volume of information.

Technological Considerations

The City does not currently have the technological capability to administer the SBSC. Technological modifications to current systems would be required. The specific technological requirements to effectively administer the SBSC will be dependent on the process by which the business data will be collected.

The technological systems of the following services would be affected:

- Property Assessment;
- Taxation;
- Appeals and Tribunals; and
- Business Licensing (if data collection is achieved though Business Licensing).

The time required to complete all technological system modifications would be approximately 18 months and would cost an estimated total of \$1.3 million. Note that this estimate includes technological costs for Assessment's current system only, not the future system, which is in development and scheduled to be implemented for the 2022 tax year. Additional capital investment would be required to change the scope of the future system to include sub-class functionality. Alternatively, any implementation of non-residential sub-classes could be delayed to coincide with the launch of the new assessment system.

Stakeholder Engagement, Research and Communication

Administration has engaged several stakeholders from the local business and real estate communities to invite commentary on the *Regulation*. A list of stakeholders contacted is provided in Attachment 3.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

Strategic Alignment

The SBSC aligns with the following Council Priorities:

- A Prosperous City
- A Well Run City

Social, Environmental, Economic (External)

The trying economic conditions in recent years have had a negative impact on the business community within Calgary. The substantial drop in the price of oil, together with increased taxes imposed by other orders of government, and continued strong economic headwinds faced by business owners including rising labour and other input costs have all negatively impacted the business community. The rapid decline in the market value of a small number of very high valued non-residential properties re-distributed the property tax responsibility to other non-residential properties such that some properties have experienced large property tax increases. This has exacerbated the financial hardship for many businesses. The SBSC has the potential to alleviate some of the financial hardship for small businesses by transferring some tax responsibility to large businesses.

Financial Capacity

Current and Future Operating Budget:

It is anticipated that there will be operating costs associated with the implementation of the SBSC as discussed throughout this report. Administration does not currently have the resources or funding available to execute this work, and funding is required if the program is approved. The operating budget required to implement non-residential sub-classes varies widely depending on the method of data collection and maintenance used. Early estimates of the required operating budget if data is collected through the Property Assessment service is approximately \$650,000 annually. If data is collected through Business Licensing, the workload of that service would effectively double, requiring an estimated \$7.9 million annually (see Attachment 8). In addition, operating costs of communication are estimated at \$500,000 annually. Communication would include marketing and increased inquiries to Citizen Information & Services, Property Assessment, and Taxation. This is a high-level estimate and actual costs may be significantly different.

Current and Future Capital Budget:

Proceeding with the SBSC will require capital funding for technological upgrades and data collection procedures. Administration does not currently have the resources or funding available to execute this work, and funding is required if the program is approved. Early estimates of the required capital investment to implement the SBSC in 2021 range from approximately \$1.3 million to \$1.7 million, depending on the method of data collection used (see Attachment 8). This estimate does not include enhancements to Assessment's future system, which does not have sub-class functionality within its scope. The future system is expected to be implemented for the 2022 tax year. To avoid capital investment in current Assessment technology, implementation of non-residential sub-classes could be delayed to coincide with deployment of the future technology.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Risk Assessment

Non-Residential Assessment Sub-Classes

Administration has identified the following issues and/or risks associated with implementing the SBSC:

- Unintended Beneficiaries: Most large non-residential properties in Calgary, including large shopping centres and office buildings, are owned by holding companies which may have few employees. As the *Regulation* is written, such properties could be categorized as SBSC, which may not align with the original purpose and intent of the *Regulation*. This circumstance exists for some of Calgary's largest and most valuable properties.
- 2. Benefit Distribution: The hope and intent of the SBSC is that property owners will pass on the tax benefit to small businesses who lease space; however, The City does not have the ability to control or interfere with how private parties distribute costs amongst one another (in accordance to the terms of their lease agreements or otherwise). For example, some property owners distribute the tax burden based on proportion of the physical space occupied by each tenant. Some business owners, therefore, may not actually realize any or all the resulting tax benefit, which may be shared amongst other tenants.
- 3. <u>Full-Time Employee Count</u>: Section 2(3) of the *Regulation* implies that full-time employee count is the primary qualifier of a small vs. large business. The language of the *Regulation* does not allow for a different requirement. One criticism of this qualifier is that it does not factor in other measures of business operations that may be more probative in determining the size of operations or the degree of success, including financial characteristics.

Further, many large chains (fast food, for example) exist in the form of individually-held franchises and employ less than 50 full-time employees. As a result, these would likely qualify for the SBSC. In contrast, large chains that are wholly owned would likely have more than 50 full-time employees and would not qualify for the SBSC, despite conducting similar business.

Lastly, employee count is not currently collected by The City and processes and systems will need to be put in place to do so as discussed in the Data Collection Considerations section of this Report.

- 4. <u>Competitiveness Within the Calgary Economic Region (CER)</u>: Re-distributing tax burden from small to large businesses may discourage large businesses from choosing to operate/continue operations in Calgary. Further, large businesses looking to move to, or expand operations in, Calgary may choose to move to other jurisdictions, which may include surrounding municipal districts within the CER.
- 5. <u>Unintentional Influence on Business Behaviour</u>: Businesses may change their behaviour to benefit from the SBSC tax implications. For example, it may influence some businesses to hire less full-time employees (or restrict growth beyond the SBSC threshold), redesign how a property is owned or leased, or restructure a business entity to form a qualifying small business solely to benefit from the favourable tax rate.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

The current wording of the *Regulation* also disincentives subleasing activity, as section 2(4) of the *Regulation* appears to exclude such properties from being classified as a small business property.

6. Quality Assurance / Verification: Administration will likely have little to no ability to effectively verify the number of Canada-wide, full-time employees that are reported for any business, unless that information is publicly available or can be procured from a reliable third-party source. For example, Administration could request that business owners provide documentation from other governmental bodies to corroborate their employee count. This may create additional privacy concerns, as third-party documentation may include confidential information. Manual verification whereby Administration verifies the information itself without some kind of third-party documentation would likely not be possible, nor sustainable.

Similarly, complaints filed with the ARB alleging an incorrect sub-class on the basis of employee count would be difficult for Administration to respond to, particularly where no documentation is available. The best evidence available may simply be the testament of the business or property owner. In these circumstances, Administration expects the ARB to amend the property assessment to reflect the sub-class described by the property owner.

7. <u>Incomplete Information</u>: Each year, Administration expects that some property owners will be non-responsive to requests for information. Historically, ARFI response rates for non-residential properties are approximately 80 percent. Using history as a guide, it is possible that The City may receive incomplete business information, resulting in roll corrections and/or sub-class complaints to the ARB.

In addition, business and/or property owners that know they will not qualify for the SBSC may not respond to requests for information. One possible way to address this problem may be to incorporate language in the sub-class bylaw deeming a property as "Other non-residential" after a prescribed date and assigning the full non-residential tax rate to the property (or a portion thereof, as appropriate).

8. <u>Privacy</u>: Businesses and/or property owners will be providing Administration with information that is often not generally available to the public. Safeguards will be required to ensure that information is not improperly disclosed.

In addition, when a complaint is filed with the Assessment Review Board all documents submitted are placed on the public record unless a formal request for privacy is made for all or a portion of the hearing. Both business and property owners must be sufficiently aware of this to avoid business information being provided on public record without proper awareness.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Non-Residential Assessment Sub-Classes

- 9. <u>Accountability / Transparency</u>: Business owners may refuse to disclose, delay disclosing, or provide incorrect business information. The property owner may not have the ability to verify the information and, in some cases, may not even see the information (depending on how the data is collected). Nevertheless, the property owner not the business owner will be directly reliant on that information such that their property tax liability will be derived using it.
- 10. <u>Increased System Complexity</u>: The SBSC will increase the complexity within The City's Property Assessment and Taxation services. As is the case with many complex systems, sophisticated parties may have a greater ability to devote resources to ensure they take advantage of potential benefits, while less sophisticated parties may not.
- 11. <u>Legal Risks</u>: Implementing a small business sub-class that provides for a financial incentive upon meeting certain criteria creates a substantial risk of challenge by those who are not eligible to receive the same benefit. Therefore, the stated criteria and methodology for determining whether a property falls within the SBSC should be clear and transparent.
- 12. <u>Cost</u>: Administration of the SBSC will come at a sizeable cost, specifically: a minimum of \$2,555,000 to \$2,855,000 if the data is collected through Property Assessment; or a minimum of \$9,675,000 if the data is collected through Business Licensing. Some of the costs have been estimated throughout this report and its attachments, summarized in Attachment 8.

REASON(S) FOR RECOMMENDATION(S):

On 2019 April 1, Council directed Administration to explore the creation of a small business assessment class for implementation in 2021. Due to the time limitations, this report endeavours to provide relevant considerations relating to the establishment of non-residential assessment sub-classes pursuant to the *Regulation* for the Priorities and Finance Committee's review to aid in informing further direction to Administration.

ATTACHMENT(S)

- 1. Attachment 1 Matters Relating to Assessment Sub-Classes Regulation
- 2. Attachment 2 Summary of Available Non-Residential Property Assessment Sub-Classes
- 3. Attachment 3 Stakeholder Engagement Summary
- 4. Attachment 4 Estimated Tax Implication Summary
- 5. Attachment 5 Business Licence Bylaws and Business Types
- 6. Attachment 6 Current Data Summary
- 7. Attachment 7 Data Collection Summary
- 8. Attachment 8 Cost Estimate Summary



MUNICIPAL GOVERNMENT ACT

MATTERS RELATING TO ASSESSMENT SUB-CLASSES REGULATION

Alberta Regulation 202/2017

Extract

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ALBERTA REGULATION 202/2017

Municipal Government Act

MATTERS RELATING TO ASSESSMENT SUB-CLASSES REGULATION

Definition

1 In this Regulation, "Act" means the Municipal Government Act.

Prescribed sub-classes

- **2**(1) For the purposes of section 297(2.1) of the Act, the following sub-classes are prescribed for property in class 2:
 - (a) vacant non-residential property;
 - (b) small business property;
 - (c) other non-residential property.
- (2) The subclasses referred to in subsection (1) can be applied to both the Urban and Rural Service Areas for Lac La Biche County and the Regional Municipality of Wood Buffalo as if the service areas were separate entities.
- (3) For the purposes of subsection (1)(b), "small business property" means property in a municipality, other than designated industrial property, that is owned or leased by a business
 - (a) operating under a business licence or that is otherwise identified in a municipal bylaw, and
 - (b) that has fewer than
 - (i) 50 full-time employees across Canada, or
 - (ii) a lesser number of employees as set out in a municipal bylaw,

as at December 31 or an alternative date established in a municipal bylaw.

(4) For the purposes of subsection (3), a property that is leased by a business is not a small business property if the business has subleased the property to someone else.

MATTERS RELATING TO ASSESSMENT SUB-CLASSES REGULATION

AR 202/2017

(5) For the purposes of subsection (3), a municipality may, by bylaw, prescribe procedures to allow for the effective administration of the small business property sub-class tax rate, including, without limitations, a method for determining and counting full-time employees, and the frequency of that count.

Tax rates

Section 3

- **3**(1) For the purposes of section 354(3.1) of the Act, the tax rate set for section 297(1)(d) of the Act to raise the revenue required under section 353(2)(a) of the Act must be equal to the tax rate set for property described in section 2(1)(c) to raise revenue for that purpose.
- (2) The tax rate set for property referred to in section 2(1)(b)
 - (a) must not be less than 75% of the tax rate for property referred to in section 2(1)(c), and
 - (b) must not be greater than the tax rate for property referred to in section 2(1)(c).

Coming into force

4 This Regulation comes into force on January 1, 2018.

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Regulation	Sub-Class	Definition	Tax Rate Restrictions
Matters Relating to Assessment Sub-Classes Regulation	"Small Business Property"	A property owned or leased by a business: (a) operating under a business licence or that is otherwise identified in a municipal bylaw, and (b) has fewer than (i) 50 full-time employees across Canada, or (ii) a lesser number of employees as set out in a municipal bylaw, on December 31 of the assessment year or an alternative date established by bylaw.	Rate may be 75% to 100% per cent of rate set for "other" non-residential property.
	"Vacant Non- Residential Property"	Not defined.	No restriction*
	"Other Non- Residential Property"	Property not classified as "vacant" or "small business" property.	No restriction
"Derelict" Not define across the sites or are unoccupie		Not defined. Must be applied generally across the City and not be specific to sites or areas within the City. Must be unoccupied for at least one year.	No restriction*
Calgary Charter	"Contaminated"	Not defined. Evidence of contamination above thresholds defined in an applicable bylaw is required.	No restriction*

^{*} Often, in other jurisdictions, tax rates for these sub-classes are higher than typical rates to incentivize development or remediation.

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Administration has reached out to many stakeholders to invite commentary on the *Regulation* and, in some cases, to leverage any data held by stakeholders relating to small business occupancy of real estate in Calgary.

The following stakeholders were asked what their position was on exploring or proceeding with a small business sub-class in Calgary. Whether they responded to the invitation and what their position was is shown in the table below.

Stakeholder	Response	Position
Calgary Chamber of Commerce	Yes	Not in support
Canadian Federation of Independent Business	Yes	In support
Canadian Taxpayers Federation	No	
Building Owners and Managers Association (BOMA) Calgary	No	
Calgary Business Improvement Areas (BIAs)	Yes	No position
Calgary Economic Development	No	

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ESTIMATED TAX IMPLICATION SUMMARY

	Curre	nt State		
Non-Residential Class 2019 Taxable Assessment (\$B) 2019 Municipal Tax Rate Taxes				
Total Non-Residential	58	0.0177750	1,038	

	Estimated Sub-Class Distribution						
New Sub-Classes	Estimated Taxable Assessment (\$B)	Estimated Municipal Tax Rate	Estimated Municipal Taxes (\$M)				
Small Business	35	0.0156833	549				
Vacant	4	0.0209126	87				
Other	19	0.0209126	402				
Total	58	N/A	1,038				

Estimated Change in Tax Rate by Sub-Class					
New Sub-Class	Current 2019 Non- Residential Tax Rate	Estimated Municipal Tax Rate	Estimated % Change in Municipal taxes (Max)		
Small Business	0.0177750	0.0156833	-12%		
Vacant	0.0177750	0.0209126	18%		
Other	0.0177750	0.0209126	18%		

ESTIMATED TAX IMPLICATION SUMMARY, CONTINUED

Table 1: Tax Impact by Non-Residential Property Type

Property Type	New Sub- Class	Current 2019 Assessment	Current Municipal Taxes	Estimated Municipal Taxes
Typical Retail Strip Shopping Centre	Small	6,630,000	\$117,848	\$103,980
Large Industrial Distribution Warehouse	Other	110,560,000	\$1,965,204	\$2,312,093
Typical Office Building	Other	5,040,000	\$89,586	\$105,399
Vacant Commercial Land	Vacant	2,310,000	\$41,060	\$48,308

Table 2: Sample of Tax Liability in a Mixed Sub-Class Property

a) Current Conditions

Property Assessment	Class	Current Municipal Tax Rate	Current Municipal Taxes
5,000,000	Non-Residential	0.0177750	\$88,875

Total \$88,875

b) Assuming the Same Property is 50% Small Business, 50% Other

Property Assessment	Sub-Class	Sub-Class Allocation (Percentage)	Allocated Assessment	Estimated Municipal Tax Rate	Estimated Municipal Taxes
5 000 000	Small	50	2,500,000	0.0156833	\$39,208
5,000,000	Other	50	2,500,000	0.0209126	\$52,281

Total \$91,490

Please Note: These are high-level estimates and actuals may be significantly different.

Not all businesses are required to have a Municipal Business Licence to operate. These fall into two categories: business activities that are out of scope for Bylaw purposes and businesses that fall under other regulatory or oversight bodies. Currently there are eleven bylaws that set out business licence requirements.

- Business Licence Bylaw 32M98
- Alarm Services Bylaw 31M95
- Bicycle Courier Licensing Bylaw 48M90
- Body Rub Licence Bylaw 53M2012
- Combative Sports Commission Bylaw 53M2006
- Concert Bylaw 4M83
- Dating and Escort Service Bylaw 48M2006
- Downtown Pushcart Vendor Licence Bylaw 3M97
- Exotic Entertainers Bylaw 47M86
- Extended Dance Event Bylaw 34M2000
- Massage Licence Bylaw 52M2012

Many business types are required to hold multiple licences. For example, a single restaurant may be licenced as a food service premises, a retail dealer, and a wholesaler. A variety store might hold a tobacco retailer licence as well as food service and retail dealer licences. A yoga studio may be required to have licences for personal services, retail, food service, and as a massage centre.

Some businesses hold licences for specific activities that are related to their business rather than the business itself. For example, Architects and Electricians may be licenced as Contractors rather than professional or trade-specific businesses; and, Moving Companies or import-export companies may be licenced as wholesalers, distribution managers, or retail businesses.

Other business types are not licenced by The City at all because they fall under other regulatory or oversight bodies. Examples include:

- Chiropractors, which are regulated by Provincial Chiropractic Profession Act;
- Day Care Centres, which are regulated by Calgary Family & Child Services;
- Dentists, which are regulated by the Alberta Dental Association;
- Insurance Industries, which are regulated by the Provincial Insurance Act;
- Legal Profession, which are regulated by the Provincial Legal Professions Act; and
- Medical Doctors, which are regulated by the College of Physicians and Surgeons.

Full-Time Employee Count

The City does not have the full-time, Canada-wide employee count of each business operating within the non-residential properties of Calgary. This would be an entirely new undertaking for The City.

Existing Data - Business Licensing

Business Licensing is responsible for licensing and regulating business owners who operate in Calgary and ensures that they comply with the applicable legislation and bylaws.

Business licences are issued throughout the year and information is recorded when a business opens, closes or moves their location, or renews a licence. This information includes, but is not limited to: the business name, location, and licence status. The business licensing process, and the integrity of the data, is largely reliant on businesses self-reporting their information to The City.

Not all businesses are required to have a municipal business licence to operate. These fall into two categories: business activities that are out of scope for bylaw purposes and businesses that fall under other regulatory or oversight bodies. Currently, there are eleven bylaws that set out business licence requirements; a list of the bylaws and examples of businesses that do not require a City licence are included in Attachment 5. Administration notes that many office occupants, such as regulated professionals, do not require business licences.

There are existing concerns about the degradation of Business Licensing's data since the consolidation of business tax. Business assessment and tax administration played a valuable role in the upkeep and accuracy of business data. If a business moved or closed, they had to advise The City in order to terminate the business tax for their former space. Businesses – particularly those that do not require licences – now lack incentive to advise The City when they close or move locations.

Assuming that business licence status and/or business name and location is required for initiating the administration of SBSC, the data held by Business Licensing is likely not reliable in its current state. Existing data would require significant updating. Efforts would also be required to obtain previously unreported data, namely from businesses that do not require a business licence to operate.

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Existing Data - Property Assessment

Prior to business tax consolidation, Property Assessment kept record of each business's location in Calgary for the purposes of administering business assessment. Property Assessment obtained much of its business information from Business Licensing and the Assessment Request for Information process. Once business tax was consolidated, Property Assessment discontinued maintaining those records with the exception of businesses located in Business Improvement Areas (BIAs). Much like the business data held by Business Licensing, there are concerns about the degradation in quality of business location data held by Property Assessment.

Property Assessment does not record business licence status, nor are the current technological systems integrated such that they share that information.

Property Assessment does have accurate property data in terms of the physical sizes of buildings and spaces within buildings. This data is obtained and maintained through the annual ARFI program as well as inspections and customer interactions.

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Scenarios Administered through Property Assessment

#1: Assessment Request for Information to the Property Owner

Property Assessment currently sends ARFIs to non-residential property owners on an annual basis throughout the year in accordance with section 295 of the MGA. It is used to obtain up-to-date physical information about the property such as size, as well as market information such as recent lease information. Requests are also sent for sales information or tax status.

This scenario would involve modifying the existing ARFIs to include questions relating to business information by tenant, such as employee count. It would also request business information from the property owner. This would require property owners to obtain business-related information from their tenants and report that information to Property Assessment.

The estimated capital cost to implement this option is approximately \$150,000. This is a high-level cost estimate that only includes the implementation tasks required from a data perspective; it does not include implementation costs from a legal, technological or other perspective.

This option will also require 5 full-time employees to be added which will cost approximately \$650,000 in ongoing operational funding.

Pros	Cons
Property Assessment already has a composite database of property owner contact information, specifically owner name and mailing address.	ARFI processing is not fully automated. They are often returned in a manner that requires manual processing (i.e. returned by paper or email).
ARFIs provide a direct point of contact between the property owner and The City.	Tenants may refuse to disclose or delay disclosing business-related information to property owners. The obligation to respond, however, will remain with the property owner.
Property owners are the party receiving the tax bill and are directly invested in the result.	Requiring the property owner to obtain complete business-related information on tenants may be quite onerous, particularly for multi-tenant properties.
	Property owners may not have the ability to validate the information they receive from their tenants.

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#2: Assessment Request for Information to the Business Owner and Property Owners, Individually

This scenario would involve modifying the existing non-residential ARFIs to request business information directly from business owners and property owners, separately. This would enable both property owners and business owners to respond to Property Assessment with their own information. As discussed in the Current Data section of the Report, unreliable business location data poses a challenge to this scenario.

Alternatively, Property Assessment could send ARFIs to every non-residential address in Calgary to eliminate the need for prior business contact information. However, the potential inefficiencies of this method along with administering the sheer volume of data have been raised as concerns.

The estimated capital cost to implement this option is approximately \$420,000. This is a high-level cost estimate that only includes the implementation tasks required from a data perspective; it does not include implementation costs from a legal, technological or other perspective.

This option will also require 5 full-time employees to be added which will cost approximately \$650,000 in ongoing operational funding.

Pros	Cons
ARFIs provide a direct point of contact between the property and/or business owner and The City.	The City does not have a reliable database of business owner contact information; specifically, the business name and mailing address.
	The City would have to: 1) update the data; or 2) mail ARFIs to every non-residential address in the city.
	Both would require a significant administrative undertaking.
Business owners will be responsible for providing their own business-related information to The City.	The processing of ARFIs is not fully automated. They are often returned in a manner that requires manual processing (i.e. returned by paper or email).
	High potential for incomplete data on properties, particularly those with multiple tenants.
	Large increase the volume of ARFIs, requiring a significant administrative undertaking.

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#3: Application to Property Assessment for Small Business Status

Similar to the property tax exemption program currently administered through Property Assessment, this scenario would require businesses to submit an application form with supporting documentation requesting small business status to Property Assessment.

The estimated capital cost to implement this option is approximately \$450,000. This is a high-level cost estimate that only includes the implementation tasks required from a data perspective; it does not include implementation costs from a legal, technological or other perspective.

This option will also require 5 full-time employees to be added which will cost approximately \$650,000 in ongoing operational funding.

Pros	Cons
Business owners will be responsible for providing their own business-related information to The City.	Potential for The City's communications to fail to reach all small business owners, causing some businesses to miss the opportunity to apply.
No need for The City to initiate individual contact; no need to obtain or update business contact information.	Property Assessment application process will rely heavily on manual processing.
	High potential for incomplete data on properties, particularly those with multiple tenants (speculation).

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Scenarios Administered through Business Licensing

#4: Annual Declaration to Business Licensing; Establishing a Comprehensive Licensing Regime

This scenario would involve expanding the business information that Business Licensing collects to include the employee count (and any other business-related information prescribed by the sub-class bylaw) for every business in Calgary as well as requiring a licence for all businesses.

It is estimated that this would require double the number of employees and resources to undertake this endeavor. There would also be additional burdens on the Legal Counsel & Advocacy and Fire Inspection & Enforcement service lines which have not yet been explored.

The business licensing process is largely reliant on businesses self-reporting their information to The City. Perhaps the SBSC tax benefits alone would be enough to encourage self-reporting to The City; though, this is currently unknown and would likely depend on the efficacy of The City's communication to stakeholders.

One possible solution to encourage self-reporting would involve the establishment of a "general" business licence category to capture all the businesses that otherwise do not require a municipal business licence to operate. The concept of licensing all businesses in Calgary has previously been considered by The City and was dismissed as it was perceived as imposing unnecessary bureaucratic burdens on business owners.

Pros	Cons
Business Licensing's current online system, if modified, likely has the capacity to manage the intake of information.	Potential for The City's communications to fail to reach all business owners, causing some businesses to fail to comply.
Business owners would be responsible for providing their own business-related information to The City.	Designing and enforcing a comprehensive licensing regime would be a large administrative undertaking requiring substantially more employees and resources.
There would be a comprehensive database of all business in Calgary which does not currently exist.	The current mandate of Business Licensing is focused on Public Safety, Consumer Protection and Service Quality. A new mandate may be required with this initiative.
Licensing each business may allow for reliance on business licence status to identify businesses, consistent with the language of section 2(3)(a) of the Regulation.	Data intake would be high-volume and would not be without some degree of manual processing.
	The licensing regime would have to be strategically designed to comply with legislation that exempts some regulated professions from municipal business licensing.
	A comprehensive licensing regime has been criticized for imposing unnecessary bureaucratic burdens on business owners.

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#5: Annual Declaration to Business Licensing; Establishing a Comprehensive Business Registry Regime

Similar to scenario 4, this scenario would involve expanding the business information that Business Licensing collects to include employee count (and any other business-related information prescribed by the sub-class bylaw) for every business in Calgary and requiring all businesses to register with The City.

To encourage self-reporting, The City would require businesses to register regardless of whether they require a municipal licence to operate, establishing a comprehensive business registry.

Both options 4 and 5 would require a capital investment of \$20,000 to begin to collect the data. This is a high-level cost estimate that only includes the implementation tasks required from a data perspective; it does not include implementation costs from a legal, technological or other perspective.

In addition, options 4 and 5 will require a near doubling of the Business Licensing service's operational budget as both options would require the licensing and enforcement of twice as many businesses as in the current state. These options would require \$7.9 million in ongoing operational funding.

Pros	Cons
Business Licensing's current online system, if modified, likely has the capacity to manage the intake of information.	Potential for The City's communications to fail to reach all business owners, causing some businesses to fail to comply.
Business owners would be responsible for providing their own business-related information to The City.	Designing and enforcing a comprehensive licensing regime would be a large administrative undertaking requiring more employees and resources.
There would be a comprehensive database of all business in Calgary which does not currently exist.	The current mandate of Business Licensing is focused on Public Safety, Consumer Protection and Service Quality. A new mandate may be required with this initiative. Data intake would be high-volume and would not be without some degree of manual processing.
	Similar to a comprehensive licensing regime, a registry regime could be criticized for imposing unnecessary bureaucratic burdens on business owners.

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Note – at this time, these high-level cost estimates are preliminary and based on limited analysis. Actuals may be significantly different. Costs are considered incremental and currently unfunded within the One Calgary business plans and budget.

Work Element	Cost Estimate				
	If data collected through Property Assessment	If data collected through Business Licensing			
Capital					
Data collection	\$150,000 to \$450,000	\$20,000			
Technology					
Current property assessment systems	\$500,000	\$500,000			
Future property assessment Systems	To be determined	To be determined			
Taxation systems	\$750,000	\$750,000			
Appeals and tribunals systems	\$5,000	\$5,000			
Total capital budget	\$1,405,000 to \$1,705,000	\$1,275,000			
Operating					
Data collection	\$650,000	\$7,900,000			
Communication	\$500,000	\$500,000			
Total operating budget	\$1,150,000	\$8,400,000			
Total cost estimate	\$2,555,000 to \$2,855,000	\$9,675,000			

Capital

Data Collection

Collected through Property Assessment

The capital costs for a data collection program administered through Property Assessment range depending on the chosen option. The costs for the simple modification of the current Assessment Request for Information (ARFI) are \$150,000 whereas the costs for a more comprehensive ARFI sent to all businesses in Calgary would be a capital investment of \$420,000. Each time there are new questions asked, the ARFI, which is automated, must be revised from a technological standpoint. There will also need to be changes to all of Property Assessment's communication streams including the calgary.ca/assessment web site. The costs for the application process would be approximately \$450,000 in order to establish the application forms, change communication streams, train staff and establish processes.

Collected through Business Licensing

Business Licensing uses both an online and an internal system to record business information. If Business Licensing is involved in the collection and maintenance of SBSC data, the current computer systems would require modifications in order to effectively administer the SBSC program for 2021. Business Licensing does have a robust system for registering and licensing businesses. The creation of a new field in the existing system would require minor upgrades but there would also need to be communication, training and processes established. The estimated cost is \$20,000.

PFC2019-0559 Attach 8 ISC: Unrestricted

Technology

Current and Future Assessment Systems

Property Assessment currently relies on highly customized software called Calgary Integrated Assessment Office (CIAO). CIAO is a Computer Assisted Mass Appraisal System that is integrated with a Geographic Information System. The current CIAO system has been in use since 2002 and is near the end of its lifecycle. To address its current software challenges and proactively respond to the changing business environment, Property Assessment has established the CIAO+ Project to replace its current technology. CIAO+ is currently expected to be active and replace CIAO no earlier than 2021 Q4.

Both CIAO and CIAO+ would require significant modifications in order to effectively administer the SBSC program for 2021.

The costs to implement modifications to CIAO (and other Property Assessment IT systems) are estimated at approximately \$500,000. The modifications would take approximately 1 year, requiring work to begin no later than 2019 December. In addition, the modifications would likely require a minimum of 4 full-time, temporary positions to effectively manage the workload. This includes, but is not limited to, system configuration, internal testing, and integration testing.

Concerns have been raised as to the fiscal sensibility of performing modifications to CIAO when the system will likely be replaced by CIAO+ in 2021 Q4.

Due to the uncertainty with respect to how the data will be collected, Property Assessment has not approached the CIAO+ vendor for an estimate of time and cost.

Taxation Systems

The current computer systems used by Taxation would require significant modifications in order to effectively administer the SBSC program for 2021. The costs to implement modifications are estimated at \$750,000 and the modifications would take approximately 18 months, beginning work no later than 2019 September.

Appeals and Tribunals Systems

The current computer system used by the Assessment Review Board for assessment complaints would require minor modifications in order to effectively administer the SBSC program for 2021. The costs to implement modifications are estimated at approximately \$5,000 and the modifications would take approximately 1 week. This includes system configuration, internal testing, and integration testing with Property Assessment.

Operating

Data Collection

Collected through Property Assessment

Operating costs for the administration of this ongoing program are estimated at \$650,000 annually, requiring 5 additional full-time employees.

Collected through Business Licensing

Licensing or registering all businesses would require a near doubling of Business Licensing's current \$7.9 million annual operating budget as currently only approximately 50 per cent of businesses require licensing in Calgary. To license or register the remainder of them and ensure compliance would require twice as many team members and additional compliance tools.

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Communication

The operating costs of communication are estimated at \$500,000 annually. Communication would include marketing and increased inquiries to Citizen Information & Services, Property Assessment, and Taxation.

PFC2019-0559 Attach 8 ISC: Unrestricted

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

ISC: UNRESTRICTED PFC2019-0707

Financial Task Force Terms of Reference

EXECUTIVE SUMMARY

Calgary's cyclical economy affects property values and the property taxes paid by various property classes. The abrupt decline in property values of downtown office buildings of approximately \$14 billion has led to a decline in non-residential property taxes paid by these property owners. The result is a shift of those taxes to other non-residential properties and Council has approved a transfer of a portion of the tax responsibility to residential properties starting in 2019. The current economic situation may take an extensive amount of time to recover – and therefore mid and long-term solutions are needed to address the allocation of property tax responsibility and other financial strategies to improve Calgary's financial resilience. This report sets out a Terms of Reference for a Financial Task Force that will address both short term and long-term options that speak to the underlying cause of the downtown tax shift issue which is largely economic in nature and will also identify potential new revenues options that should be considered by The City.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends Council:

- 1. Approve the Terms of Reference of the Financial Task Force, and
- 2. Direct Administration to commence the setup of the Financial Task Force and report back no later than November 2019 with a status update.

PREVIOUS COUNCIL DIRECTION / POLICY

On May 27, 2019 Council approved that with respect to Report PFC2019-0451, the following be adopted:

In accordance with the Procedure Bylaw 35M2017, as amended, Appendix B, B.9. (a), (c), (e) and (I):

- Council direct Priorities and Finance Committee (PFC) to form a tax shift response
 working group by June 30, 2019, with a mandate to assess the best options for greater
 tax parity between assessment classes, based on an analysis of root problems that
 include but are not limited to disparity in proportional share of operating budget and
 absence of zero-based budgeting on an annual basis.
- Council direct that PFC add an agenda item to its June 4, 2019 meeting that allows committee to:
 - a) appoint a PFC member to lead the working group,
 - b) determine which other members of Council will be part of the working group,
 - c) determine which members of Administration will be part of the working group, and
 - d) enable the lead of the working group to reach out to external stakeholder groups and bring back a list of names for the working group to finalize by June 30, 2019.
- 3. The tax shift response working group shall provide updates to PFC at each meeting until November 2019, at which time final recommendations will be presented to inform Council's budget deliberations so that an informed tax shift decision can be made as part

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Financial Task Force Terms of Reference

of the budget process, providing certainty and predictability for property owners by November 29, 2019.

On 2019 May 27 Council approved that with respect to Report PFC2019-0590, the following be adopted:

That Council:

- Immediately terminate the investigation and/or implementation of this Small Business Resilience Grant program as described in this report, based on the findings in the attached consultant's report, clear feedback from the community of stakeholders and information provided in Attachment 7.
- 2. Direct that Attachment 7 remain confidential pursuant to section 27(1)(a) of the *Freedom of Information and Protection of Privacy Act*, indefinitely. And further direct Administration to provide a public Memo to Council highlighting the key principles contained in Attachment 7.

And the following motion arising be adopted:

That Council direct Administration to commit \$70.9 million of one time funding (\$44M from the Fiscal Stability Reserve and \$26.9M within the Budget Savings Account) for strategies related to short term mitigation measures or potential long term solutions for business in Calgary, to be determined through the work of the Financial Task Force (to be formed once the Terms of Reference as approved) and/or the working group, with options to be recommended to Council through Priorities and Finance Committee no later than November 2019.

On 2019 April 1, C2019-0352 Downtown Tax Shift Response – Updated, Council directed Administration to "further refine and update the proposed roles and responsibilities of the Financial Task Force and bring an updated Terms of Reference for the Financial Task Force for discussion and consideration of the Priorities and Finance Committee no later than June 2019.

On 2018 November 19, PFC2018-1134 Council directed Administration to:

- 3. Direct Administration to convene a Financial Task Force comprised of internal and external experts to develop a strategy on the following:
 - a. Short term mitigation
 - b. Long term solutions
 - c. Revenue options to improve financial resiliency.
- 4. Return to Council through Priorities and Finance Committee with the recommended membership, framework, and terms of reference no later than Q1 2019.

BACKGROUND

Calgary's cyclical economy has a direct impact on the local real estate market. The annual property assessment cycle reflects annual changes in the market value of properties due to economic fluctuations that affect the local real estate market.

The decline in oil prices, which started in early 2014, contributed to a 19-quarter decline in the demand for downtown office space. The business needs of companies have changed due to changes in the economy, lowering demand for downtown office space and creating a high

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

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Financial Task Force Terms of Reference

downtown office vacancy rate. An excess of newly built inventory combined with high vacancy has resulted in a large decrease in associated property values.

Many of the economic cycles experienced by Calgary in the past have not had the same unusually prolonged impact on the valuations of the downtown office market. As a result, the tax base that these properties previously carried will need to be redistributed to other properties.

All aspects of this issue must be considered in a coordinated way to move us away from the "one off" approaches we have taken in the past. Short term mitigation along with long term solutions must be considered together in order to develop a long term plan to be approved and communicated to property owners, business owners and the community in advance of next year's property tax cycle. Expectations can be managed for all if decisions are made well in advance of next year's property tax finalization.

In addition to the specifics related to the tax shift issue, consideration must also been given to examining the potential for alternative revenue sources that can improve Calgary's financial resiliency in the long run.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Administration has considered the direction provided by Council to date with respect to the formation of a Financial Task Force and have developed the Draft Financial Task Force Terms of Reference (Attachment 1). This updated Terms of Reference (TOR) was prepared using best governance practices to strike a Task Force chaired by the Chief Financial Officer ("CFO") of The City of Calgary and comprised of external representatives who will be formal Task Force members. This group will be supplemented by additional senior level support from Administration as subject matter experts as required.

The selection of the Task Force membership will be based upon a solicitation for applications that will be reviewed and accepted considering a skills matrix outlined in Attachment 1 (Appendix A). A specific focus will be on ensuring that Task Force representation is comprised of members that can bring specific relevant professional expertise to the group in reaching its goals of developing the specific strategies requested in Council direction.

It is envisioned that the Task Force have a term defined as 2 years, in June 2021 the mandate and any potential term extension of the Task Force will be re-examined and approved if required by Council.

Stakeholder Engagement, Research and Communication

The Task Force will be responsible for undertaking its own stakeholder engagement and research to ensure that the strategies developed for recommendation to Council are reflective of the desires of the broad Calgary community and are implementable.

Strategic Alignment

The purpose of the Financial Task Force is in alignment with the desire of Council to provide support to Economic Recovery and Resiliency within the City of Calgary. The Financial Task Force will also work closely with the Downtown Strategy group to ensure alignment with the work being pursued by both groups. The strategies developed by the Task Force will be

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

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Financial Task Force Terms of Reference

reviewed for alignment with existing City of Calgary policies and new strategies should they develop.

Social, Environmental, Economic (External)

This report does not have any specific social, environmental or economic impacts.

Financial Capacity

Current and Future Operating Budget:

Administration will undertake work to setup the Financial Task Force and assess the resourcing needs required to support the team. If additional resources are required to support the work of the Financial Task Force, a budget request will be brought to Priorities and Finance Committee in September 2019.

Current and Future Capital Budget:

AS a result of this report there are no requests for current or future capital budget.

Risk Assessment

In order to mitigate risk to the City and to citizens related to the economic downtown, The City is requesting that external professional experts to provide their expertise to the Financial Task Force and assist us in developing implementable strategies to address this issue in both the short and long term as we start to move towards economic recovery.

REASON(S) FOR RECOMMENDATION(S):

After reviewing the direction of Council we have prepared the Draft Terms of Reference for approval so that we may start the process of advertising for members, forming the Task Force, and convening meetings so that work can start as soon as possible.

ATTACHMENT(S)

1. Attachment 1 – Draft Financial Task Force Terms of Reference

DRAFT Financial Task Force Terms of Reference

Background

Calgary's cyclical economy affects property values and the property taxes paid by various property classes. The abrupt decline in property values of downtown office buildings of approximately \$14 billion has led to a decline in non-residential property taxes paid by these property owners. The result is a shift of those taxes to other non-residential properties and Council has approved a transfer of a portion of the tax responsibility to residential properties starting in 2019. The current economic situation may take an extensive amount of time to recover — and therefore short, mid and long-term solutions are needed to address the allocation of property tax responsibility and other financial strategies are also needed to improve Calgary's financial resilience. In order to appropriately consider potential strategies, Council has identified the need for a task force comprised of leading external experts to work alongside key City senior Administration on this issue.

Purpose

The purpose of the Financial Task Force, as directed by Council, is to form a group comprised of internal and external experts to:

- 1. develop a strategy or strategies related to short term mitigation measures,
- 2. develop a strategy or strategies related to potential long term solutions, and
- 3. new revenue options that can work toward improving financial resiliency for The City.

Scope

The scope of the Financial Task Force is fairly broad as creative solutions are sought to address the revenue issues facing The City.

Specific items that are not to be addressed by the Financial Task Force and are therefore deemed out of scope are:

- Specific proposals to amend the One Calgary Service Plan Budgets and Plans
- Addressing property assessment processes or procedures
- Addressing the distribution of tax responsibility among taxpayer groups, which will be addressed by the Working Group of the Priorities and Finance Committee.

The Financial Task Force will co-ordinate with the Working Group of the Priorities and Finance Committee as needed.

Task Force Membership

The Task Force will be chaired by the Chief Financial Officer ("CFO") of The City of Calgary and the balance of external members will be selected based on an application process in accordance with a skills matrix (included as Appendix A). The Task Force will have a no more than 12 members excluding the Chair. In addition to the external Task Force members and the Chair, certain senior members of Administration will be brought in to work with the Task Force to provide certain subject matter expertise as required.

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Guiding Principles

The guiding principles of the Task Force will be defined once the group is established. The guiding principles however will be reflective and focused on the purpose of the Task Force which is outlined in the purpose statement above and may be reflective of the draft Task Force Deliverables outline (included as Appendix B).

Level of Authority

The Task Force will act in an advisory capacity to the CFO and have the ability to assess information and develop innovative strategies and recommend those to CFO. Final recommendation of strategies will be made by the CFO to Priorities and Finance Committee.

Support

The Task Force will be supported by a project management team that will be identified by the CFO. The setup of the team to support the Financial Task Force will occur over the summer months and if additional supporting resources are required a funding request will be made to Council through Priorities and Finance Committee in September 2019.

Schedule

The Task Force will determine its own meeting schedule in order to meet the direction and deadlines provided by Council.

Dissolution

The Financial Task Force membership and mandate will be reassessed in June 2021 to determine if the need for the Task Force has been met or if there is a need to continue.

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Appendix A: Skills Matrix for Potential Task Force Members

ELIGIBILITIES:TERMS OF REFERENCE DEFINITION OF ELIGIBILITIES

QUALIFICATIONS:

DESIRED SKILLS AND EXPERIENCE

Economic Expert: Diagnostic Overview of Challenges and Opportunities	Policy Expert: Coherent Principles and Rules for Evaluating Alternatives	Accounting and Finance Expert: Applying spending & other restraints that are non-disruptive to generate savings	Tax/ Fiscal Policy Expert: Distributing the tax load across taxpayer groups	Economic Expert: Expanding the revenue base and revenue options	Intergovernmental Expert: Configuring revenue generating authority	Private Sector Incentives Expert: Incentives for burgeoning private sector	Strategy/ Policy Expert: Experience with other jurisdictions with similar issues	Academic experience or Doctor of Philosophy degree	Policy and public administration knowledge	3 to 5 years previous board experience (any kind)	Experience and training for media / public relations engagements	Good verbal and written communication skills	Budget planning and financial management experience	Finance designation (e.g. CPA)
	Xx	Xx					Xx		Xx	Xx	Xx	Xx	Xx	Xx
	1			ı	ı	ı			ı			1		

INTRODUCTION: Challenges and Opportunities

SCOPE SUMMARY

Principles, Guidelines and Rules for Evaluating Options and Alternatives

ANALYSIS

Short term mitigation, long term solutions and revenue options for financial resilience

Utilization of financial reserves

Application of spending and other restraints that are non-disruptive to generate savings

Expansion of the revenue base and revenue options

Co-ordination with PFC working group on distribution of tax responsibilities among taxpayer groups

Identification of incentives for a burgeoning private sector

Configuration of intergovernmental transfers and revenue generating authority

Evaluation of Options and Recommendations for Strategy

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TAX SHIFT RESPONSE WORKING GROUP ESTABLISHMENT. PFC2019-0751

BACKGROUND:

By motion of Council on 2019 May 27, the Priorities and Finance Committee was directed to place an agenda item on the 2019 June 04 Regular meeting in order to establish a working group.

Excerpt from the Minutes of the Combined Meeting of Council, held 2019 MAY 27:

"11.3.4 Establishment of Working Group, With Respect To Report C2019-0352, Downtown Tax Shift Response (Recommendation 10 Only)- PFC2019-0451

Moved by Councillor Gondek **Seconded by** Councillor Sutherland

That with respect to Report PFC2019-0451, the following be adopted:

In accordance with the Procedure Bylaw 35M2017, as amended, Appendix B, B.9. (a), (c), (e) and (I):

- Council direct Priorities and Finance Committee (PFC) to form a tax shift response working
 group by June 30, 2019, with a mandate to assess the best options for greater tax parity
 between assessment classes, based on an analysis of root problems that include but are
 not limited to disparity in proportional share of operating budget and absence of zero-based
 budgeting on an annual basis.
- 2. Council direct that PFC add an agenda item to its June 4, 2019 meeting that allows committee to:
 - a. appoint a PFC member to lead the working group, determine which other members of Council will be part of the working group,
 - b. determine which members of Administration will be part of the working group, and
 - c. enable the lead of the working group to reach out to external stakeholder groups and bring back a list of names for the working group to finalize by June 30, 2019.
- 3. The tax shift response working group shall provide updates to PFC at each meeting until November 2019, at which time final recommendations will be presented to inform Council's budget deliberations so that an informed tax shift decision can be made as part of the budget process, providing certainty and predictability for property owners by November 29, 2019.

MOTION CARRIED"

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Planning & Development Report to Priorities and Finance Committee 2019 June 04

Kensington Manor – Building Safety Status and Plan

EXECUTIVE SUMMARY

This report is to inform Council of the present situation at a vacant seven storey residential building located at 321 10 Street NW, where significant structural issues and safety concerns exist. The owner has yet to fulfill their obligations as the landowner and resolve the issues and concerns. In the absence of a timely building remediation or demolition plan, by the owner, Administration has determined public safety needs warrant Administration initiating and overseeing building demolition. This report requests Council approval for the funding process and source for demolition.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee Recommend that Council approve:

- 1. The request of a 2019/2020 one-time Calgary Building Services Operating budget increase, as identified in Attachment 2, to fund the full cost of demolishing the building located at 321 10 Street NW;
- 2. The cost of the demolition to be interim financed by the City's 2019 Corporate Programs savings to date, with anticipated full recovery from the property tax roll of 321 10 Street NW;
- 3. Keeping Attachment 2 confidential under Section 25 of the *Freedom of Information and Protection of Privacy Act* until six months after the transaction has closed; and
- 4. Directing Administration to report back to Council through the Priorities and Finance Committee, six months after demolition is complete, or if there is a material change on site but in any event, not later than September 2020.

PREVIOUS COUNCIL DIRECTION / POLICY

None.

BACKGROUND

The building located at 321 10 Street NW, Kensington Manor, was originally constructed in 1969. It is a seven storey building with 57 residential rental units and commercial spaces on the main floor. Kensington Manor was being reviewed in 2017 by an engineer for structural concerns related to the balconies. A larger and significantly more serious issue was discovered by the engineer related to the floors and the roof. On 2017 November 23 the engineer advised The City that the building was structurally compromised and that the building should be evacuated without delay.

City of Calgary Safety Codes Officers reviewed the information provided by the engineers with the property manager and building owner and determined that Kensington Manor was unsafe to occupy. In the interest of life safety, all 125 residents as well as the businesses were required to evacuate on 2017 November 23.

The owner of the building, 765392 Ontario Inc, was lawfully served with an Order, pursuant to Section 546 of the Municipal Government Act, to review the structural concerns of the building, secure the premises against unwanted entry and to either remediate or demolish the building by 2018 December 30, which was extended to 2019 January 30. In early 2018, the building owner

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Planning & Development Report to Priorities and Finance Committee 2019 June 04

Kensington Manor – Building Safety Status and Plan

made initial attempts to render the building safe. An engineer was engaged to review the structural concerns, a temporary shoring system was installed, building entryways were secured, a temporary fence was put up around the property and a private security firm was hired to patrol the premises. These efforts were not maintained as the engineering firm, shoring and fencing contractor were not paid and they discontinued services.

The last compliance deadline passed 2019 January 30. Since then, The City, through Administration, has taken an active role in the oversight and management of the safety concerns at this site. Calgary Building Services has reviewed the structural status of the building and taken steps to enhance the security around the building. The primary concern with this building is related to the risk of the spread of fire.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Throughout 2018 and during early 2019, Administration endeavoured to work with the landowner toward a solution for the building. The options that were explored with the owner included demolition or remediation of the building. The owner requested an additional extension to the 2019 January 30 deadline. When this extension request was denied, all communication and cooperation ceased.

Currently, Kensington Manor represents a safety risk, which, without responsive action, is increasing over time (Attachment 1). While Administration has attempted to reach a safety solution with the landowner, the landowner has not undertaken sufficient action to respond to the safety risks. City of Calgary Administration has taken actions for property site safety, for which the associated financial costs represent an increasing cumulative liability against the property. Approximately \$18,000 in expenses are being incurred every month to mitigate the hazards of the building and to maintain public safety. These costs are placed onto the tax roll in addition to the monthly property tax penalties. As of 2019 May 1, this cumulative amount was \$59,632.

Given the circumstances, Administration's safety codes team has determined the best course of action is for the building to be demolished, and for Administration to initiate and oversee this undertaking, which is within Administration's authority and jurisdiction to do. Coupled with this, a financial plan is needed to address the demolition cost (Attachment 2). As disclosure of the budget amount could be harmful to the economic interests of The City, Administration recommends keeping Attachment 2 confidential until six months after a contract is awarded.

This report seeks Council approval for the financial plan and funding source to enable Administration to proceed with demolition.

Next steps

Administration is proposing to undertake a competitive bid process to hire a contractor(s) to remove the asbestos and demolish Kensington Manor. Through this process, Administration estimates interior demolition and removal of asbestos could start by 2019 August. The full demolition work, including leveling the site, is expected to conclude in the first quarter of 2020.

To finance the cost to demolish the building, Administration has determined an appropriate source to be the City's 2019 Corporate Programs savings to date. All costs incurred would be applied to the 321 10 Street NW tax account, with the intention that the Corporate Programs be

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Planning & Development Report to Priorities and Finance Committee 2019 June 04

Kensington Manor - Building Safety Status and Plan

reimbursed for the costs, whether by the landowner, future tax sale of the property, or other means.

As Calgary Building Services has processes and procedures in place to protect the financial interests of The City for work of this nature, Administration is proposing to allocate the funds into the Calgary Building Services operating budget. Project management will be provided by Building Infrastructure, Facilities Management.

If, at any time, a party steps forward to take over care and control of the demolition action, The City would transition responsibility to that party to ensure a smooth transition.

Stakeholder Engagement, Research and Communication

From 2017 November through 2018 December, Administration had been consistently communicating with the landowner regarding their obligations to maintain the safety of the building. The landowner ceased direct communication in 2019 January when their second request for an extension to the deadline to demolish Kensington Manor was rejected.

Since January, the primary mortgage holder has been attempting to find a purchaser of the property who would take responsibility for the land and the demolition of the building. To date, there are no known potential purchasers of the property. The City has been advised that the lack of serious interest in the land is due to the liability of the existing building, cost and complexity of the building demolition and the lack of certainty on the future development potential on the site. At present, the land use and Area Redevelopment Plan allows up to a five storey building, which could impact potential purchaser interest. The City is currently undertaking multi-community planning which may allow increased density in the future.

Strategic Alignment

This report aligns with the Council directives of: A City of Safe and Inspiring Neighbourhoods.

Social, Environmental, Economic (External)

Social

Vacant buildings that are not cared for can become derelict and detrimental to the surrounding area. Derelict buildings are not just an eyesore for the community, they may also affect the health and safety of the residents by attracting criminal or vagrant activity to the area. Because the repair and restoration of Kensington Manor is not feasible, and there is no apparent purchaser of the site, the building is expected to continue to fall further into disrepair.

Environmental

The building contains a large amount of asbestos which will need to be disposed of properly as part of any demolition. Any contractor hired by The City of Calgary to demolish the building would have to demonstrate a high standard of practice in disposing and reduce the probability of asbestos fibers escaping the site during demolition.

Economic (External)

Since the costs to demolish Kensington Manor get applied directly to the tax roll of the property and taxes take priority over all other financial positions in the land, there is a risk that there will be no value left for the other external parties who have a financial position in Kensington Manor.

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Planning & Development Report to Priorities and Finance Committee 2019 June 04

Kensington Manor – Building Safety Status and Plan

Should Kensington Manor be left in place and the condition of the building worsens, there is a potential to cause a depreciation in values for land and buildings in the surrounding area.

Financial Capacity

Current and Future Operating Budget:

The ultimate source of funding is to be from the landowner through their property tax. Administration is proposing that the City's 2019 Corporate Programs savings to date be used in the interim as the initial source of financing the work. Final budget amounts will not be known until the competitive bid process is concluded.

As disclosure of the budget amount could be harmful to the economic interests of The City, Administration recommends keeping Attachment 2 confidential until six months after a contract is awarded.

There is no impact to the future operating budget related to this report.

Current and Future Capital Budget:

There is no impact to the current or future capital budget related to this report.

Risk Assessment

Approving funding for the demolition of Kensington Manor

The key risk of proceeding with a City initiated demolition is financial. There is a risk that The City will not be able to recover all costs incurred for demolition of the building. This risk is exacerbated due to the ongoing costs being incurred to maintain public safety by maintaining the shoring of the building and ensuring the site is secured.

Not approving funding for the demolition of Kensington Manor

There are three primary risks that increase should the building remain standing over time:

- Public health and safety,
- Protection of adjacent buildings, and
- Value of adjacent and nearby properties

The safety risks, coupled with the cumulative financial liability lead Administration to conclude demolition is the appropriate course of action. Should the City of Calgary wait to proceed with demolition, the amounts owed to The City increase as does the risk of not being able to recover all amounts owed.

REASON(S) FOR RECOMMENDATION(S):

The risk posed by Kensington Manor to the health and safety of people and property near the building is significant. It is not feasible to remediate the building and the risks to the public and to The City increase the longer it sits vacant. Demolition of the building is the eventual outcome for this site and The City is the only party currently in a position to ensure the process is conducted in a timely and responsible way. Administration expects to be able to recover the costs incurred through the property tax of the site and will take all steps necessary to reduce any financial risk to The City.

Planning & Development Report to Priorities and Finance Committee 2019 June 04

ISC: UNRESTRICTED PFC2019-0739

Kensington Manor – Building Safety Status and Plan

ATTACHMENT(S)

- 1. Attachment 1 Vacant Building Safety Risks
- 2. Attachment 2 Kensington Manor Budget Allocation (Confidential)

Vacant Building Safety Risks

Analysis of research conducted by the US based National Fire Protection Agency (NFPA) notes that there are several safety risks related to vacant buildings. As noted in the research, the main safety risks to vacant or abandoned buildings include; fire, vandalism, theft and extreme weather.

Fires

The most prominent and costly risk facing a vacant building is fire. The Calgary Fire Department has advised that fires in vacant buildings are more likely to have been intentionally set and to spread beyond the building than are fires in other structures. They also cause a disproportionate share of firefighter injuries. 50% of vacant building fires are intentionally set compared to 10% of all structure fires. Securing the property does not eliminate fires from occurring in vacant buildings and the risk of arson remains high. A larger percentage of fires in vacant buildings spread to nearby structures compared to all structure fires (NFPA Report, Fires in Vacant Buildings 2018).

Hazards that are presented to firefighting in vacant buildings:

- Delayed access for firefighting
- Delayed access for forcible entry
- Egress and exiting structure once entry has been gained
- Hazard of vagrant activities inside the building
- Increased risk to fire growth beyond area of origin and to adjacent structures

Factors affecting increased fire growth before firefighter arrival:

- Tampering of fire protection systems by vagrants gaining entry
- No power to fire alarm system disconnected services
- Fire alarm system not monitored
- · Fire alarm system is not maintained

Other factors that will affect firefighter safety:

- Structural integrity of the remaining structure
- Structural integrity of the remaining structure when exposed to extreme heat due to increased risk of fires to occur and develop beyond area of origin
- Should a fire occur any airborne particulate would also pose significant risk to the surrounding community and Calgarians

Vandalism and Theft

The NFPA research shows that approximately 90% of all theft in vacant buildings involves copper, electrical or plumbing materials. The Calgary Police Service has advised that a vacant building not only becomes an attractant for nefarious activity but also presents a significant safety risk to any first responders due to the structural integrity. In the case of Kensington Manor, theft of copper and electrical wiring has already occurred resulting in the fire alarm and any suppression services of the building being rendered inoperable.

Attachment 1 ISC: UNRESTRICTED

Extreme Weather

Building maintenance in vacant buildings is usually non-existent. This exposes the public to the risk of rooftop equipment or pieces of the building exterior to dislodge in a wind storm becoming airborne. The lack of rooftop inspections may also lead to a roof collapse during a heavy rainstorm because clogged drains may cause excessive loading.

Analysis and conclusion of risk factors

Although the building is being patrolled at night by a private security service, monitored on an ongoing basis by a City of Calgary Safety Codes Officer, an engineering firm and the contractor who installed the shoring system, the building is in an unsafe condition. The building contains a significant amount of asbestos and because of the risk of structural failure, the Calgary Fire Department has advised that in order to protect the safety of firefighters, they would not enter the building in the event of a fire. The building has been boarded up and fencing exists to limit the ability of break-ins but it is not feasible to eliminate the risk of theft, vandalism and fire.

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Transportation Report to
Priorities and Finance Committee
2019 June 04

ActivateYYC Community Microgrants: Findings

EXECUTIVE SUMMARY

This report provides a summary of the ActivateYYC Community Microgrant program, which awarded small grants to community leaders to encourage walking, playing and being neighbourly between 2017 and 2019. This program was funded through the Council Innovation Fund and directly impacted over 13,600 residents in 14 wards. The results also helped Administration identify process barriers to citizen-led enhancements and activations and guide improvement areas.

The microgrants opportunity fulfilled many goals associated with achieving Calgary's pedestrian strategy. First, it created partnership opportunities aligning Administration's efforts with our civic counterparts, including the Federation of Calgary Communities, Sustainable Calgary, the University of Calgary and Alberta Health Services. The program saw 242 applications, 103 funded ideas and 75 executed projects that contribute to walking, playing and being neighbourly. Additional grants, donations and volunteer efforts leveraged over 300% of Council's initial investment. Also, each of the funded ideas help Calgary become more resilient by correcting the urban environment or through social gatherings that strengthen networks. All 14 wards were represented in this two year microgrants program.

One of the ways Administration supported applicants was through a buddying approach with members of the Tactical Urbanism Tiger Team, a cross-corporate working group supported by the City's Innovation Lab. These relationships together with the microgrant feedback forms helped reveal barriers encountered by applicants. Administration has initiated several projects to make it simpler for future ideas including developing a risk assessment tool, offering a new paint the pavement process to residents, partnering on a placemaking lending library and initiating a cross-corporate one-portal in approach for activation and placemaking projects.

Given the success of the ActivateYYC program, a new version is being launched with a focus on engineered walkways and other pedestrian connectors. The program builds on past learnings by matching graduate design students with communities that need design support. The budget for this upcoming round is smaller than the initial ActivateYYC program, drawing \$30,000 from existing budgets to support communities in developing and realizing improvements in these small pedestrian connections within their neighbourhoods.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

- 1. Direct Administration to follow the recommendations from the three findings summaries attached to this report.
- 2. Direct Administration to continue to support citizen-led enhancement and activation projects through microgrants and other supports within existing budgets and resources, both internally and aligned with partner organizations offering support and grant funding.
- 3. Thank The Federation of Calgary Communities and all community applicants for their leadership and commitment to a more walkable and connected Calgary.

Transportation Report to Priorities and Finance Committee 2019 June 04

ISC: UNRESTRICTED PFC2019-0230

ActivateYYC Community Microgrants: Findings

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 April 10, Council approved the Council Innovation Fund Application – Walk21 Community Microgrants in the amount of \$172,500 and Administration report back to the Priorities and Finance Committee no later than Q4 2019.

In 2016 July Council approved Calgary's pedestrian strategy, Step Forward including Action 40: "Collaborate with partner organizations to identify and prepare business cases for at least three innovative pedestrian projects that can be considered for funding, including through Council's Innovation Fund".

BACKGROUND

In 2017 preparations were being made to host the Walk21 International Conference and to celebrate Canada's 150th birthday. A microgrants program was proposed to leverage the profile of the Walk21 conference and align volunteer efforts in support of grassroots leaders on walking projects throughout Calgary. The influence of the Canada Day celebrations was to challenge the committee and Calgarians alike to develop 150 walking-related ideas.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Council Innovation Fund submissions identified five evaluation metrics for the program. The results by the completion of the funding period (March 31, 2019) are shown in the following table.

Measure	Target & Actual (by March 31, 2019)
Projects completed & feedback provided	Target: 150 ideas Realized: 224 applications were submitted and 103 ideas were awarded funding
Number of community projects per Ward	Target: 8 Realized: 12 wards submitted eight or more ideas and saw funding for at least three. Five wards had eight or more ideas funded.
Number of people impacted	Target: 6,000 Realized: 13,600
Surveyed residents feel safer walking in their communities	Target: Majority of respondents Realized: 85 per cent increased walking and 33 per cent increased walking a great deal
Simpler process to support community-led initiatives	Target: Lessons learned report with recommendations in Q4 2019 Realized: Lessons learned report with recommendations in Q2 2019

ISC: UNRESTRICTED

Transportation Report to Priorities and Finance Committee 2019 June 04

ActivateYYC Community Microgrants: Findings

Three program evaluation reports are included as Attachments to this report: Federation of Calgary Communities (Attachment 1), ActivateYYC Judges (Attachment 2), and The City of Calgary (Attachment 3). The recommendations for Administration are to:

- explore ways for citizen identified priorities at the local level to inform capital investments or cost sharing.
- prioritize the development of tools and training on risk for process owners and gatekeepers across the Corporation, including typical costs.
- actively survey community-minded behaviour that falls outside current bylaws and make adjustments that favour liveability.
- streamline its intake process and maintain relationships that further align grants and opportunities to make it simpler and more effective for ideas to succeed.
- identify a well-positioned resource to provide this service including for citizen-led initiatives beyond this specific program.

Stakeholder Engagement, Research and Communication

The ActivateYYC program was promoted by The Federation of Calgary Communities using conventional and social media, including 10,000 postcards, sidewalk chalk throughout Calgary, a media launch, and direct invitation letters to community organizations.

Applicants were supported in the development of their plans through six workshops, individual phone calls and in some complex cases by a 'buddy' member of Administration. The intake form provided a useful opportunity to describe the value and goals of their idea which in turn helped staff coach and support.

Following project execution, applicants were required to give feedback on their experience working with City staff before they were reimbursed. One question asked respondents to indicate whether they felt The City was a supporter, collaborator or obstacle and the results are: 74 per cent, 35 per cent, and 10 per cent respectively (applicants could select multiple answers).

Strategic Alignment

This project was designed to support the 2015 - 2018 Council Priorities but also aligns with Council's One Calgary priorities:

- 1. A city of safe and inspiring neighbourhoods:
 - a. Increasing the number of pedestrians on sidewalks, pathways and community spaces will lead to better driver attention to pedestrians and enhanced safety.
 - b. Small incentives have been effective to encourage communities to undertake a variety of inspiring projects.
 - c. More people walking serves as "eyes on the street", which, along with neighbour to neighbour interaction, is an effective crime-prevention tool.
- 2. A prosperous city:
 - a. Encouraging walking and vibrancy supports community businesses.
- 3. A healthy and green city:
 - a. Safer, calmed streets encourage more families and children to adopt active lifestyles through walking, biking, and outdoor play.

ISC: UNRESTRICTED

Transportation Report to Priorities and Finance Committee 2019 June 04

ActivateYYC Community Microgrants: Findings

Social, Environmental, Economic (External)

The program directly impacted 13,600 Calgarians directly who shared their time participating or volunteering time with neighbours. Active living and a sense of belonging through community walking initiatives support mental health, resiliency. The applications further support local business, including the many local artists who were employed in nearly a third of all projects. Further, applicants collectively matched each Innovation Fund dollar with other community funding.

Financial Capacity

Current and Future Operating Budget:

The ActivateYYC microgram to program was funded by an allocation of \$172,500 from the Council Innovation Fund. Of that allocation, the program spent a total of \$105,070 and the remaining \$65,430 is being returned to the fund to support other innovation efforts.

The One Calgary 2019-2022 operating budget accommodates ongoing support of citizen-led enhancement and activation projects. Improved and simplified internal processes will allow existing resources to support communities more efficiently.

Current and Future Capital Budget:

Approval of the recommendations of this report have no direct impact on the current capital budget.

Risk Assessment

Endorsing and facilitating community-led initiatives on public land has few negative risks and many positive risks, including growing feelings of belong in communities.

REASON(S) FOR RECOMMENDATION(S):

The City of Calgary's pedestrian strategy depends on many actions by many partners to increase walking safety and comfort. Becoming a better partner to residents, businesses and volunteer groups who wish to contribute to their community is critical.

ATTACHMENT(S)

- 1. Attachment 1 Findings Report Federation of Calgary Communities
- 2. Attachment 2 Findings Report ActivateYYC Judges
- 3. Attachment 3 Findings Report City of Calgary



Final Report - April 2019

Submitted by:

Leslie Evans, Executive Director

McKayla Saint-Cyr, ActivateYYC Coordinator





Findings Report – Federation of Calgary Communities



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Summary of ActivateYYC

In 2016, City of Calgary Administration led several tactical urbanism projects that resulted in residents, communities, and businesses demonstrating an interest in walkability and in understanding how to navigate the City's permitting and other processes in a more efficient manner. In a 2016 report by Jen Malzer, Transportation Engineer, Liveable Streets entitled "Lessons Learned: Tactical Urbanism Pilot Projects", it was identified that simplifying or streamlining the processes and permits for City approvals, reducing or removing permit fees, having City champions, and educating on the benefits of tactical urbanism and the potential of grants to support community led initiatives, may all help to improve the livability of Calgary communities, but more experimentation was needed.

In March 2017, in line with the direction of Calgary's Pedestrian Strategy, a proposal to the Council Innovation Fund for Walk21 Community Microgrants (which would be renamed to ActivateYYC) was presented with the following objectives:

- 1) To showcase Calgary during the Walk21 Conference
- 1) Engage communities in creating safer, more walkable streets by offering 150 microgrants averaging \$750 each
- 2) To provide the City with a learning opportunity to streamline their approvals and permitting processes

Specifically, ActivateYYC was intended to fill a gap and build towards a principals-based way to encourage community-initiated ideas, while maintaining the safety of our residents, environment, and infrastructure. The Federation of Calgary Communities administrated the grants, Walk21 Community Advisory & Legacy Committees served as microgrant judges, and the tactical urbanism tiger team and staff from the Pedestrian Strategy department served as champions, problem solvers and navigators for both the Federation and grant applicants. ActivateYYC was a true collaboration between the groups listed above and the over 100 citizens, organizations, and businesses who participated as successful grantees.

Activate YYC launched in July 2017, encouraging community-initiated ideas that would invite Calgarians to "walk, play and be neighbourly". Through four funding rounds, this microgrant cultivated 224 applications for both events and projects. The grants committee accessed applications on various criteria including: 1) novelty, 2) replicability, 3) impact, and 4) fit with "walk, play and be neighbourly". The committee also wanted to ensure there were projects in all wards across Calgary. It was noted that most of the inner-city communities, who were very familiar with walkability, were most eager to apply and, for the most part, pitched innovative projects that challenged or tested City processes. Suburban communities tended to focus on events that promoted neighbourliness and walking rather than testing City approvals and permits. The grants committee quickly realized we need to meet the applicants where they were at in order to best achieve our goals. While judges used a set of metrics to initially judge



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the applicants, face to face meetings between the judges were essential to talk about the applications and flush out their merits against the ActivateYYC outcomes.

In total, 103 projects and events were funded - with four of the initial projects being presented at the Walk21 conference that took place in September 2018. A total of \$82,784.39 was granted towards the 103 projects, with 28 projects subsequently declining funding due to challenges faced in getting City permissions, approvals, or due to the deadline of March 31, 2019.

As of the date of this report, 75 projects were completed for a total reimbursement of \$52,922.61. These 75 projects reported that they had leveraged an additional \$85,796.86 in funding from other sources, or, on average \$1,144 additional dollars per project, or 162% of the City's initial investment! In addition, the Federation was able to leverage their administrative portion by 47%. This leverage allowed the Federation to provide a storytelling component as well as a new resource called the ActivateYYC Toolkit, a booster pack to our Engagement Toolkit. In addition to dollars, there was 969 volunteers and 13,671 Calgarians participating in the 75 completed ActivateYYC projects.

We learned a great deal about how to execute various projects and events; themes emerged as learnings for both City processes and approvals and for running microgrant programs in the future. The recommendations that have come from the ActivateYYC pilot project include:

- More experimentation is needed to be able to provide clear directions, approvals, and permitting processes in plain language
- To maximize learnings and to document process, focus on one type of project that can be exercised city wide by a variety of groups (i.e., "cone" versations, parklets, catwalks, etc.).
- Information on existing and new "streamlined" process needs to be accessible on the City website
- One City of Calgary contact person to navigate the approvals and permit processes, or better communication across departments so staff work to find solutions
- Policies around the permitting and approvals process must be reviewed to reduce the number of steps, approvals and/or permits a group must get in order to move forward with their project. Permit fees should also be reduced or waived for community-led activities
- Equipment (cones, barricades, etc.) that can be rented or borrowed reliably and at a reasonable cost
- More inter-department communications that are solution focused, enabling resident-led activations and projects
- Don't underestimate the amount of support residents and non-profits require



Findings Report – Federation of Calgary Communities

Overall, ActivateYYC microgrants were enjoyed across Calgary without any injuries or damage to property. ActivateYYC was successful in providing additional information and insights on City processes and permitting, showcasing Calgary's interest in becoming a more walkable city, and providing our citizens with community-led opportunities to "walk, play and be neighbourly"; each doing their part to create a city of inspiring neighbourhoods.



What Was ActivateYYC?

ActivateYYC was a collaborative microgrant program funded by the Council Innovation Fund, to encourage community-initiated ideas that invited Calgarians to "walk, play and be neighbourly". As part of Calgary's Pedestrian Strategy, ActivateYYC was presented with the following objectives:

- 1) To showcase Calgary during the Walk21 Conference
- 2) Engage communities in creating safer, more walkable streets by offering 150 microgrants averaging \$750
- 3) To provide the City with a learning opportunity to streamline their approvals and permitting processes

A total of \$172,500 was granted by the Council Innovation Fund to provide ActivateYYC to the community with \$112,500 of the budget allocated to microgrants. The Federation of Calgary Communities administrated the grants, Walk21 Community Advisory & Legacy Committees served as microgrant judges and the tactical urbanism tiger team and staff from the Pedestrian Strategy department served as champions, problem solvers and navigators for both the Federation and grant applicants. ActivateYYC was a true collaboration between the groups listed above and the over 100 organizations and businesses who participated as successful grantees.

Marketing

During June of 2017, ActivateYYC was branded and extensive communications plans were developed to get the word out to non-profits, businesses, and Calgarians who might be interested in activating their communities to "walk, play and be neighbourly".





The Federation used a variety of media from July 2017 to July 2018 to promote ActivateYYC, including:

 Sidewalk chalk – Federation staff used spray paint chalk to place the above ActivateYYC "legs" logo in high traffic areas to build intrigue and excitement leading up to the launch of the program



Findings Report – Federation of Calgary Communities

- 2. **Media event** Hosted an event for media and interested grant applicants where the event itself was an ActivateYYC project that activated an underused greenspace near the Federation's office. Several local media outlets attended.
- 3. **Website** creation of an ActivateYYC webpage, with multiple sub-pages, as well as several "sliders" on the homepage directing visitors to the webpages
- 4. **Hashtag** The creation and use of a unique and targeted hashtag for the program: #ActivateYYC
- 5. **Instagram** Created an Instagram account that posted 60 photos and earned 154 new followers
- 6. Facebook Hundreds of posts were sent and two advertising campaigns were run
- 7. **Twitter** 170 unique tweets were sent with requests for retweets from Council
- 8. **Videos** Published YouTube videos and vlogs promoting ActivateYYC, as well as educating on the microgrant application process and inspiring project ideas
- 9. **Postcards** 10,000 promotional postcards were printed and distributed across the city
- 10. **Workshops** Creation and delivery of six workshops providing microgrant information, project ideas, and assistance in completing the application
- 11. **Direct invite letters** –Calgary Board of Education to distribute to parent councils, 'Business Improvements Areas', CCVO, Councillor assistants, etc.
- 12. **Emails** ActivateYYC staff emailed Neighbourhood Partnership Coordinators and Councillor Assistants to ask for assistance to promote
- 13. **Phone calls** ActivateYYC staff directly reached out to groups that were underrepresented
- 14. **Media** Two media releases and one public service announcement were sent to local media
- 15. **Conferences** ActivateYYC staff presented on ActivateYYC at the Walk21 Conference and our Beyond the Four Walls Conference
- 16. **Demonstration Projects** Activate YYC staff conducted two winter projects of our own to inspire ideas and demonstrate the value. Projects were shared through the Federation's Activate YYC communication channels.
- 17. **Google Maps** an interactive map was created and placed on the ActivateYYC webpage on the Federation's website that showed all the projects taking place across the city
- 18. **Storytelling** Promotion of completed projects is being shared through the Federation's Get Engaged bi-weekly e-newsletter and social media

For each round of applications, the communications plan was revised and became more targeted towards the under-represented wards, with the goal of providing at least eight microgrants within each of the 14 wards.



Grant Applications and Judging

Judgify, an online granting program, was purchased to allow applicants to easily apply online and for the judges to be able to provide ratings on each application prior to face to face conversations and deliberations. Judgify also allowed the ActivateYYC Coordinator to provide applicants with support and ideas to assist in positioning the project with the criteria, prior to being judged.

After screening, the applications received were sent to the judges, made up of Walk21 representatives and a staff person from The Calgary Foundation, for review. The judges ranked the applications on:

- Novelty
- 2. Replicability
- 3. Impact
- 4. Fit with "walk, play and be neighbourly"

After all applications were ranked, the judges, Jonathan Chapman (City of Calgary), Leslie Evans (Federation), and the Activate YYC Coordinator would meet in-person to discuss the merits of each application and determine what applications would be funded. The City and the Federation were not involved in the final decisions but rather served as resource staff to the grants committee. The ActivateYYC Coordinator would then communicate the judges' decisions to all applicants. For those that were successful, the ActivateYYC Coordinator would send out grant agreements and instructions on the next steps.

ActivateYYC Microgrants Broken Down

The total number of applications received was 224. The applications came from a variety of groups and are broken down as follows:

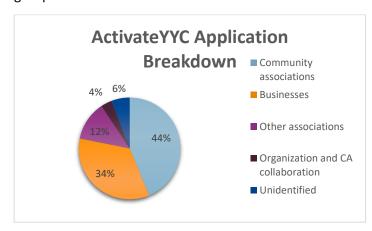


Figure 1 – ActivateYYC Application Breakdown by Applicant Type

Applicant breakdown:

- 98 Community associations
- 77 Businesses
- 28 Non-profits
- 8 Collaborations between individuals/organizations and community associations
- 13 Unidentified (individuals)



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Of these 224 applications, 103 were funded throughout four judging rounds. The applications per round were as follows:

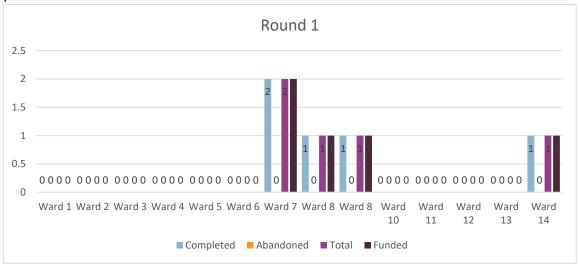


Figure 2 – Round 1 ActivateYCC project applucations by Ward*

*Note: The pre-round is a selection of 5 applications that were picked from round 1 *before* the deadline date. This selection was done to test the judging process, as well as to provide projects for the Walk21 conference in 2017.

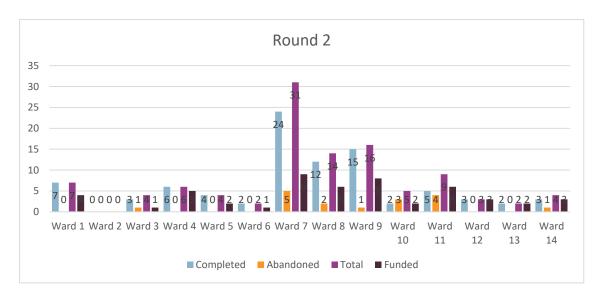


Figure 3 - Round 2 Applications by Ward**

**Note: Only 7 applications from Ward 9 were originally funded in this round, and an additional application was funded at the end of round 4. It is included in the above graph.



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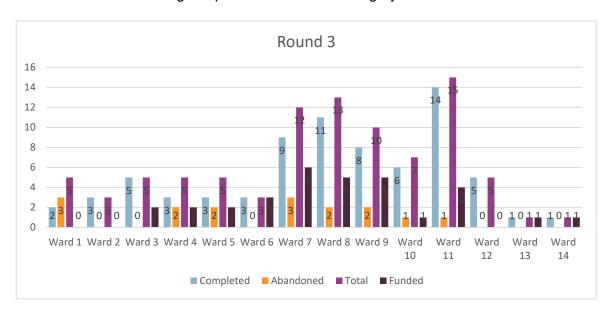


Figure 4 – Round 3 Applications by Ward



Figure 5 – Round 4 Applications by Ward***



^{***}Note: An additional application was funded at the end of round 4 for Ward 5, Ward 7, and Ward 9. Each additional application is included in the above graph.

In summary, the following shows the overall allocation of applications and microgrants per ward:

Ward	# of Proposals Received	# of Initiatives Funded	% of Applicants Per Ward Funded	% of Total # of Microgrants Offered
Ward 1	13	5	38%	5%
Ward 2	4	4	100%	4%
Ward 3	10	4	40%	4%
Ward 4	11	7	64%	7%
Ward 5	11	6	55%	6%
Ward 6	10	8	80%	8%
Ward 7	45	17	38%	17%
Ward 8	29	11	38%	11%
Ward 9	29	13	45%	13%
Ward 10	18	6	33%	6%
Ward 11	23	10	43%	10%
Ward 12	10	3	30%	3%
Ward 13	3	3	100%	3%
Ward 14	8	6	75%	6%
Total	224	103		

Table 1: Applications and Microgrants Per Ward

The 121 applications that were rejected either failed to complete the application process, failed to update the application after pre-screening, or failed to meet the predetermined criteria of novelty, replicability, impact, and fit with "walk, play and be neighbourly". All applicants were notified. Those in under-represented wards were offered additional support to improve upon their applications for the next round of judging.



The Budget

The Council Innovation Fund provided \$172,500 in funding for ActivateYYC. It was allocated as follows:

Line Item	Council Innovation Fund Grant	Grant Funds Spent or Allocated	Leveraging (by other funders)	% of Leverage
Communications & Promotion	\$5,000	\$3,874.30	\$1,500.00	39%
Program Administration	\$40,000	\$41,126.70	\$21,000.00	51%
Microgrants	\$112,500	\$52,922.61	\$85,796.86	162%
Program/Process Review	\$15,000	\$7,143.00		
Total	\$172,500	\$105,066.60	\$107,066.83	102%

A grand total of \$82,784.39 was awarded to the 103 funded ActivateYYC projects, however, due to time considerations and other factors, only 75 projects proceeded to implementation utilizing \$52,922.61 of the available funding. It is noteworthy that the 75 projects leveraged an additional \$85,796.86 in funding from other sources, or on average \$1,144 additional dollars per project, or 162% more funding!

In addition, the Federation was also able to leverage the initial \$40,000 provided to promote and administer the program by 51% with an Alberta Transportation Grant and a private donation. This leverage allowed the Federation to provide a storytelling component as well as a new resource called the ActivateYYC Toolkit, a booster pack to our Engagement Toolkit.

At the end of ActivateYYC, The Council Innovation Grant received a 102% return on their cash investment of \$105,066.60. It is also estimated that when the volunteer hours are added the City will realize a 310% return on investment!



In addition to dollars, 969 volunteers and 13,671 participated to date in 75 completed Activate YYC projects.



Did you know?

969 volunteers and 13,671 Calgarians participated in ActivateYYC!

Other Interesting Numbers:

As part of the grant process, each recipient was asked to submit a final report, along with pictures and receipts for their projects. To date, ActivateYYC projects reported that their initiatives helped to:

	1	2	3	4	5	TOTAL
Encourage people to walk more	6.76% 5	8.11% 6	21.62% 16	32.43% 24	31.08% 23	74
Connect people with others	2.70% 2	2.70% 2	5.41% 4	22.97% 17	66.22% 49	74
Engage people who do not normally get involved	0.00%	10.81% 8	12.16% 9	31.08% 23	45.95% 34	74
Draw in a diverse group of volunteers and/or participants	2.70% 2	4.05% 3	14.86% 11	28.38% 21	50.00% 37	74
Increase the sense of community and safety within the neighbourhood	2.70%	4.05% 3	18.92% 14	24.32% 18	50.00% 37	74
Use resources ALREADY in your community (i.e. skills, ideas, money, etc.)	2.70%	5.41% 4	17.57% 13	32.43% 24	41.89% 31	74
Bring in NEW resources into your community (i.e. skills, ideas, money, etc.)	2.70%	6.76% 5	24.32% 18	32.43% 24	33.78% 25	74
Build your understanding of the processes, licensing and approvals needed to do your project	13.51% 10	20.27% 15	13.51% 10	17.57% 13	35.14% 26	74
Excite people to plan future activities or next steps	2.70% 2	1.35% 1	16.22% 12	24.32% 18	55.41% 41	74

Figure 6: Evaluation Summary of Activate YYC Projects (1 meaning "not at all" and 5 meaning "a great deal")

Of the 75 completed events, only four events required a petition to be signed by the neighbours. Of the four petitions, only one complaint came up regarding an outdoor movie theatre. Seven other event organizers took it upon themselves to notify the immediate surrounding neighbours of the upcoming event in a similar petition fashion.



Of those seven events, the following received complaints:

- 1) The CKE Paint the Pavement as a neighbour was unsure as to why the road needed to be closed, but after it was explained the neighbour stopped contact.
- 2) The *Bridgeland Polka Dot Intersection* as a few people found the new intersection layout too distracting, too small and required them to slow down too much, which was the point of the entire project.



Did you know?

Of all the 75 completed projects, 17 had an art component and some will compensate an artist for their support.

Out of the ActivateYYC projects, 47 claimed they required no permits, 14 applied for and received permits and 14 needed permits but encountered barriers in achieving the correct permissions and permits, and one withdrew because of frustration of the process.

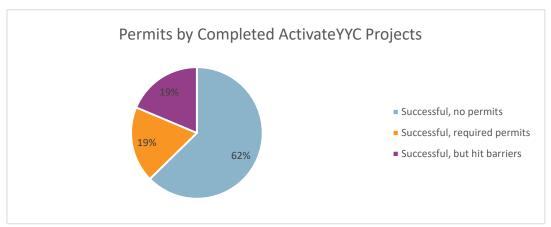


Figure 7: Permits by Completed ActivateYCC Projects

Notably, while a few ActivateYYC projects broke some rules in not getting the required permit(s), the majority persevered and patiently maneuvered the City process. While some of the applications made the City uncomfortable and were modified to accommodate existing rules, projects that pushed into new territory were activated. To date, there have been no reported injuries or lawsuits as a result of ActivateYYC microgrants or the accompanying activations.

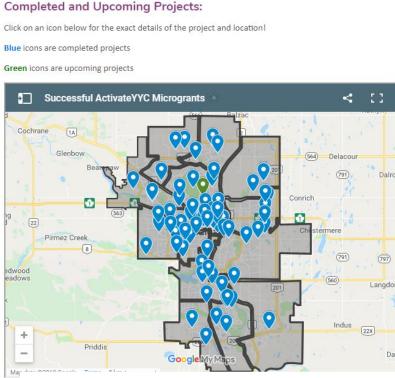


Capturing the Stories

Once an ActivateYYC event or project was complete, ActivateYYC staff at the Federation wrote and published the stories to our website

(calgarycommunities.com). In addition, these stories were promoted though the Federation's social media platforms. They were also accompanied by a large interactive Google Map that pinpointed the location of all past and future projects.

Selected ActivateYYC stories were also included in the Federation's bi-weekly newsletter "Get Engaged". Here is such a story:



https://calgarycommunities.com/activateyyc/stories/

Wiki Furniture Build

On December 13, 2018 by Rebecca Dakin



Have you ever been to the containR Art Park in Sunnyside? Well, there has been a new addition thanks to Springboard Performance! Wikiblock furniture has been added to this space to encourage residents to explore the containR Art Park. On Saturday July 28, 2018, several people helped build and paint the furniture. As the spray paint started to run low, the creativity started to run at an all-time high resulting in some funky and fun designs on the furniture.

Once Springboard Performance had chosen the Wikiblock designs, the *ActivateYYC* grant covered the cost of the CNC cutting. A total of \$750 was awarded for this project, so the funds also went towards paint and advertisement.



Top ActivateYYC Stories

A few of the ActivateYYC events and projects made the news. The famous *Under the Rainbow* mural in Sunnyside was featured in <u>DailyHive</u> as a mural that was taking over Instagram.

<u>Under the Rainbow</u> is now iconic as it beautified an underpass by painting a rainbow under 10 Street Ctrain bridge.





Bridgeland's
Polka dot
Intersection
made headlines
in multiple news
outlets, and
others hoped to
replicate it in
other
communities.



<u>Edmonton Trail Day</u> also gained so much traction that the organizers made an entire twitter account dedicated to the event.



ctivate YYC

<u>La Passeggiata</u> pulled out all the stops, celebrating the Italian Heritage and history within the neighbourhood by hosting a walk down 1st Street NE. This event almost didn't happen because of the "red tape".



<u>1st Street Cone-versation</u> saw activators placed traffic cones on a street corner to generate potential traffic calming solutions while also stimulating good conversations about community building.



Art Along the Way Northern Hills Community Association engaged artists and Calgarians to paint Canada's longest mural.



These projects were examples of tactical urbanism at its best. All required close communication with the City, frustrated the applicants, and forced some volunteers to break the "rules" - which ultimately provided some of the best learnings. Most importantly, these types of projects inspired others to do like-minded projects.



Learnings on Navigating City Processes

Each ActivateYYC grant recipient was asked to complete an online evaluation. The graph below represents how the City was viewed by the microgrant recipients:

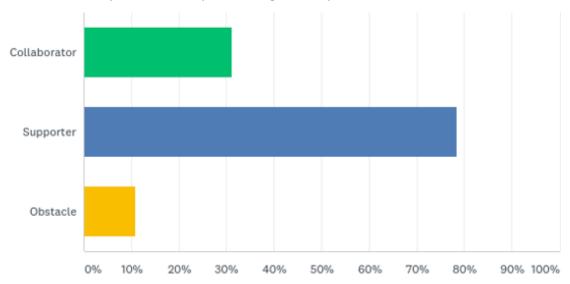


Figure 7 – Microgrant Receiptents View of City of Calgary Support (they could pick more than one option)

As part of the evaluation, microgrant recipients were asked to reflect on their successes and challenges throughout their project. The following are the high-level learnings as outlined by the ActivateYYC recipients who have reported to date:

- 1) The permitting process was not clear, often multiple permits were required, they were expensive, the process was lengthy and tedious requiring more information than expected (i.e., action plans, site maps, emergency plans) in order to be approved. One event expressed concern for having to obtain the same permit as large well-known events, even though their event's scope was much smaller.
- 2) City restrictions often resulted in frustration, confusion and added expense. The Roads Department was difficult to navigate because their process requires a "shortturn around time", meaning projects must occur soon after application but also roads made further demands for projects like having an engineering report before they could proceed, of which, the group did not have the funding to pursue.
- 3) Communication between City departments was lacking and inconsistent, especially when activators were trying to determine which department to work with on their project. There were no clear site lines, with many applicants having to reach out to



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a variety of City departments, experiencing many staff with differing opinions, and faced requests for copious amounts of information to gain approval or a permit(s). In some cases, grantees gave up and either cancelled their project or went ahead without the appropriate City approval.

- 4) Borrowing or renting of City equipment (i.e., cones and barricades) lacked process and were not reliable. Grantees were left on the hook for unexpected "rental fees".
- 5) The Federation staff proved essential in guiding participants through City processes, as we were accessible and encouraging.

Learnings on Promoting and Administrating Microgrants

While the Federation of Calgary Communities has administered grants before, the scale and volume of ActivateYYC microgrants provided some extraordinary learnings. Including:

- When promoting microgrants, we need to be very clear around the purpose and type of
 projects. "Walk, play and be neighbourly" resulted in many small-scale events and
 projects that were not seen by the grant committee as fitting the mandate. Many of
 these small-scale events also did not test the City's processes and would-be activators
 were disappointed.
 - o Potential solution: Focus on one type of project that can be exercised city wide by a variety of groups (i.e., "cone" versations, parklets, catwalks, etc.). This will also maximize learnings in "reducing red tape".
- When an applicant requests a specific dollar amount and is backed by a budget, if there is merit in the project, a full ask should be granted. The grant committee added additional barriers to some projects in which they were only partially funded.
 - o Potential solution: Fund 100% or don't fund the project.
- Microgrants should cover the costs of the City approvals and permitting processes being tested, as well as provide funds for the activities themselves. Applications that have the need for multiple permits or road closure should be funded adequately. In some cases, a \$750 microgrant did not cover the cost of City permits.
 - Potential solutions: Have the City waive all fees associated with community-led projects
- Supporting grant applicants was incredibly time consuming as many people were completing a grant application (although a very simple application) for the very first time. All front-line Federation staff were required to assist the ActivateYYC Coordinator.
 - Potential solutions: In addition to the grant writing workshops, a FAQ should be provided along with examples of a well written application and reimbursement form.



- The use of partner organizations and various networks was critical to get the word out about the ActivateYYC program. However, the goal of funding 150 grants was very ambitious for the administrative and grant committee resources allocated.
 - Potential solution: Expect the time to administrate the grants to be higher than you expect – plan for extra resources or reduce the number of grants or number of intakes per year.
- Judges were very busy people. Participation and interest waned as the program went on.
 - Potential solution Continual "recruitment" of new judges should be considered for each successive round.
- "Judgify" was not a complete software solution and was costly at \$1,500. It did not
 provide updates to the Coordinator when there was activity and the judging process
 was incredibly time consuming. Reports were also hard to pull and "Survey Monkey"
 had to be employed for activators to complete a final report, including the uploading of
 pictures and receipts.
 - Potential solution: Low cost online form and use of a "cloud" to distribute applications to grant committee.
- Despite our attempts to be clear, applicants and grantees needed more support through the entire process than anticipated.
 - O Potential solution: Test pilot communications with a focus group to ensure all aspects including marketing, application process, reimbursement, insurance and final reporting processes are clear and easy to navigate. The terms and conditions of ActivateYYC needed to be provided in multiple formats including on the website, in an email upon receipt of the grant, as well as included at the beginning of the application process. Activators must also sign off on the grant terms and conditions.
- Many who applied were unaware of their own insurance policies and why ActivateYYC required a host organization. A few applications were submitted without consent from the host organization, making these projects a liability for the Federation - as our insurance was required to support these projects, without us knowing it.
 - Potential solution: Require the host organization to submit a letter of support agreeing to take responsibility for the activation.
- The reimbursement process was messy at times, as recipients failed to provide proof of payment but rather submitted dubious invoices. In addition, budgets were often not followed. Many times, after the final report was submitted and more information was still required, leading to numerous follow up emails and phone calls. As the Federation needed to provide appropriate oversight, additional due diligence was required by the Federation's Executive Director, ActivateYYC Coordinator and Federation accountant.



- Potential solution: Provide a better breakdown of what is required for reimbursement. This breakdown would include examples of proof of payments, and what the protocol is if the budget of an event or project changes.
- Getting feedback was difficult, as many people answered the feedback form in the fewest amount of words possible, which resulted in the need for follow up emails. The feedback form, should ActivateYYC choose to use one, should ask less open-ended questions, but include more direct questions. Many people also "beat around the bush" or indirectly answered questions, so closed-ended questions would eliminate this problem. The open-ended questions that are asked to need to be more direct, in order to get the most accurate answer.
 - Possible solution: The final report form should also ask less questions, focusing only on what is critical to gain insight.



"ActivateYYC, along with the Federation of Calgary Communities, has provided me with valuable experience, in many forms. As someone who is not originally from Calgary, it was amazing to work for an organization that allowed me to learn more about our city and the great people who live here. Working with ActivateYYC has also set me up with valuable and useful skills related to my education in communications. While not a direct outcome of ActivateYYC, grant funding like this provides great employment opportunities for post-secondary students, as it gives us real world experience and a place to apply what we are learning in school."

McKayla Saint-Cyr, Student and ActivateYYC Coordinator

ActivateYYC employed three students over the course of the funding period, which
provided all with a great opportunity to learn about communications, marketing, grant
making, storytelling and tactical urbanism.



Recommendations from ActivateYYC

Activate YYC was an incredible opportunity to engage Calgarians and to learn about some of the challenges to navigating city processes. From a big picture perspective, these are some recommendations for next steps:

- More experimentation is needed to be able to provide clear directions, approvals, and permitting processes in plain language
- To maximize learnings and to document process, focus on one type of project that can be exercised city wide by a variety of groups (i.e., "cone" versations, parklets, catwalks, etc.).
- Information on existing and new "streamlined" process needs to be accessible on the City website
- One City of Calgary contact person to navigate the approvals and permit processes or better communications across departments so staff work to find solutions
- Policies around the permitting and approvals process must be reviewed to reduce the number of steps, approvals and/or permits a group must get in order to move forward with their project. Permit fees should be reduced or waived for community-led activities.
- Equipment (cones, barricades, etc.) that can be rented or borrowed reliably and at a reasonable cost
- More inter-department communications that are solution focused enabling resident-led activations and projects
- Don't underestimate the amount of support residents and non-profits require

Conclusion

Through the wide variety of funded projects, we are reminded that communities are not at the same place of understanding tactical urbanism, walkability, or engaging their neighbours. We noted, inner city neighbourhoods were more grounded in tactical urbanism and provided the most learnings. On the other hand, suburban neighbourhoods focused more on the "being neighbourly" events which often did not require complicated permits or approvals and thus provided fewer opportunities to test the City's approvals and permitting processes. However, it



should be noted that these types of grants, no matter the neighbourhood, did contribute significantly to engaging and inspiring residents.

ActivateYYC was just the beginning of building better processes and site lines for engaged citizens who want to inspire their neighbours to "walk, play and be neighbourly". The Federation would like to see more experimentation and documentation of processes as we move forward. We believe that by using a "one type of project" approach, (i.e., "cone"versations, parklets, catwalks revitalizations, etc.), exercised city-wide by a variety of groups, along with our counterparts at the City, can better document processes, roadblocks and more effectively communicate across City departments. This will lead to better communication between City staff and community and therefore, less frustration on the part of the activators. Testing one project theme at a time city-wide can maximize the learnings and provide well documented approaches that will lead to more community-led activities using City land in the future, and ultimately contributing to a city full of inspiring neighbourhoods.



Appendix 1: ActivateYYC Microgrants Awarded



Microgrants Awarded August 2017 to March 2019 NOTE: Those crossed out were approved, however, declined the grant. **Project or Event** Amount Ward Awarded **Host Organization** Name **Project or Event Description** Adding two new events (Bubble Soccer and Rock Climbing) to the Annual Harvest Festival to encourage **Tuscany Community** 2017 Tuscany neighbours to meet or Association Harvest Festival reconnect with each other. WARD 1 700.00 Youth will chalk city sidewalks Bowness Chalk the Boys and Girls Club with chalk art or motivational of Calgary Bowness Walk WARD 1 500.00 messages. University of **Urban Calgary** Calgary Students will paint places Student's Community that promote vitality within WARD 1 400.00 Association Mosaic the city to create a mosaic. **Building multiple little** Scenic Acres libraries to create a circuit of Community **Little Free Library** little library stops throughout WARD 1 **Association** Circuit Scenic Acres. 750.00 Painting the planters in front **Bowness** of the CA building to increase Community Community foot traffic and promote a Association Coming Together meeting space Ward 1 726.05 Community clean-up where each class in the elementary school will be assigned a Annie Foote School couple of streets in the Grade 5 Teachers Annie Foote Cares WARD 10 700.00 community of Temple. WARD 10 Pineridge School Pineridge School would like to \$ 1,500.00 Pineridge school **Parent Association** parent association kick off a winter movement (PSPA) challenge to motivate our (pspa) winter movement students not to spend their challenge time inside in front of TVs, or iPad, this winter, but to be

moving as much as possible!



Four events are planned to increase use of the Temple Temple Community Association Walk and Play - Bucket of Balls Temple Community Association Winter Disc Golf Calgary Marlborough Community Association Winter Disc Golf Cleaning up the catwalks to encourage people to use and maintain them A winter fair for the community, which will	
Temple Community Association Walk and Play - Bucket of Balls Temple Community Association Winter Disc Golf Calgary Marlborough Community Association Winter Disc Golf Cleaning up the catwalks to encourage people to use and Association A winter fair for the	
Association Bucket of Balls tennis courts. WARD 10 \$ 750.0 Temple Community Association Winter Disc Golf Disc golf in the winter Ward 10 \$ 750.0 Calgary Marlborough Community Association Galborough's encourage people to use and maintain them Association A winter fair for the	
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Association Winter Disc Golf Disc golf in the winter Ward 10 \$ 750.0 Calgary Marlborough "PURR"fecting Cleaning up the catwalks to Community Marlborough's encourage people to use and Association A winter fair for the	0
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Community Association Associat	
Association Catwalks maintain them Ward 10 \$ 750.00	
A winter fair for the	0
	U
Community which will	
Tromp, Slide and provide volunteer	
Prospect Human Glide - Winter opportunities for the clients	
Services Activities Fair of Prospect Human Services Ward 10 \$ 1,106.3	4
Chinook Kelvin Paint the pavement to bring	
Grove Eagle Ridge awareness to a busy	
Community CKE Paint the intersection where there is	
Association Pavement high pedestrian activity. WARD 11 \$ 750.0	0
Haysboro Exploring the neighbourhood	
Community Stroll or Roll on foot or bike in a scavenger	
	^
Association Haysboro hunt style. WARD 11 \$ 650.0	U
Building a larger-than-life	
Acadia Community Crokinole ice board outside	
Association Crokinole Curl the recreation complex. WARD 11 \$ 850.0	0
Willow Ridge Crokicurl Rink The project involves the WARD 11 \$ 750	0.00
Community creation of a scaled down	
Association Crokicurl rink & homemade	
curling rocks.	
Cedarbrae Walk the To design maps of interesting WARD 11 \$ 750	.00
Community Neighbourhood walk routes that include	
Association Maps showcasing our Firehall,	
playgrounds, Anderson road	
overpass and our community	
centre.	
Kingsland Horticultural Talk A speaker from the Calgary WARD 11 \$ 750	100
Community & Luncheon Horticultural Society will talk	.00
Association on plants that don't need	
much water/care. After the	
talk everyone will be	
encouraged to walk around	
the Kingsland Dry Pond	
pathway or use the outdoor	
equipment as luncheon is set	
up.	



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Elboya Heights Family Events Committee (Elboya Heights Community Association) The CanLearn Society	3rd Annual Elboya Bike Parade and Neighbour Day Celebration	A new bike scavenger hunt as part of the annual Neighbour Day celebration. A panel mural created with participation and input from neighbours, clients and partners.	WARD 11	\$ 750.00 \$ 750.00
Beltline Neighbourhoods Association Connect Charter School, Tsuut'ina Education Department, Mount Royal University, Lakeview Community Association	Humpy Hollow Park Improvement Partners in Place: Pow wow	Purchasing resin Adirondack Patio Chairs for use at community events. Hosting a Place-Based Education symposium, parent summit, and community- building powwow.	WARD 11 WARD 11/citywide	\$ 750.00 \$ 710.00
Riverbend Community Association	Small Dog Day Afternoon	Held at the ice rink during the summer, small dogs and their owners will be invited to show off their pet and introduce them to other small dogs in the community.	WARD 12	\$ 700.00
Copperfield- Mahogany Community Association St Isabella School & Copperfield School	Safe walk & ride to school	Activating the pathway system between the two schools by painting a yellow brick road and other fun elements like footprints and rainbows.	WARD 12	\$ 750.00
Deep South Coalition Early Childhood Development Coalitions (ECDC)	Loose parts play bins	Placing kids 'play tools' at the play box at the Copperfield playground to encourage moving, playing, exploring, and creating.	WARD 12	\$ 750.00
Silverado Community Association	Silverado Community Association Outdoor Volleyball Net	Installing a volleyball net to encourage the community to use the recreational area year-round.	WARD 13	\$ 800.00



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		WARD 13	\$ 750.00
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Community Race	-		
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Library		WARD 13	\$ 750.00
	_		
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	_		
art party		WARD 14	\$ 750.00
	_		
		WARD 14	\$ 750.00
Mid-Sun Fence Art	_	WARD 14	\$ 750.00
	•		
	implemented.		
	Installing stopping posts for		
Calgary Access	visitors with disabilities, in		
Transit Bus Stops	particular those with vision		
in Fish Creek	loss, so they can be picked up		
Provincial Park	by Calgary Access Transit.	WARD 14	\$ 750.00
	A little free library circuit		
Little Free Library	consisting of two libraries	Ward 14	\$ 750.00
Winter Festival -	Hosting a winter carnival for		
Skating Party	the community	Ward 14	\$ 750.00
	Children and parents will be	WARD 2	\$ 750.00
Kids	·		
	= :		
	harvest activities and ideally		
	each child will be able to take		
	Transit Bus Stops in Fish Creek Provincial Park Little Free Library Winter Festival - Skating Party Gardening with	Amazing Community Race system and to various green spaces and playgrounds. The top three teams will be awarded prizes, but all participants will be given something for participating. Creating and filling a tool library with various tools/safety items that will be available to members for use in the improvement and beautification of their homes. Celebrating the end of the growing season at the community garden by inviting local artists to share their craft, display their work, and interact with the garden, gardeners, and garden visitors. Olympic Winter Festival with skating, snow shoe races, cross country skiing, tobogganing and crafts. Mid-Sun Fence Art A fence art installation along the median of Sun Valley Boulevard where 2500 permanent cubes into the fence. A winning design will be voted on and implemented. Installing stopping posts for visitors with disabilities, in particular those with vision loss, so they can be picked up by Calgary Access Transit. A little free library circuit consisting of two libraries Winter Festival - Skating Party Winter Festival - Hosting a winter carnival for the community Gardening with Children and parents will be	Amazing Community Race system and to various green spaces and playgrounds. The top three teams will be awarded prizes, but all participants will be given something for participating. Creating and filling a tool library with various tools/safety items that will be available to members for use in the improvement and beautification of their homes. Celebrating the end of the growing season at the community garden by inviting local artists to share their craft, display their work, and interact with the garden, gardeners, and garden visitors. Olympic Winter Festival with skating, snow shoe races, cross country skiing, toboganing and crafts. WARD 14 Mid-Sun Fence Art A fence art installation along the median of Sun Valley Boulevard where 2500 permanent cubes into the fence. A winning design will be voted on and implemented. Installing stopping posts for visitors with disabilities, in particular those with vision loss, so they can be picked up by Calgary Access Transit. A little free library circuit consisting of two libraries Ward 14 Winter Festival - Skating Party Children and parents will be taught to plant, maintain the



Evanston Creekside	Learn to Ride -	Providing 4 different	WARD 2	\$ 750.00
Community	Evanston	workshops throughout the		,
Association		day, tailored to different skill		
		levels		
Ranchlands	RCA Family	A Family Friendly End of	WARD 2	\$ 750.00
Community	Summer	Summer Celebration with		
Association	Celebration	carnival type games (water		
		fights, mini golf, bean bag		
		toss, ring toss, basketball,		
		beachball volleyball, potato		
		sack races, parachute games,		
		tug of war etc.), a pop-up		
		farmers market selling fresh		
		fruit, vegetables, lemonade,		
		popcorn, etc., and an		
		interactive, outdoor live		
		performance family theater.		
		Hosting a cross country skiing		
Sage Hill Community		day to promote the activate		
Association	Snow Fest	mode of transportation	Ward 2	\$ 750.00
Northern Hills	SPRY In the Hills	Design a Walking and Exercise	WARD 3	\$ 750.00
Community		Project to get Seniors		
Association		outdoors in an organized		
V: f	Constitut Constitut	group setting.	14/ADD 2	\$ 750.00
Vivo for Healthier Generations	Creating Coventry	To host an unveiling of the	WARD 3	\$ 750.00
Generations	Unveiling Event	Creating Coventry plan in the spring of 2018 as part of a		
		walk and picnic event in May		
		or June 2018.		
Hidden Valley		01 June 2010.		
Community	Explore Hidden	Community Wide scavenger		
Association	Valley	hunt.	WARD 3	\$ 750.00
	Northern Hills			
Northern Hills	Community of	Painting Canada's Largest		
Community	Murals - Art Along	mural along one of the fences		
Association	the Way	in the community	Ward 3	\$ 1,500.00
		Relaunching the Nose Hill		
		Park free weekly run with a		
		new initiative to encourage		
	Nose Hill parkrun	youngsters to walk, run, or		
parkrun - Nose Hill		1	I	A 750.00
parkrait 1103C Tilli	first birthday Event	volunteer in the 5km run.	WARD 4	\$ 750.00
Mount Pleasant	first birthday Event Amazing Race -	volunteer in the 5km run. Educational scavenger hunt	WARD 4	\$ 750.00
			WARD 4	\$ 750.00
Mount Pleasant	Amazing Race -	Educational scavenger hunt	WARD 4	\$ 750.00
Mount Pleasant Community	Amazing Race - Centennial Park	Educational scavenger hunt following the amazing race format at Centennial Park. Host our first ever community		
Mount Pleasant Community Association	Amazing Race - Centennial Park Walk	Educational scavenger hunt following the amazing race format at Centennial Park. Host our first ever community Easter scavenger hunt in	WARD 4	\$ 750.00
Mount Pleasant Community Association Brentwood	Amazing Race - Centennial Park Walk Brentwood Easter	Educational scavenger hunt following the amazing race format at Centennial Park. Host our first ever community Easter scavenger hunt in partnership with Brentwood	WARD 4	\$ 750.00
Mount Pleasant Community Association Brentwood Community	Amazing Race - Centennial Park Walk Brentwood Easter	Educational scavenger hunt following the amazing race format at Centennial Park. Host our first ever community Easter scavenger hunt in partnership with Brentwood spots such as the pool, local	WARD 4	\$ 750.00
Mount Pleasant Community Association Brentwood Community	Amazing Race - Centennial Park Walk Brentwood Easter	Educational scavenger hunt following the amazing race format at Centennial Park. Host our first ever community Easter scavenger hunt in partnership with Brentwood	WARD 4	\$ 750.00



		be provided at the sportsplex at the end.		
North Haven Community Association	North Haven Neckdown Artwork	Hosting a neckdown painting event based off of winning community designs.	WARD 4	\$ 750.00
Dalhousie Community	Revision to Dalhousie	Hosting two public meetings and a field trip to help plan a community wide walking	WARD 4	¢ 4 000 00
CLASS (Calgary Local Active Skatepark	Promenade CLASS (Calgary Local Active Skatepark	Purchasing parks equipment and a storage box to help maintain the Huntington Hills	WARD 4	\$ 1,000.00
Stewardship) Alex Munro Elementary School and Parent Association	Stewardship) Alex Munro Labyrinth and Pathway Project	skatepark. Creating a Labyrinth and pathway in the North garden at Alex Munro Elementary School.	WARD 4 WARD 4	\$ 750.00 \$ 750.00
Eastside Memorial Football Club	SOCCER - GIRL POWER	Program to introduce soccer to girls who have never played or been unable to led by certified soccer coaches.	WARD 5	\$ 750.00
Antyx Community Arts	Culture Shock	Youth break dancing competition at the Genesis Centre with the goal of establishing a platform for local youth in the NE to showcase their passion for urban culture and their talent in breakdancing.	WARD 5	\$ 750.00
Creative Aging Calgary Society	Chalk sidewalk design!!!	We would like to encourage all the seniors and families that attend Prairie Winds Park to participate in a sidewalk design project.	WARD 5	\$ 410.00
Martindale Community Association	Winter Carnival	Hosting a winter carnival for the community	Ward 5	\$ 750.00
Centre for Newcomers	Welcome & Celebrate Your First Winter in Canada!	A winter festival for new comers to the city	Ward 5	\$ 750.00
Pineridge Community Association	Community Ice Rink	Building a skating rink to introduce a new winter activity to the community	Ward 5	\$ 1,500.00



	T	T		
Glendale/Glendale		First adult, non-sport cultural		
Meadows		event to encourage seniors		
Community		and local artists to engage		
Association	Glendale Craft Fair	with the community.	WARD 6	\$ 750.00
Strathcona Christie	lane	Repair and paint wrought-iron	WARD 6	\$ 750.00
Aspen Community	garden/community	gate structures and entrance		
Association	entrance	signage, to amend poor soil,		
	Revitalization and	control weeds and add shrubs		
	Management	and perennials demonstrating		
		survival ability in dry and		
		vulnerable areas.		
Westgate School,	Friendship Bench	To purchase two Friendship	WARD 6	\$ 1,112.00
Calgary Board of		Benches - one for each		
Education		school.		
Rundle College	73rd Street SW	Decorating the new walkway	WARD 6	\$ 750.00
Society	Walkway Art	with the local school, Rundle		
,	Project /	College (Gr K-12), the school's		
		Art Directors, and the local		
		Aspen community.		
West		,		
Springs/Cougar	The WSCR			
Ridge Community	Community Dog			
Association	PAWty	A pop-up off-leash dog park	Ward 6	\$ 750.00
		A scavenger hunt to		
Discovery Ridge		encourage participants to		
Community	Amazing Race	explore the community and		
Association	Discovery Ridge	meet others.	Ward 6	\$ 750.00
	Coach Hill			
Coach Hill Patterson	Patterson Heights			
Heights Community	Community	Building an outdoor rink for		
Association	Outdoor Rink	the community	Ward 6	\$ 1,500.00
Glamorgan		·		
Community	Glamorgan	Hosting a winter carnival for		
Association	Winterfest 2019	the community	Ward 6	\$ 750.00
		Beautifying an unengaged		7
		space by painting a rainbow		
Bike Calgary/Arusha	Under the	under the 10 Street c-train		
/Hillhurst Sunnyside	Under the Rainbow		WARD 7	\$ 1,500.00
/minurst sumiyside	Nallinom	bridge.	WAND /	\$ 1,500.00
		Placemaking project to		
		increase the safety of		
		pedestrians by painting two		
Picolina Productions		crosswalks and transit fence		
/ Bow to Bluff / Bike	Eyes / i's On the	panels with large character		
Calgary / Arusha	Street	"eyes" or "i's".	WARD 7	\$ 900.00



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TALES	TALES on the Way: Stories of Movement and Migration	Taking place in Eau Claire, the group will be telling stories of migration to Canada. Hosting a Cone-versation event by placing traffic safety	WARD 7	\$ 400.00
Crescent Heights Community	1 St NE Cone-	cones on a street to generate potential traffic calming solutions while also stimulating discussion around		4 75000
Association West Hillhurst Community Association	wersation West Hillhurst Winter Carnival	the impact of these cones. Outdoor winter carnival hosted by the community association and other local groups.	WARD 7	\$ 750.00 \$ 750.00
BTCA	Banff's Bargin Blades!	Building a large bench for multipurpose use and skate storage.	WARD 7	\$ 750.00
Hounsfield Heights/Briarhill Community Association	The Mandala	Painting the cul-de sac street.	WARD 7	\$ 770.00
Springboard Performance	Wikiblock public furniture for containR in Sunnyside	Building public furniture with neighbours for Sunnyside.	WARD 7	\$ 750.00
Tuxedo Park Community Association	Hall Exterior Mural	Painting an exterior wall of the community hall to encourage people to go to the surrounding park	Ward 7	\$ 750.00
Clover Living - Assisted Seniors Living Facility Calgary Chinese Elderly Citizen Association	DIY Flower Shop for Immigrant Seniors!	A "do it yourself" bouquet event. This event will aim to connect with isolated seniors by inviting them to make their own bouquets and connect with neighbours.	WARD 7 (City Wide)	\$ 750.00
Kerby Centre	Discover Your	A series of walking tours, designed for older adults to explore the downtown core, Chinatown and Inglewood.	WARD 7 (City Wide)	\$ 750.00
The Calgary Chinese Elderly Citizens' Association (CCECA)	Intergenerational "Walk by Fun "	A 3-month walking project that targets Chinese older adults, their families, youth, and residents from the neighbourhood of Chinatown to be more active and to promote intergenerational relationships.	WARD 7 (City Wide)	\$ 750.00



Alberta Urban Athletics Association Rosedale Community Association in collaboration with the Alberta Native	McHugh Bluff Outdoor Fitness Park Stair Race Bee Box building workshop; Rosedale Community Association and	A community stair race to gather support for the proposed outdoor fitness park. An educational presentation about native bees & teach participants to build bee boxes which they will install on their properties or	WARD 7 (City Wide) WARD 7/citywide	\$ 750.00 \$ 725.00
Bee Council	Alberta Native Bee Council	community centres.		
Winston Heights Mountview Community Association	Winston Heights Mountview Community Association Neighbour Day Celebration	Inviting a local Indigenous Dance Troupe to attend who specialize in teaching local Indigenous culture as part of Neighbour Day.	WARD 7/citywide	\$ 750.00
Calgary Chinese Community Service Association	Get Together	About 70-100 immigrants to Calgary will be invited to join a walking tour along the Bow River. After which, they will be invited to a BBQ at Edworthy Park, where they can enjoy games and become more engaged with the community.	WARD 7/citywide	\$ 750.00
Canadian Cultural Mosaic Foundation	YYC Audio Experiment	A participatory audio adventure where attendees download an audio file and listen to synchronized secret instructions in a public space via headphones.	WARD 7/citywide	\$ 900.00
Bow Cliff Seniors	Walk and Roll with the Bow Cliff Seniors.	An introduction to lawn bowling with specific support for members with mobility issues by purchasing 10 pairs of walking sticks.	WARD 8	\$ 800.00
St. Matthews United Church Youth Group Alexander Ferguson Elementary School Council	Fresh Air Cinema Event Alex Ferguson Elementary 17th Ave	Closing the block to turn it into an outdoor cinema for residents and tenants. Chain link fence art: designed and installed by students and parents of Alexander	WARD 8	\$ 625.00 \$ 750.00
		Ferguson Elementary on the chain link fence, which borders directly with 17th Avenue SW.		



North Glenmore	North Glenmore	Building a community garden	WARD 8	\$ 750.00
Park Community	Park Community	on CBE lands and hosting a	107 (KD 8	-3 730.00
Association and	Association -	kick-off event to unveil it.		
Calgary Board of		Rick-on event to unvent.		
Education Career	community garden			
	KICK OH			
and Technology Centre				
Centre				
Richmond School	Richmond School	Street art spanning the street	WARD 8	\$ 1,200.00
Parent Council	Painting our World	and moving onto the sidewalk		
		along 22 street SW.		
		Painting 30 colorful spruce		
		tree shadows on the		
		pavement of Spruce Drive in		
Wildwood		reference to trees planted		
Community	30 Spruce Down	along the road. Colored public		
Association	Spruce Drive	furniture will also be added.	WARD 8	\$ 900.00
		A food tour of Killarney that		
		highlights local businesses		
		and encourages community		
Killarney Community	Killarney Food	members to share food		
Association	Tour	together.	WARD 8	\$ 750.00
		Monthly community building		,
	Community	events at the Uptown Bottle		
	Community building with	Depot with the goal of making		
	_	, ,		
Colgon, Con	Calgary's bottle	work safer and reducing the	WARD 0	ć 750.00
Calgary Can Two Wheel View	picking community Beltline Bike Club	stigma of bottle pickers.	WARD 8	\$ 750.00
two wneer view		Building bikes throughout the	WARD 8	\$ 1,500.00
	community bike	spring and present them to 15		
	build project	women who would otherwise		
		have no way of attaining		
		bikes and teaching them to		
		maintain them.		
		Anyone interested in active		
		transportation will be invited		
		to attend and submit a two-		
	Canada Bikes	minute elevator pitch about		
	Active	current initiatives or		
0 01	Transportation	platforms to encourage active	WARD 8	A 555.55
Canada Bikes	Speed Date Night	transportation in our city.	(City Wide)	\$ 500.00
Sled Island Arts	Sled Island Lane	Waterproof paper pin wheels	WARD	\$ 750.00
Fellowship		attached to the poles along	8/citywide	
		the bike lane in anticipation		
		of the sled island festival.		
		Calgary Drop In visitors and		
	Calgary Drop-In &	low-income clients will		
	Rehab Centre	volunteer to pick up garbage		
	Society's	along the river pathway and		
Calgary Drop In &	Bridgeland	other public areas within		
Rehab Centre	Riverside Clean	walking distance of the Drop-		
Heriab Certific	Miverside cicum	Walking distance of the brop		



		Dardaria - Tarro Cl. 130		1
		Replacing Tony Churchill		
Duidenland/Diversity	1at Avanus Cafat	blocks with planters or art		
Bridgeland/Riverside	1st Avenue Safety	that will make the		
Community	& Beautification	intersection safer but also		4 750.00
Association	Improvements	more beautiful.	WARD 9	\$ 750.00
5.1.1.1		Celebrating the Italian		
Bridgeland		heritage and history of the		
Community	Walk21	neighbourhood by hosting a		4 750.00
Association	Passeggiata	walk down 1st Street NE.	WARD 9	\$ 750.00
		Canadian sound artist Raylene		
		Campbell will lead a group of		
	Calgary New Music	listeners on an exploration of		4 750.00
New Works Calgary	Festival Soundwalk	the sounds of Inglewood.	WARD 9	\$ 750.00
Monica Ila &	Ramsay Robotanic	To build a 5 foot "Robotanic"	WARD 9	\$ 750.00
Matilda	Bot & Botanical	for our neighbourhood. The		ļ
Vanduyvendyk and	Wish Garden!	robot will have a place to		
Adrian Buckley at		store wildflower seed paper		
reGenerate Design		for pedestrians walking past		
Ltd.		to write their wishes or good		
		intentions on.		
Dover Community	Twin Views	Host a community gardening	WARD 9	\$ 750.00
Association/ Twin	Communal Garden	activity event consisting of an		
Views Communal	Spring Activity	introduction to the garden,		
Garden		spring clean-up, gardening		
		workshops, children's		
		activities, art installation,		
		music entertainment and bar-		
		b -que.		
Inglewood	Summer Nights in	6 separate and unique events	WARD 9	\$ 750.00
Community	Mills Park	every 2nd Thursday evening		
Association		between 6:30 and 8:30 pm in		
		Mills Park.		
		Installing temporary parklets		
		along Edmonton Trail with		
Renfrew Community		the goal of improving the		
Association	Edmonton trail day	pedestrian experience.	WARD 9	\$ 1,500.00
		Community members will be		
		showing traditional games		
Penbrooke		from their home countries		
Community	Multicultural	and encouraging others to		
Association	Traditional Games	play.	WARD 9	\$ 750.00
Erin Woods		Constructing a Little Food		
Community	Little Food Pantry	Pantry and a Little Library for		
Association	& Little Library	community use.	WARD 9	\$ 200.00
7.0 3001011011		com munity use.	v v/((C))	y 200.00
Cauthori	Paint the Panels @			
Southview	Southview	Deinting the new straft of the		
Community	Community	Painting the panels of the	Marel O	ć 750.00
Association	Association	arena	Ward 9	\$ 750.00



Renfrew Community	Party at Beaumont			
Association	Circus	A black party in the fall	Ward 9	\$ 1,500.00
The Alex Community Food Centre	The Alex Mobility Committee Accessibility Video Project	Showing what it is like to live with a disability through a fun and inclusive video project	WARD 9/citywide	\$ 750.00
	Total			\$82,784.39
	TULai			302,704.39





February 1, 2019

Dear Members of Calgary City Council,

As judges for the ActivateYYC Community Microgrant program, we are delighted to share this letter as part of Administration's reporting back on a first, one-of-a-kind, municipal program to inspire community scale activities.

Our role involved reviewing submissions, scoring each individually and then together selecting the best ideas for funding. Other duties involved recruiting applicants to apply and giving advice we felt would strengthen submissions. A total of 6 days were dedicated to meeting together to discuss and award the microgrants.

Highlights:

Highlights of the program are the excellent management and marketing by The Federation of Calgary Community and the huge successes in terms of media response, collaboration and community connections that resulted from the ideas. The program, in our opinion, also connected our organizations as a continuing legacy of the Walk21 conference to advance our common goals in a more aligned way. For so many reasons, it was a success resulting from a small budget amount that should continue into the future.

The program theme was deliberately broad with marketing for ideas around walking, playing & neighbourliness. The theme and scale should be revisited in future rounds as 150 ideas was too aspirational in a first offering, and consideration is needed on whether the grants placed sufficient emphasis on walking.

An important goal of ActivateYYC was to help The City of Calgary reduce red tape and make it easier for residents to affect change at the local level. It is our opinion that the culture has become more supportive by staff but that there are still significant hurdles for residents to find answers and permission space. The buddy system helped many applicants, but needed to be more robust or the theme could be more targeted to affect strategic trigger points. As an example, a next round could focus on engineered walkways (catwalks), wayfinding or another universally relevant space needing attention in Calgary.

Applicants were predominantly passionate community volunteers representing all Calgary wards. Greater interest came from north of the river and certainly from older communities. As a judging team we at times wanted to see more creativity from the applicants, however seeing the results and how meaningful they were reminded us that Calgary communities grow, walk and play in different ways. Neighbourhood leaders are best at knowing priorities so we tried to find a place where we judged plans on whether they were realistic, new for them, and appropriately budgeted.

PFC2019-0230 ActivateYYC Community Microgrants Findings - Att 2.pdf

Findings Report – ActivateYYC Judges



Awarded applications:

Small details made applications shine, though there are so many – here is a bit of the magic we observed:

- Evergreen's scavenger hunt that deliberately mixed teams to help neighbours meet
- o Suburban applications showed their love and focus to support kids play and shared gardens
- o Beltline crokinole & Bridgeland Passeggiata were the best multigenerational activities
- o Bridgeland 'polka dots intersection neckdown' showed the most volunteer determination
- o Renfrew's Edmonton Trail Day was among the most complex and hosted by a very new Community Association board
- Calgary Police Service shined when they supported a local street hockey game by closing the street with service vehicles and joining the game
- o Create Coventry proved how large a volunteer group can assemble and that art encourages more walking

Judging:

We as judges benefitted greatly by the in-person sessions and chance to semi-regularly hear from colleagues and the perspectives of our own experts in Calgary. The face time was encouraged by our employers and allowed us to share other research, and be reminded to collaborate. All organizations hope to continue to remain involved going forward given the positive outcomes that match community and our employer aspirations.

Recommendations:

A new round of ActivateYYC should again be managed by the Federation of Calgary Communities. Their staff did a lot of up front work coaching applicants and were really very creative in their promotion tactics – with lots of hustle! Most applicants required more funding and the Federation helped link them with other grants as well. They also supported connections and as a result, partnerships formed: businesses provided materials, seniors baked cookies for younger volunteers, and street dances became subsidized.

Interesting alliances make a difference and help change culture at the local level. The buddy program by The City, where projects are sheparded through Administration should be formalized and expanded to help new ideas be successful, given new ideas are more uphill.

Administration needs to do more to simplify rules including creating a comprehensive checklist and a custom intake within Special Events for small and medium scaled ideas. Reinforcing the City of Calgary's role in the marketing will also help grow ties between staff and residents.

In close, we wish to thank Calgary City Council for their leadership in supporting the Pedestrian Strategy through the ActivateYYC initiative as well as the Federation of Calgary for their effective coaching of us in

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Findings Report - ActivateYYC Judges



our role and residents on their applications. The 103 projects together show the spirit of Calgarians reminiscent of collaboration during the 2013 flood: resourceful, inclusive and community-focused.

Respectfully and committedly,

Laura McLeod Celia Lee Julie Black

Alberta Health Services Sustainable Calgary Calgary Foundation

Roxanne Leblanc Kimberley Nelson Pamela Hyde

Sustainable Calgary Vision Zero University of Calgary

Greg Hart Peter Sargious Ryan Martinson

Thin Air Labs Alberta Health Services Stantec





[ATTACHMENT 3 - ADMINISTRATION FINDINGS]

Findings and recommendations by City of Calgary Administration



Introduction.

On 2017 April 10, Council awarded \$172,500 from Council Innovation Fund to introduce Walk21 Community Microgrants, later marketed as ActivateYYC. The ActivateYYC microgrant program revealed examples of support by City Administration for community leaders and has helped Administration focus on improvements that will help the delivery of projects that contribute to walking, playing and being neighbourly.

Specifically, the purpose of this Attachment is to summarize the lessons learned throughout the program from multiple viewpoints (principally the applicants, the Federation of Calgary Communities, and the ActivateYYC judges) to:

- highlight the areas where Administration positively supported applicants
- highlight those areas where Administration should improve
- describe the specific changes needed and underway within Administration

Overview.

The ActivateYYC program awarded small grants of around \$750 for community leaders to encourage walking, playing and being neighbourly. Additionally, the grants were designed to draw out community priorities while also helping Administration to refine its permitting processes for more positive outcomes at the local level.

Judging of the community submissions was by a Walk21 Legacy committee made of local experts from organizations including Alberta Health Services, University of Calgary, Sustainable Calgary and the Calgary Foundation.



Culture Shock Falconridge



What worked.

Overall, the ActivateYYC program showed measurable enthusiasm both within and outside The City.

Interest.

242 applications were received from all areas of Calgary and these projects showed:

- A broad range of ideas
- Communities generally indicated they would repeat their activities or take on a more ambitious plan in future
- Relationships were formed as well as process capacity that were shared among community leaders and in turn enabled future projects



Girl Power Abbeydale

Administration & enthusiasm.

Culture change in support of resident ideas took place over the two years of this program. While difficult to measure, positive interactions such as this street use permit issued to MRU students adds to the enjoyment of contributing to public space. Celebrating these instances helps empower staff to continue to put resident needs first.

Location:	37 St SW (Bow Trail - Richmond Road)	
Purpose:	Temporary Use of Sidewalk for Students	
Authorized To:	Use of sidewalk at noted address to accommodate Mount Royal University student project involving sidewalk chaulking and other materials. Students must all pass this assignment otherwise permit must be paid for in full at our permit office located @ 2808 Spiller Road SE. Safe pedestrian access must of course be maintained at all times. Sidewalk chaulk must be removed upon completion - unless it's too beautiful to remove.	

FIGURE 1: STREET USE PERMIT ISSUED TO MRU STUDENTS

Staff.

Residents expressed their thanks for City participation in their ideas. Most often mentioned include Neighbourhood Partnership Coordinators, members of Council, 311 call centre and the Liveable Streets Division. Specific thanks related to showing support, connecting the applicant with information and permission space as well as removing administrative barriers. Overall, approximately 74 % of applicants

Administration Findings



considered The City a supporter, while 35 % described The City as a Collaborator and 10 % as an obstacle (applicants could select more than one response).

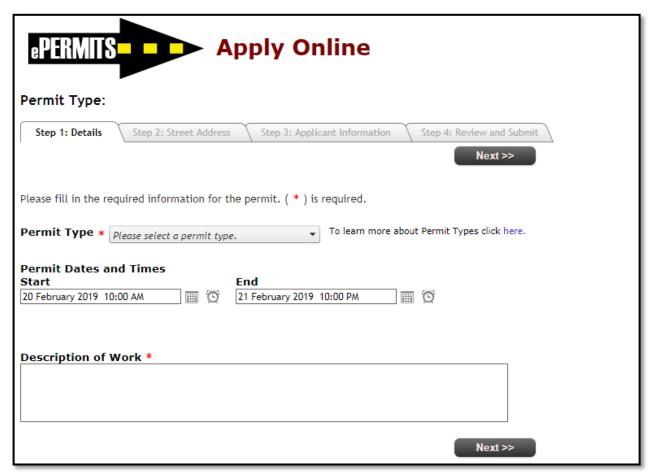
Application process.

Activate YYC applicants used an online form received directly by the Federation of Calgary Communities. This form and the questions that were posed allowed the applicant to describe the value of their idea and then be contacted by The Federation of Calgary Communities for coaching on strengthening their idea. Conversely, when residents apply for many City permits, the forms require details that do not always investigate or prompt the applicant for the value proposition of their idea. Below are excerpts from Activate YYC and a Street Use Permit.

Please describe the project or event What will you be doing Who will be involved Any additional partners	: The community will be hosting a paint the pavement event to bring awareness to the community regarding a busy intersection where kids are playing and people are frequently crossing. We will be designing a mural with the help of two artists that will incorporate children's art from the neighbourhood. The mural will be outlined on the pavement and then all the kids from the neighbourhood will be invited to help paint the colours in. Cloverdale paint is offering a community association discount on the paint. Read more
How will this project event encourage people to walk	: CKE is already a community full of members who enjoy walking in our neighbourhood. Our goal is to make this intersection more safe for those persons, bringing awareness to driver's that they must come to a full stop before proceeding Read more»
How will this project event encourage people to play	: We are inviting all members of the community, not just our children, to join in the painting of the pavement. We want to make the streets safe for our children to play on and not have the additional concerns of drivers not stoping at the 4 way stop. Making this 4 way stop a safer zone will allow the parents and the children in the community to feel safe playing in their front yards, riding their bikes etc. The sidewalks surrounding the 4 way stop is also a popular place to meet with our neighbours, catch up on events and meet new people in the community. Read more»
How will this project event encourage people to be neighbourly	: By inviting the whole community to participate, we are attempting not to single out any individuals out with punishments; but bringing awareness that a complete stop is only a few moments in time and our neighbours who are on foot are important as well. Read more»
How do you plan to communicate your project or event to the community	: We will be advertising on our communities webpage, monthly communications booklet, Facebook page. We will also be delivering flyers to those houses that we feel will be most affected by the street closure and inviting any comments or questions. Read more
Give us a sense of your project event timeline	: We are in the current stages of planning, meeting with the artists as well as gathering kids art for the mural. The permit to the city has been applied for to close the intersection for two days. The event will take place Sept 9 and 10th. Photos will be posted to Facebook as well as on our webpage Read more»

EXCERPT: KELVIN GROVE ACTIVATE YYC APPLICATION





STREET USE PERMIT PROVIDES LIMITED INFORMATION BY APPLICANTS



Learnings and sticking points.

Reviewing applicant feedback in detail exposed several projects where The City of Calgary can take further steps and be a more supportive partner.

Rules.

About one third of applicants required permission for their ActivateYYC grant. Permission typically was needed to close a street, reserve a park, or store equipment on public property. In some cases, applicants required permission from multiple Departments requiring additional coordination and clarity. One such example is Kensington's Eyes-On-The-Street that required separate permissions from Parks, Calgary Transit and Roads. In this case it was not obvious how or who might coordinate these permissions / permits.



Eyes-On-The-Street Kensington

Perceptions of fairness were also raised in three cases related to processes like the paint the pavement program. Given the process was under development, applicants felt as though rules were applied differently. Further, complaints were made that some permit conditions did not sufficiently relate to risk exposure including North Haven's sidewalk art design. This design had to be changed to accommodate a gap in the artwork every 30 cm, a rule not initially communicated.



Neckdown Artwork North Haven

Bylaws.

At times City recommendations were to direct citizens to ignore or break bylaws, including the Bowness Chalk the Walk group who were instructed they could proceed without a permit and that the graffiti bylaw



would likely not be applied. Though this advice may be reasonable, it is not the intent of the program that residents should need to break bylaws nor is it the purpose of bylaws to restrict contributing behaviours.



Chalk the Walk Bowness

Equipment.

The City of Calgary often lends street closure and recreational equipment to support block parties and other events. The feedback showed that the lending process can improve. In Crescent Heights, Coneversation applicants were required to rent traffic cones at a high and unaccounted for cost. Using tents was also a challenge as they became unavailable and require a building permit at a certain threshold. This latter example hints at the challenge faced by many communities of straddling between a small community function while at times taking on sophisticated elements that trigger concerns of safety to individuals, the environment or infrastructure. Simplifying rules is needed and is evolving as Administration encounters more and new community applications.



Cone-versation Crescent Heights

Risk.

Activate YYC showed Administration gives community permission through individuals and that front line staff feel a tremendous responsibility towards the safety of the public, the environment and our infrastructure. Further, staff may sense a risk of granting community permission due to reputational fears or in anticipation of 311 complaints. This fear of risk lends to staff saying "no" to anything that falls outside



well defined parameters. In the case of Bridgeland's Passegiatta they experienced significant challenges in receiving permission for a community-scale walk.



Passeggiata Bridgeland

Insurance.

Further to better framing risk, many of the tools and conditions do not align with risk exposure, particularly requiring permit holders to hold liability insurance for many activities. While this requirement may be quite achievable for some community groups, others may be prevented access. This has the unintended consequence of promoting vital and healthy communities only where local affluence features. All applicants to ActivateYYC were required to have liability insurance.



DIY Flower Shop Chinatown

Appetite.

In a few cases including Edmonton Trail Day, ActivateYYC ideas were declined in such a way that implied Administration did not value the idea presented or that the impacts could not outweigh the benefits of the idea.

A declined permit with little explanation (or no context beyond which a rule would be contravened) and no suggestions for how to modify or supplement the submission to achieve a workable proposal fails to



demonstrate that the idea was given real consideration and that The City recognizes the underlying values expressed through the application.

In the case of Edmonton Trail Day, they were initially informed the traffic impacts were too severe. Ultimately the project proceeded on Saturday, August 18 with equipment from Parks, Urban Strategy and Transportation.



Edmonton Trail Day Renfrew

Cost estimating.

Applicants faced uncertainty in achieving permission as well as budget uncertainties around what City services cost. This represented a considerable planning challenge.



Progress: removing barriers.

Calgary has a strong policy base for community led initiatives indicating that many barriers are more tactical or educational in nature:

- A City of Inspiring Neighbourhoods gives value to citizen led initiatives
- This is My Neighbourhoods adopted a community led approach in its second wave

Day to day decisions are still challenged by managing perceived risks.

Paint the pavement.

Roads Traffic Division recognized that the Paint the Pavement process was important to residents and needed updating. They were the sole business unit to make use of ActivateYYC process improvement funds to work with a City of Calgary Business Change and Process Consultant to change an existing process as part of the program. Though the new Paint the Pavement application process is now available online and provided lessons to guide other permission space exploration within The City of Calgary:

- Staff conducted broad engagement with community experts and Neighbourhood Partnership Coordinators
- The project team worked to complete a balanced document including enough detail to guide staff while remaining user friendly enough to help citizens through the process
- Before rules were in place, residents were not aware of the approval criteria which often times led to back and forth communications
- Prior to the new process, decision making required significant time by senior management
- Some rules may not yet link with risk exposure
- The application is standalone and does not link with other City services
- The approach is suited to a specific kind of project but does not scale well to larger ideas

Tiger Team — Risk.

Recognizing concerns by staff represented a significant impediment to granting permissions to Calgarians, a framework and tool was initiated by Administration's Tiger Team and Risk Analysis team. The Tiger Team is a group that includes problem solvers from across the Corporation, including external guests, that meets monthly on a new challenge related to increased collaboration.

A risk tool designed around community initiatives is under development and will inform staff of the many risk approaches as well as typical risks associated with empowering communities safely. The tool will be used in future education by The City's Risk analysts and describe topics such as positive risks (associated with missing out on an opportunity), and information on approaches to risk treatment that are aimed to help staff go beyond making yes / no decisions. In fact, staff in relation to risk can:

- Avoid the risk by refusing the project
- Mitigate the risk by asking an applicant to adjust their plans or have contingencies in place
- Accept or retain the risk by giving permission and extending City protections
- Transfer the risk to communities



The tool will also share with staff where they might learn more about risk, find help and learn about citizen ideas – as an example that no injuries were reported in the ActivateYYC pilot.

Tactical Urbanism Library

Based on feedback about the difficulty in acquiring and reusability of many common materials, a first tactical urbanism library is being implemented in coordination with Crescent Heights community association. This will make many city owned tools, like cones, available to residents. Lending of materials will be managed by community volunteers, both to engagement events by Administration, as well as to local and regional community events. This first location is also intended to help businesses along a local corridor scheduled for construction and is hoped to "take care of business during construction" by building a relationship between The City, residents and a forming BIA.



Humpty Hollow Park Bankview



Recommendations.

Activate YYC pilot program has been an opportunity to hear the community-level priorities of Calgarians and observe the support they receive by Administration. The following recommendations are made to focus efforts by Administration on becoming a better partner for the benefit of communities and their enjoyment of public spaces:

1. Because community projects can highlight infrastructure gaps including disconnected pathways, insufficient maintenance and aging or out-of-date facilities at community gathering points:

It is recommended that Administration explore ways for citizen identified priorities at the local level to inform capital investments or cost sharing.

2. Because risk and liability are often misunderstood and exaggerated when considering community requests:

It is recommended that Administration prioritize the development of tools and training on risk for process owners and gatekeepers across the Corporation, including typical costs.

3. Because several of Calgary's bylaws are not in alignment with liveability and City advice around when permits are required:

It is recommended that Administration actively survey community-minded behaviour that falls outside current bylaws and make adjustments that favour liveability.

4. Because the ActivateYYC partners and judges provided valued support to Calgarians and to Administration including a friendly intake process and offering additional community grants:

It is recommended that Administration streamline its intake process and maintain relationships that further align grants and opportunities to make it simpler and more effective for ideas to succeed.

5. Because the buddy approach used to support this ActivateYYC pilot helped support several of the more complex projects:

It is recommended that Administration identify a well-positioned resource to provide this service including for citizen-led initiatives beyond this specific program.

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Urban Strategy Report to Priorities and Finance Committee 2019 June 04

5 St SW Underpass Enhancement Project

EXECUTIVE SUMMARY

Administration is seeking a withdrawal from the Beltline Community Investment Fund (BCIF) and Public Art capital deposit to support the implementation of the 5 Street SW Underpass enhancement project. BCIF withdrawals greater than \$75,000 require Council approval. Both of these funds provide this project with enhanced opportunities to help build *A City of Safe and Inspiring Neighbourhoods*.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

For the purposes of capital construction of 5 Street SW Underpass Enhancements, approve a \$1.6M increase to the budget of Program 569, funded by a withdrawal of \$1,000,000 from the Beltline Community Investment Fund (BCIF), and appropriation of \$600,000 from the Public Art capital deposit.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 March 18, Council approved the City Planning and Policy Priorities 2019 – Workplan, which included the Centre City – 5 Street Underpass Design, item 32, attachment 1, with a start date of Q2 2018 and an end date of Q1 2020.

At the 2017 November 13 Regular Meeting of Council, Council was presented the findings of Report C2017-1157 entitled The Impact of Suspending Public Art Projects. In Attachment #2 of the report, it was identified that the project should proceed with public art component removed until further Council direction. At the meeting, there was a motion carried to reverse the recommendation of the Attachment #2 and "Direct Administration to proceed with the RFPs for the following significant projects currently underway: 5th Street Underpass." As a result, the project has carried forward with the Public Art component and associated funding into the project scope.

On 2017 July 28, the BCIF Stakeholder Committee passed a motion with respect to capital funding for the 5 Street SW Underpass Enhancement Project "That the BCIF Stakeholder Committee APPROVE spending of up to \$1,000,000 from the BCIF, subject to a review of the concept-level drawings prior to the project and report proceeding to the SPC on Planning & Urban Development."

On 2016 December 19, Council approved the 6.5 km centre city cycle track network to become permanent infrastructure (refer to report TT2016-0746). This Council directed action has been incorporated into the scope of the 5 St SW Underpass Enhancement Project.

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Urban Strategy Report to Priorities and Finance Committee 2019 June 04

5 St SW Underpass Enhancement Project

On 2011 June 20 Council approved report LPT2011-40 Terms of Reference – Beltline Community Investment Fund (BCIF). As outlined in these terms, project funding requests that exceed \$75,000 must be approved by Council.

On 2007 May 07 Council approved the Centre City Plan (CPC2007-049) with a long-term vision to "make Centre City a livable, caring and thriving place."

On 2006 May 15 Council approved the Beltline Area Redevelopment Plan (ARP), which allows for the earning of bonus density through cash contributions to the Beltline Community Investment Fund (BCIF). The Fund was created in conjunction with the density bonusing policies outlined in the ARP and implemented through the Land Use Bylaw 1P2007.

BACKGROUND

Refer to Attachment 1 for a visual representation of the project area. Area 1, the 5 Street SW public right-of-way from 9 to 10 Avenues SW, is the current boundary for the project. Area 2 is a contemplated future improvement from 10 to 11 Avenues SW. Within Area 2, there is an opportunity to widen sidewalks and create permanent cycle infrastructure. The improvements in Area 1 will be compatible with the existing and ultimate conditions in Area 2.

Project Scope

In 2017 an RFP was released to secure a design team for the project, which included a public artist as part of the RFP. The inclusion of public art as part of the project scope resulted from Council direction as outlined in the previous section *Previous Council Direction / Policy*. The project team has developed a concept that greatly improves the 5 Street SW underpass condition, while seamlessly integrating public art into the design.

The project considers the entire public realm from property line to property line, as well as the interface between public property and adjacent developments. Additionally, the project team has worked closely with the developer of the new *The Residence Inn by Marriot* to ensure the interface between the underpass and adjacent development are complimentary to one another.

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Urban Strategy Report to Priorities and Finance Committee 2019 June 04

5 St SW Underpass Enhancement Project

Currently, the scope of work within the project boundary contemplates the following improvements:

Underpass Element	Contemplated Improvement
Sidewalks	Widen to improve ease of mobility, make more attractive to elevate user experience above current conditions
Crosswalks	Upgrade to current accessibility standards
Trees and vegetation	Provide space for trees and vegetation to enliven the underpass and increase tree canopy within the Centre City
Lighting + Safety	Meet or exceed minimum standards for safety and crime prevention
Cycle Track	Make existing pilot infrastructure permanent, maintain cycle counter, improve comfort for cyclists waiting at intersections
Traffic lanes	Narrow lanes within acceptable standards for vehicles, transit and goods movement
Traffic signals	Currently meet operational standards
Underpass walls + bridge abutments	Make necessary life cycle improvements and enhance visual appearance of underpass
Underpass concrete median	Remove median and redistribute this space to pedestrians and trees / vegetation

For more information, a summary of the underpass design concept and process is included in the Attachment 1.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The project has undergone a rigorous approach to planning and design that includes:

- · development of multiple design concept options;
- ongoing stakeholder and citizen engagement;
- ongoing coordination with multiple Business Units and service line owners; and,
- numerous value management sessions to ensure the project will (a) fall within available capital budget, and (b) fall within available operating budget for impacted asset owners.

Furthermore, the project team has applied lessons learned from previous underpass enhancement projects to streamline project delivery, plan for unforeseen circumstances, and better address the needs and concerns of Calgarians.

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Urban Strategy Report to Priorities and Finance Committee 2019 June 04

5 St SW Underpass Enhancement Project

The additional rigour applied during planning and design, application of lessons learned, continuous monitoring of project budgets, and forthright consideration for long-term maintenance will ensure a high degree of economic resilience associated with this project.

Stakeholder Engagement, Research and Communication

The project has been delivered in accordance with the Engage Policy and Framework to ensure that citizens and stakeholders have had genuine opportunities to influence the design. This process began in June 2018 with a discovery engagement that included a stakeholder workshop, walking tour, sounding board and online engagement to understand what issues matter to Calgarians for the underpass.

These ideas were summarized and translated into three distinct design concepts for the underpass. Each concept was presented and reviewed in detail at a stakeholder workshop in October 2018 that was comprised of over 30 individuals representing: (a) City staff – asset owners, subject matter experts, and maintenance and operations staff; and (b) external stakeholders – community association members, Business Improvement Area members, Councillor representatives, adjacent landowners.

Following the workshop, a preferred concept was selected based on stakeholder feedback, and the design was refined and presented back to the public in February 2019 through several onsite pop-up engagements and an online engagement. The preferred concept was generally well-received and supported by participants. Feedback that was critical of the concept was reviewed in detail and, where appropriate, the design was refined. This resulted in: a scaling back of the design to reflect Calgary's current economic constraints, increased pedestrian lighting to address safety concerns, and modification of materials to reduce long-term maintenance costs.

Refer to the Attachment 2 for a summary of engagement activities for the project. Refer to the Attachment 3 for a letter of support from the Public Art Board. Refer to the Attachment 4 for minutes for a vote of support from the BCIF committee.

Strategic Alignment

With the approval of The Centre City Plan (The Plan) in May 2007, a comprehensive and strategic long-term vision for the future of Calgary's Centre City was established. The Plan identifies the need to develop an enhanced public realm with strong pedestrian and bicycle connections throughout the Centre City. The Plan also supports the redevelopment and improvement of the CPR underpasses that connect the Downtown and Beltline Communities. With approximately 43,000 residents and over 150,000 Calgarians working in the Centre City – the underpasses play a critical role in connecting where Calgarians live and where they work.

Social, Environmental, Economic (External)

Citizens and stakeholders have identified three primary goals for the project.

- 1. Improve the **mobility and functionality** of the underpass for all users, particularly for pedestrians and cyclists. Improvements for active modes will not significantly impact other modes such as transit, vehicles and goods movement.
- Address safety concerns and social considerations that detracts from citizens feeling comfortable when using the underpass.

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Urban Strategy Report to Priorities and Finance Committee 2019 June 04

5 St SW Underpass Enhancement Project

3. Make **design and aesthetic** improvements that will enhance user experience and make Calgary a better place to live and work.

Within the private sector, the project team has worked closely with the Marriot Residence Inn to ensure that their needs and concerns are addressed, and the interface with this significant development is as seamless as possible. The project team has made similar considerations for future development on remaining adjacent redevelopment sites.

Additionally, Water Resources is undertaking pump station upgrades to improve the reliability and performance of the pump station within the project boundary. Construction timelines are being coordinated between underpass enhancements and pump station upgrades to minimize disruption to citizens and businesses during construction.

As a result, the underpass enhancements addresses:

- <u>Social</u> considerations by addressing achieving the goals and objectives of citizens and stakeholders;
- <u>Economic</u> considerations by working closely with the private sector to maximize redevelopment potential of adjacent lands; and,
- <u>Environmental</u> considerations by incorporating trees, on-site stormwater management and coordination of pump station improvements that will improve the environmental resilience of the underpass.

Financial Capacity

Impacts to current and future operating and capital budgets have been a primary consideration for this project.

Current and Future Operating Budget:

The project is being delivered by Urban Strategy – Centre City Implementation. The project team will develop a Memorandum of Understanding between asset and service line owners to ensure that "who maintains what" is clearly understood and formally documented and achievable within current operating budgets.

ISC: UNRESTRICTED

Urban Strategy Report to Priorities and Finance Committee 2019 June 04

5 St SW Underpass Enhancement Project

Current and Future Capital Budget:

Funding sources for the \$4.1m design and construction budget are summarized below:

Funding Source	Funding Status	Value
Centre City Mobility Program (Program 569)	Secured	\$2,000,000
Beltline Community Investment Fund	Seeking approval via	\$1,000,000
B12 Bonus Public Art Fund Capital Deposit	this report	\$600,000
Centre City Implementation Operating Budget (from <i>CCIMO</i> fund for internal soft costs and consulting costs)	Secured	\$500,000
Total		\$4,100,000

Of the \$4.1m project budget \$3.6m is dedicated to capital construction. A Class 5 cost estimate was completed in November 2018 with an estimate of \$3.1m. A Class 4 estimate is scheduled in June 2019, and will further improve the accuracy and reliability of the estimate. The project team will continue to track the project budget and (a) adjust the design as necessary to meet available budget; (b) track project risks that may impact budget; and, (c) set aside a reasonable contingency to address unforeseen circumstances.

Risk Assessment

The project is dependent upon multiple capital funding sources to be economically viable. If the Administration recommendations are not endorsed by Council, there will be a significant shortfall in available capital funds, and Administration will not be able to proceed with the project. This will impede The City's ability to achieve the vision and goals of the Centre City Plan, as well as tarnish the reputation of The City with owners of adjacent developments who have made significant investments in the area.

REASON(S) FOR RECOMMENDATION(S):

- (1) The 5 Street SW Underpass Enhancement project represents a significant opportunity to realize the vision and goals of the Centre City plan.
- (2) The project will compliment significant investments made by landowners adjacent to the underpass, including the recently completed Alberta Boot Redevelopment (includes the Marriot Residence Inn, a global flagship for the brand), and future redevelopment of the Place 10 site and surface parking lots along 9 Avenue SW.
- (3) The underpass is a critical pedestrian corridor between the downtown core and the Beltline, as well as Calgary's most well-used dedicated cycle facility. The project vision *Making life better every day by transforming an ordinary space into an extraordinary experience* captures the significance of this project to our citizens.

Urban Strategy Report to Priorities and Finance Committee 2019 June 04

ISC: UNRESTRICTED PFC2019-0476

5 St SW Underpass Enhancement Project

ATTACHMENT(S)

- 1. Underpass project overview
- 2. Consolidated What We Heard Report
- 3. Public Art Board letter of support
- 4. BCIF email vote minutes



Underpass Project Overview

1.1 Project Vision

Make life better everyday by transforming an ordinary space into an extraordinary experience

1.2 Project Boundary



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1.3 Project Site Photos









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1.4 What We've Heard

What works well?

- Generous sidewalk widths
- The cycle track
- Connection between Beltline and Centre City

What are the issues?

- Lighting + perceptions of safety
- Sidewalk surface
- Maintenance and cleanliness
- Wasted space in the median could be redistributed

What are the opportunities?

- Incorporate greenery
- Addition of public art
- Improve pedestrian lighting
- Make the cycle track permanent
- Repurpose underutilized space
- Integrate with new and future development



1.5 Translating observation + input

Formulating a vision and goals into measurable objectives

VISION

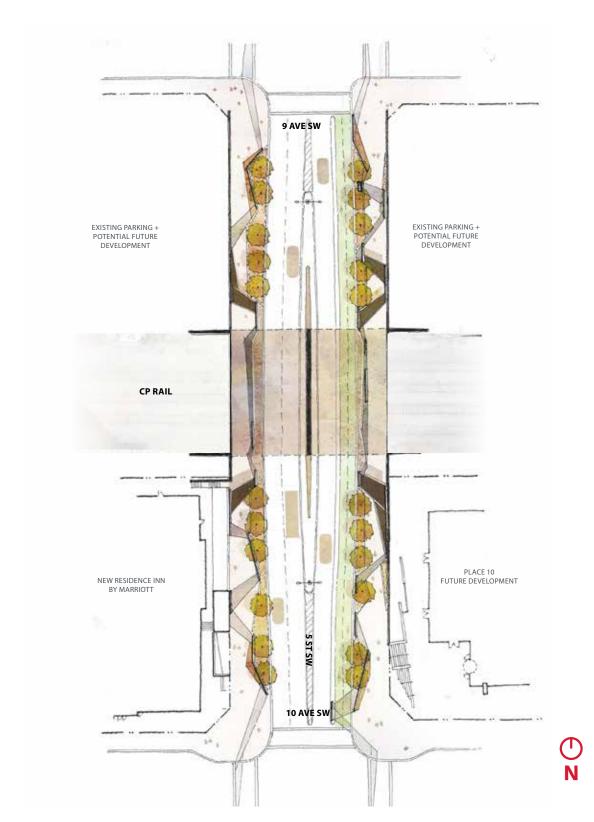
Transform an ordinary space into an extraordinary experience



GOALS MOBILITY + FUNCTIONALITY DESIGN + AESTHETICS SAFETY + SOCIAL **OBJECTIVES OBJECTIVES OBJECTIVES** • Balance the modal split Reduce "wasted space" Improve perceptions of between pedestrians, safety Provide elements of cyclists, transit, and vehicles • Improve integration with discovery and curiosity Make movement an existing and future adjacent through art and design enjoyable experience developments Incorporate trees and Consider long-term Enhance lighting vegetation operations and maintenance



1.6 Concept Site Plan (for engagement)





1.7 Concept Perspective (for engagement)





1 Pedestrian Safety and Comfort Man Safety

- · Wide sidewalks to remain
- Wider crosswalks
- Compressed space to discourage lingering at underpass
- Guardrails and vegetation to separate pedestrians and vehicles

2 Architectural Elements to Add Park-Like Feel 5+5 D+A

- Overhead canopies
- Leaning rails / protective edges
- Guardrails
- · Low walls

3 Narrowed Vehicular Lanes

- Additional space for pedestrians
- Additional space for plant materials

4 Planting M+F D+A

- Site-specific trees, grasses and groundcovers provide windbreak and softer aesthetic
- Park-like environment

(5) Improved Corner Conditions S+5 D+A

- Designated areas for gathering and busking
- Better interface with adjacent properties

- 6 Lighting MFF S+SEnhanced pedestrian lighting at underpass for yearround use, day + night
 - Accent lighting throughout

7) Public Art M+F D+A

• Art integrated with design

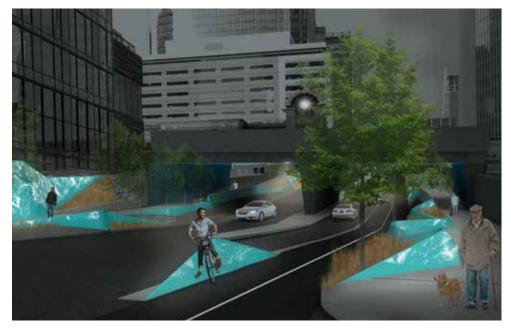


1.8 Concept Perspective (revised design)



Work in progress — what remains from the previous concept?

- Address unsightly and deteriorated elements
- Keep the linear park feel w/ trees and vegetation
- Integrate art + design into a seamless pedestrian experience



Work in progress — what's changing?

- Remove overhead wood canopies
- Remove public seating
- More pedestrian lighting
- Improved looks of Water Resources pump station building
- Refine design to improve ease of operations and maintenance



5 Street SW Underpass Enhancement Project

Consolidated What We Heard Report May 2019



Project overview

Built in the 1970's, the 5th Street Underpass serves as a main gateway and key corridor for north-south movement between the communities of Beltline and Downtown Calgary.

Currently the underpass' cycle track averages over 1,185 riders each day with as many as 2,500 riders during peak days. More than 6,500 pedestrians pass under the rail tracks each day.

The underpass should be a safe and comfortable space for pedestrians and cyclists as they move between the Beltline and Downtown communities. Through the creative use of durable and cost-effective materials designed to perform in our climate, we are exploring to improve the overall user experience through art, strategic lighting concepts and sustainable design solutions.

Engagement overview

Between May 2018 and March 2019, 3 phases of engagement for the 5th Street Underpass Enhancement project took place.

Phase 1: Project Discovery

This phase of engagement included a 'Walk Shop' of the area in which stakeholders toured the area with members of the project team to identify 'what was working', 'what are the concerns', and 'what are the opportunities'. This phase also included a 'Design Blitz' in which participants could provide feedback in person at a kiosk directly on site from May 30 – June 16, 2018. This phase was also accompanied by online engagement during the same time period.

Phase 2: Concept Exploration

This phase of engagement included a workshop for the project team, steering committee, and targeted internal and external stakeholders. This phase collected feedback on three concepts presented with the intent of selecting a preferred option that was to be refined and presented back to the public in the next phase of engagement. The workshop took place on October 9, 2018.

Phase 3: Preferred Concept Development

This phase of engagement included an onsite kiosk directing stakeholders to provide feedback online. The online engagement was open from February 4-14, 2019.



Phase 1: Project Discovery

What We Asked

Participants were asked to provide input regarding the following three questions:

- 1. What currently works well for the underpass?
- 2. What elements of the underpass need improvement?
- 3. What opportunities do you see for the underpass?

What We Heard

The following are the themes that emerged from the question 'What currently works well for the underpass?' in order of most frequent to least frequent:

Sidewalk and pedestrian space
Bike/ cycle track
Structure/ connections
Openness/ visibility
Public art/ greening
Lighting
Cleanliness/ maintenance
Snow removal

The following are the themes that emerged from the question 'What elements of the underpass need improvement?' in order of most frequent to least frequent:

Lighting
Sidewalk/ pedestrian space
Bikes/ cycle track
Cleanliness/ maintenance
Structure/ connections
Public art/ greening
Snow removal
Openness/ visibility
Safety



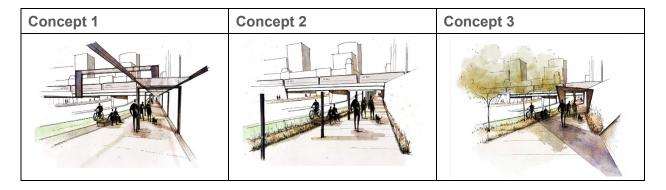
The following are the themes that emerged from the question 'What opportunities do you see for the underpass?' in order of most frequent to least frequent:

Public art/ greening
Lighting
Sidewalk/ pedestrian space
Bike/ Cycle track
Cleanliness/ maintenance
Openness/ visibility
Snow removal



Phase 2: Concept Exploration

Participants were presented with three options and the design qualities of each option was presented in detail. Participants were asked to complete a worksheet regarding each option to help identify the best option for further development. A sample of the options is presented below.

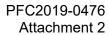


What We Asked

The questions on the worksheet were as follows:

Vision + Objectives	Provide feedback on the Vision and Objectives, including if anything missed or could be improved.	RANK
Underpass + Roadway (10 to 11 Ave) Geometry	What are your thoughts on reconfiguration of the curb + gutter geometry? Any concerns based on your area of specialization?	RANK
Option 1: Framing the Rail	Does this option achieve the Vision and Objectives? What are the strengths and weaknesses of this concept? What is missing from this concept?	RANK
Option 2: Subterranean Experience	Does this option achieve the Vision and Objectives? What are the strengths and weaknesses of this concept? What is missing from this concept?	RANK
Option 3: Linear Park	Does this option achieve the Vision and Objectives? What are the strengths and weaknesses of this concept? What is missing from this concept?	RANK
Impacts to your Business Unit or Organization	Are there any positive and negative impacts to this project for your BU or organization? How can we mitigate these impacts?	RANK
Other Considerations	Anything else you would like to add?	

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What We Heard

The following are the themes that emerged from the question '*Provide feedback on the Vision and Objectives, including if anything missed or could be improved*?' in order of most frequent to least frequent:

General	Generally positive feedback
Themes	Encourage more focus on safety and comfort

The following are the themes that emerged from the question 'Underpass + Roadway (10 to 11 Ave)
Geometry - What are your thoughts on reconfiguration of the curb and gutter geometry? Any concerns based on your area of specialization?' in order of most frequent to least frequent:

General	Positive feedback on extending the project between 10th and 11th Avenues
Themes	Some concern over narrowing the lanes – ensure that transit can still turn and function
	Encourage better barriers between cyclists and vehicles (more permanent)
	Less support for elevating the bike lane

The following are the themes that emerged from the question 'Option 1: Framing the Rail - Does this option achieve the Vision and Objectives? What are the strengths and weaknesses of this concept? What is missing from this concept?' in order of most frequent to least frequent:

Critical	Concern with the reflective surface for the public art concepts
Themes	Concern for visibility and safety of both pedestrians and drivers
	Concern for the canopy and other structural elements



The following are the themes that emerged from the question 'Option 2: Subterranean Experience - Does this option achieve the Vision and Objectives? What are the strengths and weaknesses of this concept? What is missing from this concept?' in order of most frequent to least frequent:

Supportive	Markers are noted as "whimsical"
Themes	Markers as lighting is good for the pedestrian experience
	More open than option 1
Critical	Markers may be an obstacle for pedestrians
Themes	Concerns for materials and constructability of markers
	Generally needs further design and consideration

The following are the themes that emerged from the question 'Option 3: Linear Park - Does this option achieve the Vision and Objectives? What are the strengths and weaknesses of this concept? What is missing from this concept? What is missing from this concept?' in order of most frequent to least frequent:

Supportive Themes	Generally like the canopy – wood would keep the space feeling warm	
	Celebrates the connections between the 2 rivers	
	Positive feedback on the public art lighting ideas	
	Planting is a benefit and an interesting add to the underpass environment	
Critical	Winter maintenance	
Themes	Some concern for vegetation in a vehicular environment	
	Some concern for the canopies – ideas need to be progressed	

The following are the themes that emerged from the question 'Are there any positive and negative impacts to this project for your BU or organization? How can we mitigate these impacts? What is missing from this concept?' in order of most frequent to least frequent:

General	Long term maintenance
Themes	Constructability
	Ensure we consider the adjacent properties and how pedestrians interact with those businesses



The following are the themes that emerged from the question 'Anything else you would like to add?' in order of most frequent to least frequent:

General Themes	Desire to add trees and vegetation to concepts 1 & 2
	General concern for durability and winter maintenance

Overall Summary: The following are overall themes that emerged from second phase of engagement.

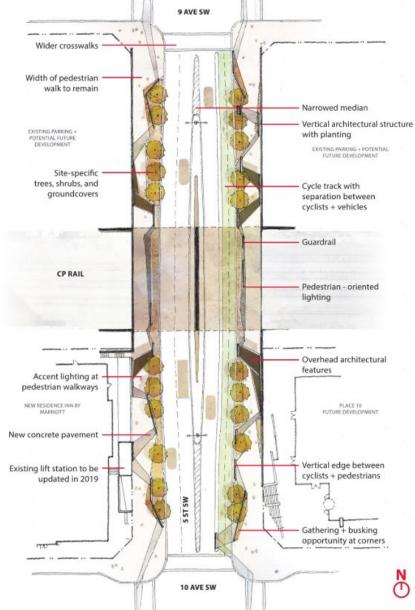
General Themes	Concept #3 was the preferred
	Elements of concept #2 are encouraged to be incorporated
	Concept #1 had little support and a high number of concerns
	General support for the use of plant material – ensure that maintenance and durability are considered
	Support for revising the laneway geometry to allow for wider sidewalks and lane narrowing between 10th and 11th Avenues
	Encourage better separation between bike and vehicles (more permanent)
	Do not elevate the bike lanes, keep at same elevation as road
	Narrowing the lanes is possible, but need to consider room for buses and turning radius required



Phase 3: Preferred Concept Development

Stakeholders were presented a preferred concept that was designed based on the feedback from the previous phases of engagement. During Phase 2 engagement, the *Option 3: Linear Park* was identified as having the greatest potential for development as a preferred concept. The design team continued to refine that concept and presented it to stakeholders and the public.

Underpass Design Concept

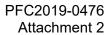








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What We Asked

Participants were asked to provide feedback on if the design achieves the project vision, goals and objectives. This included a ranking (fully achieves, partially achieves, does not achieve) and an opportunity to provide detailed, qualitative feedback by asking "tell us why" for each objective.

The objectives that were used for the purposes of evaluation and assessment were as follows:

Mobility + Functionality Objectives	Safety & Social Objectives	Design & Aesthetic Objectives
 Balance the modal split between pedestrians, cyclists, transit, and vehicles Make movement an enjoyable experience Consider long-term operations and maintenance 	 Improve perceptions of safety Enhance lighting Improve integration with existing and future adjacent developments 	 Make "wasted space" useful Provide elements of discovery and curiosity through art and design Incorporate trees and vegetation



What We Heard

A summary of the ranking activity and outcome themes for each objective is provided below.

Mobility + Functionality Objective #1					
Balance the modal split between pedestrians, cyclists, transit, and vehicles	Does the design achieve the vision, goals and objectives?	22% Fully Achieves Partially Achieves Does Not Achieve			
Supportive Themes	Neutral Themes	Critical Themes			
 General support for proposed design Supportive of separation between cyclists and vehicles Supportive of vegetation/green space Concepts supports multi model transportation Proposed widths work well Pedestrian space works well Well lit 	 Desire for increased sidewalks both at underpass and in connecting pathways Comments relating to timing of lights for pedestrian crossing adjacent to underpass 	 Lack of support for proposed width for vehicle lanes (too narrow) Lack of support for bike lanes contributing to the decrease in the width for vehicle lanes Concern that this project is an inefficient use of tax dollars Concern the proposed design is too clustered/compressed Concern pedestrian sidewalks not wide enough Concern proposed design will contribute to loitering Snow clearing concerns 			



Mobility + Functionality Objective #2		
Make movement an enjoyable experience	Does the design achieve the vision, goals and objectives?	Fully Achieves Partially Achieves Does Not Achieve
Supportive Themes	Neutral Themes	Critical Themes
 General support for proposed design Supportive of vegetation/green space Supportive of the amount of lighting in proposed design Concepts supports multi model transportation Pedestrian space works well Proposed widths work well Proposed design is aesthetically pleasing 	Not enough details on public art to provide feedback on that aspect of the design	 General lack of support for project and its associated cost Lack of support for bike lanes contributing to the decrease in the width for vehicle lanes Lack of support for proposed width for vehicle lanes (too narrow) Concern proposed design will contribute to loitering (specific reference to seating areas) Concern the focus should be on function vs. aesthetics Desire for separated cycle track to be at grade with pedestrian pathway resulting in cycle track having less change in elevation Construction timeline concerns Concern the proposed design is too clustered/compressed Drainage concerns

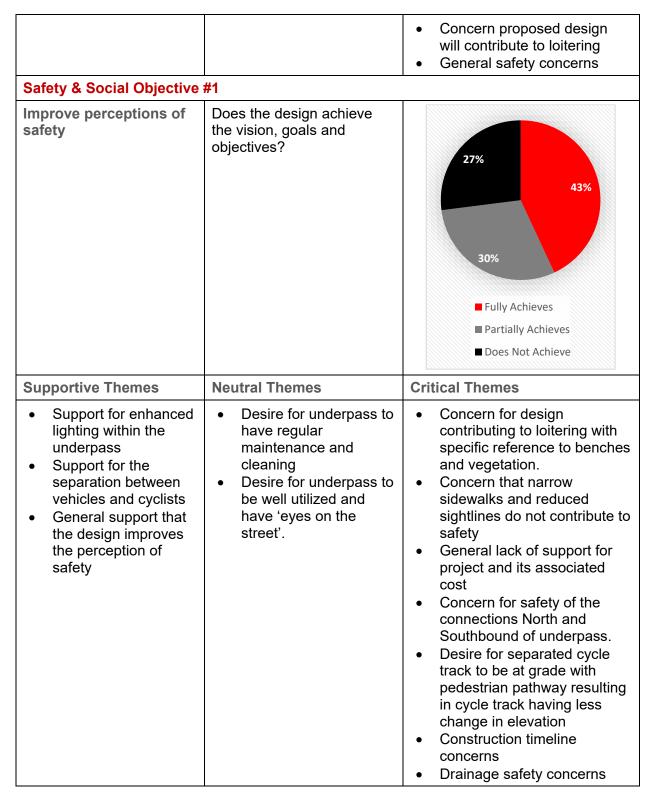


	General safety concerns
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Mobility + Functionality Objective #3		
Consider long-term operations and maintenance	Does the design achieve the vision, goals and objectives?	22% 41% Fully Achieves Partially Achieves Does Not Achieve
Supportive Themes	Neutral Themes	Critical Themes
General support for proposed design in terms of long term operation and maintenance	Desire for underpass to have regular maintenance and cleaning	 Lifecycle concerns for vegetation and desire for this vegetation to be resilient Lifecycle concerns for wood material General lack of support for project and its associated cost Graffiti concerns Concern proposed design will contribute to loitering (specific reference to seating areas) Concern the focus should be on function vs. aesthetics Desire for separated cycle track to be at grade with pedestrian pathway resulting in cycle track having less change in elevation Construction timeline concerns Overhead architectural features may have negative effect on maintenance





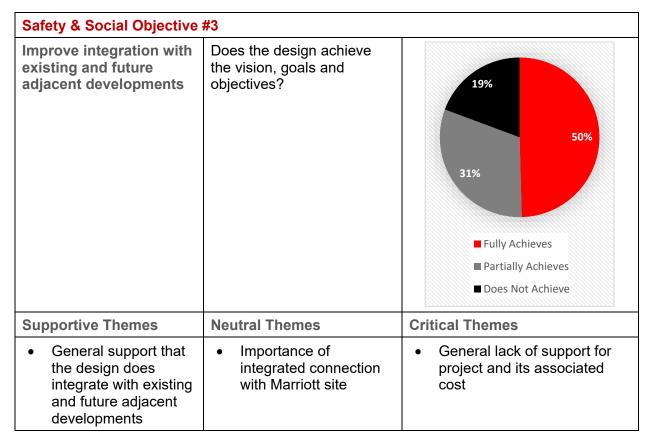


	•	Lack of support for narrowed traffic lanes
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Safety & Social Objective #2		
Enhance lighting	Does the design achieve the vision, goals and objectives?	15% 60% Fully Achieves Partially Achieves Does Not Achieve
Supportive Themes	Neutral Themes	Critical Themes
Support for enhanced lighting within the underpass	 Inadequate details of lighting in design to provide meaningful feedback Desire for functional, low cost, efficient lighting vs. aesthetically pleasing lighting Lighting critical for safety of underpass 	General lack of support for project and its associated cost





^{**}Note – much of the feedback to this question did not fall into specific themes and in many cases wasn't a response to the question asked. It is recommended that the reader view the verbatim section to get a fulsome understanding of the feedback.



Design & Aesthetics Obje	ctive #1	
Make "wasted space" useful	Does the design achieve the vision, goals and objectives? • Fully Achieves • Partially Achieves • Does Not Achieve	18% 25% Fully Achieves Partially Achieves Does Not Achieve
Supportive Themes	Neutral Themes	Critical Themes
 The design achieves the goal of making 'wasted space' useful Supportive of vegetation/green space Supportive of open concept and use of space Support for public art in underpass 	 Desire for underpass to be well lit Desire for heated indoor walkway 	 General lack of support for project and its associated cost Concern the focus should be on function vs. aesthetics Lack of support for narrowed traffic lanes Concern for design contributing to loitering Construction timeline concerns

^{**}Note – much of the feedback to this question did not fall into specific themes and in many cases wasn't a response to the question asked. It is recommended that the reader view the verbatim section to get a fulsome understanding of the feedback.



Design & Aesthetics Object	ctive #2	
Provide elements of discovery and curiosity through art and design	Does the design achieve the vision, goals and objectives? • Fully Achieves • Partially Achieves • Does Not Achieve	■ Fully Achieves ■ Partially Achieves ■ Does Not Achieve
Supportive Themes	Neutral Themes	Critical Themes
 The design achieves the goal of 'Provide elements of discovery and curiosity through art and design' Supportive of public art being incorporated into design 	Not enough information provided for participants to provide meaningful feedback	 Concern the focus should be on function vs. aesthetics General lack of support for project and its associated cost

^{**}Note – much of the feedback to this question did not fall into specific themes and in many cases wasn't a response to the question asked. It is recommended that the reader view the verbatim section to get a fulsome understanding of the feedback.



Design & Aesthetics Obje	ctive #3	
Incorporate trees and vegetation	Does the design achieve the vision, goals and objectives? • Fully Achieves • Partially Achieves • Does Not Achieve	18% 65% Fully Achieves Partially Achieves Does Not Achieve
Supportive Themes	Neutral Themes	Critical Themes
The design achieves the goal of incorporate trees and vegetation	Comments associated with ensuring the vegetation that will be planted is resilient to the elements associated with being in a underpass	 Lifecycle concerns Maintenance concerns Loitering concerns associated with incorporated trees and vegetation into the design General lack of support for project and its associated cost

^{**}Note – much of the feedback to this question did not fall into specific themes and in many cases wasn't a response to the question asked. It is recommended that the reader view the verbatim section to get a fulsome understanding of the feedback.



Other Considerations

Do you have any additional comments? (ranked from most frequent to least frequent)

(ranked from most frequent to l	east frequent)	
Supportive Themes	Neutral Themes	Critical Themes
 General support for the proposed 5th Street Underpass Support the design allows for all modes of transportation Support specifically for the cycle amenities 	 Desire for underpass to be well maintained and regularly cleaned Desire that safety be a top priority for underpass 	 General lack of support for project and its associated cost Loitering concerns associated with incorporated benches and vegetation into the design Construction timeline concerns Concern the focus should be on function vs. aesthetics Desire for separated cycle track to be at grade with pedestrian pathway resulting in cycle track having less change in elevation Drainage concerns Desire for local art to be incorporated Safety concerns of North and South bound connections adjacent to underpass



Next steps: what we will do

Based on stakeholder and citizen feedback, the project team will continue to revise the design. This will include addressing frequently heard critical comments. The final concept will be incorporated into a Design Development Report that will be presented for approval by The City's Transportation Leadership Team. Following approval, the concept will be further developed into contract documents, with the intent of commencing construction as early as 2020.

The following summary represents The City's response to the most comment themes discovered with the engagement.

Theme	Design Response	
Sidewalk width		
Don't compress the sidewalks at the underpasses	The sidewalk is to remain the same width as existing at the underpass. As you exit from out of the underpass the sidewalks become wider.	
Keep sidewalks wide	The City will keep wide sidewalks throughout.	
Maintenance		
How to remove the snow from the sidewalk?	Snow removal is a consideration when designing the layout of the sidewalks, guardrails and the planters. Snow storage areas will be indicated on the detail drawing plans.	
Better maintenance in pedestrian areas is required	Pedestrian areas will be maintained by the City of Calgary following construction. The design team is working with Maintenance to ensure the area can be maintained. Due to citizen concerns, The City typically provides higher levels of maintenance in underpasses than other areas of the city.	
Concern for vandalism	Vandalism is a consideration when selecting materials. This will be further explored during the next phase of the project. Wood elements, which are prone to vandalism, will be removed from the design.	
Concern for health of plants near the road	Salt tolerant plants and mulch will be selected for the planters adjacent to the road.	
Paving surface that is not slippery	All walking surfaces will be textured to ensure they are non-slip and conform to applicable standards for slip resistance.	
Ensure canopies are not climbable and will last a long time	The canopies will be deleted from the design due to maintenance and safety concerns.	



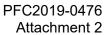
Modal Split Between Pedestrians, Cyclists and Vehicles		
Barrier between cyclist and vehicles	There will be a slight grade and material change between cyclist and vehicles with the use of a concrete rolled curb - this will provide a visual differentiation between the vehicle lane and the cycle lane. Additional visual differentiations being considered are: painted asphalt, bike lane stencils, high visibility textures and colours outlining the extents of the bike lane.	
Ensure all three modes are separated	All tree lanes will be separated.	
Raise cycle track to match pedestrians	The cycle track cannot be raised to match the pedestrian elevation because it serves as a bypass route for vehicles if there is a blockage at the east side of the underpass. The cycle track can be slightly raised with a rolled curb as a visual indicator.	
Make the cycle track less steep at intersections	Due to cost limitations, the grades of the cycle tracks cannot be modified. Other assistive devices will be explored to make the underpass easier to use for cyclists.	
Lane Narrowing		
Undesirable due to buses using two lanes, concern for fire dept. access	The lanes will still meet City of Calgary minimum standards which is 3.5m to the face of curb. This exceeds the lane widths provided in other existing underpasses.	
Narrow the lanes (makes use of wasted space)	Narrowing lanes within acceptable standards allows for additional pedestrian and planting space to be provided.	
Narrow lanes will cause traffic problems	Lane width will still meet acceptable standards for city roads. Traffic congestion is not anticipated as a result.	
Site Furniture		
Remove benches (concern for who will be using them)	Benches will be removed from the design.	
Benches, planter and / or overhead canopies might create too much clutter	In addition to the benches, the overhead canopies are being removed. The planters will not constrict pedestrian movement, as most of this space has been allocated from the removal of the central median in the design.	



Public Art		
Concern over cost	The contribution from public art aligns with the current public art policy, and was approved by Council to this project prior project initiation. The project team has been working closely with artist to ensure the public art components are not only aesthetically pleasing, but functional. This approach to functional, integrated artwork enhances the overall value of the project to Calgarians.	
More colourful	The addition of color is being considered through the design.	
Not important	Public art continues to be a controversial topic to Calgarians. This project will attempt to address common critical concerns over public art, and has been approved by Council. The City will monitor citizen feedback once the project is constructed to see how this approach resonates with Calgarians.	
Great Use Of Public Space	/ Urban Design	
Improved light, art and space		
Creates a more social space		
Better to invest in pedestrian space and cycle		
Lighting		
Improve lighting for safety	Lighting for vehicles and pedestrians will be improved through the use of centrally located street lighting in the median and area lights in the pedestrian realm. Accent lighting will also be provided throughout the pedestrian areas.	
Reasonable price and maintainable	All lighting products will be products that are cost effective, widely available and easily maintained.	
Safety	Safety	
Wider crosswalks improve safety	Crosswalk widths will be evaluated during detailed design.	
Wider sidewalk make it feel more safe	Existing sidewalk widths will generally be maintained throughout the project boundary.	
Addition of a help button	A help button and surveillance cameras will be considered during detailed design.	



Plant Material				
Love the green / park feel				
A distraction and creates place to linger/sleep	Benches will be removed from the design. The planters will be designed so as to discourage aberrant behaviour.			
Traffic				
Traffic pattern on 10 Ave. and 5st needs reconsideration	The City is aware of conflicts between turning vehicles and pedestrians / cyclists. Operation changes will be identified to Roads for consideration.			







PUBLIC ART BOARD LETTER OF SUPPORT

March 27, 2019

Attention: Members of The Special Policy Committee for Priorities & Finance

On March 20, 2019, The Public Art Board reviewed the proposed design plans for the 5th Street Underpass project facilitated by a member of the project's team.

The project was well received by members of the Public Art Board. At the meeting, the City Project Manager presented The City's procurement processes, public engagement activities, approach for delivering an integrated art work, and a summary of the current status of the design concept.

In alignment with the 2019 Public Art Review Update (CSP2019-0014), the project team demonstrated their willingness to use the Three Foundational Pillars for measuring success of a public art project. These pillars include:

- Accessible
- Prioritize investment in the local creative economy
- Transparency

The project team will continue to work with the Public Art Administrative team to identify opportunities in each of these areas.

The Public Art Board supports City Administration's proposed budget and project plan for the 5th Street Underpass. We are very excited about this public art opportunity and the benefits for citizens and visitors to Calgary.

Respectfully

Linda Shaikh

Chair, Public Art Board



Beltline Community Investment Fund (BCIF) MINUTES – email vote

Date: April 23, 2019

Location: By email sent by: Joyce Tang – Chair and Program Manager, Centre City Implementation,

Urban Strategy

Email Sent to: Thom Mahler – Manager, Urban Strategy, City of Calgary

Scott Lockwood - Manager, Centre West, City of Calgary John Bolger – Manager, Roads, City of Calgary, City of Calgary

Councilor Evan Woolley - City of Calgary

Keath Parker – Manager Centre City, Parks, City of Calgary

Julie O'Donnell – 4th Street BRZ Beverly Jarvis – BILD Calgary Region

Peter Oliver - Beltline Neighborhood Association

David Low - Victoria Park BRZ

Absent: N/A

Purpose of Meeting: Final Approval for 5th Street SW Underpass funding of \$1,000,000.

5th Street SW Underpass –final Approval for spending \$1,000,000 from BCIF

Previous direction:

From July 28, 2017 BCIF Minutes for the 5th Street SW Underpass states:

MOTION ARISING

"That the BCIF Stakeholder Committee APPROVE spending of up to \$1,000,000 from the BCIF, subject to a review of the concept-level drawings prior to the project and report proceeding to the SPC on Planning & Urban Development."

Vote

In Support:

Ben Barrington – Chair and Program Manager, Urban Strategy

Dan Jones - Manager Business Liaison & Support, Calgary Transportation Roads

Megan Irvine – Victoria Park BRZ Jennifer Rempel – 4th Street BRZ Peter Oliver - Beltline Communities

Councilor Evan Woolley – City of Calgary Thom Mahler – Manager, Urban Strategy

Beverly Jarvis - BILD CALGARY REGION

Not In Support:

None

Passed

ISC: Unrestricted Page 1 of 1

ISC: UNRESTRICTED

Law and Legislative Services Report to Priorities and Finance Committee 2019 June 04

Amendments to the Procedure Bylaw

EXECUTIVE SUMMARY

This report introduces proposed amendments to the Procedure Bylaw 35M2017, in response to Council's direction to increase Council's transparency and accountability, including closed meeting provisions, electronic voting, and agenda efficiencies. It also includes a proposed addition to recording the types of absences in the minutes.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

- 1. Give three readings to the proposed bylaw (Attachment 2) to amend the Procedure Bylaw 25M2017:
- 2. Direct Administration to record the reason of members' absences for Council and Council Committee meetings as either "Council Business" or "Personal".
- 3. Direct Administration to return to Priorities and Finance Committee in Q3 with an accurate cost estimate and implementation timeline for a hardware solution for electronic voting, for approval.

PREVIOUS COUNCIL DIRECTION / POLICY

This report considers direction from several different sources. They are outlined as follows, and are included in full in Attachment 1:

- In response to two separate notices of motion (C2018-0405; C2019-1218), Administration presented "Transparency Practices – Reporting and Closed Meetings" C2018-1376.
- 2. Direction to Administration to update the Procedure Bylaw as soon as possible with the adopted GPT committee mandate from C2018-1347 on 2018 December 17.
- 3. On 2018 July 04 Council adopted the recommendations of C2018-0788 Remote Participation in Council and Committees.
- 4. On 2018 May 05 Council considered Notice of Motion C2018-0692 "Participation at Council Meetings."
- On 2017 July 31 Council directed Administration, through PFC2017-0433 to amend the Procedure Bylaw, and to bring forward a Procedure Bylaw review on the items listed in "Opportunity for Future Improvements."

This report was referred from the April 2, 2019 PFC meeting.

BACKGROUND

The intended outcomes of the proposed amendments to the Procedure Bylaw 35M2017 (Attachment 2), and associated reporting practices is to continue to thoughtfully amend procedures for improved Council efficiency, transparency, and accountability.

Reviews of the applicable legislation, scans of the practices of other municipalities, and discussions with Administration and Council have informed the recommendations.

ISC: UNRESTRICTED

Law and Legislative Services Report to Priorities and Finance Committee 2019 June 04

Amendments to the Procedure Bylaw

While changes can be made to the Procedure Bylaw to support efficiency, it should also be noted that the application of existing practices may have more impact. For example, to reduce the need for Committee reports to be (re)debated at Council, all Members of Council are encouraged to attend relevant Committee meetings on topics of interest.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

A summary of all amendments is included below. Along with the Proposed text of a Bylaw to amend Bylaw 35M2017 (Attachment 2) a comparison table of proposed amendments is included as Attachment 3, and the analysis on each item is included in Attachment 4.

- 1) Remote Participation add the process and parameters to the Procedure Bylaw
- 2) Order of Business update the Order of Business for all Council and Committee meeting types
- 3) Strategic Meeting of Council add a definition, and an Order of Business for Strategic Meetings of Council
- 4) Question Period update to outline that an unanswered question will transition into an Administrative Inquiry
- 5) Recognitions align to Recognitions Policy
- 6) Consent Agenda provide new direction on deferral requests and procedural items.
- 7) Remove the time limit for questions of clarification at Council Committee meetings
- 8) Adjournment remove the requirement for a motion to close a meeting
- 9) Closed Meetings
 - a) Updated roles of Chair and Clerk in closed meetings;
 - a) Automatically authorize attendance of Administration, and staff of Members of Council;
 - b) External participants must be submitted to the Clerk prior to the meeting, and a motion must be made to authorize their attendance;
 - c) Require a review date on all confidential items (and outlines the process of the release of information); and
 - d) No Limits on Questions or Discussion any limit on the number of questions or length of discussion has been removed for Closed Meetings.
- 10) Public Hearing add the option for panelling and scheduled times (Chair in consultation with the City Clerk).
- 11) Similar Motions a similar motion may:
 - a) be considered out of order by the Chair, in consultation with the Clerk; and
 - b) not be made for twelve months without first reconsidering the original motion with a two-thirds vote.
- 12) Reports for Information Only amend to "Briefings".

ISC: UNRESTRICTED

Law and Legislative Services Report to Priorities and Finance Committee 2019 June 04

Amendments to the Procedure Bylaw

- 13) Notice(s) of Motion amend to "Councillor Motion." Direct all Councillor Motion(s) to PFC.
- 14) Lost Motions (Reconsidering Motions) add restrictions on lost motions
- 15) Electronic Voting recommend a hardware solution (i.e., a physical voting button).
- 16) Mandate and Powers Gas Power and Telecommunications Committee (GPT) update the mandate to reflect the changes from C2018-1347.
- 17) Mandate and Powers Priorities and Finance Committee (PFC) add the ability for PFC to create sub-committees.
- 18) Appeal Change the threshold of an appeal on a Chair's ruling to a two-thirds vote.

Record-Keeping Improvements

Stemming from Notice of Motion C2018-0692, "Participation at Council Meetings", Administration has worked with our software vendor to include the ability to record categories for absences in the minutes. An example of minutes, which includes identifying an absence as "Council Business" or "Personal" is attached as Attachment 5. This will also allow the Clerk to clearly identify a remote participant in the minutes.

Stakeholder Engagement, Research and Communication

The recommendations were formed through engagement with Council, consultation with Law, Governance and Legislative Services, and conversations with other municipalities.

Strategic Alignment

This report aligns with Council's priority of a Well-Run City: "Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others" (One Calgary 2019-2022).

Social, Environmental, Economic (External)

Financial Capacity

Current and Future Operating Budget:

There are no current or future operating budget requirements.

Current and Future Capital Budget:

There is a future capital budget requirement to outfit Chambers and Engineering Traditions with the hardware for electronic voting.

Risk Assessment

With the release of confidential items publicly, there is increased risk that confidential information is released inadvertently. To mitigate this risk, all items will be sent to the originating department for approval prior to release. Consultations with Access, Privacy, and Policy (formerly known as the FOIP Office) for advice should happen prior to the review date being set.

ISC: UNRESTRICTED

Law and Legislative Services Report to Priorities and Finance Committee 2019 June 04

Amendments to the Procedure Bylaw

REASONS FOR RECOMMENDATIONS:

Amending the Procedure Bylaw is proposed to introduce efficiencies to Council and Council Committee meetings, and to continue refining procedures to increase transparency and accountability.

ATTACHMENT(S)

- 1. Previous Council Direction/Policy
- 2. Proposed Text of a Bylaw to amend Bylaw 35M2017, the Procedure Bylaw
- 3. Comparison Table of Proposed Amendments
- 4. Investigation: Alternatives and Analysis
- 5. Recording Types of Absences

PREVIOUS COUNCIL DIRECTION / POLICY

This report considers direction from several different sources. They are outlined as follows:

- 1. Report PFC2019-0231 was referred to Administration for further consultation with Members of Council on 2 April 2019.
- 2. Direction to Administration to update the Procedure Bylaw as soon as possible with the adopted GPT committee mandate from C2018-1347 on 2018 December 17:

Mandate:

- To monitor and participate as necessary in regulatory proceedings only to protect the interests of the City of Calgary.
- To provide oversight in the fields of telecommunications regulation and City Rights-of-Way agreements and bylaws.
- 3. In response to two separate notices of motion (C2018-0405; C2019-1218), Administration presented Transparency Practices Reporting and Closed Meetings C2018-1376. On 2018 December 17 Council approved the recommendations in this report, and further directed Administration to do the following:
 - a. To investigate amendments to the Procedure Bylaw 35M2017, as amended, for the closed meeting section as follows:
 - i. To allow a member to challenge the motion to hold the Closed Meeting on an item and allow for debate.
 - ii. A public release process that allows a Council member to challenge during the closed session the requirement of the discussion to be confidential.
 - iii. A process for Council members to invite personal advisors to a closed meeting contingent on Council approval and with prior notification.
 - b. Direct Administration to develop and define Closed Meeting roles and responsibilities of
 - i. Administration and the City Clerk; and
 - ii. The Chair and other participants.
- 4. On 2018 July 04 Council adopted the recommendations of C2018-0788 Remote Participation in Council and Committees as follows:
 - a. Adopt the remote participation process outlined in Attachment 2, as amended, for immediate use by Members of Council; and
 - b. Direct Administration to include this process in upcoming amendments to Procedure Bylaw 35M2017 and return to Council with those amendments no later than Q42018.
- 5. On 2018 May 05 Council considered Notice of Motion C2018-0692 "Participation at Council Meetings", and directed Administration to investigate the following:
 - a. Electronic voting as a means to assist in providing the results of votes to the City's Open Data catalogue;
 - b. Participation-focused improvements for meeting attendance, including but not limited to remote participation, or electronic voting, etc.

- c. Record-keeping focused improvements to include:
 - Recording categories for absences consistent with other provincial or municipal practices, including categories such as being excused on Council business or absences for personal reasons etc.
- 4. On 2017 July 31 Council Directed Administration, through PFC2017-0433 to amend the Procedure Bylaw, and to bring forward a Procedure Bylaw review on the items listed in "Opportunity for Future Improvements", contained on Page 7 of this report, including investigating methods and strategies to streamline public hearing processes and including a review of how public hearings are conducted in other jurisdictions, and report back to Council through the Priorities and Finance Committee with recommendations no later than Q4 2018.

"Opportunity for Future Improvement"

- Following adoption of a City Charter, and Bill 20 and companion regulation enactment, the Procedure Bylaw should be re-examined for continue compliance with the MGA, particularly with respect to sections 2 and 19 of Bill 20.
- Should a definition of Strategic Council meetings be adopted, inclusion as a defined term in the Procedure Bylaw could be considered at that time.
- Further options for diverting 'For Information Only' reports from Council meetings could be considered.
- Amendments to establish electronic voting methods could be proposed.
- A review of the advantages and disadvantages of setting an earlier time to adjourn meetings at the end of the evening (currently set at 9:30pm) could be considered.

Proposed Text for a Bylaw to amend Bylaw 35M2017, the Procedure Bylaw

- 1. Bylaw 35M2017, the Procedure Bylaw, as amended, is hereby further amended.
- 2. In section 24:
 - (a) the word "and" at the end of subsection 24(e) is deleted;
 - (b) the "." at the end of subsection 24(f) is deleted and replaced with "; and"; and
 - (c) the following is added after subsection 24(f) as subsection 24(g):
 - "(g) at a *Closed Meeting*, ensure that only the matters that are approved to be discussed at the *Closed Meeting* are discussed."
- 3. The following is added after section 29 as section 29.1:

"Remote Participation

- 29.1 A *Member* may participate in *Council* or *Council Committee* meetings remotely, in accordance with the procedures set out in Appendix E."
- 4. The following is added after subsection 31(3) as subsection 31(4):
 - "(4) To facilitate the efficiency of *Council Committee* meetings, the *Chair* in consultation with the *City Clerk*, may direct that multiple speakers make their submissions in a single panel."
- 5. Subsection 36(2) is deleted and replaced with the following:
 - "(2) The City Clerk must attend all meetings of Council and Council Committees in keeping with the City Clerk's duties as set out in the City Clerk Bylaw, and is the parliamentary advisor for meetings of Council and Council Committees for the purpose of providing procedural advice to the Chair. The City Clerk must:
 - (a) inform the *Chair* when *Council's* or a *Council Committee's* discussion goes beyond the subject matter of the report or item before it; and
 - (b) maintain any confidential items, reports or documents."
- 6. Section 48 is deleted and replaced with the following:
 - "48. Council Regular meetings
 - Call to order;
 - Opening remarks;
 - Recognitions;

- Question period;
- Confirmation of agenda;
- Confirmation of minutes;
- Consent agenda;
 - Deferrals and Procedural requests, and
 - Briefings;
- Postponed reports (includes related/supplemental reports);
- Items from Officers, Administration and Committees;
 - Officer of Council reports,
 - Administration reports, and
 - Committee reports;
- Items directly to Council;
 - Bylaw tabulations, and
 - Miscellaneous business,
- Urgent business;
- Confidential items;
 - Consent agenda,
 - o Items from Officers, Administration and Committees, and
 - Urgent business;
- Administrative Inquiries; and
- Adjournment."
- 7. Section 49 is deleted and replaced with the following:
 - "49. Council Combined meetings
 - Call to order;
 - Opening remarks;
 - Recognitions;
 - Question period;
 - Confirmation of agenda;
 - Confirmation of minutes:
 - Consent agenda (Omnibus Motion);
 - Deferrals and Procedural requests, and
 - Briefings;

Begin Public Hearing Portion

- Planning matters for public hearing;
 - Calgary Planning Commission Reports, and
 - Other reports and postponements for public hearing (including non-statutory);
- Planning matters not requiring public hearing:
 - Calgary Planning Commission reports,
 - Other reports and postponements not requiring public hearing, and
 - Bylaw tabulations (related to planning matters);

Begin Regular Portion

- Postponed reports (includes related/supplemental reports);
- Items from Officers, Administration and Committees;
 - Consent agenda items selected for debate,

- Officer of Council reports,
- Administration reports, and
- Committee reports;
- Items directly to Council;
 - Bylaw tabulations, and
 - Miscellaneous business;
- Urgent business;
- Confidential items;
 - Consent agenda items selected for debate,
 - Items from Officers, Administration and Committees, and
 - Urgent business;
- Administrative Inquiries; and
- Adjournment."
- 8. Section 50 is deleted and replaced with the following:
 - "50. Council Public Hearing meetings
 - Call to order;
 - Opening remarks;
 - Question Period;
 - Confirmation of agenda;
 - Consent agenda (Omnibus Motion):
 - Deferrals and Procedural requests, and
 - Briefings;
 - Planning matters for public hearing;
 - Calgary Planning Commission reports, and
 - Other reports and postponements for public hearing (including non-statutory);
 - Planning matters not requiring public hearing;
 - Calgary Planning Commission reports,
 - Other reports and postponements not requiring public hearing, and
 - Bylaw tabulations (related to planning matters);
 - Postponed reports (includes related/supplemental reports);
 - Items directly to Council;
 - Urgent business; and
 - Adjournment."
- 9. Section 51 is deleted and replaced with the following:
 - "51. Council Special meetings
 - Call to order;
 - Opening remarks;
 - Confirmation of agenda;
 - Items from Officers, Administration and Committees;
 - Confidential items;
 - Adjournment."

- 10. The following is added after section 51 as section 51.1:
 - "51.1 Council Strategic meetings
 - Call to order;
 - Opening remarks;
 - Question period;
 - Confirmation of agenda;
 - Items from Officers and Committees;
 - Confidential items; and
 - Adjournment."
- 11. Section 52 is deleted and replaced with the following:
 - "52. Council Committee Regular meetings
 - Call to order;
 - Opening remarks;
 - Confirmation of agenda;
 - Confirmation of minutes;
 - Consent agenda;
 - Deferrals and Procedural requests, and
 - Briefings;
 - Postponed reports (includes related/supplemental reports);
 - Items from Officers, Administration and Committees;
 - Items directly to Committee;
 - Referred reports, and
 - Councillor Motions;
 - Urgent business;
 - Confidential items;
 - ltems from Officers, Administration and Committees, and
 - Urgent business; and
 - Adjournment."
- 12. Section 53 is deleted.
- 13. Section 60 is deleted and replaced with the following:
 - "60. (1) Administration must respond to questions asked during question period verbally at the meeting.
 - (2) Despite subsection (1), where *Administration* is unable to respond to a question during *question period*, the question will be treated as an *Administrative Inquiry* and will follow the process set out in section 75."
- 14. Subsection 62(2) is deleted.

- 15. Section 67 is deleted and replaced with the following:
 - "67. (1) Recognitions may be added to the agenda of a Regular or Combined meeting of Council by the City Clerk, in accordance with Policy CP2018-02.
 - (2) Recognitions may be scheduled for a specific time of the day, regarding of their placement within the order of business, subject to *Council's* approval of the agenda. The time which the recognition is scheduled must be noted on the agenda and, at the appointed time, any matter under discussion must be temporarily laid on the table (tabled) and be resumed upon conclusion of the scheduled recognition."
- 16. Sections 69(2) and (3) are deleted and replaced with the following:
 - "(2) Briefings which have been directed by a *Council Committee* to be considered by *Council* must be placed on the *Council consent agenda*.
 - (3) A Council consent agenda may also include:
 - reports where all the report recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous;
 - (b) confidential reports where all recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous. The *omnibus motion* for a *consent agenda* containing confidential reports may be adopted prior to moving into a *Closed Meeting*;
 - (c) deferral requests; and
 - (d) procedural requests.
 - (4) For the purposes of subsection (3):
 - (a) a deferral request is a request from *Administration* for an item, that *Council* has previously directed be brought to a *Council* meeting by a specific date, to be deferred to a later date. For a deferral request:
 - (i) a written report is not required; and
 - (ii) the request for deferral must be included in the item title, and must specify the meeting and date in which the item will be brought before *Council:*

and

(b) a procedural request is a request to address a non-contentious procedural issue, such as a change to a recess time or length, and includes a change to the *Council* calendar. For a procedural request:

- (i) a written report is not required; and
- (ii) the nature of the request must be included in the item title."
- 17. Subsection 77(c) is deleted and replaced with the following:
 - "(c) questions of clarification from *Members* to *Administration*. At *Council* meetings, questions of clarification are limited to three minutes for each *Member*, not including responses from *Administration*. There is no limit for questions of clarification at *Council Committee* meetings."
- 18. Section 79 is deleted and replaced with the following:

"Adjournment

- 79. (1) No motion is needed to close a meeting. The *Chair* will adjourn by declaration: "Be it as there is no further business, this meeting is adjourned."
 - (2) If still in session, all meetings of *Council* and *Council Committees* must recess at 9:30 p.m. whether or not the order of business is complete."
- 19. Sections 82 and 83 are deleted and replaced with the following:
 - "82. Before holding a *Closed Meeting, Council* or a *Council Committee* must, in a meeting held in public, adopt a motion to go into a *Closed Meeting*, and the motion must include:
 - (a) the title of each item to be discussed; and
 - (b) the listing of specific section(s) under Part 1, Division 2 of the FOIP Act which provides the legislative authority to discuss the item(s) in a Closed Meeting.
 - 83. (1) The following persons may attend a *Closed Meeting* of *Council* or of a *Council Committee* unless *Council* or the *Council Committee* directs otherwise:
 - (a) members of *Administration*, as deemed necessary by the *City Manager*, and
 - (b) members of a *Member's* staff.
 - (2) Council or a Council Committee, prior to going into a Closed Meeting, may by resolution authorize persons, other than members of Administration and members of a Member's staff who are authorized to attend pursuant to subsection (1), to attend specific items that will be

- discussed at the *Closed Meeting*. The names of the proposed participants must be submitted to the *City Clerk* prior to the meeting.
- (3) Council or a Council Committee when holding a Closed Meeting may at any time direct that a person, other than a Member, leave the Closed Meeting.
- 83.1 (1) For all confidential items, *Administration* must recommend a date by which the item should be reviewed for consideration of public release.
 - (2) For confidential items which *Council* has directed be reviewed by a specific date:
 - (a) the City Clerk shall:
 - (i) post the title of the item and the review date on *The City's* website; and
 - (ii) forward the item to the General Manager of the responsible department no later than 30 days prior to the date specified by *Council*;
 - (b) the General Manager of the responsible department shall either:
 - (i) direct that the item be posted to *The City's* website or
 - (ii) set a new date for the item to be reviewed.
 - (3) For confidential items which a General Manager has set a new review date pursuant to subsection (2)(b)(ii):
 - (a) the City Clerk shall post the revised review date on The City's website; and
 - (b) the procedure set out in subsections (2)(a) and (b) will be followed for the revised review date.
 - (4) Where *Council* has directed that a confidential item be reviewed by a specific date, *Council* may subsequently change that date and such a change does not require a reconsideration."
- 20. The following is added after subsection 84(2) as subsection 84(3):
 - "(3) Despite section 77(c), there are no limits on the length of a *Member's* questions or discussion at a *Closed Meeting*."

- 21. The following is added after subsection 86(4) as subsections 86(5) and (6):
 - "(5) To facilitate the efficiency of a public hearing, the *Chair*, in consultation with the *City Clerk*, may direct that multiple speakers make their submissions in a single panel. Each speaker in the panel will be permitted to speak for five minutes, and *Council* will not ask questions until the entire panel has made their submissions, at which time each Member will have five minutes to ask questions of the entire panel.
 - (6) Items of considerable interest may be scheduled for a specific time, at the discretion of the *Chair* in consultation with the *City Clerk*."
- 22. In subsection 98(e) the words "notice of motion" are deleted and replaced with "Councillor Motion".
- 23. Section 106 is deleted and replaced with the following:

"Briefings

- 106. (1) A report from *Administration*:
 - (a) that does not seek any direction from Council;
 - (b) from which no action will result; or
 - (c) which is intended to highlight information of interest to *Council*; shall be identified as a "Briefing".
 - (2) For Briefings:
 - (a) the Briefing must be placed on the Consent Agenda of the appropriate Council Committee;
 - (b) no motion or resolution is necessary to address the Briefing; and
 - (c) the Briefing must not be forwarded to Council.
 - (2) Despite subsection (2)(c), a Council Committee may, on a motion, direct that the Briefing be forwarded to Council. Such Briefing must be placed on the Consent Agenda of Council."
- 24. Section 113 is deleted and replaced with the following:

"C - Councillor Motion

113. (1) A *Member*, wishing to introduce *Councillor Motion* for consideration, must provide the *Councillor Motion* electronically or by other means to the *City Clerk*.

- (2) The *City Clerk* must place the *Councillor Motion* on the next PFC agenda for which the submission deadline has not passed.
- (3) Despite subsection 113(2), a *Councillor Motion* may be brought as *Urgent Business* to a *Council* meeting in accordance with section 65; however, such an item may only be added to the agenda by *Two-thirds vote*."
- 25. In subsection 115(3), the words "notice of motion" are deleted and replaced with "Councillor Motion".
- 26. Section 116 is deleted and replaced with the following:

"E - Reconsidering Motions

- 116. (1) A motion which:
 - (a) is the same or substantially the same as; or
 - (b) raises an issue which was raised by;

a motion that was previously considered by *Council* or a *Council Committee* may be considered out of order by the *Chair*, in consultation with the *City Clerk*.

(2) Despite subsection (1), a *Member* may make a motion described in subsection (1) if *Council* or a *Council Committee* votes for reconsideration of the original motion in accordance with the following:

Situation	Adopted Motion or Bylaw	Defeated Motion
	Reading	
Reconsider motion and original motion are at the same meeting.	Step 1: Reconsideration may only be moved by a <i>Member</i> who voted in favour of the motion or bylaw reading.	Step 1: Reconsideration may only be moved by a <i>Member</i> who voted against the motion.
Reconsider revisits the original motion in its entirety.	Step 2: If reconsideration is adopted (by <i>majority vote</i>), the original vote is canceled, and the motion or bylaw reading is once again before <i>Council</i> for debate.	Step 2: If reconsideration is adopted (by <i>majority vote</i>), the original vote is canceled, and the motion is once again before <i>Council</i> for debate.
	See Notes 1, 2 and 3 below.	See Notes 1 and 3 below.

Reconsider motion is made at a **subsequent meeting** as the original vote.

Reconsider may revisit all or a portion of the original motion. Step 1: Reconsideration may be moved by any *Member*. The reconsideration must make clear whether the original motion is to be reconsidered in full or in part. The motion to reconsidersomething-previously-adopted is debatable.

Step 2: If full or partial reconsideration is adopted (by *two-thirds vote*), only the portion(s) of the motion reconsidered are again before *Council* for debate.

Any *Member*, regardless of how he or she voted on a defeated motion, can bring back the motion under the procedures for introducing a *Councillor Motion* (see section 113).

If the reconsideration is moved within 12 months of the original motion, a *two-thirds vote* is required.

If the reconsideration is moved more than 12 months of the original motion, a *majority vote* is required.

See Note 2 below.

Note 1: A motion to reconsider is debatable only when the motion being reconsidered is debatable.

<u>Note 2:</u> An adopted motion may only be reconsidered if it has not been acted upon in a manner that is impossible to reverse or modify, and does not attempt to interfere with a contractual liability. The *Chair*, in consultation with *Administration*, shall make such determination.

Note 3: Any reading of a proposed bylaw may be reconsidered. However, a bylaw that has received three readings and has been signed in accordance with section 213 of the *MGA*, may not be reconsidered."

- 27. Section 117(1) is deleted.
- 28. Section 119 is deleted and replaced with the following:

"Voting Style

- 119. (1) Voting at *Council* and *Committee* meetings may be captured using an electronic voting system.
 - When all votes have been placed, the tally shall be displayed in the meeting room; however, a vote is not final until the *Chair* announces the result of the vote.
 - (3) If the electronic voting system is not available, voting shall be by voice.
 - (4) Despite subsections (1) and (3), if three or more *Members* indicate their opposition to a motion during an electronic vote or a voice vote, a *Roll Call Vote* must be taken.
 - (5) At any time prior to commencing a vote by voice, a *Member* may request a *Roll Call Vote* or a *Recorded Vote*."

29. In APPENDIX B - ROLE OF COUNCIL COMMITTEES:

- (1) section B.4 is deleted and replaced with the following:
 - "B.4 The mandate of the Gas, Power and Telecommunications Committee is to monitor and participate as necessary in regulatory proceedings only to protect the interests of the City of Calgary. To provide oversight in the fields of telecommunication regulation and City Rights-of-Way agreements and bylaws.";

and

- (2) in section B.8:
 - in subsection B.8(a), the words "reports for information" are deleted and replaced with "Briefings";
 - (b) in subsection B.8(c), the word "and" is deleted;
 - (c) in subsection B.8(d), the "." is deleted and replaced with "; and"; and
 - (d) the following is added as subsection B.8(e):
 - "(e) create and be responsible for sub-committees and approve their terms of reference."

30. In APPENDIX D: SECONDARY MOTIONS:

- (1) section D.2(3) is deleted; and
- (2) section D.3(2) is deleted and replaced with the following under the headings indicated:

The motion	The usage	The process
"(2) Appeal (RONR section 24)	A <i>Member</i> who disagrees with the <i>Chair</i> 's ruling can appeal it.	 The Chair puts the appeal to a vote immediately and without debate: "Shall the ruling of the Chair be upheld?" A Two-thirds vote against the Chair's ruling is required to override it."

31. In **APPENDIX E – DEFINITIONS**:

- (1) the following is added after section E.17 as section E.17.1:
 - "E.17.1" Councillor Motion" means a submission made by one or more Members of Council intended to provide notice of a proposed resolution for Council's consideration where the resolution:
 - (a) raises a significant issue affecting all or part of The City of Calgary; or
 - (b) directs Administration to undertake a significant amount of work in order to respond."
- (2) section E.36 is deleted;
- (3) in section E.51, the words "or Council Committee" are deleted;
- (4) the following is added after section E.51 as section E51.1:
 - "E51.1 "Strategic" meeting of Council means a meeting of Council that provides a forum for high-level strategic discussion; this includes an annual planning session. Administration, external experts and other professionals will provide industry research, practices and procedures to support Council's strategic discussion."
- 32. The following is added after Appendix E as Appendix F:

"APPENDIX F - REMOTE PARTICIPATION AT MEETINGS

- F.1. A "Remote Member" is defined as a Member of Council who intends to attend a Council or Council Committee meeting remotely.
- F.2 Remote participation is available when a *Member* of *Council* is unable to attend a *Council* or *Committee* meeting because the *Member*.
 - (a) will be absent on Council business at the direction of Council;
 - (b) is unable to attend the meeting for personal reasons or personal reasons of their family.
- F.3 A request from a *Member* of *Council* for remote participation should be received by the *City Clerk* at least one week in advance for inclusion in the agenda, so that notice of the remote participation is provided to the other *Members* of *Council* and to the public.
- F.4 In consultation with the *City Clerk*, the *Chair* can determine a limit to the number of *Remote Members* in a meeting.
- F.5 Remote participation will only be used in the following meetings:

- (a) Regular, Strategic, and Public Hearing meetings of Council; and
- (b) Council Committee meetings where the City Clerk's Office provides legislative services. These are:
 - (i) Standing Policy Committees:
 - Community and Protective Services;
 - 2. Planning and Urban Development;
 - 3. Transportation and Transit; and
 - 4. Utilities and Corporate Services.
 - (ii) Audit Committee;
 - (iii) Priorities and Finance Committee;
 - (iv) Intergovernmental Affairs Committee;
 - (v) Gas, Power and Telecommunications Committee;
 - (vi) Calgary Planning Commission; and
 - (vii) any additional committees where Council are members.
- F.6 Remote participation will be available in *Public Hearing* meetings of *Council*, but *Remote Members* are not able to vote.
- F.7 Remote participation is prohibited in *Closed Meetings*.
- F.8 Remote participation will only be used in the following locations:
 - (a) Council Chamber;
 - (b) Calgary Power Reception Hall;
 - (c) Legal Traditions Boardroom;
 - (d) Electric Light Committee Meeting Room; and
 - (e) other locations as determined by the City Clerk.
- F.9 A *Remote Member* is deemed to be present at the meeting, but does not count towards *Quorum*. *Quorum* must be met with those *Members* of *Council* physically present in the meeting location.
- F.10 The *Remote Member* retains all other rights and privileges as stated in the Procedure Bylaw, (e.g., to vote, except in a *Public Hearing* as indicated above).

F.11 The time a *Remote Member* joins and leaves the meeting will be noted in the minutes.

F.12 Speaking:

- (a) The speaking queue for the *Remote Member* may be determined as either first or last in queue.
- (b) If the *Remote Member* wants to be moved in the speaking queue, he/she can email the *Chair* or the *City Clerk*.

F.13 Voting:

- (a) Voting will follow the procedure outlined in the Procedure Bylaw.
- (b) The *Clerk* may administer the vote on behalf of the *Remote Member*, if necessary."
- 33. This Bylaw comes into force on the day it is passed.

Amend- ment #	Current Section	Heading	Current Text	Proposed Revisions	Direction & Notes	Updates after referral
1				Bylaw 35M2017, the Procedure Bylaw, as amended, is hereby further amended.	Introduction	
2	24	Part 4 - Roles and Conduct A - Chair Role of the Chair	The Chair must: (a) maintain order and decorum in a manner which promotes fairness and forward progress; (b) keep a sequence of speakers and recognize Members, Administration, advisors or citizens to speak at the appropriate segments of the agenda; (c) make rulings on Points of Order or Questions of Privilege; (d) ensure that Members understand the motion before them; (e) ensure that Members are at their designated seats and ready to vote, and must subsequently call the vote; and (f) perform such other leadership functions as may be required for the efficient and effective conduct of the meeting.	the word "and" at the end of subsection 24(f) is deleted; and the following is added after subsection 24(f) as subsection 24(g): "(g) at a <i>Closed Meeting</i> , ensure that only the matters that are approved to be discussed at the <i>Closed Meeting</i> are discussed.	Direction - Transparency Practices - Reporting and Closed Meetings C2018-0692 Outcome - Clearly outline the role of the Chair in a closed meeting	no change
3	29	B-Members of Council and Council Committees		29.1 A Member may participate in Council or Council	Direction - Remote Participation C2018-0788 Outcome - Enshrine remote participation in the Procedure Bylaw	no change
4	31(3)	Participation by Members of the Public		added as 31(4) To facilitate the efficiency of Council Committee meetings, the Chair in consultation with the City Clerk, may direct that multiple speakers make their submissions in a single panel"		no change

5	36	D- Administration	Participation - Officers of Council 36. (1) The City Manager and the City Solicitor and General Counsel must attend all meetings of Council. (2) The City Clerk must attend all meetings of Council and Council Committees in keeping with the City Clerk's duties as set out in the City Clerk Bylaw, and is the parliamentary advisor for meetings of Council and Council Committees for the purpose of providing procedural advise to the Chair.		Direction - Transparency Practices - Reporting and Closed Meetings C2018-0692 Outcome - More clearly define the role of the City Clerk - including specifics for closed meeting/confidential items.	no change
6	48	B - Order of Business	48. Council - Regular meetings - Call to order; - Opening remarks; - Question period; - Confirmation of agenda; - Confirmation of minutes; - Presentations/recognitions (note time if firmly scheduled); - Consent agenda; - Postponed reports (includes related/supplemental reports); - Items from Officers, Administration and Committees; - Officer of Council reports, - Administration reports, and - Committee reports; - Items directly to Council; - Bylaw tabulations, and - Miscellaneous business, - Urgent business; - Confidential items; - Consent agenda - Items from Officers, Administration and Committees, and - Urgent business; - Administrative Inquiries; and - Adjournment	Section 48 is deleted and replaced with the following: "48. Council – Regular meetings • Call to order; • Opening remarks; • Recognitions; • Question period; • Confirmation of agenda; • Confirmation of minutes; • Consent agenda; o Deferrals and Procedural requests, and o Briefings; • Postponed reports (includes related/supplemental reports); • Items from Officers, Administration and Committees; o Officer of Council reports, o Administration reports, and o Committee reports; • Items directly to Council; o Bylaw tabulations, and o Miscellaneous business, • Urgent business;	Direction - Align with new Recognitions Policy; meeting efficiency; consistency; clean-up Outcomes - Moved Recognitions up in the order, immediately following opening remarks (and edited to remove presentations); Added Notice of Motion to "Items directly to Councii"; Deferral and Procedural requests added as a sub-section under Consent Agenda - they will be included as an agenda title only (no report required).	

				and o Consent agenda, o Urgent business; • Administrative Inquiries; and • Adjournment		updated term "Briefings"
					Direction Align with a second	
7 4	ęş	B- Order of Business	49. Council - Combined meetings (Regular) • Call to order; • Opening remarks; • Question period; • Confirmation of agenda; • Confirmation of minutes; • Presentations/recognitions (note time if scheduled); • Consent agenda (Omnibus Motion); Begin Public Hearing Portion • Planning matters for public hearing; • Calgary Planning Commission Reports, and • Other reports and postponements for public hearing (including non-statutory); • Planning matters not requiring public hearing; • Calgary Planning Commission reports, • Other reports and postponements not requiring public hearing, and opations (related to planning matters);	Section 49 is deleted and replaced with the following: 49. Council - Combined meetings • Call to order; • Opening remarks; • Recognitions; • Question period; • Confirmation of agenda; • Confirmation of minutes; • Consent agenda (Omnibus Motion); • Deferrals and Procedural requests, and • Briefings; Begin Public Hearing Portion • Planning matters for public hearing; • Calgary Planning Commission Reports, and • Other reports and postponements for public hearing (including non-statutory); • Planning matters not requiring public hearing; • Calgary Planning Commission reports, • Other reports and postponements not requiring public hearing, and • Bylaw tabulations (related to planning matters);	Direction - Align with new Recognitions Policy; meeting efficiency; consistency; clean-up Outcomes - Moved Recognitions up in the order, immediately following opening remarks (and edited to remove presentations); Added Deferral and Procedural requests under Consent Agenda; Added Notice of Motion to "Items directly to Council"	
			Begin Regular Portion Postponed reports (includes related/supplemental reports); Items from Officers, Administration and Committees; Consent agenda items selected for debate, Officer of Council reports, Administration reports, and Committee reports; Items directly to Council; Notice(s) of Motion Bylaw tabulations, and Miscellaneous business; Urgent business; Confidential items; Consent agenda items selected for debate, Items from Officers, Administration and Committees, and Urgent business; Administrative Inquiries; and	Begin Regular Portion Postponed reports (includes related/supplemental reports); Items from Officers, Administration and Committees; O Consent agenda items selected for debate, O Officer of Council reports, O Administration reports, and Committee reports; Items directly to Council; Bylaw tabulations, and Miscellaneous business; Urgent business; Confidential items; Consent agenda items selected for debate, Items from Officers, Administration and Committees, and Urgent business; Administrative Inquiries; and Adjournment."		updated term "Briefings"

			50. Council – Public Hearing meetings (Regular) • Call to order; • Opening remarks; • Confirmation of agenda; • Consent agenda; • Planning matters for public hearing; o Calgary Planning Commission reports, and o Other reports and postponements for public hearing (including non-statutory); • Planning matters not requiring public hearing; o Calgary Planning Commission reports, o Other reports and postponements not requiring public hearing, and o Bylaw tabulations (related to planning matters); • Urgent business; and	Section 50 is deleted and replaced with the following: "50. Council – Public Hearing meetings • Call to order; • Opening remarks; • Question Period • Confirmation of agenda; • Consent agenda (Omnibus Motion); • Deferral and Procedural requests, and • Briefings; • Planning matters for public hearing; • Calgary Planning Commission reports, and • Other reports and postponements for public hearing (including non-statutory); • Planning matters not requiring public hearing; • Calgary Planning Commission reports, • Other reports and postponements not requiring public hearing, and • Bylaw tabulations (related to planning matters); • Items directly to Council; • Urgent business; and	Direction - Meeting efficiency; consistency; clean-up Outcomes - Added Deferral and Procedural requests under Consent Agenda; Added Notice of Motion to "Items directly to Council "Added "Question Period" following opening remarks; Added "Items directly to Council; " and "Notice(s) of Motion" prior to Urgent business.	undated terms
8	50	Order of Business	Urgent business; and Adjournment.	Adjournment."		updated terms "Briefings"
9	51	Order of Business	51. Council – Special meetings • Call to order; • Opening remarks; • Confirmation of agenda; • Unfinished business (if called for that purpose); • Postponed reports (includes related/supplemental reports); • Items from Officers, Administration and Committees; • Confidential items; and • Adjournment.	Section 51 is deleted and replaced with the following: Call to order; Opening remarks; Confirmation of agenda; Items from Officers, Administration and Committees; Confidential items; and Adjournment.	Direction - consistency, accuracy. A simpler order of business for Special Meetings. There is a higher test for adding additional items that were not advertised to a special meeting agenda, as the purpose of special meetings is to consider specific time sensitive items outside of regularly scheduled meetings	no change

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				Section 51.1 is added		
				52. Council - Strategic meetings		
				Call to order;		
				Opening remarks;		
				Question Period;		
				Confirmation of agenda;	Add a new Order of Business for	
				Items from Officers and	Strategic Meetings of Council. Item	
				Committees;	of note, "Items from Officers and	
				Confidential items; and	Committees" - no items from	
				Adjournment.	administration. Identifies the unique	
10	51	Order of Business			nature of Strategic meetings	NEW
					Direction - Meeting efficiency;	
					consistency; clean-up	
				Section 52 is deleted and replaced with the following:	Outcomes - Added Deferral and	
				53. Council Committee – Regular meetings	Procedural requests under Consent	
				• Call to order;	Agenda;	
			52. Council Committee – Regular meetings	Opening remarks;	Removed the "SPCs only" caveat	
			• Call to order;	Confirmation of agenda;	from Consent Agenda	
			• Opening remarks;	Confirmation of agental, Confirmation of minutes;	Irom Consent Agenda	
			1	· ·		
			Confirmation of agenda;	• Consent agenda;		
			Confirmation of minutes;	o Postponed reports/Deferred and Procedural items		
			Consent agenda (SPCs only);	(includes		
			Postponed reports (includes	related/supplemental reports), and		
			related/supplemental reports);	o Briefings;		
			Items from Officers, Administration and	Items from Officers, Administration and		
			Committees;	Committees;		
			Items directly to Committee;	Items directly to Committee;		
			o Referred reports, and	o Referred reports, and		
			o Notice(s) of motion;	o Councillor Motion(s);		
			The state of the s	The state of the s		
			• Urgent business;	• Urgent business;		
			Confidential items	Confidential items;		
			o Items from Officers, Administration and	o Items from Officers, Administration and		updated terms
			Committees, and	Committees, and		"Briefings" and
			o Urgent business; and	o Urgent business; and		"Councillor
11	52	Order of Business	Adjournment	Adjournment		Motion(s),
			53. Council Committee – Special meetings		Direction - accuracy	
			Call to order;		Delete, as this meeting type is not	
			Opening remarks;		used.	
1			Confirmation of agenda;			
			 Unfinished business (if called for that purpose); 			
			Postponed reports (includes			
			1 ' '			
1			related/supplemental reports);			
			• Items from Officers, Administration and			
			Committees;			
1			Confidential items; and			
12	53	Order of Business	Adjournment.	Section 53 is deleted		no change

13	60	Question Period	60. Administration must respond to questions asked during question period verbally at the meeting	Section 60 is deleted and replaced with the following: "60. (1) Administration must respond to questions asked during question period verbally at the meeting. (2) Despite subsection (1), where Administration is unable to respond to a question during question period, the question will be treated as an Administrative Inquiry and will follow the process set out in section 75."	Direction - clarity Outcomes - To increase clarity about what happens when questions cannot be answered during Question Period	no change
14	62	Question Period	62. (1) Question period is limited to: (a) a maximum of three questions per meeting; and (b) a maximum of 15 minutes per meeting. Where a question has been asked prior to the expiry of the fifteen minutes, that matter may be concluded. (2) Despite section 62 (1) (b), where a question has been asked prior to the expiry of the fifteen minutes, that matter may be concluded.	Subsection 62(2) is deleted	Direction - accuracy Outcome - 62(2) is a repeat of 62(1)(b), remove duplication	no change
15		Recognitions and Presentations Made During Council meetings	67. (1) Annually occurring recognitions and presentations may be added to the agenda of a Regular or Combined meeting of Council by the City Clerk. (2) Recognitions and presentations which are not annual may be added to the agenda of a Regular or Combined meeting of Council, if approved through PFC. (3) Presentations and recognitions may be firmly scheduled for a specific time of the day, regardless of their placement within the order of business, if approved through PFC. The time which the presentation or recognition was scheduled for must be noted on the agenda, and at the appointed time, any matter under discussion must be temporarily laid on the table (tabled), and be resumed upon conclusion of the scheduled item.	Section 67 is deleted and replaced with the following: "67. (1) Recognitions may be added to the agenda of a Regular or Combined meeting of Council by the City Clerk, in accordance with Policy CP2018-02. (2) Recognitions may be scheduled for a specific time of the day, regardless of their placement within the order of business, subject to Council's approval of the agenda. The time which the recognition is scheduled must be noted on the agenda and, at the appointed time, any matter under discussion must be temporarily laid on the table (tabled) and be resumed upon conclusion of the scheduled recognition.	Direction - To align the Procedure Bylaw with the Recognitions Policy (CP2018-02). The term "presentations" has been removed for clarity - there is no discernable difference between a recognition and a presentation in this instance.	no change

16	69	Consent Agenda	by Committee,	Section 69 is deleted and replaced with the following: "69. (1) A Council consent agenda must not include proposed bylaws. [MGA, s. 187(1)] (2) Briefings which have been directed by a Council Committee to be considered by Council must be placed on the Council consent agenda. (3) A Council consent agenda may also include: (a) reports where all the report recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous; (b) confidential reports where all recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous. The omnibus motion for a consent agenda containing confidential reports may be adopted prior to moving into a closed meeting;	Direction - Agenda Efficiencies Outcomes - Improve meeting efficiency by adding clarity around the consent agenda, and how deferral reports are processed. Adding procedural items allows the Clerk a dedicated space for notice, and approval of non-contentious procedural items, including changes to the Council Calendar.	Added 69(2) Briefings
		-consent right rout		(c) deferral requests; and (d) procedural requests. (4) For the purposes of subsection (3): (a) a deferral request is a request from Administration for an item, that Council has previously directed be brought to a Council meeting by a specific date, to be deferred to a later date. For a deferral request: (i) a written report is not required; and (ii) the request for deferral must be included in the item title, and must specific the month in which the item will be brought before Council; and (b) a procedural request is a request to address a noncontentious procedural issue, such as a change to a recess time or length, and includes a change to the Council calendar. For a procedural request: (i) a written report is not required; and (ii) the nature of the request must be included in the item title.		

17	77	Flow of Agenda Items	77(c) questions of clarification from <i>Members</i> to <i>Administration</i> (three minutes per <i>Member</i> , not including responses from <i>Administration</i>).	Subsection 77(c) is deleted and replaced with the following: "(c) questions of clarification from Members to Administration. At Council meetings, questions of clarification are limited to three minutes for each Member, not including responses from Administration. There is no limit for questions of clarification at Council Committee meetings."	Direction - Council feedback, Outcome - Allow more thorough discussion to happen at the Committee level.	no change
18	79	Fix the Time to Which to Adjourn	79. If still in session, all meetings of <i>Council</i> and <i>Council Committees</i> must recess at 9:30 p.m. whether or not the order of business is complete	Section 79 is deleted and replaced with the following: Adjournment 79. (1) No Motion is needed to close a meeting. The chair will adjourn by declaration: "Be it as there is no further business, this meeting is adjourned." (2) If still in session, all meetings of Council and Council Committees must recess at 9:30 p.m. whether or not the order of business is complete	Outcome - meeting efficiency	updated process for closing a meeting.
19	82	Closed Meetings	82. Before holding a closed meeting, Council or a Council Committee must adopt a motion in a public meeting, and the motion must include: (a) the title or general subject of the item(s) to be discussed; and (b) a listing of the specific sections under Part 1, Division 2 of the FOIP Act, which provides the legislative authority to discuss the matters in a closed meeting.	Section 82 is deleted and replaced with the following: "82. (1) Before holding a Closed Meeting, Council or a Council Committee must, in a meeting held in public, adopt a motion to go into a Closed Meeting, and the motion must include: (a) the title of each item to be discussed; and (b) the listing of specific section(s) under Part 1, Division 2 of the FOIP Act which provides the legislative authority to discuss the item(s) in a Closed Meeting. 83. (1) The following persons may attend a Closed Meeting of Council or of a Council Committee unless Council or the Council Committee directs otherwise: (a) members of Administration, as deemed necessary by the City Manager; and (b) members of a Member's staff.	Direction - Transparency Practices - Reporting and Closed Meetings C2018-0692 Outcome - For increased clarity to align with the MGA- each specific item must be approved.	no change

82	Closed Meetings	Direction - Transparency Pr Reporting and Closed Meet C2018-0692 Outcomes - This change ens compliance with the MGA, supports increasing transpa Council. A list of attendees into a Closed Meeting, may by resolution authorize persons other than members of Administration or members of a Member's staff who are authorized to attend pursuant to subsection (1),to attend specific items that will be discussed at the Closed Meeting. The names of the proposed participants must be submitted to the City Clerk prior to the meeting. (3) Council or a Council Committee when holding a Closed Meeting may at any time direct that a person, other than a Member, leave the Closed meeting.	ings sures and rency of must be e same e "Closed es the
		83.1 (1) For all confidential items, Administration must recommend a date by which the item should be reviewed for consideration of public release. (5) For confidential items which Council has directed be reviewed by a specific date: (a) the City Clerk shall post the title of the item and the review date on The City's website; and (b) forward the item to the General Manager of the responsible department no later than 30 days prior to the date specified by Council; (c) the General Manager of the responsible department shall either: (i) direct that the item be posted to The City's website; or (ii) set a new date for the item to be reviewed.	removed "Release date" as an option.
		(3) For confidential items which a General Manager has set a new review date pursuant to subsection (2)(b)(ii): (a) the City Clerk shall post the revised review date on The City's website; and (b) the procedure set out in subsection (5) will be followed for the revised review date. (4) Where Council has directed that a confidential item be reviewed by a specific date, Council may subsequently change that date and such a change does not require a reconsideration."	

20	84	Closed Meetings	84. (1) The rules of <i>Council</i> and <i>Council Committees</i> apply to closed meetings. (2) Despite subsection (1), <i>Council</i> or a <i>Council Committee</i> must not vote in a closed meeting except on a resolution to recess or revert to a meeting held in public [MGA, s. 197(3)]	The following is added after subsection 84(2) as subsection 84(3) (3) Despite sections 77(c) there are no limit on the length of a Members questions or discussion at a Closed Meeting.	Outcome - allow more flexibility for discussion in closed meetings	NEW
21	86	Public Hearing Procedures		The following is added after subsection 86(4) as subsection 86(5): "(5) To facilitate the efficiency of a public hearing, the Chair, in consultation with the City Clerk, may direct that multiple speakers make their submissions in a single panel. (a) Each speaker in the panel will be permitted to speak for five minutes, and Council will not ask questions until the entire panel has made their submissions, at which time each Member will have five minutes to ask questions of the entire panel." (6) Items of considerable interest may be scheduled at a specific time, at the discretion of the Chair in consultation with the City Clerk.	strategies to streamline public hearing processes", meeting efficiency Outcome- Enshrining the process in the bylaw for improved clarity and direction. Generally, panels will be created with approximately 5	added scheduled
		Ü				
22	98		98 (e) proposed resolutions related to a <i>notice of motion</i> from a Member; or	In subsection 98(e) the words "notice of motion" are deleted and replaced with "Councillor Motion".		updated term "Councillor Motion"

23	106	Reports for Information Only	106. If the recommendation in a report is to "receive for information", no vote is necessary unless a Member moves a main motion in its place.	Section 106 is deleted and replaced with the following: "Briefings" 106. (1) A report from Administration: (a) that does not seek any direction from Council; (b) from which no action will result; or (c) Which is intended to highlight information of interest to Council; shall be identified as a "Briefing". (a) the report must be placed on the Consent Agenda of the appropriate Council Committee; (b) no motion or resolution is necessary to address the report; and (c) the report must not be forwarded to Council. (2) Despite subsection (2)(c), a Council Committee may, on a motion, direct that the report be forwarded to Council. Such report must be placed on the Consent Agenda of Council."		updated term "Briefings"
24	113	C - Notice of Motion	by other means, to the <i>City Clerk</i> . (2) The <i>City Clerk</i> must place the <i>notice of motion</i> on the next Council agenda for which the submission deadline has not passed.	Delete and replace with the following: C- Councillor Motion 113. (1) A Member, wishing to introduce a motion for consideration, must provide the <i>councillor motion</i> electronically or by other means, to the City Clerk. (2) The City Clerk must place the Councillor Motion on the next PFC agenda for which the submission deadline has not passed. (3) Despite section 113 (2) a Councillor Motion can be brought as urgent business to Council, and can be added to the agenda with a two-thirds vote.	Change name to Councillor Motion (clarity), direct Councillor motions to PFC	NEW
25		Motions Arising out of Main Motions	115. (3) A motion arising which requires significant Administration resources, requires reconsideration of a motion adopted at an earlier meeting or requires professional, legal, or financial input must be submitted by notice of motion.	In subsection 115(3), the words "notice of motion" are deleted and replaced with "Councillor Motion".	update Term "notice of motion" to "councillor motion"	NEW

26	116	E - Reconsidering Motions	116. Members may bring a motion back before Council or a	ADD (1) A motion which: (a) is the same or substantially the same as; or (b) raises an issue which was raised by: a motion that was previously considered by Council or a Council Committee may be considered out of order by the Chair, in consultation with the City Clerk. (2) Despite subsection (1), a Member may make motion described in subsection (1) if Council or a Council Committee votes for reconsideration of the original motion in accordance with the following: Any Member, regardless of how he or she voted on a defeated motion, can bring back the motion under the procedures for introducing a Councillor Motion (see section 113). If the reconsideration is moved within 12 months of the original motion, a two-thirds vote is required. If the reconsideration is moved more than 12 months of the original motion, a majority vote is required.	NEW
27			117 (1) A Member may only make a motion to reconsider a motion form a previous meeting by submitting a notice of motion, distributed in advance of the meeting. The notice of motion must contain the date of the original decision, and the action which is propose to be taken on the matter. (2) Administration may only include a motion to reconsider a motion form a previous meeting by including a recommendation in a written report, distributed in advance of the meeting. The report must contain the date of the original decision, and the action which is proposed to be taken on the matter.	Delete 117 (1).	this is included in amendments to "E- Reconsidering Motions"

28	119	Voting Style	119. (1) Voting at Council and Council Committee meetings shall be by voice. (2) If three or more Members indicate their opposition to a motion during a voice vote, a roll call vote must be taken. (3) Despite subsection (2), a Member may request a roll call vote at any time prior to commencing the vote. (4) Despite subsection (2), at Council meetings only, a member may request a recorded vote at any time prior to commencing the vote. Recorded votes are not permitted at Council Committees.	Section 119 is deleted and replaced with the following: "Voting Style 119. (1) Voting at Council and Committee meetings may be captured using an electronic voting system. (2) When all votes have been placed, the tally shall be displayed in the meeting room; however, a vote is not final until the Chair announces the result of the vote. (3) If the electronic voting system is not available, voting shall be by voice. (4) Despite subsection (1 and 3), if three or more Members indicate their opposition to a motion during a electronic vote or voice vote, a Roll Call Vote must be taken. (5) At any time prior to commencing a vote by voice, a Member may request a Roll Call Vote or a Recorded Vote."	Direction - Opportunities for Future Improvement from PFC2017-0433 "amendments to establish electronic voting could be proposed"; Notice of Motion C2018-0692 "Electronic Voting as a means to assist in providing the results of votes to the City's Open Data catalogue." Outcome - Electronic Voting would be operational after the October 2019 organizational meeting. This will allow time to ensure all Council and Committee members have access to the software, and are comfortable using it.	Updated process for using the functionality of the electronic voting system to capture votes - but the process of roll call and recorded votes remains the same
29	B.4	APPENDIX B - ROLE OF COUNCIL COMMITTEES	B.4 The mandate of the Gas, Power, and Telecommunications Committee is to monitor and participate as necessary in regulatory proceedings only to protect the interests of <i>The City</i> in its role of municipal government.	Item B.4 is deleted and replaced with the following: "B.4 The mandate of the Gas, Power, and Telecommunications Committee is to monitor and participate as necessary in regulatory proceedings only to protect the interests of the City of Calgary. To provide oversight in the fields of telecommunications regulation and City Rights-of-Way agreements and bylaws."	Update the Mandate of the Gas, Power & Telecommunications Committee	no change
29	B.9	Mandate and Powers - Priorities and Finance Committee	B.8 PFC may: (a) accept reports for information; (b) refer reports to Administration; (c) refer reports to Council or Council Committee; (d) refer reports to Council for policy direction or policy review.	delete subsection (a) and replace with (a) accept Briefings the following is added as subsection B.8e: (e) to create and be responsible for sub-committees and approve their Terms of Reference.	Update term "Briefings." Give PFC the ability to create their own sub-committees	NEW

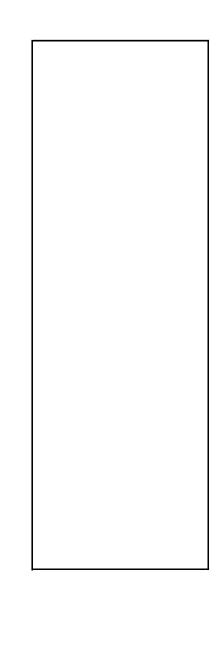
		_		_		
			(3) Adjourn			
			A motion to close the meeting.			
			This motion may not interrupt a speaker.			
			1 ' '			
			This motion is not debatable or amendable.			
			This motion can be handled by general consent: "Is there any			
			further business?"			
			(Pause). "There being no further business, the meeting stands		No motion required to close a	
		Secondary Motions -	adjourned."		meeting, remove from Secondary	
30	D.2	Privileged	If dealt with formally, requires a majority vote.	Delete D.2 (3)	Motions - Privileged	NEW
30	0.2	Trivileged	in dealt with formally, requires a majority vote.	Delete D.2 (3)	IVIOLIONS THVIICECU	IVEVV
				Delete and replace		
				A Member who disagrees with the Chair's ruling can		
				appeal it.		
				1		
				The Chair puts the appeal to a vote immediately and		
				without debate: "Shall the ruling of the Chair be		
		1	A Member who disagrees with the Chair's ruling can appeal it.	upheld?"		
			The Chair puts the appeal to a vote immediately and without	A Two-thirds vote against the Chair's ruling is required		
		1	debate: "Shall the ruling of the Chair be upheld?"	to override it.	Change the threshold of an appeal	
30	D.3	(2) Appeal	A majority against the <i>Chair's</i> ruling is required to override it.		on a chair's ruling.	NEW
30	D.3	(2) Appear	A majority against the chair's runing is required to override it.		on a chair 3 runing.	IVEVV
				the following is added after section E.17 as section		
				E.17.a:		
				"Councillor Motion" means a submission made by one		
				or more Members of Council, intended to provide		
				notice of a resolution for Council's consideration where		
				the resolution:		
			"Notice of Motion"	(a) raises a significant issue affecting all or part of The		
			means a submission made by one or more <i>Members</i> of <i>Council</i> ,	City of Calgary; or	Update term "Councillor Motion"	
			intended to provide notice of a resolution for Council or Council	(b) directs Administration to undertake a significant	and add addition paramters for	
31	Appendix E	Definitions	Committee's consideration.	amount of work in order to respond.	clarity.	NEW
				E. 51 is deleted and replaced with		
				E. 52 "Special" meeting of Council means a meeting		
				called to deal with a specific topic, whose business is to		
			E. 51 "Special" meeting of <i>Council</i> or <i>Council Committee</i> means a	be transacted is described in general terms in the		
			meeting called to deal with a specific topic, whose business is to			
	A	Definitions		meeting notice:	ramayad "Caynail Carresittes"	NEW
	Appendix E	Definitions	be transacted is described in general terms in the meeting notice;		removed "Council Committee"	NEW
				the following is added after section E E1 as section		
				the following is added after section E.51 as section		
				E51.1:		
				"Strategic" meeting of Council means a meeting of all		
				members of Council that provides a forum for high-level		
				strategic discussion, this includes an annual planning		
				session. Administration, external experts and other		
				professionals will provide industry research, practices	Add a definition of "Strategic"	
				and procedures to support Council's strategic	meeting of Council to support the	
	Appendix E	Definitions		discussion. "	unique nature of Strategic meetings.	NEW
	- pperion L			delete and replace with "Two-thirds vote" means the	and a contract of strategic meetings.	
			"Two-thirds vote" means the vote of more than two-thirds of the	vote of at least two-thirds of the <i>Members</i> present and		
			Members present and voting at a properly called meeting at	voting at a properly called meeting at which a <i>quorum</i>		
	Appendix E	Definitions	which a <i>quorum</i> is present.	is present.	Accuracy	NEW

	APPENDIX F - REMOTE	The following is added after Appendix D as Appendix E	
32	PARTICIPATION	"APPENDIX E - REMOTE PARTICIPATION AT MEETINGS"	updated process

		- Opening remarks; - Question period; - Confirmation of agenda; - Confirmation of minutes; - Presentations/recognitions (note time if firmly scheduled); - Consent agenda; - Postponed reports (includes related/supplemental reports); - Items from Officers, Administration and Committees; - Officer of Council reports,Administration reports, andCommittee reports; - Items directly to Council;Bylaw tabulations, andMiscellaneous business, - Urgent business; - Confidential items;Consent agendaItems from Officers, Administration and Committees, andUrgent business; - Administrative Inquiries; and - Adjournment
48	B - Order of Business	

1
1

Direction - Align with new Section 48 is deleted and replaced with the Recognitions Policy; following: meeting efficiency; "48. Council - Regular meetings consistency; clean-up Outcomes - Moved Call to order; Presentations up in the Opening remarks; order, immediately • Recognitions; following opening remarks • Question period; (and edited to remove Confirmation of agenda; recognition); Added Notice • Confirmation of minutes; of Motion to "Items directly · Consent agenda; to Council"; o Deferrals and Procedural requests; **Deferral and Procedural** o Informational Memos requests added as a sub-• Postponed reports (includes section under Consent related/supplemental reports); Agenda - they will be • Items from Officers, Administration and included as an agenda title Committees: only (no report required). o Officer of Council reports, o Administration reports, and o Committee reports; • Items directly to Council; o Notice(s) of Motion o Bylaw tabulations, and o Miscellaneous business, • Urgent business; · Confidential items; o Items from Officers, Administration and Committees, and o Consent agenda, o Urgent business; • Administrative Inquiries; and Adjournment



Success of PFC as a vetting body, depending on council not voting in favor of adding the item of urgent business to the Council agenda. Bringing a councillor motion as an item of urgent business to Council remains a possibility. Having all Councillor Motions go to PFC may result in a timing gap between when it is reviewed by PFC, and then discussed at Council. The Clerk does not have a role in evaluating if it's urgent business.



ATTACHMENT 4 Investigation Alternatives and June 4, 2019 Analysis.docx

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Summary of Amendments

Below is the summary of recommended amendments to the Procedure Bylaw. Those items marked with an "*" are either a new amendment, or have been updated since the original report.

- 1. Remote Participation inclusion in the Procedure Bylaw
- 2. Strategic Meeting of Council newly added definition and order of business*
- 3. Question Period update to outline how a question transitions into an Administrative Inquiry
- 4. Recognitions update to align with the Recognition Policy
- 5. Consent Agenda provide new direction on deferral requests and procedural items
- 6. Time limit for questions of clarification at committee remove limit
- 7. Adjournment remove the requirement of a motion to adjourn a meeting*
- 8. Closed Meetings
 - a. Updated roles of Chair and Clerk in closed meetings;
 - Automatically authorize attendance of Administration, and staff of Members of Council*;
 - c. Required motion to authorize the attendance of external participants;
 - d. Review Dates and the process of releasing confidential items*;
 - e. No limits on questions or discussion no limits on the number of questions or length of discussion in a Closed Meeting.
- 9. Public hearings provide the option to set times for specific items*, and to panel speakers
- 10. Similar Motions add restrictions on similar motions*
- 11. Briefings* (For Information Only) no recommendation, no motion, placed on consent.
- 12. Councillor Motion (Notice of Motion) will all be directed to PFC*
- 13. Lost Motions (Reconsidering Motions) add restrictions on defeated motions*
- 14. Electronic Voting hardware button and updated vote process*
- 15. Mandate and Powers GPT update the mandate to reflect the changes from C2018-1347
- 16. Mandate and Powers PFC add the ability for PFC to create sub-committees*
- 17. Appeal update threshold to defeating an appeal*

Orders of Business have all been updated to reflect the amendments.

Definitions have been updated to reflect the amendments.

Investigation: Alternatives and Analysis of Key Amendments

Outlined below is the investigation of the key recommended amendments, followed by several additional amendments. The key amendments are presented in the order they appear in the proposed text to amend a bylaw.

Remote Participation

Remote participation, permissible by the *Municipal Government Act (MGA)*, was first used in Council on July 30, 2018 based on Council's approved process. A recommended amendment to the Procedure Bylaw has been included to enshrine the process for remote participation, outlined in Appendix F of Attachment 2 of this report. Minor revisions to the process have been made since the original approval (C2018-0788) to allow for the prospect of electronic voting (if approved), and to update the list of applicable meeting types (e.g., to allow for newly formed council committees). Remote Participation is available to Council members at Council and Council Committee meetings.

Strategic Meeting of Council

A definition and order of business has been newly developed for strategic meetings of Council, as follows:

"Strategic" meeting of Council means a meeting of all members of Council that provides a forum for high-level strategic discussion, this includes an annual planning session. Administration, external experts and other professionals will provide industry research, practices and procedures to support Council's strategic discussion.

Order of Business

Council - Strategic meetings

- · Call to order:
- Opening remarks;
- · Question Period;
- Confirmation of agenda;
- Items from Officers and Committees;
- · Confidential items; and
- · Adiournment.

Question Period

Based on feedback from Council and a review of other municipalities, we are not recommending any amendments to Question Period.

	ts to Questi		
ıvlunıcipal Scan -	Question Period Oral Question	Administrative	
City	Period	Inquiries	Practices
Winnipeg	Yes	Yes	Questions may be directed to the Mayor, Chair, and Councillors. A Councillor may be permitted to ask one main question, and up to two supplementary questions. Questions shall only be asked in respect to matters of sufficient urgency and importance as to require an immediate answer. During Question Period, the reply given to any reasonable question may be given immediately or at the next meeting of Council. Replies to questions which have been taken as notice may also be provided in writing to all Councillors and a copy shall be provided to the City Clerk. Executive Policy Committee question period shall be not more than thirty (30) minutes in duration. Each Standing Committee question period shall not exceed fifteen (15) minutes in duration.
Edmonton	No	Yes	No oral question period at Council or Council Committee meetings. Have Councillor Inquiries, where a question is posted and Administration must provide a written response within 12 weeks. Councillor Inquiries must be submitted to the Chair and City Manager at least 48 hours in advance of the meeting.
Toronto	No	Yes	No oral question period at Council or Council Committee meetings. Administrative inquiry must be delivered to the Clerk at least seven business days before the meeting. The response is delivered to the Clerk in writing at least one hour before the meeting.
Vancouver	Yes	No	Enquiries and other matters to give Council members the opportunity to ask questions about items not under debate, and to request information in the form of information memos from the City Manager. At a meeting that is not a special meeting, any Council member may ask a question about a matter before Council that is not a motion, or about City affairs, but the Council member must: (a) not include in the question any argument or option; (b) address the question to the Chair, or through the Chair to another Council member or to the City Manager; (c) not spend more than five minutes in total asking any question or questions. A person who answers must give an immediate oral answer to Council, or after the meeting, circulate a written answer to all Council members, the City Manager, and the City Clerk.
Victoria	No	Yes	Question Period is an opportunity for citizens to ask questions of Council. Each citizen has two minutes to ask a question. No limit on the number of citizens permitted to ask a question. Councillors can request information from the City Manager in writing. At the next meeting, the mayor provides the response aloud.
Ottawa	No	Yes	(1) Any inquiry made at a meeting of Council, a Standing Committee or the Transit Commission, shall be submitted in writing, and referred to the City Manager, appropriate General Manager, City Clerk and Solicitor or City Treasurer for response; (2) The City Manager, the appropriate General Manager the City Clerk and Solicitor or City Treasurer shall respond in writing to the inquiry and the response shall be distributed to all Members of Council or the Committee or the Transit Commission at which the inquiry was made;

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Deferrals and Procedural Items

A sub-section under consent agenda for "Deferral and Procedural requests" has been added.

Items included in this category:

- i) Deferrals requests for report deferrals for time.
- ii) Procedural items including changes to the council calendar, and other non-contentious procedural items (e.g., changes to recess times or length).

Deferrals and Procedural requests will not require reports. The motion for approval will be contained in the title. For example, a title for deferring a report directed to Priorities and Finance Committee would be as follows: "PFC2019-### due Q1 2019 moved to 'type of meeting' on May 1, 2019." Any deferral requests need to specify a specific month the report will return (and not a quarter).

Closed Meetings

Unless noted otherwise, all roles and responsibilities, and procedures in the Procedure Bylaw apply to all meetings – meetings held in public, and closed meetings. Several amendments have been proposed to provide more clarity around the roles and responsibilities of Members and Administration in meetings. Specific considerations of items that are discussed in closed meetings (i.e., how items are approved for discussion) and the authorization to attend meetings are also included in the amendments.

Role of the Chair in closed meetings

Acknowledges the Chair's role in ensuring only those items that have been approved for discussion at a closed meeting are discussed.

Role of the Clerk

Acknowledges the role of the Clerk in informing the Chair when Council's or a Council Committee's discussion goes beyond the subject matter of the report or item before it discussions are no longer on the approved topic – in all meetings (public and closed).

Authorizing Participants

Direction from C2018-1376 requested investigation of "a process for Council members to invite personal advisors to a closed meeting contingent on Council approval and with prior notification."

The MGA outlines in section 197(6) the following:

(6) Where a council or council committee closes all or part of a meeting to the public, the council or council committee may allow one or more other persons to attend, as it considers appropriate, and the minutes of the meeting must record the names of those persons and the reasons for allowing them to attend.

The proposed amendment to the Procedure Bylaw is as follows:

- (1) The following may attend a Closed Meeting of Council or of a Council Committee unless Council or the Council Committee directs otherwise:
 - (a) members of Administration, as deemed necessary by the City Manager; and
 - (b) members of a Member's staff.
- (2) Council or a Council Committee, prior to going into a Closed Meeting, may by resolution authorize persons other than members of Administration or members of a Member's staff who are authorized to attend pursuant to subsection (1), to attend specific items that will be discussed at the Closed Meeting. The names of the proposed participants must be submitted to the City Clerk prior to the meeting.
- (3) Council or a Council Committee when holding a Closed Meeting may at any time direct that a person, other than a Member, leave the Closed meeting.

Report writers will continue to list the proposed attendees for each item in the closed meeting template. Any 'external' persons will need to be authorized to attend by resolution.

Review Date

Stemming from the approved recommendations from "Transparency Practices – Reporting and Closed Meetings" PFC2018-1376, all confidential items now include a review date. If reports will be confidential indefinitely, they will be identified with "Do Not Release." The review date identifies when either the *FOIP*

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exceptions to disclosure ceases to apply after a prescribed period of time, or a date/trigger when the disclosure is no longer harmful; for example, a date of an event or a date an agreement is signed.

The process for review and release of confidential items is as follows:

- i) Review Date specific to a month and a year (not a quarter) is included in the report;
- ii) On a quarterly basis, the City Clerk's Office will post the titles of all confidential items from the past quarter on a public website;
- iii) On a quarterly basis, the City Clerk's Office will forward the items that have a past review date to the respective department;
- iii) The department will have 30 days to respond to the request to either provide approval for release, or to set a new review date; and
- iv) The released items will be published to the public website.

No Limits on Questions or Discussion

To align practice with the procedure bylaw as it's currently written, every closed meeting should start with a suspension of any rules related to speaking time, and number of rounds of questions. To remove the requirement to suspend and to add flexibility, the following section has been added:

"There are no limits on the length of a Member's questions or discussion at a Closed Meeting."

Responses to specific direction to investigate closed meeting procedures

 "To allow a member to challenge the motion to hold the Closed Meeting on an item and allow for debate."

Response: A specific provision is not necessary. In order to go into a Closed Meeting, Council must adopt a motion to do so. As this is a Main Motion, debate is allowed in accordance with the provisions of section 107 through 109. These are the general provisions as to the number of times Members may speak to the main motion, question administration and the length of the debate.

• "A public release process that allows a Council member to challenge during the closed session the requirement of the discussion to be confidential"

Response: When the meeting has resumed in public, any member may challenge the requirement for the discussion to remain confidential during the debate on the main motion. Once the Closed Meeting is concluded if the item is not released in the rise and report, a motion must be made to keep the item and/or the discussion confidential, pursuant to the applicable section of *FOIP*. A member may always vote against such a motion.

Public Hearing

A scan of practices from other municipalities is included below. There was consensus of the desire to provide better customer service to speakers, while acknowledging the basic challenge of time – items running longer or shorter than expected, making it extremely difficult to provide accurate speaking times, or eliminate any gaps in time between items.

Notable practices from other municipalities include paneling speakers, online sign-up, and live-stream or live-tweets informing the public of the current item being discussed (or current panel number presenting). The City of Calgary has paneled speakers recently for the discussion on cannabis and secondary suites. While the current Procedure Bylaw does not preclude Council from paneling speakers, it is included in the amendments for clarity and direction. City Clerk's Office will continue to work with Administration to identify which items may warrant a paneling process. Also, not precluded, an additional amendment has been included to outline the opportunity to schedule certain items when required. The recommended administration process is as follows:

- 1. City Clerk's Office will work with Administration to identify those items that have the likelihood of a high public interest.
- 2. These items will be brought forward to the Chair, and in consultation with the City Clerk, will determine if paneling should be established, or if an item should be scheduled at a specific time (e.g., 9:30 am).
- 3. City Clerk's Office will facilitate the registration and paneling of speakers.
- 4. Panels will be created, and each speaker in the panel will be permitted to speak for five minutes, and Council/Committee will not ask questions until the entire panel has made their submissions, at which time each Member will have five minutes to ask questions of the entire panel.

The proposed amendment for the Procedure Bylaw is as follows:

"To facilitate efficiency of a public hearing, the Chair, in consultation with the City Clerk, may panel speakers. Each speaker in the panel will be permitted to speak for five minutes, and Council will not ask questions until the entire panel has made their submissions, at which time each Member will have five minutes to ask questions of the entire panel. Items of considerable interest may be scheduled at a specific time, at the discretion of the Chair in consultation with the City Clerk."

Public Hearir	ng Municipal Scan	
City	Practices	
Winnipeg	Members of the public who wish to speak to an item at a hearing fill out a short "Representation Form." They indicate if they are registering in support of the application, or in opposition to it, or for information only. By filling out this form, the member of the public will also receive notice of the hearing body's decision/recommendation on the matter and information on how to appeal (if applicable). Generally, the applicant (and/or designate) is heard first, followed by those in support of the application. Next, those registered in opposition are heard, followed by those registered for information. Finally, the applicant may return if he/she so desires, and speak in rebuttal.	
Edmonton	In Edmonton, generally everyone who shows up for Non-Statutory Public Hearings are paneled. The items are usually made time specific, which makes it easier for a speaker to plan to attend. Speakers register in support or in opposition. An online speaker registration form is available up until midnight the night before the meeting. Speakers can register in person on the day of the meeting, up until the item is being discussed. Those who register online are sent a automated email with instructions regarding length of presentations, questions, and handouts.	
Toronto	Only committees hear from public presenters; presenters are not heard at full meetings of City Council. Public presentations (called Public Deputation sessions) are scheduled in advance, and speakers must register in advance using an Oral Deputations Registration Form. The usual public deputation speaking time is five minutes. However, when the list of speakers is long, the committee can choose to reduce the speaking time. Direction to the public is to prepare speaking notes for approximately three minutes.	
Vancouver	Speakers must register. Speakers are encouraged to register early to speak earlier. Speakers are assigned a speaker number that shows their position to speak about an agenda item. Numbers are assigned in the order the requests to speak are received. Speakers can sign up until the start of the meeting. Council can ask speakers questions after they present, which can take anywhere from 0 to 55 minutes per speaker (5-minute question period x 11 elected officials = 55 minutes). For public hearings only, speakers have 8 minutes if they speak on behalf of three or more people or groups. Each person or group representative needs to attend. Council will hear all registered speakers. If many people sign up, speakers may have to attend more than one meeting before it's their turn. Presentations received after the start of the meeting will not be accepted. @VanCityClerk twitter feed tracks the speaker numbers "Track your turn".	

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Briefings

To improve clarity around reports "For Information Only", several amendments are recommended, as follows:

- (1) A report from Administration:
- (a) that does not seek any direction from Council;
- (b) from which no action will result; or
- (c) Which is intended to highlight information of interest to Council;

shall be identified as a "Briefing".

Briefings will not contain any recommendations. These reports will automatically be placed on the consent agenda, and will remain at Committee. If Committee wants the Briefing to go to Council, the report will need to be pulled off the consent agenda, and a motion will need to be approved to forward the report to Council. Any Briefing going directly to Council will automatically be placed on the consent agenda.

If a report contains no recommendations, the proper handling of the report according to Roberts Rules is for the chair to thank administration for the report, and to move on to the next item of business: "Thank you. The report requires no action and will be placed in the corporate record. The next item of business is..."

Councillor Motion(s)

For clarity, Notice of Motion will now be called "Councillor Motion". All Councillor Motions must be sent to the City Clerk, who will place the Councillor Motion on the next Priorities and Finance Committee agenda. A Councillor Motion can be brought as urgent business to Council, and can be added to the agenda with a two-thirds vote.

Electronic Voting

The desired outcome of electronic voting is increased transparency, this includes transparency during meetings, in the minutes, and through The City of Calgary's Open Data system.

Electronic voting will be administered through the existing meeting management software (currently eSCRIBE). We will be recommending a hardware solution (a physical voting button) over the voting capabilities in the app, for increased reliability.

Electronic Voting will mirror the current process of voting – but the system will capture the results of the vote. The same criteria would apply: If there are three or more members who are in opposition to the motion, the meeting clerk will facilitate a roll call vote. What that means practically is the clerk will open the vote, everyone will hit their vote button, and if three or more people are in opposition the clerk will indicate to the chair that a roll call vote is needed. The clerk will clear the first vote, and then open the vote again, but members will need to wait until their name is called before they hit their vote button.

Electronic Voting will be operational after the October 2019 Organizational Meeting of Council, for Council, and when the Engineering Traditions boardroom re-opens in Old City Hall for Committee.

Results of each vote (i.e., how each participant voted, and if the motion was carried or defeated) will be displayed in the gallery, and on the live stream, immediately after the vote is closed.

PFC2019-0591 Attachment 4 ISC: UNRESTRICTED

A quote to install and operationalize a hardware solution for Electronic Voting is outstanding. We will return prior to the end of Q3 with the firm cost, for approval.

Additional Amendments

Orders of Business

The Orders of Business for all meetings have all been updated to reflect the recommended amendments.

Recognitions

To align the Procedure Bylaw with the Recognitions Policy (CP2018-02). The term "presentations" has been removed for clarity - there is no discernable difference between a recognition and a presentation in this instance.

Recognitions has been moved up in the Order of Business in applicable meetings, immediately following opening remarks.

Time Limit at Committee

To allow for more thorough discussion to happen at the Committee level, the time limit for questions of clarification has been removed: "At Council meetings, questions of clarification are limited to three minutes for each Member, not including responses from Administration. There is no limit for questions of clarification at Council Committee meetings."

Adjournment

To improve the efficiency of meetings, a motion is no longer required to close a meeting. The chair will adjourn by declaration: "Be it as there is no further business, this meeting is adjourned."

Similar Motions

A motion, similar to a motion voted on in the previous twelve (12) months with the exception of reconsiderations, can be considered out of order by the Chair, in consultation with the Clerk.

Once a motion has been voted on, a similar motion may not be made for twelve (12) months without first reconsidering the original motion with a two-thirds vote.

Lost Motion (Reconsidering Motions)

To retrieve a lost/defeated motion within twelve (12) months, a vote of at least two-thirds of the Members is required

Mandate and Powers SSCs

Mandate and Powers of GPT – Updated Mandate, as directed from C2018-1347: To monitor and participate as necessary in regulatory proceedings only to protect the interests of the City of Calgary. To provide oversight in the fields of telecommunications regulation and City Rights-of-Way agreements and bylaws.

Mandate and Powers to PFC – To give PFC the ability to create and be responsible for sub-committees and approve their Terms of Reference.

Appeal

Change the threshold of an appeal on a chair's ruling. There was a loophole where a simple majority could defeat an original motion with a two-thirds vote. Recommendation is that any appeal requires a two-thirds vote to defeat

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Definitions have been updated to reflect the recommended amendments.		
FC2019-0591 Attachment 4		
CC: UNRESTRICTED		

Definitions



MINUTES

MOCK MEETING OF COUNCIL

February 5, 2019, 12:00 PM ANNIE GALE BOARDROOM

PRESENT: Cllr. A

Cllr. B Cllr. D Cllr. E

Cllr. F Remote Participant

Cllr. G Cllr. I Cllr. J

ABSENT: Cllr. C Council Business

Cllr. H Personal

This meeting was conducted in accordance with the Procedure Bylaw 35M2017.

- 1. <u>CALL TO ORDER</u>
- 2. OPENING REMARKS
- 3. **QUESTION PERIOD**
- 4. <u>CONFIRMATION OF AGENDA</u>
- 5. <u>CONFIRMATION OF MINUTES</u>
- 6. PRESENTATION(S) AND RECOGNITION(S)
- 7. CONSENT AGENDA
- 8. <u>POSTPONED REPORTS</u>

(includes related/supplemental reports)

ISC: UNRESTRICTED

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Overview and Administration of Property Tax Relief Framework

EXECUTIVE SUMMARY

As a result of Council's decision to cancel property taxes for the Free Masons' property (C2018-0959), Council directed Administration to provide more information regarding the municipality's tax relief powers. This report provides an overview of the provincial legislation pertaining to property tax relief, specifically property tax exemption framework and Council's discretionary tax relief powers. It provides information regarding how Administration applies the rules and conditions set out by The Government of Alberta ('The Province') to ensure that the property tax exemptions meet the criteria as set by the Province. The report will also provide further information regarding Council's use of its tax relief discretionary powers and the circumstances for which Council has used its tax relief or cancellation authority.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On July 30, 2018, Council approved Notice of Motion C2018-0959, which cancelled the 2018 municipal property taxes for the Free Masons' Grand Lodge. Through Notice of Motion C2018-0959, the following Motion Arising, moved by Councillor Chahal was adopted:

"That Council direct Administration prepare a report and return to Council through the Priorities and Finance Committee no later than 2019 Q2, that provides an overview of the legislation governing property tax exemptions and tax cancellations in Alberta, Administrations' current process for administering property tax exemptions, the property tax base exempt from taxation and previous Council direction regarding property tax cancellations."

BACKGROUND

Property Tax Relief Legislation Overview

Property Tax Exemption Legislation

The Municipal Government Act (MGA) outlines two categories of property tax exemptions:

- Property types that are non-assessable, or in other words, properties which are not assessed and therefore are not subject to property taxes. Non-assessable property types are described in section 298 of the MGA and are exempted pursuant to section 351.
- Part 10 of the MGA, specifically sections 351, 361-365 and 370(a), (c) and (d) outline the criteria for property tax exemptions applicable to properties which are assessed.

ISC: UNRESTRICTED

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Overview and Administration of Property Tax Relief Framework

Community Organization Property Tax Exemption Regulation (COPTER) provides the exemption criteria for properties held by (owned, leased or operated) non-profit organizations that fall under MGA section 362(1)(n):

- (i) acting in an official capacity on behalf of the municipality
- (ii) community games, sports, athletics, or recreation
- (iii) charity or benevolence
- (iv) senior citizen lodge accommodation
- (v) agricultural society or community association

COPTER also allows the exemption for ten other property use classifications that are not exempt under the MGA, such as non-profit museums, and non-profit childcare facilities.

Both the MGA and COPTER provide the criteria and conditions for property tax exemption in Alberta. It is the responsibility of the municipalities to interpret the criteria and administer the tax exemption to properties that qualify.

Attachment 1 provides a summary of each of the relevant sections in the MGA and COPTER. It also provides the types or uses of properties defined in the legislation that might qualify for property tax exemption.

Council's Tax Cancellation, Refund, Deferment Authority Legislation

Under section 347 of the MGA, Council has discretionary taxation power to cancel or refund taxes. It specifically states:

- **347(1)** If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:
 - (a) cancel or reduce tax arrears;
 - (b) cancel or refund all or part of a tax;
 - (c) defer the collection of a tax

Further, section 203 of the MGA specifies that Council may not delegate its powers with respect to taxes, including its authority to cancel, refund or defer property taxes under section 347. However, the recently approved *The City of Calgary Charter, 2018* will allow The City of Calgary Council to delegate this authority through a Council bylaw as long as the total amount cancelled, refunded, or deferred in a taxation year does not exceed \$500,000 in a calendar year.

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Overview and Administration of Property Tax Relief Framework

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Current Processes for Administering Property Tax Exemption

Property Tax Exemption Framework set by the Province

Through provincial legislation and the <u>Property Tax Exemption in Alberta: Guide</u> ('the Guide'), the Province specifies what types of properties and their uses qualify for property tax exemption and sets out the rules and conditions regarding a property's eligibility for exemption. It is the responsibility of the municipalities to apply these rules and conditions to ensure that the qualifying properties receive their tax exemptions.

To assist municipalities in their decision making, the Province provides municipalities and the public four guiding principles¹ for which property tax exemption is based on. They are:

- advancement of 'public benefit', in terms of charitable and benevolent purposes, community games, sports, athletics, recreation, and education purposes;
- recognition of the 'volunteer contribution and fundraising component' that most often characterizes 'not for profit' status organizations;
- advancement of youth programs and community cares for disadvantaged; and
- appropriate access to non-profit facilities and programs.

The importance of 'public benefit' is key, as it is the general public or taxpayers subsidizing the property taxes for the exempt properties. The use of the property or the operation of the organization receiving a property tax exemption must contribute back to the community in which they are located to warrant a relief from property taxes. Because the financial cost of each exemption is borne by other taxpayers, it is very important that organizations apply to The City for tax exemption and each property tax exemption application is scrutinized to ensure that the use of the property qualifies for tax exemption.

In addition to providing the conditions for each property tax exemption category, the Guide outlines general qualifying tests that will assist municipalities to ensure that the conditions are met. which include:

- Is the primary use appropriate?
- Who holds the property?
- Is the property held by a registered non-profit organization?
- Does the property meet the accessibility criteria?

Each test corresponds to the specific conditions outlined in COPTER. If the result of one test does not meet the qualifying condition as prescribed by the Province, the property does not qualify for property tax exemption (Attachment 2). An example of this situation would be a golf club. It meets the primary use test of a sports and recreation facility and can be set up as a non-profit organization. However, it does not meet the "accessibility criteria", as only members of the golf club have access to the facility, which would make the property ineligible for property

¹ The Government of Alberta's *Property Tax Exemption in Alberta: A Guide* http://www.municipalaffairs.alberta.ca/documents/as/pte_guide_2005.pdf

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tax exemption. To provide a better perspective, there are about 6,000 registered non-profit organizations² in the city of Calgary and about 1,500 property accounts are exempt under the COPTER³.

It is necessary for an organization to provide valid information to ensure that the property meets the criteria specific to each exemption category. Without an application or information from an organization, it is difficult for a municipality to (a) effectively know that a tax exempt use of the property is in fact occurring and (b) meet its due diligence obligation (i.e. confirming property use and organizational structure) as legislatively required for tax exemption qualification. The application process provides Administration the ability to apply the general tests necessary in determining if a property qualifies for property tax exemption specific to its use. It also serves to preserve the fair and equitable treatment of all organizations seeking tax exemption.

Assessment Review Board (ARB) and Property Tax Exemption Decisions

As the tax status of a property or business is one of the matters listed in MGA section 460(5), a person can file a complaint with the ARB if they do not agree with the taxable status of a property. In most circumstances, tax status related complaints are a result of Administration's decision not to exempt a property from property taxes after the application process has been completed, as the use of the property did not meet the MGA or COPTER criteria. The rationale for this decision is further defended in front of the ARB. The ARB can change the tax status of the subject property to "exempt from taxation" should it decide that the taxable tax status of a particular property under complaint is incorrect.

Current Property Tax Exemption Base

Properties that have been deemed exempt from taxation are removed from the total taxable assessment base and do not contribute to the revenue required by The City to support essential City services. This means that as the total taxable assessment base decreases, it would require an increase to the tax rate to ensure that The City receives the same amount of revenue to provide the same level of City services, such as fire protection and water services (Figure 1).

Figure 1

Revenue Required = Tax Rate

Taxpayers provide an indirect subsidy to properties that are exempt from property taxes. In other words, the tax burden of exempt properties is shifted to property owners that pay property taxes. These types of subsidies are generally justifiable because the exempt properties are

² Information from Alberta Government Open Data - https://open.alberta.ca/opendata/alberta-non-profit-listing It includes non-profit organizations that may be exempt outside of COPTER as well.

³ Includes properties exempt under MGA section 362(1)(n), as the rules and conditions for exemption under this section is in COPTER.

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used to provide services that either relieves the burden of providing these services through government sources or produce other social goods and services for the benefit of the general public (e.g. community theatres, food banks, homeless shelters, and etc.).

Attachment 3 provides the current property assessment base exempt from property taxes under each exemption category. The attachment provides the perspective of how much was removed from the total assessment base for 2019 due to property tax exemption.

Council's Property Tax Relief Authority under MGA

While Administration administers tax relief to non-profit organizations through the property tax exemption scheme as set by the Province, Council also has tax relief or mitigation authority under the MGA, specifically sections 347 and 364.

Property Tax Exemption through MGA Section 364 - Council Bylaw

Section 364(1) allows Council, through a bylaw, to exempt from taxation a property held by a non-profit organization, to any extent it considers appropriate. A property tax exemption through Council bylaw is rare, as there is a property tax exemption structure in place established by the Province. Properties exempt from property taxes through Council bylaw are typically properties that do not qualify for property tax exemption under the applicable legislation. Currently, there is only one Council bylaw under this authority, Bylaw 5M2013 (Attachment 4), which exempts properties owned and used by Resident's Associations.

Section 364(2) further allows Council, by bylaw, to exempt from taxes or defer the collection of taxes on brownfield properties. Brownfield property include property that, in the opinion of Council, is or possibly is contaminated, vacant, derelict or under-utilized, and is suitable for development or redevelopment benefiting the municipality. Currently, Council has not yet passed a bylaw under this section.

Council's Tax Discretionary Powers under MGA Section 347

Council also has property tax relief powers by exercising its discretionary taxation power under section 347 of the MGA. Under this section, Council has the authority to cancel, refund, and defer property taxes for any property or a group of properties. Council can cancel either only municipal property taxes, or both municipal and provincial property taxes. If Council chooses to cancel the provincial portion of the property tax for a property, The City still has to submit the provincial portion of the taxes to the Province.

Currently, there are two normal or typical methods Council would use its tax cancellation power under section 347; the Assessment and Tax Circumstances Report and the Non-Profit Tax Mitigation Policy. These tax cancellations occur on a yearly basis and each with its own separate qualifying factors. Council can also approve ad hoc tax cancellations through Notices of Motion for situations outside the normal circumstances.

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Assessment and Tax Circumstances Report ('the Circumstances Report')

The Circumstances Report is presented to the Priorities and Finance Committee twice a year for Council approval. In this report, Administration recommends Council cancel taxes in circumstances where an inaccuracy occurred to a property or business assessment in a prior year which resulted in a property or business owner being levied an incorrect amount of taxes. While Administration can make relevant changes to a property assessment account within the current year, legislatively it does not have the ability to alter property or business assessments for previous years to correct an error. To correct the property taxes that resulted from the inaccuracy, Council can cancel the requested prior years' property taxes. The budget for the cancellation under this report is \$1,000,000 per year.

Non-Profit Tax Mitigation Policy ('NPTM Policy')

Council adopted the Non-Profit Tax Mitigation Policy in 2014 December (C2014-0919). The Policy provides tax cancellation eligibility criteria for circumstances where Administration may recommend Council to cancel municipal taxes for an eligible property for the period of time when it was under construction and held by a non-profit organization. Under current legislation, certain exempt categories do not include the property tax exemption during the construction phase as the non-profit organization is not using the property for exemption purposes. When construction is complete, these properties, once in use for approved activities (e.g. places of worship, food banks, arts and cultural, etc.) would qualify for property tax exemption under the MGA or COPTER. The use of these properties must be approved for property tax exemption under provincial legislation to be considered for municipal property tax cancellation under the NPTM Policy. The total tax cancellation budget under the NPTM Policy is \$1,000,000 per year.

Ad Hoc Tax Cancellations through Council Notices of Motion

Through the Circumstances Report and the NPTM Policy, Council can use its tax discretionary powers in an equitable, consistent and transparent manner. The NPTM Policy has reduced the number of possible Notices of Motions requested by qualifying tax exempt non-profit organizations, as there is a policy and processes in place to address tax cancellations for properties that are under construction. However, ad hoc tax cancellations outside the normal or typical tax relief/cancellation methods, as mentioned earlier in the report, still happen on occasion for an organization that does not qualify for property tax exemption. The organization would request a Councillor to bring forward a Notice of Motion to the Council floor to get the taxes for the property it holds cancelled. These tax cancellations, though not budgeted on its own merit, are accommodated through the pre-existing tax cancellation fund.

Attachment 5 provides the tax cancellation amounts Council approved under its section 347 tax discretionary power since the 2015 taxation year. The total amounts stated on the attachment also includes the 2019 tax cancellations Council approved on May 27, 2019.

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Council's Tax Relief Authority Delegation

While Council has the power to cancel, reduce, refund or defer taxes, under section 203(2)(d) and further amended in *The City of Calgary Charter, 2018* section 4(5), it can delegate this power by bylaw to any person or individual, if the taxes do not exceed \$500,000 in a taxation year. Which means Council can approve a bylaw authorizing Administration to cancel or refund taxes in circumstances where it feels appropriate. One of the key advantages to delegating this power is the taxpayer will receive the tax adjustment in a timely fashion, rather than waiting for approval from Committee and then subsequently Council.

Council elected to use their delegation authority to delegate the power to cancel property taxes (penalties up to \$25,000 in a taxation year) to the Chief Financial Officer in accordance with the Compassionate Property Tax Penalty Relief Program⁴. This addressed the requests Councillors and Administration receive with respect to the cancellation of property tax penalties on compassionate grounds. Similar to the NPTM program, this program allows for a transparent and more efficient manner of cancelling property taxes, in this circumstance tax penalties, and should also reduce the number of Notices of Motion Councillors present to Council on this issue.⁵

Stakeholder Engagement, Research and Communication

None for this report. This report is for information purposes only.

Strategic Alignment

This report aligns with the municipal taxation powers authorized by the Government of Alberta in the MGA and COPTER.

Social, Environmental, Economic (External)

Social

Property tax exemption is essential to the overall wellbeing of the community. The budgetary savings non-profit organizations receive from property tax exemption can be used towards funding social programs or other valuable services to the general public. While taxpayers are indirectly subsidizing the tax liability of these exempt organizations, it is justified as these organizations are providing in return a service or public good that benefits the general public.

Environmental

No known environmental impacts.

⁴ Further details of the program are set out in PFC2018-0325

⁵ A follow up report from the CFO is expected to be presented in Q4 updating the Priorities and Finance Committee the outcome of the program.

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Economic

For every property approved for tax exemption, there is a reduction in the total taxable assessment, which in turn increases the tax rate and passes on the tax burden of entities holding tax exempt properties to the rest of the taxpayers.

Tax relief through tax cancellation has an economic impact to The City of Calgary, as it is taking funds from The City's budget that could be used for other City services or budgetary needs. There is also an impact to the property tax rate calculations as tax cancellations are part of the budgetary or revenue requirements. Similar to property tax exemption, if the budgetary requirements for tax cancellations increases, it puts pressure on the property tax rate to increase to meet the requirements.

Financial Capacity

Current and Future Operating Budget:

There are no current or future operation budget implications from this report, as it is for information purposes.

Current and Future Capital Budget:

There are no current or future operation budget implications from this report, as it is for information purposes.

Risk Assessment

The risks directly associated with this report are minimal. However, there are risks involved in the property tax exemption scheme in Alberta and Council's discretionary power to cancel property taxes.

As mentioned earlier in the report, property tax exemptions decrease the overall taxable assessment base, which in turn will increase the tax rate for other tax payers to subsidize the loss in tax revenue due to the exemption. It is essential that the property tax exemption scheme, as set by the Province, be followed and each potential property tax exemption thoroughly analyzed and scrutinized as it is other taxpayers who will bear the burden of the shift in taxes on behalf of the non-profit organizations.

Deviations from the legislated tax exemption framework may lead to the inequitable application of tax cancellations. It may prompt organizations to approach Council for cancellations when they were not successful in receiving tax relief through the property tax exemptions framework. As Council approves tax cancellations for properties that do not qualify for property tax exemption, it runs the risk of an increase in requests from organizations that are in the same situation. In 2018, Administration did not grant over 20 properties tax exemption out of 112 new applications received, as the use of these properties did not meet the legislative criteria. The non-profit organizations that hold these properties could approach Council in future years requesting tax relief.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

Overview and Administration of Property Tax Relief Framework

REASON(S) FOR RECOMMENDATION(S):

As directed by Council, the report provides Council information with respect to:

- a) overview of the property tax exemption and tax cancellation legislation
- b) administering property tax exemption
- c) the property tax exemption base
- d) a background on Council's tax cancellation power under section 347 of the MGA

ATTACHMENT(S)

- 1. Attachment 1 Property Tax Exemption Legislation Summary
- 2. Attachment 2 Property Tax Exemption Process Map
- 3. Attachment 3 Property Tax Exemption Base
- 4. Attachment 4 Bylaw 5M2013
- 5. Attachment 5 MGA Section 347 Tax Cancellation Amounts (2015-2019)

Municipal Government Act Property Tax Exemption

The provisions in the MGA outline what qualifies for property tax exemption, specifically sections 351, 361 to 364. Within each section, specific exemption classifications govern exemptions for specific property uses situations. The majority of these property tax exemption classifications extend the exemption from both the municipal and educational (provincial) portions of the property tax levy.

Section 351 includes tax exemptions for non-assessable properties. Non-assessable properties are described under section 298(1)(a) to (bb). Typically, these types of properties are "publicly owned infrastructure or equivalent privately-owned facilities¹." Examples of properties that are non-assessable include canals, roads or provincial parks. This section also allows property tax exemption for properties that were granted tax exemption under a private act or a Local Authorities Board Order prior to January 1, 1995.

Property tax exemption under section 361 is based on use of the property. It includes properties used for environmental reserves, municipal reserves, school reserves and undeveloped property reserved for public utilities. The property exemption for farm residences and buildings is also included in his section².

Majority of the properties exempt from taxes fall under section 362. Properties under section 362(1)(a) to (m), (o), (p) and 363(1)(a) to (d) may qualify for exemption just under the MGA and are not subject to further conditions. These include government properties, churches, schools, hospitals, nursing homes, and so on. Properties that may qualify for property tax exemption under section 362(1)(n)(i-v) apply to properties held by non-profit organizations that are subject to tests and conditions under Alberta Regulation 281/1998 *Community Organization Property Tax Exemption Regulation* (COPTER).

Section 363 allows for exemptions for properties that can be made taxable. This means, if Council wishes to do so, through a bylaw, can make these properties taxable. These include properties held and used in connection with Ducks Unlimited³, non-profit hostels, veteran associations⁴, and student dormitories. Council has only passed one bylaw under this section to make student dormitories taxable for the municipal portion of the property taxes (Attachment 3). The property tax exemption for the provincial portion for student dormitories still applies.

Under MGA section 364, Council may use its discretion to exempt machinery and equipment, and also properties held by non-profit organizations. The property is exempt to any extent Council considers to be appropriate. This section in the MGA is rarely used, as it is a decision made outside of the legislated property tax exemption framework. To date, there is only one

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¹ "Guide to Property Assessment and Taxation in Alberta" (p.10) <u>http://www.municipalaffairs.alberta.ca/documents/as/pte_guide_2005.pdf</u>

² Criteria for exemption is prescribed in Part 5 of the *Matters Relating to Assessment and Taxation Regulation (AR220/2018)*

³ Through a lease, licence or permit from the Crown in right of Alberta or Canada

⁴ Include branch or local unit of the Royal Canadian Legion, the Army, Navy, and Air Force Veterans or other organizations of former members of any allied forces

non-profit organization exempt pursuant to this section. Council Bylaw 5M2013 provides a property tax exemption for all properties owned and used by a residents associations.

Community Organization Property Tax Exemption Regulation

There are three parts to COPTER:

Part 1: General Rules

According to the guide provided by the Province, these are the rules that applies to all properties exempt under COPTER. It outlines criteria for the primary use of a property, access to a property, and the holder of the property (e.g. must be non-profit). The Province further in the guide, provides tests regarding the rules. Each of the tests must be met for a property to qualify for property tax exemption.

Part 2: Qualifications for Exemption under Section 362(1)(n)(ii) to (v)

According to the guide, this part of the regulation provides specific information and criteria applicable for exemptions under s. 362(1)(n)(ii) to (v) of the MGA. It includes additional tests for properties that are being considered for exemption under this section, such as serving youths or benefiting the general public.

Part 3: Other Property exempt under s 362(1)(n) of the MGA

According to the guide, this part provides the authority for a municipality to consider a property tax exemption for a property that does not qualify under the MGA, such as arts facilities, day cares, and museums (see the following page for full list). It also provides the criteria for each category and the requirement for an application.

The Province prescribed the conditions or exemption criteria to ensure that there is consistency in the exemption eligibility decision making process for all municipalities in Alberta. Each of the conditions set out in the Regulation needs to be met for a property to qualify for property tax exemption. If one condition is not met, the property would not qualify for property tax exemption. There are 535 properties⁵ exempt from property taxes under COPTER, which accounts for over 680 million in assessment value.

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⁵ This excludes properties exempt under MGA section 362(1)(n) as they are exempt under the MGA, but their conditions for exemptions are in COPTER

PROPERTY TAX EXEMPTION SUMMARY

Based on the legislative (MGA) and regulatory references on the preceding pages, below is a summary listing of the different classifications under which properties may apply and be established for "exempt from taxation" status. Each classification is described in summary form and in terms of either:

	the type of organization that may hold the type of property use that is required	e property in order to qualify for exempt status;
Αç	gricultural Society	Hostel
Aiı	rport	Library Board
Ar	rts or Museum *	Linguistic *
Ba	anff Centre	Municipal government
Ce	emetery	Nursing home
Cł	hamber of Commerce *	Post secondary institution
	haritable & Benevolent Purposes "general public enefit"	Private school
Cł	haritable & Benevolent with local beneficiaries *	Regional Health Authority
_	haritable & Benevolent with non-local eneficiaries *	Regional Services Commission
Ca	are and supervision of children *	Religious
Co	ommunity association	School District or Board
	ommunity sports/games & recreation where ajority of users are under 18	Seed cleaning plant
Dι	ucks Unlimited	Senior citizens' accommodation
Et	hno-cultural *	Sheltered workshop *
	airs or exhibitions, including agricultural chibitions *	Sports or recreation *
Fa	arm Improvement	Students' association
Fe	ederal Crown, Provincial Crown	Student dormitory
Не	ealth Unit	Thrift shop *
Н	ospital Board, Hospital District	Veterans

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^{*} other properties exempt under COPTER section 15

PFC2019-0491 Attachment 2 ISC: Unrestricted

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Exemption Categories ¹	Number of property accounts	2019 Total Exempt Property Assessment (rounded)
Properties Exempt Under the	Municipal Governme	nt Act (MGA)
Section 351 - non-assessable properties (s.298), private acts and Local Authorities	220	1,088,480,000
Section 361 - properties exempt on use (e.g. Municipal Reserves, School Reserves)	2,479	2,213,530,000
Section 362(1)(a) Crown Properties (provincial and federal)	1,129	2,364,550,000
Section 362(b) Municipal Properties	5,221	8,573,300,000
Section 362(c) School Properties (e.g. CBE, private, charter schools etc.)	397	3,366,220,000
Section 362(d) Post-Secondary Institutions (incl. Student Union Associations)	46	2,664,290,000
Section 362(1)(g.1) Regional Hospital (AHS)	105	3,076,100,000
Section 362(1)(h) Nursing Homes	29	364,120,000
Section 362(1)(j) Library	12	131,870,000
Section 362(1)(k) Religious Properties	507	1,254,610,000
Section 362(1)(I) Cemeteries	21	59,580,000
Section 362(1)(m) Senior Lodge (foundation and management body)	9	90,320,000
Section 362(1)(n) Non-Profit Organizations (e.g. Recreational Facilities – majority of users under 18 years of age, Charitable or Benevolent etc.)	7422	1,655,660,000
Section 363(1)(b) Hostel	1	3,230,000
Section 363(1)(c) Veterans Association (e.g. Royal Canadian Legion, Navyetc)	9	53,670,000

¹ Properties can fit into more than one exemption category. An example would be City recreational facilities, these types of properties can be both categorized as either a municipal property or a sports and recreation facility.

² The number of properties include affordable housing properties of individual condominium units and parking stalls

Exemption Categories ¹	Number of property accounts	2019 Total Exempt Property Assessment (rounded)		
Properties Exempt under Community Organization Property Tax Exemption Regulation				
Section 14.1 Resident's Association (Bylaw 5M2013 Residents Associations)	231	37,730,000		
Section 15(a) Sports and Recreation Facilities – majority adult user	54	67,560,000		
Section 15(b) Fairs and Exhibitions	1	13,150,000		
Section 15(c) Arts or Museum	61	148,900,000		
Section 15(d) Care and Supervision of Children	51	39,360,000		
Section 15(e) Linguistic Organizations	2	3,490,000		
Section 15(f) Ethno-Cultural Association	67	50,480,000		
Section 15(g) Charitable or Benevolent – beneficiaries residing outside municipality	44	55,250,000		
Section 15(h) Thrift Shop	24	58,880,000		
Section 15(i) Sheltered Workshop	1	932,500		
Section 15(j) Chamber of Commerce	1	722,000		
Section 15(k) Charitable or Benevolent – beneficiaries residing inside municipality	230	255,420,000		
Properties Exempt from Property	Taxes Outside Provin	ncial Legislation		
Consulates – Vienna Convention ³	5	15,270,000		
TOTAL	11,699	27,706,674,500		

³ Article 32 of the Vienna Convention exempts properties held by Consulates from property taxes.

BYLAW NUMBER 5M2013

BEING A BYLAW OF THE CITY OF CALGARY TO EXEMPT RESIDENTS ASSOCIATIONS FROM PROPERTY TAX

WHEREAS pursuant to section 364 of the <u>Municipal Government Act</u>, R.S.A. 2000, c. M-26, the Council of The City of Calgary may by bylaw exempt property held by a non-profit organization from property tax to any extent that Council considers appropriate;

AND WHEREAS Council has considered CPS2012-0707 and deems it desirable to exempt property owned and held by and used in connection with residents associations from property tax;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

- 1. This bylaw may be cited as the "Residents Association Property Tax Exemption Bylaw".
- 2. (1) In this bylaw,
 - "residents association" means a residents association as defined in section 13(e.1) of the Community Organization Property Tax Exemption Regulation, AR 281/98.
 - (2) Where this bylaw cites or refers to any Act or regulation, the citation or reference is to the Act or regulation as amended, whether amended before or after the commencement of this bylaw, and includes reference to any Act or regulation that may be substituted in its place.
- 3. For 2013 and all subsequent years, property that is owned and held by and used in connection with a *residents association* is exempt from taxation for the purposes of raising revenue to be used toward the payment of:
 - (a) the expenditures and transfers set out in the municipal budget approved by Council; and
 - (b) the requisitions, as that term is defined in section 326(a) of the <u>Municipal</u> <u>Government Act.</u>
- 4. Despite section 3, the property is not exempt unless the *residents association* is a non-profit organization as that term is used in section 6 of the Community Organization Property Tax Exemption Regulation.

BYLAW NUMBER 5M2013 PFC2019-0491 ATTACHMENT 4

5. This bylaw comes into force on the day it is passed.

READ A FIRST TIME THIS 12TH DAY OF FEBRUARY, 2013.

READ A SECOND TIME THIS 12TH DAY OF FEBRUARY, 2013.

READ A THIRD TIME THIS 25TH DAY OF FEBRUARY, 2013.

MAYOR SIGNED THIS 25TH DAY OF FEBRUARY, 2013.

CITY CLERK SIGNED THIS 25TH DAY OF FEBRUARY, 2013.

PFC2019-0491 Attachment 4 ISC: Unrestricted

Section 347 Property Tax Cancellation Amounts				
Tax Cancellation Year	Organization	Cancelled Provincial and/or Municipal Property Taxes	Year Total	
2015	Legion #1	\$35,627.45	\$441,024.94	
2015	Silvera for Seniors	\$405,397.49	5441,024.94	
	Non-Profit Bingo Halls	\$171,621.54 (municipal only)		
2016	Legion #1	\$45,891.65	¢E27 220 26	
2016	Silvera for Seniors	\$288,671.86	\$537,239.26	
	Inglewood Housing Corporation	\$31,054.21		
	Non-Profit Bingo Halls	\$191,709.05 (municipal only)		
	Calgary Housing Company	\$1,332,811.13 (municipal only)		
2017	Silvera for Seniors	\$148,404.11 (municipal only)	\$1,736,735.29	
	64 Wildwood Dr SW	\$1,172.91 (penalties)		
	Legion #1	\$62,638.09		
	Non-Profit Bingo Halls	\$226,020.15 (municipal only)		
	Calgary Housing Company	\$1,345,125.40 (municipal only)		
2018	Silvera for Seniors	\$133,487.18 (municipal only)	\$4 020 2CC 07	
2018	1704 37 St SE	\$12,347.60	\$1,839,266.97	
	Legion #1	\$66,049.76		
	Historic Lodge of the Freemasons	\$56,236.88 (municipal only)		
	Non-Profit Bingo Halls	\$241,206.75 (municipal only)		
	Calgary Housing Company	\$1,342,744.93 (municipal only)		
2040	Silvera for Senior	\$156,641.76 (municipal only)	\$1,889,584.11	
2019	Legion # 264	\$85,347.96 ¹		
	Legion #1 ²	\$63,642.71		
		TOTAL	\$6,443,850.57	

¹ Includes 2018 outstanding property taxes with penalties and 2019 property taxes in the Legion 264 NoM.

 $^{^{2}}$ A tax agreement was arranged to annually cancel the taxes for the liquor licence area for Legion #1.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

The Calgary Exhibition and Stampede Limited - 2018 Credit Facility

EXECUTIVE SUMMARY

Annually, Administration updates Council regarding the credit facilities guaranteed by The City of Calgary for the Calgary Exhibition and Stampede Limited ("CES"), Stampede Park redevelopment and expansion. Positive operating results for 2018 exceeded 2017 performance. CES successfully managed operations and capital expenditures through a prolonged economic downturn and is focused on continued operational optimization even as the economy shows signs of recovery. CES remains in full compliance with all covenants set out in the credit agreement.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

- 1. Receive this report for information; and
- 2. Direct that attachment 2 remain confidential pursuant to Sections 16, 24, 25, and 27 of the Freedom of Information and Protection of Privacy Act and review of the report's confidential status by May 15, 2021.

PREVIOUS COUNCIL DIRECTION / POLICY

In September 1998, Council approved a \$60 million loan guarantee for land acquisition, the initial expansion of the BMO Centre, and subsequent on-site upgrades (FB98-49). In October 1998, Council approved Guarantee Bylaw No. 38M98. Council also directed Administration to provide regular project updates which have since been presented annually.

In December 2005 (FCS2005-42), Council approved an additional loan guarantee of \$80 million related to CES' Master Plan (Guarantee Bylaw No. 49M2005). In 2014, the loan guarantee was reduced by \$20 million at the request of CES (PFC2014-0463).

BACKGROUND

The City has guaranteed three credit facilities (Facility B, C, and D) for CES related to the Stampede Park redevelopment and expansion. The City entered into an amended credit agreement dated 2008 April 1 to add guaranteed Facility D for \$80 million, which was reduced in 2014 to \$60 million in the amended and restated credit agreement dated 2014 April 11. The following disclosure is included in Note 29 to the financial statements in The City's 2018 Annual Report:

"The terms of these guarantees are equal to the amortization periods of the related credit facilities, which mature between 2024 and 2036. The interest rates on the credit facilities held by CES range from 2.30% to 6.23% (2017 – 1.45% to 6.23%). As at December 31, 2018, CES has drawn a total of \$66,687 (2017 – \$71,740) on the total maximum available facility of \$80,087 (2017 – \$85,140). The City, as an unconditional guarantor, holds as security a fixed debenture in the amount of \$100,227 (2017 – \$100,227) charging certain lands owned by the CES."

ISC: UNRESTRICTED

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

The Calgary Exhibition and Stampede Limited - 2018 Credit Facility

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Guaranteed Credit Facilities

As of 2018 December 31, a total of \$66.7 million was outstanding on the three guaranteed credit facilities. CES has \$13.4 million of undrawn availability remaining under its \$120 million of total authorized credit facilities with guarantees provided by the City of Calgary. CES plans to utilize any undrawn capacity for future Calgary Stampede Park expansion and development with a total maximum available facility of \$80.1 million.

The details outlined below:

Description (\$000s)	Facility B	Facility C	Facility D	Total
Initial Authorization (1998)	\$30,000	\$30,000		\$60,000
Addition (2005)			\$80,000	\$80,000
Reduction (2014)			(\$20,000)	(\$20,000)
Total Authorized	\$30,000	\$30,000	\$60,000	\$120,000
Opening Balance 2018 Jan 01	\$22,084	\$12,315	\$37,341	\$71,740
(Net Amount Repaid) / Drawn Down	(\$1,042)	(\$1,686)	(\$2,324)	(\$5,052)
Balance Outstanding 2018 Dec 31	\$21,042	\$10,629	\$35,017	\$66,688
Undrawn Availability	\$0	\$0	\$13,400	\$13,400
Maximum Availability				\$80,088

2018 Financial Highlights

CES continued delivering its strategic plan to provide a world-class, year-round gathering place and destination with Stampede Exhibition attendance of 1.27 million in 2018 representing a 5% increase year-over-year. Annual attendance is trending positively from 1.21 million in 2017, 1.09 million visits in 2016, 1.17 million in 2015 and 1.26 million in 2014. CES leveraged various promotions to stimulate incremental attendance at the annual exhibition and continues to build recognition through community engagement, youth education programs, and ongoing investment to better position Stampede Park to host business, tourism, sporting, hospitality, and community events every year. In 2018, gross revenues increased over 2017 as a result of higher attendance at the annual festival as well as several one-time conferences (Toyota national dealer, Aha Khan, Alberta Health Services). Attachment 1 shows comparative operating results: Excess of revenue over expenses increased by \$0.6 million to \$3.64 million (\$3.06 million in 2017). Gross revenue increased by \$6.3 million to \$149.3 million (\$143.0 million in 2017) and direct expenses increased by \$5.7 million to \$103.0 million (\$97.3 million in 2017). Expenses grew at a slightly slower rate than revenues, indicating efforts to manage costs positively impacted performance.

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

PFC2019-0685

ISC: UNRESTRICTED

The Calgary Exhibition and Stampede Limited - 2018 Credit Facility

Financial Covenant

The Debt Service Coverage Ratio ("DSCR") is a financial covenant within both The City's and CES' Lender's credit agreements. The covenant requires that the four year average DSCR be not less than 1:00 to 1. The four year average ratio for 2018 was 1.53x (2017 was 1.58x) and remained in compliance, in all material respects, with covenants outlined in the credit agreement.

Asset to Loan Ratio

CES provided an appraisal on CES owned lands with a "Hypothetical Current Market Value Estimate" of \$413 million as at March 15, 2019. CES proposed amending the City's security to include parcel 4, 5 and 8 with an aggregate value of \$99.3 million which would offer 126% coverage to the amended loan guarantee amount of \$78.8 million (Based on exposure as of April 2019). After the amendment of security, the ratio remained in compliance. The appraisal has undergone real estate and development services valuation review committee and the appraised values of CES lands have been confirmed, therefore, treasury is comfortable with the proposal.

Description (\$000s)	2014	2019
		Proposed
City Guaranteed Amount	\$100,227	\$78,796
Total Appraised Value	\$127,420	\$99,300
Asset to Loan Ratio	127%	126%
Appraised value per parcel		
parcel 2	\$5,380	
parcel 4	\$34,740	\$35,000
parcel 5	\$35,000	\$33,300
parcel 6	\$18,000	
parcel 8		\$31,000
parcel 12	\$34,300	

Projections for 2019

For 2019, no material variance is expected from 2018. CES will consider further revenue growth opportunities while continuing to build on existing promotional activities. Non-discretionary capital spending will focus on maintenance and upgrades of existing infrastructure within cash generated from operations. Budgeting activities include a detailed review of planned capital projects to determine opportunities to defer/cancel wherever appropriate. A conservative 2019 budget represents a slight deterioration over 2018 performance and assumes normal weather conditions during the exhibition. The performance is anticipated from static Stampede attendance year-over-year, with a slight revenue increase along with higher food & beverage based revenues but offset by an increase in administrative expenses. 2019 annual tarp auction proceeds were slightly above 2018 further supporting expectations for continued participation and spending focused on the exhibition.

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Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

The Calgary Exhibition and Stampede Limited - 2018 Credit Facility

Capital Campaign / Projects Update

BMO Centre Expansion

In March 2016, CES announced it was exploring options for a \$500 million expansion of the BMO Centre ("BMO Centre Expansion") and in 2018, CES entered into a development agreement with Calgary Municipal Land Corporation ("CMLC") to oversee the BMO Centre Expansion. CES requested that the BMO Centre Expansion be funded equally by the three levels of government.

On 2019 March 6, the Government of Canada approved federal funding in principle for up to \$166.7 million total eligible costs for the BMO Centre Expansion, subject to execution of a contribution agreement. On 2019 March 18, Council approved the City to execute an internal loan of up to \$333.3 million to be provided to CMLC representing The City and Government of Alberta's contributions towards the BMO Centre Expansion. The loan will be sourced from the Council approved Major Capital Projects Reserve and requires loan and contribution agreements between The City and CMLC.

When the BMO Centre Expansion is completed in 2024, the BMO Centre will have more than doubled its current rentable space, with nearly one million square feet of total floor space, making it the second-largest facility of its kind in Canada. The proposed expansion will elevate the status of the BMO Centre and be able to service larger international business events.

Park Development

In early 2019, CES entered into a marketing agreement with CMLC to lead the marketing and development strategy of Stampede-owned lands for mixed-use development opportunities. This land assembly represents approximately 30 acres at the centre of Calgary's future culture and entertainment district. The plan is to move forward to secure a hotel development partner to support the needs of the planned BMO Centre expansion. In February 2019, CMLC issued a Request for Proposals to potential developer partners related to building an adjacent hotel.

Capital Campaign

The Calgary Stampede Foundation and CES completed the "We're Greatest Together" capital campaign in 2015, raising approximately \$135 million in donations. Total contributions of \$107.2 million have been received to date, including \$8.1 million in 2018 \$7.7 million in 2017, with the remainder anticipated to be received in future periods. The Capital Campaign supported the development of three major Stampede Park community initiatives being the Agriculture Discovery Zone, ENMAX Park and the Youth Campus. Youth Campus provides shared spaces for Youth Education and Performing Arts and includes the TransAlta Performing Arts Studios (completed in March 2017), the Calgary Arts Academy (completed in October 2017), BMO Amphitheatre (completed in November 2017), and Doherty Hall (completed in October 2018). Future development of the Youth Campus includes The SAM Centre, Enbridge Plaza, and the Calgary Opera. ENMAX Park (completed in 2016) was a significant undertaking and aligns with the commitments between CES and The City respecting that land. In 2018, CES contributed \$1.9 million in donations to the Foundation (2017 - \$0.6 million).

ISC: UNRESTRICTED

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

The Calgary Exhibition and Stampede Limited - 2018 Credit Facility

Stakeholder Engagement, Research and Communication

Staff from Treasury within the Finance business unit interact with CES on a regular and as needed basis and have had ongoing communication on financial and operational performance, and capital expenditure plans. Real Estate and Development Services and Law have been in communication with CES's appraiser and legal counsel. CES has reviewed and concurs with this report.

Strategic Alignment

The City supports the CES through the provision of loan guarantees which assist CES to obtain satisfactory capital financing to fund its capital development plans. CES is an important organization to Calgary and Region for social, economic, cultural, and historic reasons.

Social, Environmental, Economic (External)

In addition to the annual Stampede event, the expansion and redevelopment of Stampede Park into a year-round gathering place and destination will continue to attract major international events such as Rotary International and the Global Petroleum Show. Enhanced youth education and performing arts programs of the Stampede strengthen the connection between the urban and rural communities, today and for the future.

A portion of the Calgary Stampede Park expansion and development plan included the improvement of park space and riverfront greening; all Stampede development projects incorporate sustainable environmental design elements.

Financial Capacity

Current and Future Operating Budget:

No implications based on the current status of the credit facilities.

The City charges an annual administration fee of 0.02% on the average outstanding balance of the guaranteed credit facilities. The fee paid for 2018 was \$13,965, which supports the administrative and monitoring costs.

Current and Future Capital Budget:

No implications based on the current status of the credit facilities.

Risk Assessment

This report has been completed in accordance with The City's Integrated Risk Management (IRM) Policy and Framework.

Financial loss in the event of default is mitigated by way of a fixed-charge debenture covering all loans guaranteed by The City of Calgary and secured with Specified Real Property owned by CES. City Loan to Value Ratio amount equal to 125% of the Maximum Guaranteed Amount provides excess value to secure the guarantee in the event the appraised value does not materialize. An updated appraisal of the aggregate market value of the City charged lands is to be delivered every fifth year during the term of the Credit Agreement. The current appraisal

ISC: UNRESTRICTED

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

The Calgary Exhibition and Stampede Limited - 2018 Credit Facility

report (Attachment 2) was received in April 2019, remains in compliance with this requirement. The next appraisal is scheduled to be completed in 2024.

The appraisal has undergone real estate and development services valuation review committee and the appraised values of CES lands have been confirmed.

CES has historically developed reliable budgets and projections while demonstrating strong financial leadership and project management. In April 2016, the economic slowdown and volatile environment resulted in steps to minimize costs that carried over in 2017 and contributed to improved performance year-over-year. CES remains focused on maintaining financial stability in future periods.

CES has the ability to stage development such that non-revenue producing projects are scheduled following positive cash flow projects, and achievements of consolidated cash flows demonstrating overall serviceability of the credit facilities.

The potential impact of inclement weather on the Stampede Exhibition represents an ongoing financial risk as the event contributes approximately 50% of annual revenues. 2018 represented a more normalized weather year compared to 2016, which was the wettest Exhibition since 1927 and resulted in a 7% reduction in attendance. Management has historically managed weather conditions with prepaid event tickets and variable staff costs bases on events. Management has also implemented several initiatives in previous years to address risks and enhance revenue streams with spontaneous promotional campaigns aimed at driving increased attendance. Development over time into a year round destination will somewhat reduce seasonality and sensitivity of cash flow.

The Calgary Stampede received \$7.7 million in funding from the Government of Alberta through Alberta Culture and Tourism in 2018 (\$7.7 million in 2017). CES does not have a long-term grant agreement with the Province; however, grants renew on an annual basis and remain unchanged since 2016. 2019 grant money is expected to continue at the same level as 2018 and continues to be funded on a quarterly basis.

REASON(S) FOR RECOMMENDATION(S):

2018 operating results are fully satisfactory. CES complied with all of the covenants in the credit agreement and continues to proactively manage its operations and capital expenditures through the current economic downturn.

ATTACHMENT(S)

- 1. Attachment 1- Summary of Operating Results
- 2. Attachment 2 CESL Summary Land Holdings (Confidential)

Calgary Exhibition and Stampede Ltd. Audited Summary of Operating Results (\$000s)

	2018	2017	2016	2015
Gross Revenue (<u>Note 1</u>)	149,255	142,998	135,993	148,357
Provincial Government Grants	7,674	7,674	7,674	8,174
Direct Expenses	(102,961)	(97,314)	(93,282)	(106,631)
Subtotal	53,968	53,358	50,385	49,900
Indirect Expenses (Note 2)	(37,968)	(37,755)	(35,246)	(35,571)
Amortization	(12,361)	(12,541)	(12,922)	(11,949)
Excess of Revenue over Expenses	3,639	3,062	2,217	2,380

Note 1: Includes Amortization of deferred contributions, based on an accounting change to realign CES reporting with other not-for-profit organizations (CES' Auditor, PwC has reviewed and concurs, based on its experience with other not-for-profits).

Note 2: Includes Administration, Marketing, Park Services, Interest, and Employee Benefits.

	2018	2017	2016	2015
EBITDA before Deferred Contributions	6,440	7,575	8,504	7,332
Deferred Contributions	4,273	4,358	4,338	4,085
EBITDA*	10,713	11,933	12,842	11,417
Debt Service Requirements	7,961	7,601	7,511	7,576
Annual DSCR**	1.35	1.57	1.71	1.51
4-Year Rolling Average DSCR**	1.53	1.58	1.57	1.65
=EBITDA/(Debt Service Requirement	s)			

The accounting change described in <u>Note 1</u> above had a positive impact on the DSCR covenant calculation (shown above).

Current Ratio 0.91 0.96 0.69 0.80 =Current Assets/Current Liabilities

^{*} EBITDA stands for Earnings Before Interest, Taxes, Depreciation and Amortization.

^{**}DSCR stands for Debt Service Coverage Ratio.

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

ISC: UNRESTRICTED PFC2019-0741

Status of Outstanding Motions and Directions

EXECUTIVE SUMMARY

Outstanding items for the Priorities and Finance Committee as of 2019 May 24.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2012 April 3, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions.

BACKGROUND

None.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

None.

Stakeholder Engagement, Research and Communication

None.

Strategic Alignment

This report is in alignment with the mandate of the Priorities and Finance Committee.

Social, Environmental, Economic (External)

Financial Capacity

Current and Future Operating Budget:

There are no operating impacts as a result of this report.

Current and Future Capital Budget:

There are no capital impacts as a result of this report.

Risk Assessment

This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration. No specific risks are associated with this report. Any risks associated with specific directions or motions will be dealt with in the context of the report on that direction or motion.

REASON(S) FOR RECOMMENDATION(S):

This report assists with the Priorities and Finance Committee to proactively track and manage its work.

Chief Financial Officer's Report to Priorities and Finance Committee 2019 June 04

ISC: UNRESTRICTED PFC2019-0741

Status of Outstanding Motions and Directions

ATTACHMENT(S)

1. Attachment 1 – Status of Outstanding Items for the Priorities and Finance Committee.

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2018 Q4	PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018	2018 May 28	PFC2018-0554	That with respect to PFC2018-0554, the following Motion arising be adopted: That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018.
2019 Q1 Deferred to June 2	SOCIAL PROCUREMENT: STATE OF PRACTICE AND RECOMMENDATIONS	2019 December 17	C2018-1379	Direct Administration to return to the Priorities and Finance Committee no later than Q1 2019 with a: a. Terms of Reference for the Sustainable, Ethical, Environment Procurement Policy (SSEEPP) Advisory Task Force; b. Scoping Report for the three pilot projects; and c. Workplan.

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2019 April 2	ESTABLISHMENT OF	2019 April 1	C2019-0352	10. Establish a working group of the Priorities and Finance Committee to steward the work and report back to Council with updates on an as needed basis.
2019 May 14	WORKING GROUP WITH RESPECT TO DOWNTOWN TAX SHIFT RESPONSE	2019 April 2	PFC2019-0451	That the Priorities and Finance Committee postpone Report PFC2019-0451 to the 2019 May 14 Regular Meeting of the Priorities and Finance Committee.
2019 May 27		2019 May 14	PFC2019-0451	By general consent, the Priorites and Finance Committee forwarded Report PFC2019-0451 directly to Council without recommendation.
2019 June 4	DOWNTOWN TAX SHIFT RESPONSE - UPDATED	2019 April 1	C2019-0352	5. Direct Administration to continue its work on maximizing value from our assets, returning to the Priorities and Finance Committee with an update on 04 June 2019.
2019 June	DOWNTOWN TAX SHIFT RESPONSE - UPDATED	2019 April 1	C2019-0352	6. Direct Administration to explore the creation of a small business assessment class for implementation in 2021 reporting back to the Priorities and Finance Committee in 2019 June.

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2019 June	DOWNTOWN TAX SHIFT RESPONSE - UPDATED	2019 April 1	C2019-0352	7. Direct Administration to further refine and update the proposed roles and responsibilities of the Financial Task Force and bring an updated Terms of Reference for the Financial Task Force for discussion and consideration of the Priorities and Finance Committee no later than June, 2019.
2019 June	AMENDMENTS TO PROCEDURE BYLAW	2019 April 2	PFC2019-0231	That Report PFC2019-0231, Amendments to the Procedure Bylaw, be referred to Administration for further consultation with Members of Council, to return to the 2019 June 04 Regular Meeting of the Priorities and Finance Committee.
2019 Q2	HISTORIC GRAND LODGE OF THE FREEMASONS	2018 July 30	C2018-0959	That with respect to Notice of Motion C2018-0959, the following Motion Arising be adopted: That Council direct Administration to prepare a report, and return to Council through the Priorities and Finance Committee no later than 2019 Q2, that provides an overview of the legislation governing property tax exemptions and tax cancellations in Alberta, Administration's current process for administering property tax exemptions, the property tax base exempt from taxation and previous Council direction regarding property tax cancellations.

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2019 Q2	CORPORATE AFFORDABLE HOUSING STRATEGY Q2 2018 UPDATE	2018June 05	PFC2018-0584	That with respect to Report PFC2018-0584, the following be approved, as amended: That the Priorities and Finance Committee recommend that Council: 1. Direct that Administration return to Council, through the Priorities and Finance Committee, with an update on this work, no later than Q2 2019; and Invite the Community Housing Affordability Collective to provide an update on their work to the Priorities and Finance Committee no later than Q2 2019.
2019 Q2	ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE	2018 March 06	PFC2018-0187	As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2.

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2019 July & October	DOWNTOWN STRATEGY FOCUS	2019 April 1	C2019-0415	That Council: 1. Endorse the direction as presented (C2019-0415-Downtown Strategy and Focus). 2. Direct Administration to provide an update on the further development of a Downtown Strategy to the Priorities and Finance Committee in 2019 July and October; and 3. For the July Priorities and Finance Committee, Administration further refine the Downtown Strategy to include: • heritage, • safety, and • competitive research.
2019 July 2	UPDATE ON FOUNDATIONAL RESEARCH FOR NOTICE OF MOTION C2019-0073	2019 April 2	PFC2019-0302	That with respect to Report PFC2019-0302, the following be approved: That the Priorities and Finance Committee recommend that Council: 1. Direct Administration to examine the options presented in Table 2 of Attachment 6 in place of those specified in motion C2019-0073; and 2. Defer the report back to the Priorities & Finance Committee from 2019 Q2 to 2019 July 02

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2019 September	RELATED PARTY DISCLOSURE REPORT	2018 December 04	PFC2018-1391	Direct Administration to review the existing Disclosure Policy for Members of Council (CC044) to include the disclosure requirement in 2019 and send any recommendations for amendment to Council through the Priorities and Finance Committee no later than the end of September 2019.
2019 September	ESTABLISHMENT OF A WORKING GROUP (VERBAL)	2019 April 3	BAC2019-0444	That the Business Advisory Committee: 2. Report back to the Priorities and Finance Committee no later than 2019 September 17 on its workplan
2019 Q3	INDEPENDENT REVIEW OF NON- RESIDENTIAL ASSESSMENT AND APPEAL SYSTEM	2018 October 30	PFC2018-1222	That the Priorities and Finance Committee recommend that Council direct the City Manager to assign a lead to monitor and report back on the implementation of the consultant's recommendations as well as their impact on the non-residential assessment and complaint system, no later than 2019 Q3.

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2019 Q4	COMPASSIONATE PROPERTY TAX PENALTY RELIEF	2018June 05	PFC2018-0325	That the Priorities and Finance Committee recommends that Council: Direct Administration to report back through Priorities and Finance Committee on the results of the proposed program, including cost and number of participants, no later than 2019 Q4.
2019 Q4	NEW COMMUNITY GROWTH STRATEGY	2018 February 22	PFC2018-0200	4. Direct Administration to bring a monitoring report on the implementation of the New Community Growth Strategy to the Priorities and Finance Committee no later than Q4 2019.
2019 Q4	COUNCIL INNOVATION FUND APPLICATION – WALK21 COMMUNITY MICROGRANTS	2017 March 21	PFC2017-0289	That the Priorities and Finance Committee recommends that Council approve the Council Innovation Fund Application – Walk21 Community Microgrants in the amount of \$172,500 and Administration report back to the Priorities and Finance Committee no later than Q4 2019.
2020 Q2	CIF APPLICATION: ON DEMAND TRANSIT	2018 November 06	PFC2018-1291	That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q2 2020.

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2020 Q3	CIF APPLICATION: ONE CALGARY POLICY REVIEW	2018 November 06	PFC2018-1300	That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q3 2020.