



## AGENDA

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

June 12, 2019, 9:30 AM  
IN THE COUNCIL CHAMBER  
Members

Councillor D. Colley-Urquhart, Chair  
Councillor G-C. Carra, Vice-Chair  
Councillor S. Chu  
Councillor J. Gondek  
Councillor R. Jones  
Councillor J. Magliocca  
Councillor E. Woolley  
Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
  - 4.1 Minutes of the Special Meeting of the SPC on Community and Protective Services, 2019 May 07
  - 4.2 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2019 May 08
5. CONSENT AGENDA
  - 5.1 Status of Outstanding Motions and Directions (as of 2019 June 12), CPS2019-0778
  - 5.2 Response to Water Fluoridation in The City of Calgary – Request for Deferral, CPS2019-0781
  - 5.3 4th Avenue Flyover Land Disposition Update, CPS2019-0773

5.4 Saddleridge Road Right of Way as Park Space, CPS2019-0769

5.5 Rail Corridor Emergency Response Plan, CPS2019-0780

Attachment 3 to remain confidential pursuant to Sections 18 (disclosure harmful to individual or public safety), 20 (disclosure harmful to law enforcement), and 21 (disclosure harmful to intergovernmental relations) of *Freedom of Information and Protection of Privacy Act*.

**Review By: December 2020**

6. POSTPONED REPORTS

*(including related/supplemental reports)*

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 2018 Calgary Combative Sports Commission Annual Report, CPS2019-0776

7.2 Community Action on Mental Health and Addiction Strategic Framework, CPS2019-0755

7.3 Gender Equity, Diversity and Inclusion Strategy, CPS2019-0729

7.4 Multilingual Communications and Engagement Policy Report, CPS2019-0366

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required.



## MINUTES

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

#### RE: CIVIC PARTNERS

**May 7, 2019, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:** Councillor D. Colley-Urquhart, Chair  
Councillor G-C. Carra, Vice-Chair  
Councillor S. Chu  
Councillor J. Gondek  
Councillor R. Jones  
Councillor J. Magliocca  
Mayor N. Nenshi, Ex-Officio  
Councillor J. Farkas  
Councillor D. Farrell

**ALSO PRESENT:** Acting General Manager K. Black  
Acting City Clerk J. Dubetz  
Legislative Advisor G. Chaudhary

1. **CALL TO ORDER**

Councillor Colley-Urquhart called the Meeting to order at 9:30 a.m.

2. **OPENING REMARKS**

Councillor Colley-Urquhart provided opening remarks.

3. **CONFIRMATION OF AGENDA**

**Moved by** Councillor Jones

That the Agenda for the 2019 May 07 Special Meeting of the Standing Policy Committee on Community and Protective Services be confirmed.

**MOTION CARRIED**

4. **CONFIRMATION OF MINUTES**

None

5. **CONSENT AGENDA**

None

6. **POSTPONED REPORTS**

None

## 7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

### 7.1 Civic Partners Annual Report, CPS2019-0538

The following documents were distributed with respect to Report CPS2019-0538:

- An Administration presentation titled '2018 Civic Partner Annual Report', dated 2019 May 6
- A presentation submitted by the Parks Foundation Calgary
- A postcard, a brochure titled 'Annual Review 2018', and a presentation submitted by the Calgary Sport Council
- A presentation submitted by the Lindsay Park Sports Society
- A presentation submitted by the Calgary Public Library Board
- A presentation submitted by the Calgary Heritage Authority
- A presentation submitted by Vibrant Communities Calgary (VCC) Initiatives
- A presentation submitted by Silvera for Seniors
- A presentation submitted by the Calgary Arts Development Authority
- A presentation submitted by the Calgary Zoological Society
- A presentation submitted by the Fort Calgary Preservation Society
- A presentation submitted by the Calgary Science Centre Society (TELUS Spark)
- A presentation submitted by the Heritage Park Society
- A postcard, a brochure titled 'the Hangar Flight Museum' and a presentation submitted by the Aero Space Museum Association of Calgary
- A brochure titled '2017 – 2018 Report to the Community' and a presentation submitted by the Calgary Centre for the Performing Arts (Arts Commons)
- A brochure titled '2018 Annual Report' and a presentation submitted by Tourism Calgary – Calgary Convention & Visitors Bureau
- A presentation submitted by the Calgary Convention Centre Authority (Calgary TELUS Convention Centre)
- A presentation submitted by Calgary Technologies Inc.
- A presentation submitted by Calgary Economic Development Ltd.
- A brochure titled 'Final Report January 31, 2019' and a presentation submitted by the Calgary Film Centre.

The following Civic Partners addressed Committee with respect to Report CPS2019-0538:



1. Don Baird, Sheila Taylor and David Inhaber on behalf of the Parks Foundation Calgary;
2. Nazir Walji, Murray Sigler and Catriona Le May Doan on behalf of the Calgary Sport Council;
3. Andrew Wallace, Jeff Booke and Alexis Teasdale on behalf of the Lindsay Park Sports Society;
4. Avnish Mehta and Bill Ptacek on behalf of the Calgary Public Library Board;
5. Pamela Heard, Josh Traptow and Janet McCready on behalf of the Calgary Heritage Authority;
6. Franco Savoia and Patti Dolan on behalf of Vibrant Communities Calgary (VCC) Initiatives;
7. Arlene Adamson, Kelly Ogle and Rob Easson on behalf of Silvera for Seniors;
8. Dean Prodan, Patti Pon and Helen Moore-Parkhouse on behalf of Calgary Arts Development Authority;
9. Gord Olsen and Clement Lanthier on behalf of the Calgary Zoological Society;
10. Doug Mills and Alison Pidskalny on behalf of the Fort Calgary Preservation Society;
11. Mary Anne Moser, Sean McLean and Barry Crean on behalf of the Calgary Science Centre Society (TELUS Spark);
12. Alida Visbach, David Rodych and Julie Frayn on behalf of the Heritage Park Society;
13. Jim Williams, Brian Desjardins and Lyle Witkowicz on behalf of the Aero Space Museum Association of Calgary;
14. Scott Hutcheson, Greg Epton and Colleen Dickson on behalf of the Calgary Centre for the Performing Arts (Arts Commons);
15. Dan DeSantis, Cindy Ady and Cassandra McAuley on behalf of Tourism Calgary – Calgary Convention & Visitors Bureau;
16. Leslie Weekes and Clark Grue on behalf of the Calgary Convention Centre Authority (Calgary TELUS Convention Centre);
17. Evan Hu and Debbie Walker on behalf of Calgary Technologies Inc.;
18. Steve Allan and Mary Moran on behalf of Calgary Economic Development Ltd.; and
19. Patricia McLeod, Mary Moran and Luke Azevedo on behalf of the Calgary Film Centre.

#### SERVICE RECOGNITIONS

Councillor Colley-Urquhart, on behalf of members of the Standing Policy Committee on Community and Protective Services recognized both Murray Sigler, Executive Director and Chief Executive Officer of the Calgary Sport Council and Franco Savoia, Executive Director of Vibrant Communities Calgary, for their dedicated service to the Calgary community.

#### SCHOOL RECOGNITIONS

Councillor Gondek introduced a group of students from Prince of Wales School in Ward 14, along with their teacher Ms. Parent.

Councillor Jones introduced a group of students from St. Mark School in Ward 10, along with their teacher Mrs. Dell.

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, Committee, by general consent, suspended Section 78(2)(a) in order to allow the Calgary Arts Development Authority to complete their presentation prior the lunch recess.

The Standing Policy Committee recessed at 12:09 p.m. and reconvened at 1:02 p.m. with Councillor Colley-Urquhart in the Chair.

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, Committee, by general consent, suspended Section 32(d) in order to allow the Calgary Science Centre Society an additional 2 minutes to present.

#### INTRODUCTION

Councillor Colley-Urquhart introduced Azmain Arbrer, winner of the 2019 Mayor For a Day contest hosted by Youth Central. Azmain Arbrer was invited to sit beside the Chair of the Committee for the remainder of the meeting. Mayor Nenshi thanked members of Youth Central in attendance in the public gallery for their work in delivering the Mayor's Youth Council.

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, Committee, by general consent, suspended Section 78(2)(b) in order to complete today's agenda prior to recessing.

**Moved by** Councillor Carra

That with respect to Report CPS2019-0538, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council receive Report CPS2019-0538 for information.

**MOTION CARRIED**

#### 8. ITEMS DIRECTLY TO COMMITTEE

##### 8.1 REFERRED REPORTS

None

##### 8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Councillor Carra

That this meeting adjourn at 4:12 p.m.

**MOTION CARRIED**

THE FOLLOWING ITEM HAS BEEN FORWARDED TO THE 2019 MAY 27 COMBINED MEETING OF COUNCIL:

**CONSENT:**

Civic Partners Annual Report, CPS2019-0538

The next Regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held on 2019 May 08.

CONFIRMED BY COMMITTEE ON

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
ACTING CITY CLERK





## MINUTES

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

**May 8, 2019, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:** Councillor D. Colley-Urquhart, Chair  
Councillor G-C. Carra, Vice-Chair  
Councillor S. Chu  
Councillor J. Gondek  
Councillor R. Jones  
Councillor J. Magliocca  
Councillor G. Chahal

**ALSO PRESENT:** Acting General Manager K. Black  
Acting City Clerk D. Williams  
Legislative Advisor L. Gibb

1. **CALL TO ORDER**

Councillor Colley-Urquhart called the Meeting to order at 9:30 a.m.

2. **OPENING REMARKS**

Councillor Colley-Urquhart provided opening remarks.

3. **CONFIRMATION OF AGENDA**

**Moved by** Councillor Carra

That the Agenda for the 2019 May 08 Regular Meeting of the Standing Policy Committee on Community and Protective Services be confirmed, **after amendment**, as follows:

- By adding an item of Urgent Business, 9.1, Public Art Project Update (Verbal), CPS2019-0665, and
- By bringing forward item 9.1, Public Art Project Update (Verbal), CPS2019-0665, to be dealt with as the first item of business following the Confirmation of the Minutes.

**MOTION CARRIED**

4. **CONFIRMATION OF MINUTES**

4.1 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2019 March 13

**Moved by** Councillor Carra

That the Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, held on 2019 March 13, be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Livery Fee Review, CPS2019-0609

Distributions with respect to Report CPS2019-0609:

- A presentation entitled "Livery Fee Review" dated 2019 May 8, was distributed with respect to Verbal Report, CPS2019-0609, and
- A Comparison of Fees Spreadsheet.

A copy of Kurt Enders presentation was received for the Corporate Record with respect to Report CPS2019-0609.

Speakers

1. John Bliss
2. Cam Naghshineh
3. Jatinder Cheema
4. Kaled Kadri
5. Michael van Hemmen
6. Kurt Enders

**Moved by** Councillor Carra

That Item 7.1, Report CPS2019-0609 be tabled, to be dealt with as the last item on today's Agenda.

**MOTION CARRIED**

**Moved by** Councillor Carra

That Item 7.1, Report CPS2019-0609, be lifted from the table and dealt with at this time.

**MOTION CARRIED**

**Moved by** Councillor Carra

That with respect to Report CPS2019-0609, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Direct Administration to accelerate the planned review of the Livery Transport Bylaw 6M2007 as described in Attachment 1 and report back to Council through the Standing Policy Committee on Community and Protective Services with proposed amendments to the bylaw and its fee schedule no later than 2020 Q4; and
2. Endorse Administration's approach as described in this report to develop a driver training program for new private for hire vehicle drivers.

**MOTION CARRIED**

- 7.2 Golf Course Real Estate and Development Feasibility Assessment, CPS2019-0475

**Moved by** Councillor Carra

That Report CPS2019-0475 be forwarded to Council without Recommendation.

**MOTION CARRIED**

- 7.3 Haskayne Legacy Park Train Whistle Cessation, CPS2019-0603

**Moved by** Councillor Carra

That with respect to Report CPS2019-0603, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the cessation of train whistling at the rail crossing location known as *Mile 13.32 of the CPR Laggan subdivision* (Attachment); and
2. Direct Administration to provide notification of the above Council direction to Canadian Pacific Railway, the headquarters of Transport Canada Rail Safety Directorate, and other relevant stakeholders as required.

**MOTION CARRIED**

- 7.4 Change in Name of the Chinatown District Business Improvement Area, CPS2019-0537

**Moved by** Councillor Carra

That with respect to Report CPS2019-0537, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council give three readings to the proposed bylaw (Attachment 2) to amend the Chinatown District Business Improvement Area Bylaw 43M2015.

**MOTION CARRIED**

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

9.1 Public Art Project Update (Verbal), CPS2019-0665

A presentation entitled "Public Art Update" dated 2019 May 8, was distributed with respect to Verbal Report, CPS2019-0665.

Councillor Gondek introduced a group of Grade 3 students from Altadore School in Ward 8, along with their teacher, Melanie Hutton.

**Moved by** Councillor Carra

That with respect to Verbal Report CPS2019-0665, the following be approved:

That the Standing Policy Committee on Community and Protective Services Committee receive this Verbal Report for information.

**MOTION CARRIED**

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Councillor Carra

That this meeting adjourn at 12:03 p.m.

**MOTION CARRIED**



The following items have been forwarded to the 2019 May 27 Combined Meeting of Council:

Consent:

Livery Fee Review, CPS2019-0609

Haskayne Legacy Park Train Whistle Cessation, CPS2019-0603

Items from Officers, Administration and Committees:

Golf Course Real Estate and Development Feasibility Assessment, CPS2019-0475

Change in Name of the Chinatown District Business Improvement Area, CPS2019-0537

The next regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held on 2019 June 12 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

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CHAIR

ACTING CITY CLERK



**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0778**

**Status of Outstanding Motions and Directions (as of 2019 June 12)**

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**EXECUTIVE SUMMARY**

This report outlines outstanding motions and directions for the Standing Policy Committee on Community and Protective Services as of 2019 June 12.

**ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services receive this report for information.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2019 March 13 the SPC on Community and Protective Services received for information and approved CPS2019-0327 Status of Outstanding Motions and Directions which provided a 2019 Q1 update.

On 2007 February 06, the Personnel and Accountability Committee approved PAC2007-05 Status of Outstanding Motions and Directions, directing Administration to bring forward as an item of business to each Standing Policy Committee (SPC) a list of tabled and referred motions and reports; such lists were to be reviewed by each SPC on a quarterly basis.

**BACKGROUND**

This quarterly report provides a summary of outstanding motions and directions for the SPC on Community and Protective Services.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Upon reviewing outstanding motions and directions (see attachment), reports are being brought forward in a timely manner, allowing for some flexibility to respond to current events.

**Stakeholder Engagement, Research and Communication**

Not applicable.

**Strategic Alignment**

Not applicable.

**Social, Environmental, Economic (External)**

Not applicable.

**Financial Capacity**

***Current and Future Operating Budget:***

Not applicable.

***Current and Future Capital Budget:***

Not applicable.

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0778**

**Status of Outstanding Motions and Directions (as of 2019 June 12)**

**Risk Assessment**

Not applicable.

**REASON(S) FOR RECOMMENDATION(S):**

This report allows members of the SPC on Community and Protective Services to be aware of upcoming reports.

**ATTACHMENT**

Status of Outstanding Motions and Directions (as of 2019 June 12)

**Status of Outstanding Motions and Directions (as of 2019 June 12)**  
**Standing Policy Committee (SPC) on Community and Protective Services**

The following items represent the outstanding direction to return to the SPC on Community and Protective Services as of 2019 June 12, with items listed in order of anticipated report back date.

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
1	Combative Sports Commission Annual Report	Report annually as per the Combative Sports Commission bylaw.	Combative Sports Commission Bylaw	2014 November 3	2019 June 12
2	Community Action on Mental Health and Addiction Strategic Framework	Convene a community-wide mental health, addiction and crime prevention strategy, modeled on the systems approach taken in the Ten Year Plan to End Homelessness and Enough for All, involving a broad base of community stakeholders and leveraging partnerships with service providers and other orders of government.	C2018-0956	2018 July 30	2019 June 12
	Update on Public Safety Near Supervised Consumption Services	Report to the SPC on CPS with regular updates.  Develop an implementation framework and report back to Council through the SPC on Community and Protective Services no later than 2019 Q2.	CPS2019-0221  C2019-0256	2019 February 13  2019 March 4	
3	Gender Equity, Diversity and Inclusion Strategy	Develop a strategy to advance gender equity and diversity and report back to Council through the SPC on CPS no later than Q2 2019.	CPS2018-0362	2018 May 28	2019 June 12
4	Multilingual Communications & Engagement Policy	Develop and report back to Council through the SPC on CPS no later than Q2 2019 on recommendations for a policy, strategy, and implementation plan that includes standards of service for translation and interpretation, timelines, resources, and budgets that incorporates the work done on the channel strategy for multicultural communities.	C2018-0504	2018 April 23	2019 June 12

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
5	Emergency Response Plan – Freight Rail Corridors	Formulate an emergency response plan to the freight rail corridors that focuses on utilizing portions of public lands, and report back to the Standing Policy Committee on Community and Protective Services no later than Q2 2019.	PUD2018-0663	2018 July 23	2019 June 12
6	Saddleridge Road Right of Way as Park Space	<ol style="list-style-type: none"> <li>1. Recognizing the lack of park space in this area, direct Administration, in consultation with the Ward Councillor, to evaluate whether the unused Road Right of Way at the end of 89<sup>th</sup> Avenue NE could be repurposed as a municipal park for the community that is integrated with and connects into the regional pathway system, and includes a seating node and play structure.</li> <li>2. Direct that Administration report back to Council through the Community and Protective Services Committee with recommendations including a full costing of this proposal and funding source no later than the end of Q2 2019</li> </ol>	LOC2018-0221	2019 February 25	2019 June 12
7	4th Avenue Flyover Park Update 4th Avenue Flyover Land Disposition Update	<ol style="list-style-type: none"> <li>1. Coordinate Roads &amp; Real Estate Development Services to develop a focused private sector offering of surplus Roads Lands adjacent to Flyover Park wherein the land sale or lease and/or tax capture from private development of that site could help fund the park; and</li> <li>2. Report on progress to the SPC on Community and Protective Services by Q2 2019.</li> </ol>	C2018-1158	2018 November 14	2019 June 12
8	Response to Notice of Motion on Water Fluoridation – Deferral Request	Request to defer report back from June to July 2019.	C2019-0219	2019 February 25	2019 June 12

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
9	Response to Notice of Motion on Water Fluoridation	<p>NOW THEREFORE BE IT RESOLVED that Council:</p> <ol style="list-style-type: none"> <li>Engage the University of Calgary's O'Brien Institute for Public Health (OIPH) to conduct an objective assessment of the evidence: <ol style="list-style-type: none"> <li>In the extant literature; and,</li> <li>By enlisting other University of Calgary partners such as the School of Public Policy as appropriate.</li> <li>In consideration of jurisdictions in the world where tooth decay rates are decreasing; and,</li> <li>In consideration of a cost-benefit analysis of water fluoridation with regard to more direct dental interventions, particularly in consideration of the lack of access to affordable dental care in Calgary; and,</li> <li>In consideration of dental health as a public health vector with regard to other disease vectors impacting our population; and,</li> <li>In consideration of piloting other potential approaches to public dental health like Scotland's Child Smile program; and,</li> <li>In consideration of a more up to date and comprehensive comparison between dental caries rates in Calgary post de-fluoridation and Edmonton; and,</li> <li>By examining other questions and concerns from members of City Council by conducting individual interviews; and,</li> </ol> </li> <li>Invite the University of Calgary's OIPH to report and present their findings to Council through to the SPC on CPS no later than June 2019, and, invite the study's Principal Investigator, Dr. Lindsay McLaren, to present</li> </ol>	C2019-0219	2019 February 25	2019 July 24

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
		<p>her findings and recommendations, and respond to questions concurrently.</p> <ol style="list-style-type: none"> <li>1. Engage other potential willing and qualified bodies, such as Dr. Hardy Limeback BSc PhD (Biochemistry) DDS, Head, Preventive Dentistry, University of Toronto, to similarly assess water fluoridation and other programs to improve dental health.</li> <li>2. Invite any other party participating in this inquiry to present findings at the same time.</li> </ol>			
10	Indigenous Relations Office	Present a scoping report through the SPC Community and Protective Services by Q3 2019, reflecting meaningful and regular engagement with First Nations, The Metis, Inuit and urban Indigenous Calgarians on the determination of IRO's collective collaborative vision and core functions.	CPS2018-1216	2018 November 19	2019 September 11
11	Calgary Aboriginal Urban Affairs Committee (CAUAC) Governance Review	<ol style="list-style-type: none"> <li>1. Hire an external consultant with expertise in Indigenous governance, who, after being authorized by Administration, is to undertake a comprehensive review of Calgary Aboriginal Urban Affairs Committee (CAUAC) in conjunction with the work on developing an Indigenous Relations Office, and report back to Council in Q1 of 2019 with recommendations on modernizing the Terms of Reference. <i>[Deferral to no later than Q3 2019 approved]</i></li> <li>2. Ensure that the work of the CAUAC review by the external consultant evolves into current best practice Indigenous governance in contrast to previous traditional colonial practices that have been a constraint in the past.</li> <li>3. Ensure that the review provides a mechanism to meet the needs of Indigenous interests in Calgary.</li> </ol>	N2018-1036	2018 October 22	2019 September 11



#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
12	Short Term Rentals	Undertake work to create a new, tiered licence category in the Business Licence Bylaw 32M98 for Tourist Accommodation and bring forward amendments to this bylaw to Council through the SPC on Community and Protective Services no later than 2019 Q3; Revise the Lodging House licence category in the Business Licence Bylaw 32M98, to clarify the definition and scope for application to rooming, lodging, and boarding houses, and bring forward amendments to this bylaw to Council through the SPC on Community and Protective Services no later than 2019 Q3.	CPS2018-1328	2018 December 17	2019 September 11
13	Proposed Acquisition (Residual Ward 3 – Sub Area) – Ward 03 (17171 6 ST NE)	Report to SPC on CPS by Q3 2019 related to confidential recommendations.	UCS2018-1139	2018 November 19	2019 September 11
14	Response to Lifeguards Notice of Motion (Saving \$4 Million Annually in the Budget)	Reduce \$4M from the previously-approved budget for hiring additional lifeguards to be redirected to further reduce the non-residential property tax rate...and that to maximize efficiencies, Administration review lifeguarding provisions on a site by site and basin by basin basis at City-operated facilities...and work with the Royal Lifesaving Society - Alberta and Northwest Territories Branch to update Pool Safety and Supervision Plans for all City of Calgary operated pool facilities. Report back to the SPC on CPS no later than Q3 2019.	C2018-1446	2018 December 17	2019 September 11
15	Calgary Police Service Annual Report	Report by the Calgary Police Commission, with the Calgary Police Service, to provide at the least an annual update to the SPC on Community and Protective Services.	2003 November budget session	2003 November 26	2019 September 11

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
16	Calgary Aboriginal Urban Affairs Committee (CAUAC) Annual Report	CAUAC to report annually to Council starting in 2015, through the SPC on Community and Protective Services, on progress towards its Strategic Plan.	PFC2014-0083	2014 February	Q3/Q4 2019
17	BiodiverCity Advisory Committee Annual Report	BiodiverCity Advisory Committee to report back annually as per their Council-approved Terms of Reference.	Terms of Reference	2015 January	Q4 2019
18	Family and Community Support Services (FCSS) Funding Recommendations	Section 6.1.2B in the FCSS Policy requires that Council approve or amend funding recommendations. Section 6.2.1b requires that the SPC on Community and Protective Services make recommendations to Council to approve or amend funding recommendations. Administration to come by end of December each year, ideally the last SPC on Community and Protective Services meeting of the year, to provide Council enough time without having to be Urgent Business.	FCSS Policy	2016 November	Q4 2019
19	Cannabis Bylaw Effect on Vulnerable Population	Administration to consult with key stakeholders and report back to Council, through the SPC on Community and Protective Services, no later than 2019 June on the implications and impacts of said bylaws with specific regard to minimizing unintended consequences and/or inequity amongst vulnerable populations. <i>[deferral to Q4 approved]</i>	CPS2019-0152	2018 April 5	Q4 2019
20	Public Smoking, Waterpipe, Hotel/Motel prohibitions	Administration to engage citizens and key stakeholders (including Alberta Health Services) to further strengthen Smoking and Vaping Bylaw 23M2018, with consideration given to prohibiting: <ul style="list-style-type: none"> <li>Waterpipe smoking in workplaces, public premises and specified outdoor places;</li> <li>Smoking in multi-unit public housing administered by the City of Calgary;</li> </ul>	CPS2019-0152	2018 April 5	Q4 2019

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
		<ul style="list-style-type: none"> <li>Smoking and vaping in hotel and motel rooms, in outdoor public parks and at outdoor public events; And report back to Council, through the SPC on Community and Protective Services with recommendations and bylaw amendments no later than Q2 2019. [<i>deferral to Q4 approved</i>]</li> </ul>			
21	Cannabis Legalization – Festivals and Events	Administration to work with stakeholders to monitor cannabis consumption areas at festivals and events and report back to Council through the SPC on Community and Protective Services in 2019 Q4.	CPS2018-0718	2018 June 25	Q4 2019
22	Business Improvement Area Policy & Governance Framework	Report back on the Business Improvement Area policy and governance framework to no later than one year after the Provincial legislative changes related to Business Improvement Areas are finalized.	CPS2018-1097	2018 December 17	TBD
23	Public Art Program Review Update	Report back to Council through the SPC on Community and Protective Services no later than Q1 2020 on a public art workplan and strategy for 2020 – 2022, and review the suspension of the Public Art Policy at that time.	CPS2019-0014	2019 March 18	Q1 2020
24	Community Representation Framework	Return to Council through the SPC on Community and Protective Services with a progress report on the implementation of the Community Representation Framework no later than the end of Q1 2020.	CPS2018-1393	2018 December 17	Q1 2020
25	Social Wellbeing Advisory Committee Terms of Reference	Work with the Social Wellbeing Advisory Committee following the appointment of members at the 2018 October Organizational Meeting of Council and return to the SPC on Community and Protective Services no later than Q2 2020 with its first annual report.	CPS2018-0870	2018 July 30	Q2 2020
26	Livery Fee Review	Accelerate the planned review of the Livery Transport Bylaw 6M2007...and report back to Council through the Standing Policy Committee on Community and Protective	CPS2019-0609	2019 May 27	Q4 2020

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
		Services with proposed amendments to the bylaw and its fee schedule no later than 2020 Q4.			
27	Wheelchair Accessible Taxi Service	Direct Administration to monitor the effectiveness of the Accessible Taxi Incentive Program and report back to Council through the SPC on Community and Protective Services, no later than 2021 Q1.	CPS2018-1033	2018 October 15	Q1 2021
28	Golf Course Operations	Report back to Council through the SPC on Community and Protective Services by Q2 2021, with an update on progress toward the options outlined in this report.	CPS2018-1256	2018 November 19	Q2 2021
29	Status of Outstanding Motions and Directions	Administration to bring forward as an item of business to each Standing Policy Committee a list of tabled and referred motions and reports for each committee; such lists to be reviewed by each Standing Policy Committee to be dealt with on a quarterly basis.	PAC2007-05	2007 February 6	Quarterly

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0781**

**Response to Water Fluoridation in The City of Calgary – Request for Deferral**

**EXECUTIVE SUMMARY**

In 2019 February, Council directed that an assessment of evidence related to water fluoridation and other dental health interventions be undertaken through the engagement of the University of Calgary's O'Brien Institute for Public Health (OIPH) and other willing and qualified bodies. The results and findings from this review were to be reported through the SPC on Community and Protective Services no later than 2019 June.

OIPH is conducting its review using an approach that ensures a broad and multifaceted examination of research, including that related to the effectiveness of direct dental interventions, other jurisdictions' approaches, and the relationship between dental health and other disease vectors.

Due to the timing of other reports scheduled to come to the SPC on Community and Protective Services in Q2, as well as the availability of OIPH researchers, a deferral from the original Q2 report back date to July is required. The deferral will also allow the report to be made available to members of Council and the public in advance. The 2019 July 24 meeting of the SPC on Community and Protective Services will deal solely with this issue to ensure enough time on the agenda for a full presentation, panel discussion, and public input.

**ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommend that Council defer the response to Notice of Motion C2019-0219 Water Fluoridation in The City of Calgary from 2019 June to the 2019 July 24 meeting of the SPC on Community and Protective Services.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2019 February 25, Council adopted Notice of Motion C2019-0219 requesting that the O'Brien Institute for Public Health undertake a review of the evidence related to water fluoridation and other dental health interventions, and to report and present these findings to SPC on Community and Protective Services no later than June 2019. Additionally, Council directed that other potential willing and qualified bodies be engaged to similarly assess water fluoridation and other programs to improve dental health, and that any party participating in the inquiry be invited to present their findings at the same time.

**BACKGROUND**

As a result of Council direction in 2011 (UE2011-02), Calgary water treatment plants discontinued the addition of fluoride to the city's water supply. Since that time, Administration transferred a total of \$750,000 on a one-time basis from the Utilities (Water Resources/Water Services) budget to the Alexandra Community Health Centre ("The Alex") and to CUPS to support dental health for children living in poverty in accordance with Council's direction in CPS2012-0446.

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0781**

**Response to Water Fluoridation in The City of Calgary - Request for Deferral**

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**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

A deferral of the response to the Notice of Motion on water fluoridation is requested to allow time on the agenda to focus solely on this issue at the 2019 July 24 meeting of the SPC on Community and Protective Services, including a full presentation, panel discussion, and public input. The OIPH lead was unavailable for the 2019 June 12 committee meeting date and a deferral until 2019 July will also allow the report to be made available to members of Council and the public in advance, giving others time to read and respond to the review.

Since 2019 February 25, Administration has been coordinating with OIPH on the development of this report, including stakeholder engagement. Stakeholder and research activities have been ongoing and will be outlined in the 2019 July 24 report.

**Stakeholder Engagement, Research and Communication**

To be addressed with the full report in response to Notice of Motion C2019-0219.

**Strategic Alignment**

To be addressed with the full report in response to Notice of Motion C2019-0219.

**Social, Environmental, Economic (External)**

To be addressed with the full report in response to Notice of Motion C2019-0219.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no impacts as a result of this request to defer.

***Current and Future Capital Budget:***

There are no impacts as a result of this request to defer.

**Risk Assessment**

No risks have been identified with respect to this request to defer.

**REASON(S) FOR RECOMMENDATION(S):**

A deferral of the report back on the Notice of Motion on water fluoridation is recommended to allow time on the agenda to deal solely with this issue at the 2019 July 24 SPC on Community and Protective Services meeting given an already full agenda for June. As well, the OIPH lead was unavailable for the 2019 June 12 SPC on Community and Protective Services meeting. The deferral until July will also allow the report to be made available to members of Council and the public in advance of the agenda, giving others time to read and respond to the review.

**ATTACHMENT(S)**

None

Deputy City Manager's Office Report to  
SPC on Community and Protective Services  
2019 June 12

ISC: UNRESTRICTED  
CPS2019-0773

## **4th Avenue Flyover Land Disposition Update**

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### **EXECUTIVE SUMMARY**

During the One Calgary budget discussions in 2018 November, Council directed Administration to explore selling and/or leasing lands adjacent to the 4<sup>th</sup> Avenue Flyover Park in the community of Bridgeland-Riverside

The intent of this report is to provide an update on 4<sup>th</sup> Avenue Flyover Park project and the adjacent property at 634 McDougall Rd NE (the "Property"). The Property is a vacant parcel that falls under the stewardship of Roads and is located near the corner of Memorial Drive NE and Edmonton Trail NE, just north of the 4<sup>th</sup> Avenue Flyover. A map of the subject site is included as Attachment 1.

### **ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services receive this report for information.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

During the 2018 November budget discussions (C2018-1158), the following Motion Arising was approved by Council:

1. Coordinate Roads & Real Estate Development Services to develop a focused private sector offering of surplus Roads Lands adjacent to Flyover Park wherein the land sale or lease and/or tax capture from private development of that site could help fund the park; and
2. Report on progress to the SPC on Community and Protective Services by Q2 2019.

### **BACKGROUND**

On 2019 March 15, the Province of Alberta confirmed it will contribute \$1 million in funding to the 4<sup>th</sup> Avenue Flyover Park project. To leverage the provincial funding, Calgary Parks allocated an additional \$1 million in matching funds from the Leveraged Partners Capital Program (LPP).

This project also has the support of Parks Foundation Calgary, who is a partner with a demonstrated ability to raise funds.

In 1972, the Property was acquired as a part of the Memorial Drive project. Recently, the Real Estate & Development Services business unit undertook an internal circulation to City business units in order to determine whether the Property could be deemed surplus to municipal interest. There are no objections to the proposed disposition of the Property.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The 4<sup>th</sup> Avenue Flyover Park is a joint park development project between Parks Foundation Calgary, the Bridgeland-Riverside Community Association and Calgary Parks. The Parks Foundation Calgary is aware of the proposed disposition of the adjacent parcel and would like to work with The City and future private developer, to ensure a positive design interface with the park. There is also a need to coordinate construction timing and staging areas, and a need to consider a land use that would activate and compliment the park. A preliminary park concept (for illustrative purposes only) is included in Attachment 2.

Deputy City Manager's Office Report to  
SPC on Community and Protective Services  
2019 June 12

ISC: UNRESTRICTED  
CPS2019-0773

## **4th Avenue Flyover Land Disposition Update**

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With the detailed park design not yet completed, a detailed project budget has not been developed. The project is however currently estimated at \$2.4 million and Parks Foundation Calgary is actively fundraising for the balance. It is anticipated that construction will commence in 2020.

Currently, Administration (Real Estate and Development Services and Calgary Parks) is working collaboratively to develop recommendations for public marketing of the property, with the intention of realizing specific outcomes contemplated both in this report and the aforementioned Motion Arising. As per standard practice and in accordance the Real Property Bylaw 52M2009, Administration will bring forward a Method of Disposition report to the SPC on Utilities and Corporate Services, seeking authorization to publically market the property no later than the end of Q3 2019.

### **Stakeholder Engagement, Research and Communication**

The 4<sup>th</sup> Avenue Flyover Park project is an initiative using feedback from residents and stakeholders to enhance underutilized community space under the 4<sup>th</sup> Avenue Flyover.

### **Strategic Alignment**

The future 4<sup>th</sup> Avenue Flyover Public Space project supports the 2019-2022 Council Directives for One Calgary, specifically related to A Healthy & Green City.

### **Social, Environmental, Economic (External)**

Vibrant open and green spaces are a contributor to social well-being and quality of life. By enhancing this space, it encourages gathering and connection, which impacts the development of community hub and social cohesion.

The development of the Park and the proposed disposition of the Property will promote development, generate jobs, create a diverse local economy, and support a sustainable city financial system.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There is no impact on the operating budget.

#### ***Current and Future Capital Budget:***

As part of our recent City of Calgary budget deliberations, City Council approved \$8 million in funding towards a Calgary Parks Leveraged Partners Program (LPP). To match provincial funding, Administration has designated \$1 million from this capital fund towards the 4th Avenue Flyover Park.

### **Risk Assessment**

At this time, there are no known notable risks associated with the 4<sup>th</sup> Avenue Flyover Park project.



Deputy City Manager's Office Report to  
SPC on Community and Protective Services  
2019 June 12

ISC: UNRESTRICTED  
CPS2019-0773

#### **4th Avenue Flyover Land Disposition Update**

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##### **REASON(S) FOR RECOMMENDATION(S):**

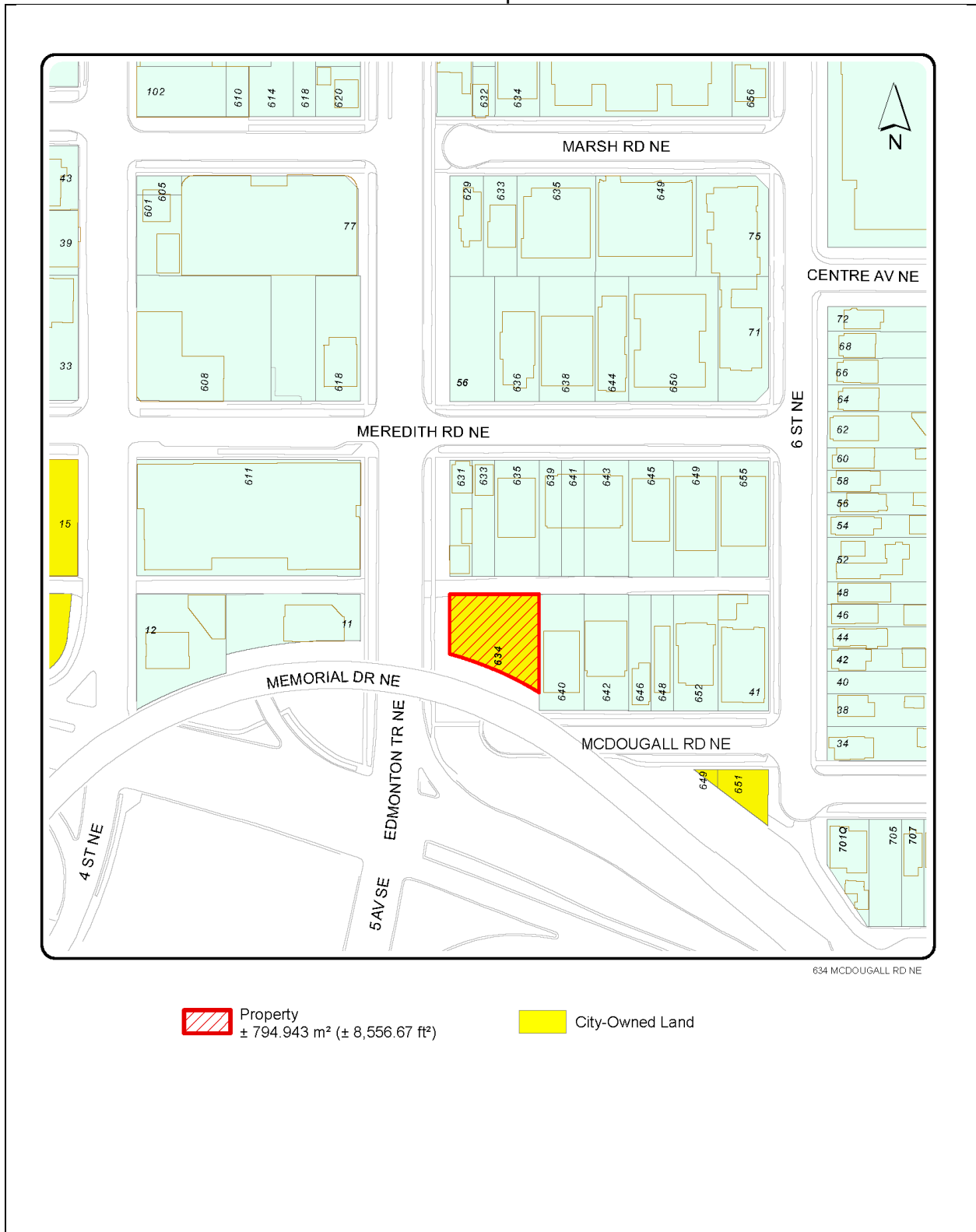
This progress report on the 4<sup>th</sup> Avenue Flyover Park project and the forthcoming method of disposition going to Council through the SPC on Utilities & Corporate Services fulfils Council direction.

##### **ATTACHMENT(S)**

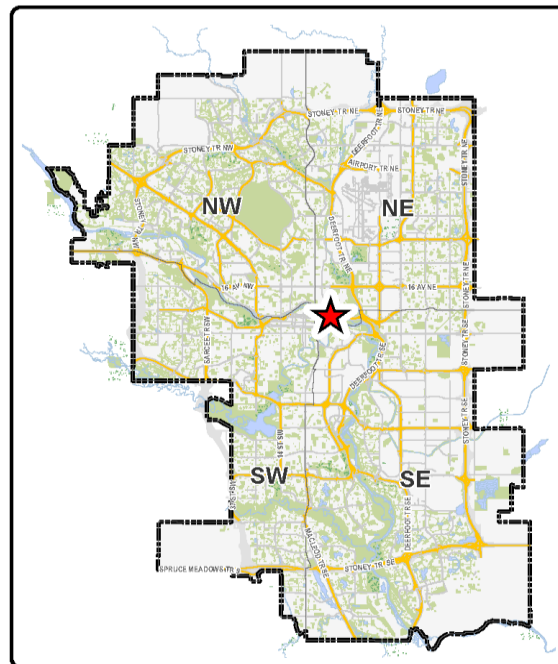
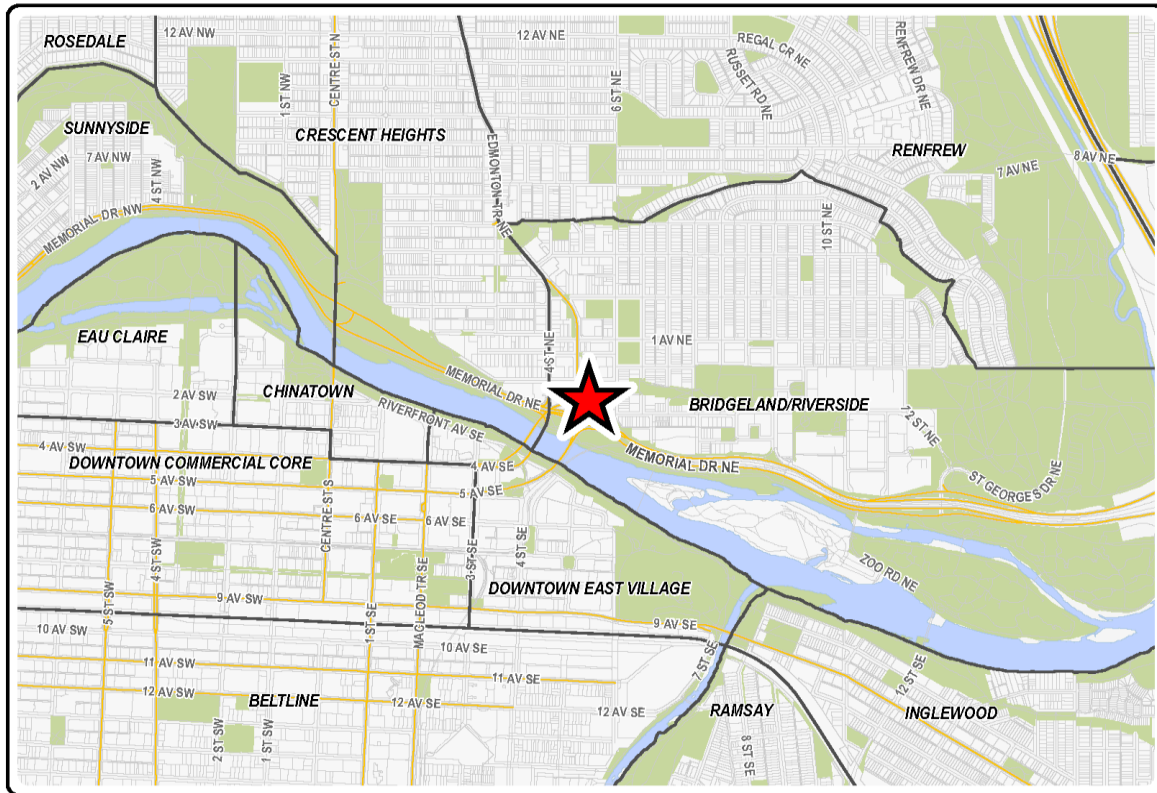
1. Attachment 1a - Site Map  
Attachment 1b – Contextual Map
2. Attachment 2 – Preliminary 4<sup>th</sup> Avenue Flyover Park Concept Plan



Site Map



Contextual Map



Legend



Property  
634 MCDOUGALL RD NE

NOT TO SCALE



# Preliminary 4th Avenue Flyover Park Concept Plan

CPS2019-0773  
Attachment 2







1



2



3



4



8



7



6



5























**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0769**

**Saddleridge Road Right of Way as Park Space**

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**EXECUTIVE SUMMARY**

At the 2019 February 25 meeting of Council, Councillor Chahal brought forward a Motion Arising related to report CPC2018-1417 in the community of Saddleridge. The Motion Arising was adopted by Council and directed Administration to evaluate whether an unused Road Right of Way at the end of 89<sup>th</sup> Avenue NE could be repurposed as a municipal park. A map of the area is included as Attachment 1. Administration has determined that this request can largely be accommodated and is reporting back to the SPC on Community and Protective Services as per Council direction. This additional public amenity space of 0.15 hectares (0.37 acres) will help alleviate a lack of public open space in the community. The Road Right of Way will remain in place but will be turned over to Calgary Parks for maintenance. A key regional pathway connection and a seating area will be provided on the site, the timing of which is dependent on adjacent development.

**ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommends that Council receive this report for information.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2019 February 25, in relation to discussion on LOC2018-0221 in Saddleridge (City-initiated land use amendment for over-dedication of Municipal Reserve) and with respect to Report CPC2018-1417, Council adopted the following Motion Arising (moved by Councillor Chahal):

That Council:

1. Recognizing the lack of park space in this area, direct Administration, in consultation with the Ward Councillor, to evaluate whether the unused Road Right of Way at the end of 89<sup>th</sup> Avenue NE could be repurposed as a municipal park for the community that is integrated with and connects into the regional pathway system, and includes a seating node and play structure.
2. Direct that Administration report back to Council through the Community and Protective Services Committee with recommendations including a full costing of this proposal and funding source no later than the end of Q2 2019.

**BACKGROUND**

An area in the northeastern portion of Saddle Ridge contains eight acreage properties, ranging in size from 1.4 to 1.5 hectares (3.5 to 3.7 acres). Through the review of applications in the area, Administration has determined that Municipal Reserve is no longer owing on these lands due to an earlier subdivision, however these parcels are beginning to undergo redevelopment to more urban densities. Although there are no opportunities to secure new Municipal Reserve in this area, there is an unused Road Right of Way located at the east end of 89 Avenue NE where it meets 68 Street NE. This 0.15 hectare (0.37 acre) site can accommodate a seating node and a key regional pathway connection and serve as a community park in the future.

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0769**

**Saddleridge Road Right of Way as Park Space**

---

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

As the lands are subdivided and built out, the adjacent developer is obligated to construct the regional pathway and grade, loam and seed this site. Options to provide a play structure at this location were explored, but this option is not feasible due to both future and existing utilities that will run through the site, encumbering the small park area and negating the ability to include a play structure. As the design for the area is finalized, Calgary Parks will coordinate with the developer to ensure a seating area is also included in the construction drawings, at The City's cost, if required.

The option of closing the road and formalizing it as a park parcel was explored, but site constraints would not allow for enhanced amenities, such as a play structure, that would necessitate the closure. The pathway and benches that will be provided on site are allowable on a Road Right Of Way. The cost to formally close the road would be up \$30,000 and would lead to no tangible difference in how the site functions and how it is perceived by the public.

**Stakeholder Engagement, Research and Communication**

The developer is aware of their obligation to provide the pathway connections adjacent to their site, and has agreed to this through their Outline Plan conditions.

**Strategic Alignment**

This report aligns with the Parks and Open Space line of service and the One Calgary 2019-2022 Healthy and Green City Citizen Priority:

- *Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.*

**Social, Environmental, Economic (External)**

**Social**

This regional pathway connection will allow for improved pathway connectivity throughout the community, including to the school site located directly to the north. The benches will provide an opportunity for rest and gathering in the area, and the landscaping will provide respite from the urban environment.

**Environmental**

The increase in landscaped area will allow for improved stormwater management, assist in cleaning the air, and reduction of the urban heat island effect.

**Economic**

Parks and pathways increase neighbourhood attractiveness and overall desirability of an area, thus positively impacting property values.

Community Services Report to  
SPC on Community and Protective Services  
2019 June 12

ISC: UNRESTRICTED  
CPS2019-0769

## **Saddleridge Road Right of Way as Park Space**

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### **Financial Capacity**

#### ***Current and Future Operating Budget:***

The cost for supplemental park amenities such as benches will be covered by Parks' existing operating budget, Program 445. Best efforts to contain costs will be made through exploring reuse of existing benches.

#### ***Current and Future Capital Budget:***

No current or future capital budget implications are associated with this report.

### **Risk Assessment**

No risks have been identified with the closure of this section of 89 Avenue NE Road Right of Way for open space purposes.

#### **REASON(S) FOR RECOMMENDATION(S):**

The Road Right of Way will remain but will provide community open space that includes a seating area and regional pathway connection. This responds to Councillor Chahal's Motion Arising and addresses the need for additional park space in this area of Saddleridge.

### **ATTACHMENT(S)**

Attachment – Park Location Map









**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0780**

## **Rail Corridor Emergency Response Plan**

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### **EXECUTIVE SUMMARY**

Calgary is a major transportation and logistics hub and is connected to the national rail network through the Canadian Pacific Railway and Canadian National Railway. With increasing volumes and types of goods being transported via freight railways there is an increased awareness across the country of the potential risks of accidents and the physical impacts of train derailments. Calgary has developed a risk management approach for development next to the freight rail corridors that is unique to the Calgary context.

On 2018 July 23, Council directed Administration to formulate an emergency response plan for freight rail corridors that focuses on utilizing portions of public lands, and to report back to the Standing Policy Committee on Community and Protective Services no later than Q2 2019.

The Alberta Building Code contains the requirements for when new buildings must provide appropriate access for fire service vehicles, firefighters and equipment. The Calgary Fire Department is the primary response agency in a rail incident and has the ability to enter buildings and sites during an emergency through authorities embedded in the Alberta Fire Code and the City of Calgary Fire Operations and Fees Bylaw (55M2014). To assist with an effective and efficient emergency response should an incident occur along the freight rail corridor, an emergency response plan (ERP) was developed to specifically identify public access points to the freight rail corridor should access from the closest location not be available or useable due to site, building, development, and/or other restrictions.

The goal of this ERP is to inform a Calgary Fire Department response to the freight rail corridors within the City limits. Specifically, this plan will:

- a) establish the roles and responsibilities of appropriate City business units during a freight rail incident,
- b) determine what portions of public lands can be utilized for access to the freight rail corridor,
- c) provide freight rail access maps to be utilized in specific fire department response vehicles, and
- d) provide a process to maintain valid freight rail corridor access maps.

### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services:

- 1) Receive this Report for information, and
- 2) Direct that Attachment 3 remain confidential pursuant to Sections 18 (disclosure harmful to individual or public safety), 20 (disclosure harmful to law enforcement), and 21 (disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, and to remain confidential indefinitely.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 June 14, the Standing Policy Committee on Planning and Urban Development approved report PUD2018-0663 (Development Next to Freight Rail Corridors Policy) and adopted the recommendation which directed Administration to formulate an emergency

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0780**

## **Rail Corridor Emergency Response Plan**

response plan to the freight rail corridors that focuses on utilizing portions of public lands, and report back to the Standing Policy Committee on Community and Protective Services no later than Q2 2019.

On 2018 July 23, Council approved PUD2018-0663: Development Next to Freight Rail Corridors Policy.

### **BACKGROUND**

Today, Calgary is a major transportation and logistics hub and is connected via six corridors to the national rail network through the Canadian Pacific Railway (CP) and Canadian National Railway (CN). CP and CN play a critical role in the economic development and prosperity of Calgary. This rail service makes the Calgary Region one of the most cost-effective places in Western North America to establish a business within the transportation and logistics industry.

In the Lac Megantic disaster in 2013, an unattended 74-car freight train carrying Bakken Formation crude oil rolled down a 1.2% grade from Nantes and derailed downtown, resulting in the fire and explosion of multiple tank cars. 42 people were confirmed dead, with five more missing and presumed dead. More than 30 buildings in the town's centre, roughly half of the downtown area, were destroyed, and all but three of the 39 remaining downtown buildings had to be demolished due to petroleum contamination of the townsite. Since then, railway response has become an increased focus of response agencies to be better trained and prepared to respond to these types of incidents. Transport Canada has undertaken several initiatives to improve railway safety in Canada. These initiatives include, but are not limited to:

- New rules regarding hauling dangerous goods by rail that restrict speeds for trains operating within the cores of Census Metropolitan Areas and in areas of higher risk.
  - These rules also require rail companies to incorporate input from municipalities on safety and security concerns in dangerous goods route risk assessments.
- Increased inspections and fines by Transport Canada's railway safety inspectors who monitor railway operations, equipment, infrastructure and grade crossings. The monitoring program uses evidence-based risk indicators to direct and enforce necessary changes.
- Accelerated the phase-out of Type 111 unjacketed tank cars so that by November 1, 2018 all Type 111 tank cars were removed from crude oil service.

The rail traffic volume has increased and the nature of goods being carried by rail has changed over the last decade, with volumes continuing to increase. With development interest along the freight rail corridors also increasing, it is important for a municipality to understand the various factors involved in a rail response and be prepared to respond to events as needed.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The ERP will consider requirements by first responders for access to the rail corridor to assist response with set-up and "room to work" in the event of a rail incident. Administration has identified a total of 35 potential public access points to the rail corridors throughout the city, which consist of existing at-grade crossings and adjacent parks and open spaces. Discussions are also ongoing with CP and CN Railways for identification of access points from their corporate lands.

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0780**

## **Rail Corridor Emergency Response Plan**

Due to the variation of specific circumstances that a rail emergency can present such as the type of goods being transported, location, weather, wind, and type of incident, the ERP needs to be built from a strategic level to address an all hazards approach to emergency response that can utilize more specific response procedures depending on the circumstances. Therefore, the Calgary Fire Department, Calgary Emergency Management Agency, and the railway companies will maintain their existing response plans and utilize established communication requirements in the event of an incident. These plans, in conjunction with the rail companies' federally mandated Emergency Response Assistance Plan, will be the main sources for a coordinated response. The City's *Freight Rail Corridor Emergency Response Plan* will only address access to the corridor where such access is not possible from existing sites and/or buildings located directly adjacent to a rail incident.

### **Stakeholder Engagement, Research and Communication**

Administration has been working collaboratively with key stakeholders to develop the *Freight Rail Corridor Emergency Response Plan*. Internally, Administration has worked with the Calgary Fire Department as the primary responder that would utilize the ERP but also had reviews and input from the Calgary Emergency Management Agency and Planning and Development business units. Externally, rail companies and development industry stakeholders have been consulted and have provided feedback.

Additionally, an engagement session was held on May 3, 2019 to review the report and ERP with development industry stakeholders and receive feedback from them. As a result of that meeting, a joint letter of support from BILD Calgary Region, BOMA Calgary and NAIOP Commercial Real Estate Development Association was submitted to Administration and is included in this report as Attachment 2.

### **Strategic Alignment**

This report aligns with the Council directives of:

1. A City of Safe and Inspiring Neighbourhoods
2. A Prosperous City

### **Social, Environmental, Economic (External)**

#### **Social**

Creating an ERP that aligns with the policy for development along the freight rail corridors will ensure that the safety of citizens, occupants, and buildings is considered.

#### **Environmental**

The environmental impact associated with a railway emergency response could include damage and replacement of building barriers to access and extended duration of emergency prior to mitigation. To address these, the ERP will identify pre-determined public access points where access directly adjacent to the incident via buildings and/or development is not possible.

#### **Economic**

Parcels adjacent to the freight rail corridors can achieve their full development potential by only providing access required under the Alberta Safety Codes Act (Alberta Building and Alberta Fire

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0780**

**Rail Corridor Emergency Response Plan**

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Codes) and are not required to incur additional costs for increased access considerations related to development adjacent to a freight rail corridor.

**Financial Capacity**

***Current and Future Operating Budget:***

The implementation of the proposed ERP can be achieved within the existing Fire Emergency Response service line operating budget. Budget requests in the future to review and update the plan and accompanying maps are not expected.

***Current and Future Capital Budget:***

There are no capital expenditures associated with the ERP.

**Risk Assessment**

**Approving the proposed ERP:**

There are several risks that relate to emergency response in or adjacent to the freight rail corridor that were identified in the related policy report (PUD2018-0663). These include:

- Public Safety
- Protecting Buildings
- Access to respond to emergencies

Most of these risks are at least partially addressed from existing requirements or response plans in place through the Safety Codes, Calgary Fire Department, Calgary Emergency Management Agency or the railway companies. The ERP will address potential access issues related to response and provide options in advance of an event occurring.

There does exist the risk that maps and public access points will be out of date due to ownership transfers or new development. To address this, Administration will review the ERP and access point maps annually and update as required.

**Not approving the proposed ERP and the recommendations:**

If the proposed ERP is not adopted, the City's ability to have pre-identified public access points for emergency response will be limited and may impact the ability to effectively mitigate a rail event without impacting the adjacent building and/or developments.

**REASON(S) FOR RECOMMENDATION(S):**

The proposed emergency response plan will assist in emergency response to incidents in the freight rail corridor and help to lessen the impact on adjacent buildings and/or developments. Keeping Attachment 3 confidential will help protect the sensitivity of emergency response protocols and the security of emergency response sites.

**ATTACHMENT(S)**

1. Attachment 1 – Freight Rail Corridor Emergency Response Plan
2. Attachment 2 – Letter of Support from Industry Stakeholders
3. Attachment 3 – Public Access Point Maps - Confidential



# CPS2019-0780 Attachment 1 Rail Corridor ERP.docx

CALGARY FIRE DEPARTMENT

MAY 2019

V3

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## Executive Summary

The goal of this emergency response plan (ERP) is to inform a Calgary Fire Department (CFD) response to the freight rail corridors within the City limits. Specifically, this plan will:

- Establish the roles and responsibilities of appropriate City business units during a freight rail incident.
- Determine what portions of public lands can be utilized for access to the freight rail corridor.
- Provide freight rail access maps to be utilized in the Fire Department response vehicles.
- Provide a process to maintain valid freight rail corridor access maps.

## Scope Statement

### Scope

The Alberta Building Code identifies street and access route requirements for fire department vehicles and equipment on private sites. Similar regulations do not exist for the freight rail corridor that runs through the City of Calgary. This ERP will address fire department access points to the freight rail corridor utilizing portions of public lands.

### Exceptions

New response protocols, resources, equipment or apparatus will not be introduced because of this ERP.

### Assumptions

The CFD will be in command of any freight rail corridor incident that may impact citizens of Calgary.

### Constraints

The movement of CFD personnel and equipment on the freight rail corridor presents a significant challenge as it does not adhere to the same access regulations enforced in the Alberta Building Code. The freight rail corridor may also present water supply and topographical challenges to an incident response.

## Roles and Responsibilities

### CFD

The CFD will utilize an All Hazards approach to determine the best protocols and resources to respond to the incident. Whenever possible, CFD will obtain access from the street through the appropriate site and/or through building access, directly adjacent to the freight rail incident. If required, CFD will attempt to use freight rail public access points and will have the ability to reference current freight rail access point maps. The ERP and maps will be located on the Hazardous Materials and District Chief response vehicles, as well as in the Fire Tactical Operations Centre and with the Fire resources at the Emergency Operations Centre.

The CFD may also coordinate with the rail company to determine the closest or most suitable corporate access location with parking and access for equipment and resources.

### Calgary 911

Calgary 911 will notify CFD of freight rail corridor incidents and dispatch initial response resources.

## CEMA

Calgary Emergency Management Agency (CEMA) could assist in a rail incident by supporting the site, providing logistical support, coordination of the various agencies (both internal and external) and communication content regarding status of event and impact to the Corporation.

## City of Calgary Business Units (outside CFD and CEMA)

CFD will consult with Planning and Development and other appropriate business units with regards to new development proposals, changes or infrastructure on public lands within the City of Calgary that may affect access to the freight rail corridor so that CFD can maintain valid and current access point maps.

## Railway Companies

CP and CN Rail will notify CFD of rail incidents within the City, assist with response to rail incidents and possibly take a Unified Command position in the incident. During the initial response it is expected the rail company will identify suitable locations for staging responding apparatus and equipment.

## CANUTEC

Canadian Transportation Emergency Centre (CANUTEC) will provide informational support to CFD on rail-related dangerous goods incidents.

## Trigger Points

CFD will be notified to respond to a freight rail corridor incident by either Calgary 911 or by rail companies. The potential incident types could include dangerous goods releases, fire, rail crash or medical.

## Access Point Maps

Are attached in a separate document and considered ISC: RESTRICTED

## Review Period

CFD will review and update the ERP document and access point maps at least annually or as required if additional information becomes known.





May 14, 2019

Mayor Nenshi and Members of Council, City of Calgary  
The City of Calgary  
PO Box 2100, Station M  
Calgary, AB T2P 2M5

Dear Mayor Nenshi and Members of Council:

**Re: Freight Rail Corridor Emergency Response Plan**

On behalf of BILD Calgary Region, BOMA Calgary, and NAIOP Calgary we are pleased to be able to write this letter in support of the work of Administration and the Calgary Fire Department (CFD) on the Freight Rail Corridor Emergency Response Plan (ERP).

Last year Council approved the Development Next to Freight Rail Corridors Policy. This policy was the result of a collaborative process involving administration and representatives of the development and building industry, participating on behalf of our professional associations. Building off of the Policy, the next piece to risk mitigation along freight rail in Calgary is the development of an Emergency Response Plan (ERP) to guide emergency responders and to specify the optimal access points to a potential rail incident. The draft ERP developed by Administration and CFD in collaboration with our respective associations clearly spells out the scope, as well as the roles and responsibilities of all relevant parties in the event of an incident. Through the ERP and the associated Access Point Maps, responders will be in a position to mitigate the impacts of an incident on life and property. The ERP also clarifies for building management the expectations of access through or adjacent their site during an incident in the vicinity. The successful activation of the ERP also requires up-to-date information, and we are pleased to see a process in place through Planning and Development to update the Access Point Maps as new development and changes to infrastructure occurs.

We also want to take this opportunity to thank Cliff De Jong, Marco Civitarese, Joe Mueller, and Matthias Tita from the City of Calgary, and Ken Uzeloc from CFD for their work in developing this ERP and for their collaborative approach to it.

In conclusion, BILD Calgary Region, BOMA Calgary, and NAIOP Calgary support the Freight Rail Corridor Emergency Response Plan, and respectfully request that Councillors approve the Plan and give it three readings.

On behalf of BILD Calgary Region, BOMA Calgary and NAIOP Calgary:

**BILD Calgary Region**



Beverly Jarvis, Director of Government Relations, Policy & Projects

**BOMA Calgary**



Richard Morden, Chair-Elect

**NAIOP Calgary**



Chris Ollenberger, Chair, Government Affairs

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0776**

**2018 Calgary Combative Sports Commission Annual Report**

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**EXECUTIVE SUMMARY**

The Calgary Combative Sports Commission (CCSC) has been able to quickly adjust to the rapidly changing combative sports industry by reducing costs while improving regulations. CCSC has the mandate to protect The City's reputation by ensuring combative sports events are conducted in a safe environment. Council has directed CCSC to provide annual reports in accordance with the corporate governance framework. This report presents an overview of safety enhancements undertaken in 2018 and a review of the current operating and financial model. The report also recommends adjusting the Combative Sports Commission Bylaw to accommodate the unique nature of this industry. The proposed amendment would allow contestant, judge or referee an option to obtain a single day licence rather than an annual licence.

**ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommend that Council:

1. Give three readings to the proposed amendment to the Combative Sports Commission Bylaw 53M2006 (Attachment 1) to facilitate a reduced fee for one day licence, decreasing the overall cost for hosting a combative sports event.

**PREVIOUS COUNCIL DIRECTION / POLICY**

A detailed listing of previous reports is included in Attachment 2.

**BACKGROUND**

CCSC is a sanctioning body that regulates, governs, and oversees combative sports events in Calgary, ensuring that events are conducted in a safe environment for participants, officials, and spectators. Council's direction for CCSC to provide an annual report recognizes the meaningful role CCSC plays in ensuring proper functioning of combative sports.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The 2018 Calgary Combative Sports Commission Annual Report (Attachment 3) provides an overview of enhancements, a summary of sanctioned events, and a review of the current operating and financial model. The report also presents opportunities for improvements that will further CCSC's mandate to ensure events are conducted in a safe environment, succession planning and a financial overview.

**2018 Enhancements**

CCSC has created an inspector manual and ringside physician guide aimed at improving safety, regulation, governance and supervision. These documents provide consistent standards for positions that support safety of participants during combative sports events.

**Review of Current Model**

In 2018, the current operating and financial model of CCSC was reviewed to identify factors that have led to the overall reduction in the number of combative sports events being hosted in

**Community Services Report to  
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Calgary. The intent was to increase the number of events and reducing costs while improving safety standards, thereby providing varied sports entertainment options to Calgary's diverse population. A jurisdictional scan was conducted to understand how other commissions operate in comparison to CCSC. Stakeholders were engaged through a survey to fully understand the recent decrease in combative sports events. The survey results showed several reasons for the decrease in events, with a common theme being that the overall cost of hosting a combative sports event contributed to the decline.

***Looking Ahead***

Based on the survey results, the following three initiatives are being undertaken in 2019:

Cost Saving Measures: CCSC recognizes the impact of economic conditions on promoters and has responded by reducing the cost of promoting combative sports in Calgary, as well as CCSC's overall operational costs. CCSC ensures that all cost saving measures support the cost recovery model and that CCSC finances are managed in a manner that prioritizes sustainability.

Proposed Bylaw Amendment: An amendment to the Combative Sports Commission Bylaw 53M2006 is being proposed, which will allow the contestant, judge or referee an option to be licenced for a single day, rather than the standard term of one year. Many contestants will fight only once in a year, making an annual licence unnecessary.

Provincial Commission: Alberta is the only province without a provincial combative sports commission in Canada. CCSC supports the Alberta Urban Municipalities Association (AUMA) resolution of exploring the feasibility to establish a provincial combative sports commission. The City of Edmonton commissioned a review of combative sports in 2017, following the death of boxer Tim Hague during a match held in Edmonton. Creating a provincial commission was a key recommendation resulting from the review.

CCSC has high standards, however, those standards are not consistent across the province. Due to the complexity of the industry, volunteer members are required to train and acquire the level of expertise and knowledge needed. A provincial commission that can replicate the elite standards of CCSC would ensure consistent safety standards and would provide the prospect of government operational funding.

Administration will continue to advocate for the establishment of a provincial commission to promote consistent safety standards and create an affordable and sustainable model. The AUMA is expected to continue its advocacy efforts to promote a provincial commission with the newly elected provincial government in 2019.

**Stakeholder Engagement, Research and Communication**

The Association of Boxing Commissions and Combative Sports (ABC) is used to identify combative sports best practices and assists in developing focus areas that ensure CCSC is keeping pace with industry standards. CCSC works closely with other combative sports communities to determine necessary activities that contribute to a well-rounded commission. Additionally, current and past promoters were surveyed to gather their valuable feedback to fully understand the recent decrease in combative sports events in Calgary.



**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

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**2018 Calgary Combative Sports Commission Annual Report**

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**Strategic Alignment**

This report aligns with 2019-2022 Citizen Priorities for One Calgary: A Prosperous City and specifically to 2019-2022 Council Directive (P1): Build a local economy that is more resilient. Additionally, the report supports Calgary's commitment to being open for business.

**Social, Environmental, Economic (External)**

Combative sports events support the local economy, as these events trigger visitor and public spending and generate job opportunities. Given the diverse population of Calgary, combative sports support social development by connecting citizens to activities in their communities.

**Financial Capacity**

***Current and Future Operating Budget:***

CCSC is funded through cost recovery, charging a standard fee based on the facility capacity of the event. CCSC volunteer members receive an honorarium and a portion of a supporting City staff position is funded as part of CCSC's cost recovery model. Calgary hosted an Ultimate Fighting Championship (UFC) event in 2018, fully covering expenditures and contributing to the contingency fund.

Large events like UFC provide revenue helping CCSC to operate in years when there are fewer events. As Calgary has hosted UFC only two times in the last six years, CCSC cannot rely on these large events for sustainable funding, creating risk in the stability of the current operating and financial model. The future expense and anticipated funding sources are outlined in the 2018 CCSC annual report.

***Current and Future Capital Budget:***

There are no capital budget implications associated with this report.

**Risk Assessment**

While there are no significant risks associated with the 2018 CCSC annual report, there is inherent risk associated with any combative sports event. It is the role of CCSC to mitigate these risks by regulation, governance and supervision of combative sports events. Additionally, CCSC duties and authorities are updated regularly to keep pace with the industry.

As per the Combative Sports Commission Bylaw, members shall be appointed for two-year terms, expiring on the day of the Council's Organizational Meeting in the year of the expiry of the member's term. Members may serve a maximum of six consecutive years, which some members have exceeded. CCSC has taken steps to enhance its succession planning strategy.

**REASON(S) FOR RECOMMENDATION(S):**

Administration is recommending amendments to the Combative Sports Commission Bylaw 53M2006 to allow for a reduced fee for a one-day licence aimed at decreasing the promoter's costs and encouraging more events in Calgary.

Community Services Report to  
SPC on Community and Protective Services  
2019 June 12

ISC: UNRESTRICTED  
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### **2018 Calgary Combative Sports Commission Annual Report**

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#### **ATTACHMENT(S)**

Attachment 1 – Proposed Amendment to the Combative Sports Commission Bylaw 53M2006

Attachment 2 – Previous Council Direction/Policy

Attachment 3 – 2018 Calgary Combative Sports Commission Annual Report

**Proposed Amendment to  
the Combative Sports Commission Bylaw 53M2006**

1. Bylaw 53M2006, the Combative Sports Commission Bylaw, as amended, is hereby further amended.
2. Section 36(3) is deleted and replaced with the following:  
  
“(3) A contestant, judge or referee licence may be for a term of either one (1) day or one (1) year.”
3. In **SCHEDULE “A”**, under the headings indicated:  
  
(a) after:

	<b><u>New Application Fee</u></b>				<b><u>Renewal Fee</u></b>			
	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
“Judge or Referee Licence (annual fee)”	\$191	\$191	\$194	\$198	\$146	\$146	\$149	\$152”

the following is added:

	<b><u>New Application Fee</u></b>				<b><u>Renewal Fee</u></b>			
	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
“Judge or Referee Licence (one day)”	\$50	\$50	\$51	\$52	n/a	n/a	n/a	n/a”

- (b) after:

	<b><u>New Application Fee</u></b>				<b><u>Renewal Fee</u></b>			
	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
“Contestant (annual fee)”	\$191	\$191	\$194	\$198	\$146	\$146	\$149	\$152”

the following is added:

	<u>New Application Fee</u>				<u>Renewal Fee</u>			
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
"Contestant (one day)"	\$50	\$50	\$51	\$52	n/a	n/a	n/a	n/a"

4. This bylaw comes into force on the day it is passed.

### **Previous Council Direction/Policy**

On 2018 July 18, the SPC on Community and Protective Services received CPS2018-0921 (2017 Calgary Combative Sports Commission Annual Report) for information.

On 2017 May 03, the SPC on Community and Protective Services received CPS2017-0377 (2016 Calgary Combative Sports Commission Annual Report) for information.

On 2016 May 04, the SPC on Community and Protective Services received CPS2016-0326 (2015 Calgary Combative Sports Commission Annual Report) for information.

On 2015 December 02, the SPC on Community and Protective Services received CPS2015-0704 (2014 Calgary Combative Sports Commission Annual Report) for information. This was the first annual report following the CCSC governance review and referenced Bylaw changes that supported recommendations resulting from the review.

On 2014 November 3, Council approved PFC2014-0761 (Governance Update – Calgary Combative Sports Commission), which included amendments to the Calgary Combative Sports Commission Bylaw 53M2006. These amendments fulfilled direction provided as part of the 2014 governance review. On 2014 June 9, Council approved PFC2014-0418 (Governance Review – Calgary Combative Sports Commission), which included nine recommendations to be implemented as part of the governance review. These recommendations detailed the transfer of administrative function from Calgary Combative Sports Commission to Administration, amendments to the Combative Sports Commission Bylaw 53M2006, a new fee structure and Calgary Combative Sports Commission annual reporting.



## 2018 Calgary Combative Sports Commission Annual Report



## 2018 Calgary Combative Sports Commission Annual Report







### Introduction

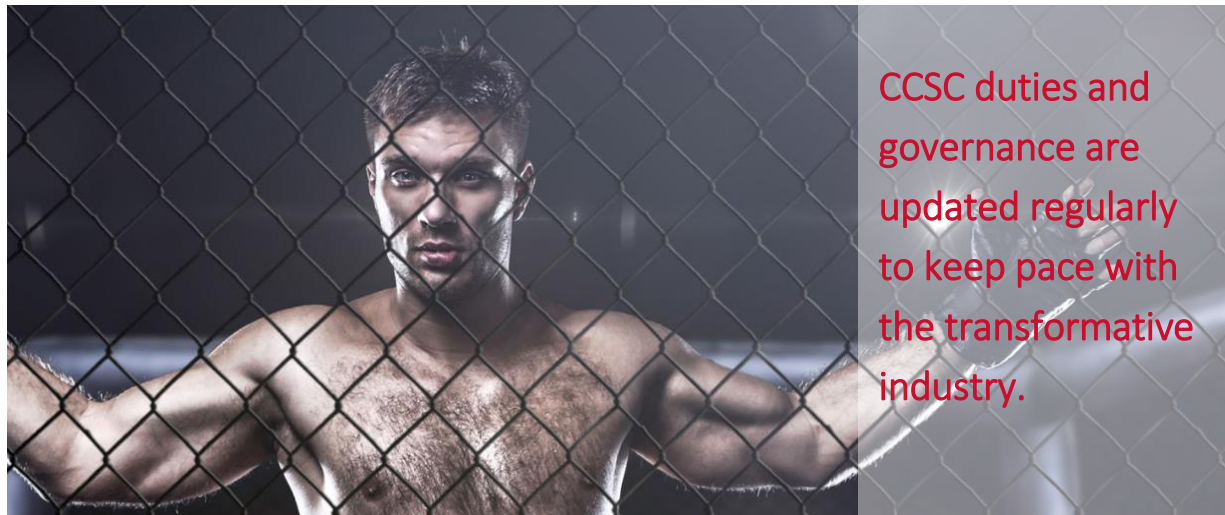
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For over 100 years, the Calgary Combative Sports Commission (CCSC) has been responsible for the regulation, governance and supervision of combative sports in Calgary. CCSC's mandate is to ensure all events are conducted in the safest possible environment for participants, officials, and spectators, minimizing the inherent risks associated with combative sports.

CCSC keeps pace with rapidly-evolving industry standards by frequently reviewing its rules and regulations, while actively communicating and working with similar regulatory bodies across North America.

Strategic, operational, and regulatory functions are performed by CCSC board member volunteers, with support from Administration. CCSC is funded through a cost recovery model, where costs associated with its regulatory activities are recovered from fees paid by combative sports promoters when staging an event.

The 2018 annual report provides an overview of enhancements, a summary of sanctioned events, and event trends. Also included in the report is a review of the current combative sports model, responses and actions for improvement, succession planning and a financial overview.



### Enhancements

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CCSC has created two key internal documents aimed at improving the safety and supervision of combative sports: an inspector manual and a ringside physician guide. These two initiatives ensure consistent standards are delivered at all combative sports events in Calgary, allowing easier onboarding of new doctors and inspectors, with clearly outlined roles, procedures, and expectations.

#### Inspector Manual:



Inspectors are responsible for constant supervision of competing fighters, from the dressing room until post fight, on behalf of CCSC. These individuals play a critical role in safety and oversight, working closely with the doctors and referees. This comprehensive manual and training tool outlines the inspectors' duties, expectations, and risk management protocols.

#### Ringside Physician Guide:

Recognizing the need to provide additional information to its ringside physicians, CCSC established detailed protocols and standards to ensure the highest level of care for the health, safety, and welfare of fighters. A thorough medical procedures guide was developed to ensure a consistent level of medical response is provided and maintained.

### Activity Summary

2018 Sanctioned Events				
Event	Date	Venue	Event Fee	Event Type
Ultimate Fighting Championship: UFC on Fox 30	2018-JUL-18	Scotiabank Saddledome	\$100,000	MMA
Dekada Fight Night	2018-SEP-08	Deerfoot Inn & Casino	\$6,000	Boxing
Dekada Fight Night	2018-NOV-03	Deerfoot Inn & Casino	\$6,000	Boxing

The biggest event regulated by CCSC in 2018 was Ultimate Fighting Championship (UFC) and it was their second time hosting a globally-televised Mix Martial Arts (MMA) event in Calgary. The event was seen by millions of viewers in the US, Canada, and around the world with over 10,000 fans attending live in the Scotiabank Saddledome. Calgary was actively promoted as the host city throughout the broadcast. This single UFC event provided more revenue to CCSC than all combined combative sports events in 2017.

### Review of Current Model

CCSC regularly reviews and updates its operating procedures. In 2017, a decline in the number of combative sports events being hosted in Calgary was noted. Following an environmental scan, CCSC identified the following:

- The ebb and flow of combative sports events is normal within the industry and is often reflective of the economy. Many other jurisdictions in Canada reported a decline in the number of combative sports events.
- A large Calgary promoter ceased their live event business in 2017. The gap in the market wasn't immediately filled, however, there are several new promoters scheduled in 2019 to begin hosting events in Calgary.

#### ***Did you know?***

Calgary's MMA rules were used by the UFC for the first time in July 2018 and have been adopted by other Commissions.



- Two promoters moved from hosting combined professional /amateur cards to amateur-only events. Although these events provide the same business and entertainment for Calgarians, they can be regulated by amateur sanctioning bodies.

CCSC is committed to facilitating the growth of combative sports in Calgary.

### Jurisdictional Scan:

Alberta is the only province without a provincial combative sports commission in Canada. Although CCSC has world class standards, a provincial commission provides the opportunity to apply consistent standards across the province and a tax supported commission could potentially offer lower fees to promoters.

### Participants Survey:

To further understand the recent decrease in combative sports events in Calgary, a stakeholder survey comprised of current and past promoters was conducted. The survey results showed several reasons for the decrease in events, including the availability of appropriate venues, the current economic climate, business opportunities in other jurisdictions, and the overall cost of promoting an event.

## Response and Action

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Recognizing the challenges faced by promoters, CCSC made efforts to reduce the cost of promoting combative sports in Calgary, as well as reducing CCSC's overall operational costs. Initiatives have been undertaken to support promoters and make combative sports a viable entertainment option within Calgary.

### Cost Saving Measures:

CCSC recognizes the impact of economic conditions on promoters and has responded by reducing the cost of promoting combative sports in Calgary, as well as the CCSC's overall operational costs through:

- Reducing honorarium expenses by almost 45 per cent in 2018, compared to 2017 expenses by streamlining the number of meetings and decreasing the number of required CCSC members to attend weigh-ins and events.
- Reducing business expenses by over 30 per cent in 2018, compared to 2017 expenses.
- Absorbing the cost of miscellaneous items such as interpreters and medical supplies, rather than passing these on to the promoter.

CCSC ensures that all cost saving measures support the cost recovery model and that CCSC finances are managed in a manner that prioritizes sustainability.

### Proposed Bylaw Amendment:

An amendment to the Combative Sports Commission Bylaw 53M2006 is being proposed, which will allow the contestant, judge or referee an option to be licensed for a single day, rather than the standard term of one year.

One day licences would cost \$50, a substantial reduction from the current \$191 charge to be licensed for one year. Even the smallest fight card would typically licence 8-16 contestants, so lowering this fee



would significantly reduce costs for the promoter.

### Provincial Commission:

Alberta is the only province in Canada with combative sports regulation at the municipal level. Although CCSC has world class standards, an Alberta provincial commission could provide the opportunity for more consistent application of safety and regulatory procedures in other areas of the province. CCSC supports the Alberta Urban Municipalities Association (AUMA) resolution of exploring the feasibility to establish a provincial combative sports commission.

CCSC has established a reputation as a respected authority in combative sport standards in the industry and received accolades for their concise and comprehensive oversight. CCSC has high standards, however, those standards are not consistent across the province. The AUMA 2017 Annual Conference noted how the current lack of consistency amongst combative sports commissions in Alberta poses risks for athletes' health and safety.

A provincial commission that can replicate the elite standards of CCSC would ensure consistent safety standards and could provide the prospect of government operational funding, which may reduce the cost to promoters. The CCSC will continue to actively support and cooperate in discussions around the establishment of a provincial commission.

### Succession Planning

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Due to the complexity and high-risk nature of combative sports regulation, succession planning is crucial for the CCSC. Over the past few years CCSC has taken steps to enhance its succession planning strategy which includes the ongoing documentation of procedures and the development of comprehensive operational guides. CCSC is training board members on core duties previously carried out by the Chair and assigning day-to-day operations to the Administrative support staff member.

***.... One of the highest-profile combative sports legal experts in North America praised Calgary's MMA rules, noting: "The compiled 'unified rules' as put together by Calgary... are the most comprehensive and reader-friendly that I have seen to date".***



## Board Members

Calgary Combative Sports Commission Board Members			
Member	Role	Current Appointment	Expiry Year*
<b>Shirley Stunzi</b> <i>Chair</i>	Member appointed by resolution of Council	2007	2019
<b>TJ Madigan</b> <i>Vice Chair</i>	Member appointed by resolution of Council	2012	2019
<b>Michael Gadde</b>	Member appointed by resolution of Council	2015	2019
<b>Shawn Hiron</b>	Member appointed by resolution of Council	2014	2019
<b>Allison Kavanagh</b>	Member appointed by resolution of Council	2013	2019
<b>Chad Ford</b>	Member appointed by resolution of Council	2018	2020
<b>Shane Moore</b>	Member appointed by resolution of Council	2017	2019
<b>Kent Pallister</b> <i>Non-voting</i>	Chief Licence Inspector (Non -Voting)	2015	2019

\*As per the Combative Sports Commission Bylaw members shall be appointed for two-year terms, expiring on the day of the Council's Organizational Meeting in the year of the expiry of the member's term. Members may serve a maximum of six consecutive years.



## Revenues and Expenditures

<b>Calgary Combative Sports Commission 2017 &amp; 2018 Statement of Revenues and Expenditures (\$000) 2019 &amp; 2020 Proposed Budget (\$000)</b>				
	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Proposed</u>	<u>2020 Proposed</u>
<b>Revenues/Other Funding Sources:</b>				
Event Fees	48	112*	42	36
Transfer to Contingency Fund **	0	(31)		
Draw from Contingency Fund	48	0	47	53
	<b>\$96</b>	<b>\$81</b>	<b>\$89</b>	<b>\$89</b>
<b>Expenditures</b>				
<b><u>Ongoing Operating Expenses</u></b>				
Salary, Wage and Benefits ***	22	26	26	27
Honorarium Expenses (attending meetings, weigh-in and events)	41	23	30	30
Business Expenses (parking, meeting supplies, bank service charge, conference)	16	11	12	12
Communication, IT, Contracted Services (including computer, phone, interpretation services, drug testing)	10	11	15	15
<b><u>CCSC Strategic Initiative Project</u></b>				
Technology Enhancements	7	0	0	0
Staff Training and Knowledge	0	0	3	2
Process Enhancements	0	10	3	3
	<b>\$96</b>	<b>\$81</b>	<b>\$89</b>	<b>\$89</b>
<b>Net Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Note:**

\*Includes UFC amount of \$100K.

\*\*As of December 31, 2018, the contingency fund balance was \$131K, which is approximately \$31K higher than previous year.

\*\*\*A portion of a supporting City staff position is funded as part of CCSC's cost recovery model.

\*\*\*\*CCSC special projects will continue into 2019 and 2020. The contingency fund will help support their operating requirements, as well as, the special projects to enhance sport safety, sustainability and customer service. The estimated ending balance of the contingency fund at 2020-year end will be \$31K.





## **Community Action on Mental Health and Addiction Strategic Framework**

### **EXECUTIVE SUMMARY**

This report provides an update on Community Action on Mental Health and Addiction (C2018-1443) including Public Safety near Supervised Consumption Services (C2019-0256). Since the Strategic Meeting of Council on 2018 December 19, Administration has conducted stakeholder engagement, undertaken a scan of approaches taken by other jurisdictions, participated with other key stakeholders in the Bloomberg Harvard City Leadership Initiative's Cross-Boundary Collaboration program, and engaged members of Council on the development of a Community Action on Mental Health and Addiction Strategic Framework (Attachment 1).

On 2019 March 4, Council endorsed actions that were currently underway and contributing to enhancing safety in the area around the supervised consumption services at the Sheldon M. Chumir Health Centre (Chumir SCS). Council authorized up to \$1 million in one-time funding to support actions that could be implemented immediately and directed Administration to develop an implementation plan (Attachment 2). The plan, in alignment with the strategic framework, details actions being implemented by The City, other orders of government, non-profit organizations and community partners.

The Community Action on Mental Health and Addiction Strategic Framework applies to the short-term actions currently underway around the Chumir SCS and provides a structure for the collaborative development of medium- and long-term actions. Governance for the development of the full Community Action on Mental Health and Addiction Strategy will be provided by a Leaders Forum (Attachment 3). This report also recommends that \$1 million be allocated to the testing of innovative initiatives through a fast pilot process as overseen by a Collaborative Investors Table (Attachment 4) to advance collaborative solutions. In addition, \$3 million for the purpose of providing a second year of funding for the programs currently funded through the Prevention Investment Framework with Mental Health and Addictions Lens (Attachment 5) is recommended to ensure that ongoing programs and supports demonstrating positive results are in place for individuals, families and the community.

## **Community Action on Mental Health and Addiction Strategic Framework**

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### **ADMINISTRATION RECOMMENDATIONS:**

That the SPC on Community and Protective Services recommends that Council:

1. Approve the terms of reference for the Community Action on Mental Health and Addiction Leaders Forum (Attachment 3) to guide the development of the associated strategy and direct Administration to develop a list of recommended members.
2. Forward this report (CPS2019-0755) to the 2019 July 29 Combined Meeting of Council with a supplemental attachment including the names of proposed members of the Community Action on Mental Health and Addiction Leader Forum as per the above recommendation.
3. Direct that Administration report back no later than Q4 2020 with a Community Action on Mental Health and Addiction Strategy and collaborative implementation plan guided by the strategic framework (Attachment 1).
4. Approve the terms of reference for the Mental Health and Addiction Collaborative Investors Table (Attachment 4).
5. Authorize Administration to allocate \$1 million of the previously earmarked funds to test promising initiatives through a fast pilot process, to be developed in collaboration with other potential funding partners who will form part of the Mental Health and Addiction Collaborative Investors Table.
6. Authorize Administration to allocate up to \$3 million of the previously earmarked funds for 2020, to maintain current programs funded through the Prevention Investment Framework with Mental Health and Addiction Lens that are demonstrating positive results.

### **PREVIOUS COUNCIL DIRECTION/POLICY**

On 2019 March 4, Council authorized administration to allocate up to \$1 million in one-time funding from Council's Community Action for Mental Health and Addiction initiative to support immediate actions that contribute to enhanced safety near the supervised consumption service site. Council directed Administration to develop an implementation framework and report back to Council through SPC on Community and Protective Services no later than 2019 Q2.

On 2019 February 13, Council directed Administration to consider information from the panel presentations and discussion at the SPC on Community and Protective Services when developing recommendations. Administration was directed to report to Council with an update on actions taken to date to address Notice of Motion C2019-0123 from 2019 February 4.

On 2019 February 4, through Notice of Motion C2019-0123 Responding to Public Safety Issues at Sheldon M. Chumir Health Centre's SCS Facility, Council directed Administration to develop a set of immediate actions to respond to public safety issues near the supervised consumption services site and report to Council through the SPC on Community and Protective Services at the 2019 February 13 meeting.

On 2018 December 19 (C2018-1443), Council directed Administration to incorporate the feedback from the facilitated discussion at the meeting, in developing strategic actions, initial policy directions, targets, measures, and a governance framework as part of a Community

## **Community Action on Mental Health and Addiction Strategic Framework**

Mental Health and Addictions Strategy, and return to Council through the SPC on Community and Protective Services no later than Q2 2019. Council also referred a proposed amendment to Administration (Attachment 6) to consider when developing the governance of the Community Mental Health and Addiction Strategy.

On 2018 October 15, Council approved the revised Terms of Reference for the Prevention Investment Framework with Mental Health and Addiction Lens (Attachment 5) to provide guidelines for awarding 2019 funds, as directed in Notice of Motion C2018-0956.

On 2018 July 30, Council approved the following resolutions in the Notice of Motion C2018-0956:

- That Council earmark up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addiction Strategy over the next five years, with \$15 million allocated to the Community Services Prevention Investment Framework, The City's necessary FCSS contributions, and other short-term initiatives in areas such as Crime Prevention Through Environmental Design, and that the remaining \$10 million be earmarked to seed funding for initiatives resulting from the strategy described below, subject to adoption of a governance and decision-making framework;
- That Administration convene a community-wide mental health, addiction and crime prevention strategy, modeled on the systems approach taken in the Ten-Year Plan to End Homelessness and Enough for All, involving a broad base of community stakeholders and leveraging partnerships with service providers and other orders of government; and
- That Administration report to Council through the SPC on Community and Protective Services with guidelines for awarding initial 2019 funds from the fund using the Prevention Investment Framework with the addition of a mental health and addiction lens, no later than 2018 October; and a scoping report and work plan for the development of the community strategy for Council's consideration to a Strategic Session of Council, no later than Q1 2019.

## **BACKGROUND**

Each year, one in five people experience a mental health problem or mental illness. Mental illness affects people of all ages, education, income levels and cultures. Mental illness is a leading cause of disability in Canada, and economic recessions, unemployment, income decline, and unmanageable personal debt are associated with poor mental wellbeing, increased rates of mental disorders, substance use disorders, and suicidal behaviours. The proportion of Calgarians who feel their mental health is excellent or very good has decreased from 77 per cent in 2005 to 72 per cent in 2014. As of Q4 2018, the Calgary Zone continues to have the highest number and rate of accidental poisoning deaths involving fentanyl in Alberta, with an average of six deaths per week with 60 per cent of these types of deaths occurring at the individual's home address. In response to community concerns about mental health, substance use, and neighbourhood disorder, Council approved the Community Action on Mental Health and Addiction Notice of Motion on 2018 July 30.

Issues related to mental health and addiction are complex and often require the involvement of numerous programs and systems. Finding the right support at the right time can be a time-consuming challenge for individuals and their families. To provide Council with a deeper understanding of the issues facing Calgarians, a Strategic Council Meeting was held on 2018 December 19. A panel of key stakeholders provided an overview of the complex issues of

## **Community Action on Mental Health and Addiction Strategic Framework**

mental health, addiction, and community safety in Calgary. Input from Council, combined with information gathered through stakeholder engagement sessions and research into approaches to address mental health, addiction, and related community safety issues in other jurisdictions, contributed to the development of a Community Action on Mental Health and Addiction Strategic Framework (Attachment 1). The Framework provides a model for short-term actions that can be implemented immediately, as well as medium- and long-term actions that will be developed under the direction of a Leaders Forum (Attachment 3).

On 2019 February 13, a panel of stakeholders with specific knowledge and perspectives about public safety, approaches to addiction treatment, and the experiences of residents and businesses in the Beltline area provided the SPC on Community and Protective Services with information that contributed to the development of an implementation plan (Attachment 2) to enhance safety near the Chumir SCS. Short-term actions to address crime and social disorder are integral to supporting long-term community-wide mental health, addiction and crime prevention strategies.

In 2018 November, Calgary was chosen as one of ten international cities to participate in the Bloomberg Harvard City Leadership Initiative's Cross-Boundary Collaboration program. Calgary selected a team of eight people (Attachment 7) including community members who participated in the program from 2018 December to 2019 May with the Community Action on Mental Health and Addiction as the project of focus. The program included learning through an intensive week-long workshop, project meetings in Calgary facilitated by Harvard faculty, virtual learning sessions, case study review and regular access to resources and faculty through conference calls. The Community Action on Mental Health and Addiction project has benefited from involvement in this program through greater understanding of the strategic dimensions of collaboration, shared goal setting, authentic inquiry and mobilizing the full resources of a community. In addition, the program offered opportunities to build and expand relationships and to learn from other jurisdictions tackling complex social issues.

As directed by Council, this report provides a governance model for the development of the Community Action on Mental Health and Addiction Strategy. Attachment 3 provides terms of reference for a Leaders Forum that will provide the legitimacy and stakeholder support required to develop a sustainable collaborative strategy. In addition to the Leaders Forum, Administration is recommending the establishment of a Collaborative Investors Table to advance innovative fast pilot projects. Attachment 4 provides terms of reference for a Collaborative Investors Table that would be accountable for the allocation of funds for the fast pilot initiatives. Administration recommends that \$1 million be allocated to support the testing of innovative projects through a fast pilot process. These funds will be used to leverage additional funds from other potential investors.

To reduce any service gaps, Administration is also recommending the allocation of up to \$3 million in one-time funding for programs that are currently funded through the Prevention Investment Framework with Mental Health and Addiction Lens and are demonstrating positive results. This funding will be governed by the Prevention Investment Framework with Mental Health and Addiction Lens Terms of Reference (Attachment 5).

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

## **Community Action on Mental Health and Addiction Strategic Framework**

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### ***Strategic Framework***

In collaboration with key stakeholders, Administration developed the Community Action on Mental Health and Addiction Strategic Framework (Attachment 1). The framework incorporates multiple sources of information including input from members of Council; local stakeholder engagement; research into mental health, substance use, and community safety context and approaches taken in other jurisdictions; as well as learnings gained through participation in the Bloomberg Harvard City Leadership Initiative's Cross-Boundary Collaboration program.

On 2018 December 19, Council's facilitated discussion resulted in themes of addressing the root causes of mental health issues and addiction, increasing individual and community support, reducing the stigma of mental illness, and having access to help and support. These themes are reflected within the strategic framework through the public value statement and the proposed policy directions and outcomes.

In 2019 April, Administration hosted engagement sessions with key stakeholders to seek further insight about the nature of mental health, addiction, and community safety issues in Calgary. Categories of themes that emerged include system collaboration, service access and navigation, supports outside the formal "system", and stigma and awareness. Administration also heard support for The City taking a leadership role and fostering collaboration among stakeholders, and the importance of policy change and policy advocacy within organizations and at all levels of government. Attachment 8 describes in detail the stakeholder engagement process and results.

Administration conducted a scan of strategies and frameworks at the municipal, provincial, national, and international levels on the topics of mental health, addiction and social disorder. Approaches including access to and coordination of services; stigma reduction; prevention and early intervention; a focus on root causes; integration of governance, funding, and policy; and data, evidence, and research are common across many jurisdictions. The inclusion of these approaches in the strategic framework supports stronger alignment and opportunities for collaboration with stakeholders at the provincial and national level.

One of the tools introduced in the Bloomberg Harvard City Leadership Initiative's Cross-Boundary Collaboration program was the "strategic dimensions of collaboration". The theory underlying the tool indicates that successful collaborative efforts to address complex social issues require operational capacity, legitimacy and support, and a clear statement of public value. Local participants in the program collaboratively developed the public value statement that forms the basis of the strategic framework: *creating hope and strengthening support for people, families and communities living with mental health issues and addictions in order to improve quality of life.*

The Community Action on Mental Health and Addiction Strategic Framework outlines at a high level the outcomes, strategic actions, policy directions, and public value of the strategy. The framework demonstrates how the short-term actions identified in the implementation plan are included in the Community Action on Mental Health and Addiction Strategy, which will be fully developed to include medium- and long-term actions by Q4 2020.

### ***Implementation Plan for Public Safety near Supervised Consumption Services***

In response to Council direction in 2019 February, Administration has worked collaboratively with internal and external stakeholders to identify actions that can be implemented in the short

## **Community Action on Mental Health and Addiction Strategic Framework**

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term to address safety near the Sheldon M Chumir Health Centre. Short-term actions that were endorsed by Council are either underway or being discussed and monitored through the implementation plan (Attachment 2). The plan was developed in partnership with key stakeholders including multiple City business units, other orders of government, non-profit organizations and community partners. The implementation plan details actions being taken by these stakeholders to respond to public safety. The plan contains associated timelines, internal and external partners, and performance measures and progress reporting. Administration is committed to ongoing collaboration with key stakeholders and reporting quarterly, as required, on the progress made on each action.

Future updates on the actions highlighted in C2019-0256, Update on Public Safety near Supervised Consumption Services, will be linked with Community Action on Mental Health and Addiction. Combined reporting will foster alignment between short- and long-term strategies.

### **Governance**

Governance for the development of the Community Action on Mental Health and Addiction Strategy will be provided by a Leaders Forum that includes representation from key stakeholders. Terms of reference for the Leaders Forum (Attachment 3) outline the mandate, membership, and process for establishing this limited term governance body. Proposed membership has been determined based on a systems approach, similar to that taken by the Ten-Year Plan to End Homelessness and the Enough for All Poverty Reduction Initiative. Membership includes representation from provincial and municipal government; Administration; and other public, private, and non-profit sector organizations. To ensure a balance of representation, the recommended membership includes the Mayor and a member of the Alberta government as co-chairs, two additional members of Council, and representatives from the health and education sectors.

The composition of the Leaders Forum reflects Administration's consideration of an amendment that was referred on 2018 December 19 regarding C2018-1443 (Attachment 6). The recommended membership of three members of Council including the Mayor and the Chair of the Standing Policy Committee on Community and Protective Services is similar to what was proposed in the amendment. Membership of the Leaders Forum would also include a participant from the Bloomberg Harvard City Leadership Initiative's Cross-Boundary Collaboration program to ensure integration of that collaborative learning experience in the ongoing strategy development process.

A full governance diagram is included as Attachment 9.

### **Investment**

To encourage innovation and test potential solutions while the strategy is in development, Administration recommends allocating \$1 million from the previously earmarked funds to support fast pilot projects as governed by a Collaborative Investors Table. As described in the terms of reference for the Collaborative Investors Table (Attachment 4), fast piloting is a method of supporting innovative ideas by investing in an iterative cycle of testing and modification. "Fast" refers to the short length of time between pitching an idea and receiving the funds to test and improve it, and the relative speed of gathering data and using them to make iterative improvements to the project. The City investment would act as seed funding used to leverage funding from other potential community investors to support the fast pilot process. The fast pilot process complements the traditional proposal-based program assessment and delivery method

## **Community Action on Mental Health and Addiction Strategic Framework**

used through the Prevention Investment Framework with a Mental Health and Addiction Lens, as it promotes innovative solutions to the complex issues of mental health, addiction and safety. Administration's previous experience with the collaborative funding model has led to increased coordination of funding, reduced burden on organizations, and client-centered program design with positive results.

In 2019, 19 non-profit organizations received funding through the \$3 million in funding made available through the Prevention Investment Framework with Mental Health and Addiction Lens. Using a mid-term progress report from currently funded organizations, Administration will assess the preliminary progress these programs are making in the lives of Calgarians. Funding in 2020 will only be for programs that demonstrate progress and positive outcomes. Up to \$3 million of the already earmarked dollars is requested through this report to reduce any service gaps that will be created if these programs cease to operate after 2019, prior to the full development of the Community Action on Mental Health and Addiction Strategy.

### **Stakeholder Engagement, Research and Communication**

The engagement process for the Community Action on Mental Health and Addiction Strategy has been planned in two phases. The purpose of the first phase was to identify the mental health, addiction, and community safety issues in Calgary and the challenges and opportunities to address them. Administration conducted the first phase of stakeholder engagement in 2019 April, with more than 80 people representing over 40 organizations, five City business units, and people with lived experience of mental health and addiction issues. Further details about the process and results of engagement are provided in Attachment 8.

The second phase of engagement is planned for late summer 2019 and will include a broader representation of stakeholders. The purpose of the second phase is to identify further opportunities and solutions to include in the Community Action on Mental Health and Addiction Strategy.

Administration conducted a scan of strategies and frameworks at the municipal, provincial, national, and international levels on the topics of mental health, addiction, and social disorder. The information collected in the scan was used to inform the development of the strategic framework.

### **Strategic Alignment**

The development of a Community Action on Mental Health and Addiction Strategy aligns with the following 2019-2022 Citizen Priorities for One Calgary: a prosperous city, a city of safe and inspiring neighbourhoods, a healthy and green city, and a well-run city.

### **Social, Environmental, Economic (External)**

Mental health and addiction issues result in social and economic costs for individuals, families, and communities. A socially sustainable city is one that intentionally promotes good mental health and wellness by fostering a sense of belonging and building resilience to adversity. By working together with community partners and other orders of government to address the social determinants of health and other root causes of mental health, addiction, and social disorder issues, a city can increase its social sustainability, reduce social inequality, and reduce spending on health care, the justice system, and social services due to preventable causes.



## **Community Action on Mental Health and Addiction Strategic Framework**

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### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Calgary City Council earmarked up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addiction Strategy for 2019-2023, with \$15 million for the Community Services Prevention Investment Framework and the \$10 million earmarked to seed funding for initiatives resulting from the strategy. To date, \$4 million has been allocated to programs and services that respond to immediate and critical needs in the community.

The current report recommends that \$1 million be allocated from the earmarked funds to support fast piloting initiatives in collaboration with other local funding partners, and that up to \$3 million be allocated from the earmarked funds in 2020 to maintain current programs.

Should these allocations be approved, a total of \$8 million will have been drawn from the earmarked funds leaving \$17 million to be allocated through further direction in the future.

#### ***Current and Future Capital Budget:***

There are no current or future capital budget implications to this report.

### **Risk Assessment**

Due to the urgent nature of mental health, addiction and community safety issues in Calgary, there is pressure from the community to respond with immediate action. Focusing exclusively on short-term, reactive response could consume the time and resources required to work on approaches that address prevention; alternatively, not addressing short-term issues could exacerbate the situation. To mitigate this risk, the recommended strategy framework balances both the immediate implementation of actions and the development of long-term approaches.

The responsibility for promotion, prevention, and treatment related to mental health, addiction, and community safety is shared among all orders of government, the non-profit and private sectors, and the community. There is a risk that The City of Calgary could assume accountability for services beyond its mandate as a municipality. Although the impact of the financial risk of this would be high, the likelihood of it occurring is low. Effective governance and collaboration with all stakeholders provides a conduit for ongoing communication and clarification of roles and responsibilities. The proposed Community Action on Mental Health and Addiction Leaders Forum and the Mental Health and Addiction Collaborative Investors Table will support mitigation of this risk.

Using funds for fast pilot projects presents a potential financial risk as there is a chance that some initiatives may not deliver on outcomes as expected; however, diversifying The City's investment in a variety of pilot projects should maximize overall results while minimizing the impact of less successful projects. The City's risk is also lessened by leveraging investment from other funders.

#### **REASONS FOR RECOMMENDATIONS:**

The proposed governance model provides the flexibility needed to collaborate with key stakeholders as well as the accountability needed to make decisions about the allocation of public funds. A referral of this report to the 2019 July 29 Combined Meeting of Council will allow

### **Community Action on Mental Health and Addiction Strategic Framework**

sufficient time for Administration to assemble a list of proposed members of the Leaders Forum for Council's consideration.

Administration will continue to engage with stakeholders and communicate to members of Council quarterly, as required, on the short-term actions within the implementation plan. In this way, Administration will continue to continue to keep Calgarians and members of Council informed while taking the time needed to develop the Community Action on Mental Health and Addiction Strategy by 2020 Q4.

In order to seek innovative approaches to mental health, addiction, and crime prevention issues, an open, flexible fast pilot funding process will support the identification and testing of promising initiatives.

An investment of up to \$3 million dollars from previously earmarked funds will reduce any service gaps that could be created if programs that received one-time funds in 2019 and are demonstrating success cease to operate prior to the development of the Community Action on Mental Health and Addiction Strategy.

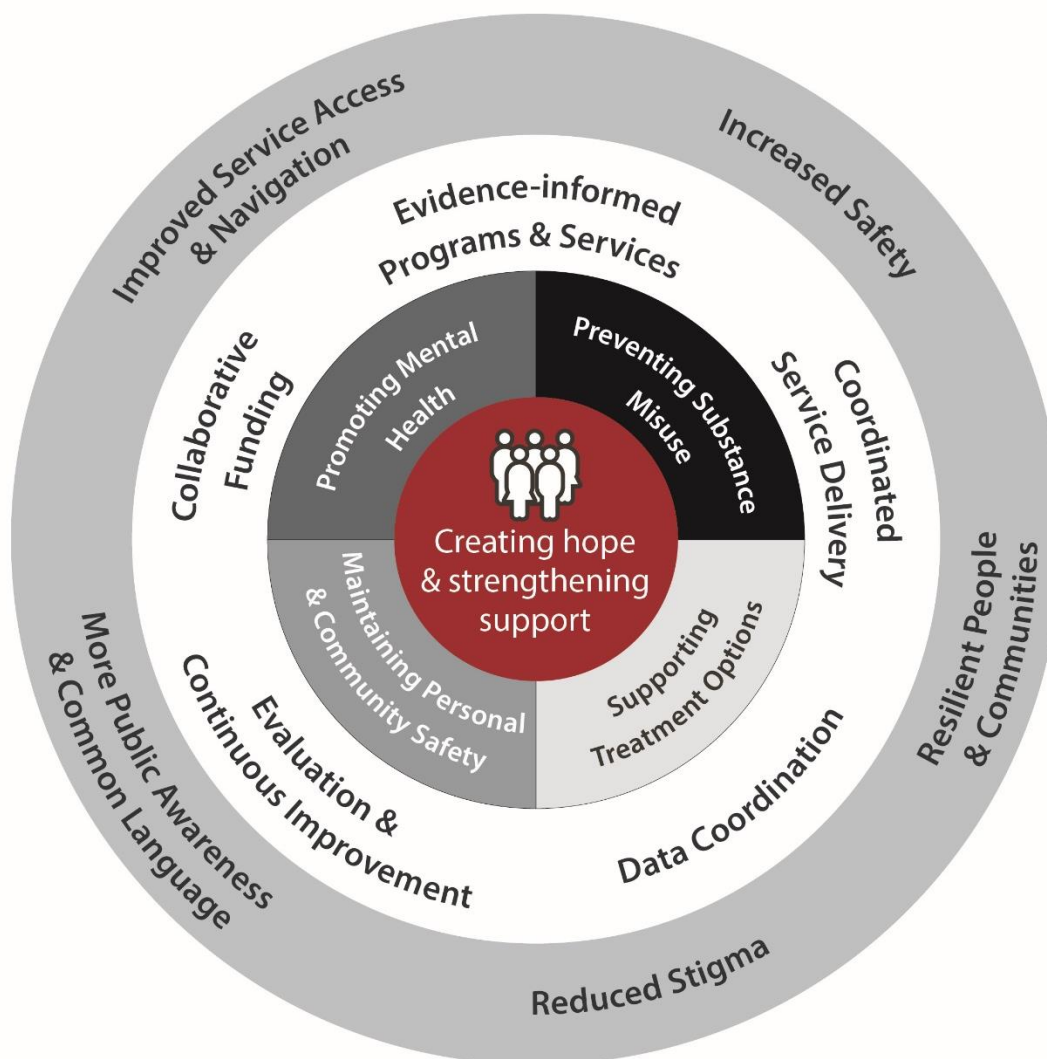
#### **ATTACHMENTS**

1. Attachment 1 – Community Action on Mental Health and Addiction Strategic Framework
2. Attachment 2 – Community Action on Mental Health and Addiction Short-Term Actions Implementation Plan
3. Attachment 3 – Community Action on Mental Health and Addiction Leaders Forum Terms of Reference
4. Attachment 4 – Community Action on Mental Health and Addiction Collaborative Investors Table Terms of Reference
5. Attachment 5 – Prevention Investment Framework with Mental Health and Addiction Lens Terms of Reference
6. Attachment 6 – Strategic Meeting of Council Referred Motion
7. Attachment 7 – Bloomberg Harvard City Leadership Initiative Participants
8. Attachment 8 – Community Action on Mental Health and Addiction Phase 1 Report Back Summary: What We Heard
9. Attachment 9 – Community Action on Mental Health and Addiction Governance Structure



## Community Action on Mental Health and Addiction Strategic Framework

This strategic framework outlines the proposed policy directions, strategic actions, and results that will be sought within Calgary's Community Action on Mental Health and Addiction Strategy. The framework was developed in collaboration with local stakeholders and with input from engagement and research activities.



## Elements of the strategic framework

At the centre of the framework diagram is the core **public value** that The City and key stakeholders aim to collaboratively achieve in advancing the strategy:

*Creating hope and strengthening support for people, families and communities living with mental health issues and addictions in order to improve quality of life*

The next circle outlines the **policy directions** that the Community Action on Mental Health and Addiction Strategy will take to support the achievement of the public value statement: to promote mental health, prevent substance misuse, support comprehensive treatment options including harm reduction, and maintain personal and community safety.

The white circle contains the **strategic actions** that The City and key stakeholders will undertake in collaboration.

The outer grey circle includes the **outcomes** that the strategy aims to achieve over the short, medium, and long term.

## Community Action on Mental Health and Addiction Short-Term Actions Implementation Plan

The implementation plan aligns directly with the Community Action on Mental Health and Addiction strategic framework.

The plan is focused on the **policy direction** of maintaining personal and community safety. It identifies short-term actions that align with each of the **strategic actions** within the strategic framework, with the greatest number of actions related to coordinated service delivery.

**Outcomes** of the short-term actions identified in the implementation plan relate primarily to increased safety.

The implementation plan uses a series of acronyms for brevity, the dictionary below provides a quick reference for these acronyms.

### Acronym Dictionary

AHS – Alberta Health Services

CPS – Calgary Police Service

CPTED – Crime Prevention Through Environmental Design

DOAP – Downtown Outreach Addiction Partnership

NoM – Notice of Motion C2019-0123

SCS – Supervised Consumption Services

COMMUNITY ACTION ON MENTAL HEALTH AND ADDICTION SHORT-TERM ACTIONS IMPLEMENTATION PLAN				
MEASURES				
<ul style="list-style-type: none"> <li>• Number of overdoses responded to by Safeworks Staff</li> <li>• Per cent of violent incidents when compared to the 3 year average</li> <li>• Per cent of Beltline residents proud to tell others what community they live in</li> </ul>				
Process	Action	Start Date	Status	Primary Stakeholders
Coordinated Service Delivery	Increase security at City-owned properties surrounding the SCS (NoM 10)	Q2, 2019	Implemented	The City; CPS
	On-site protective services in and around the SCS 24/7	Q1, 2019	Implemented	AHS; The City; CPS
	Targeted short-term police resourcing solutions near SCS	Q1, 2019	Implemented	CPS; AHS
	Targeted enforcement to disrupt illicit drug supply at Central Memorial Park	Q1, 2019	Implemented	CPS
	Increase security surveillance capabilities in Central Memorial Park and Haultain (NoM 11)	Q3, 2019	In Development	The City; AHS
	CPTED review of Central Memorial Park and surrounding area (NoM 6)	Q3, 2019	In Development	The City; AHS
	Improve communication/relationships with stakeholders	Q1, 2019	Implemented	The City; AHS; CPS; Non-Profit; Community
	Expand DOAP Program dedicated to the Beltline (NoM 1)	Q1, 2019	Implemented	Alberta Health; Alpha House; AHS
	Resources to support community driven programming (NoM 7)	Q2, 2019	Implemented	The City; Community
	Collaborate with condo associations and business groups on security	Q4, 2019	Not Started	The City; Community
	Increase mobile AHS support staff to monitor around SCS. Additional AHS support for communications activities related to SCS to address concerns (NoM 5)	Q1, 2020	Implemented	The City; AHS; Community
Data Coordination	Review of needle box locations (NoM 8)	Q3, 2019	In Development	The City; Alpha House
	Implementation of daily needle cleanups near the SCS (NoM 9)	Q1, 2019	Implemented	Alberta Health; Alpha House; The City
	Data sharing between partners to assist in informing decisions	Q1, 2019	Implemented	The City; AHS; Non-Profit
Collaborative Funding	Request that the federal government contribute to the public safety related costs	Q1, 2019	Implemented	Other orders of government
	Resources for a Peer Outreach Team	Q2, 2019	Implemented	AHS; The City; Non-profit
	Engagement at the SCS Community Liaison Committee on a permanent police presence in Centre City (NoM 12)	Q1, 2020	Not Started	CPS; AHS; Community
	Call on the federal government to convene a federal-provincial-municipal working group	Q1, 2019	Implemented	Other orders of government
Evaluation & Continuous Improvement	Reporting process demonstrates actual number of referrals at SCS	Q1, 2019	Implemented	AHS; Non-profits
	Review operations at the SCS to address intake and outpatient optimization (NoM 4)	Q4, 2019	Not Started	AHS; The City; Non-profits
	Engaging Vulnerable People training provided by the Drop-In Centre.	Q3, 2019	In Development	The City; The Drop-In Centre
Evidence-Informed Programs & Services	Coordination function to support cross corporate team	Q2, 2019	Implemented	The City; Community; Business; AHS; CPS
	Maintain Joint Encampment team to address root causes of homelessness	Q1, 2019	Implemented	The City; Alpha House
	Onsite psychologists and psychiatrists within SCS (NoM 2)	Q1, 2020	Not Started	AHS
	Develop comprehensive treatment strategies associated with the SCS Facility (NoM 3)	Q1, 2020	Not Started	AHS
	Investigate CPS and AHS clinicians partnering to help SCS clients	Q1, 2020	Not Started	CPS; AHS
	Provision of a safe space for people to go after they use the SCS	Q1, 2020	Not Started	AHS; The City;



# Community Action on Mental Health and Addiction Leaders Forum Terms of Reference

## Authority

As directed by Notice of Motion C2018-0956 Community Action on Mental Health and Addiction, Administration will “convene a community-wide mental health, addiction and crime prevention strategy, modeled on the systems approach taken in the Ten-Year Plan to End Homelessness and Enough for All, involving a broad base of community stakeholders and leveraging partnerships with service providers and other orders of government.”

## Mandate

The Community Action on Mental Health and Addiction Leaders Forum (Leaders Forum) oversees the development of the Community Action on Mental Health and Addiction Strategy, including principles, priorities and strategic actions, and the engagement of community, key stakeholders and other orders of government as required to develop the strategy.

## Responsibilities

The Leaders Forum’s responsibilities include:

- i. Advising on the application of the strategic framework and the creation of principles, priorities and partnerships for the development of a Community Action on Mental Health and Addiction Strategy;
- ii. Advising on the overall engagement and consultation approach to strategy development;
- iii. Advising the Administration Working Group with respect to developments, emerging issues and risks;
- iv. Receiving periodic progress reports from the Administration Working Group, as required; and,
- v. Endorsing of the overall Community Action on Mental Health and Addiction Strategy.

## Membership

The Leaders Forum will be composed of members of Council, Administration, and public members. A complete list of recommended members will be presented by Administration for consideration to Council who will appoint the members, by resolution, at the 2019 July 29 Combined Council Meeting.

The Leaders Forum will be composed of up to 13 members, including:

- i. The Mayor, the chair of the Standing Policy Committee on Community and Protective Services, or designate, and one other elected official from Calgary’s City Council;
- ii. The Associate Minister of Mental Health and Addictions from the Government of Alberta, or designate;
- iii. One member of City of Calgary Administration Senior Management Team, or designate; and
- iv. One voting non-binding member representing each of:
  - a. Calgary Police Service
  - b. Alberta Health Services
  - c. Bloomberg Harvard City Leadership Initiative from Calgary’s Cross-Boundary Collaboration program team
  - d. Calgary Council for Addiction and Mental Health

- e. Alberta Family Wellness Initiative
- f. Primary and secondary education
- g. Community Action on Mental Health and Addiction Collaborative Investors Table
- h. The business community with an interest in mental health.

Additional members may be added as required by decision of the Leaders Forum. All members will serve for the duration of the Leaders Forum. The Leaders Forum will conclude by Q4 2020.

### **Chair**

- i. The co-Chairs of the CAMHA Leaders Forum will be the Mayor of The City of Calgary and the Associate Minister of Mental Health and Addiction, Government of Alberta.
- ii. The co-Chairs will serve for the duration of the CAMHA Leaders Forum.

### **Meetings & Quorum**

- i. The Leaders Forum will meet on a schedule as determined appropriate by the co-Chairs to meet timelines for the development of the Community Action on Mental Health and Addiction Strategy.
- ii. Meetings of the Leaders Forum may be called or cancelled at the call of one of the co-Chairs with notice provided via email.
- iii. Quorum is achieved when at least fifty per cent of the members are in attendance including a minimum of one member of Calgary's City Council.
- iv. Members of the Leaders Forum may elect to adopt the rules, procedures, and best practices as required to support a collaborative and cooperative community-based strategy development model.
- v. Agendas, minutes and logistics for the meetings will be prepared by City Administration.

### **Subcommittees**

The Leaders Forum will establish subcommittees to undertake specific work as required. Subcommittees shall draw on members of the community engaged in the work related to mental health, addiction and community safety.

### **Decision-making**

The Leaders Forum will follow a consent-based decision-making model in which "consent" is understood to mean the absence of objections. Accordingly, for any proposal under consideration before the Leaders Forum, all members will be provided the opportunity to express their opinions before a decision is made. If any member objects to the proposal under consideration, then the proposal as it is currently stated fails. The member, in stating his or her objection, accepts the responsibility of making a counter-proposal to the Leaders Forum. If the counter-proposal is not accepted by the Leaders Forum, or if there are additional objections, then the disagreement will be formally documented in the meeting minutes, and the objections and proposal will be tabled for future consideration or revision.

### **Reporting Requirements**

The Leaders Forum will report to Council through the Standing Policy Committee on Community and Protective Services.

**Code of Conduct**

Citizen members of the Leaders Forum agree to abide by the Council Policy CC045 “Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees”.<sup>1</sup>

**Not in Scope**

The following activities are not within the scope of the Leaders Forum:

- i. The implementation of The City’s commitments for the Community Action on Mental Health and Addiction Strategy including the review and evaluation of initiatives and proposals requesting funding.
- ii. Changes and/or amendments to The City’s or any stakeholder organization’s service delivery activities, operating and/or capital budgets.

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<sup>1</sup> <https://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/CC045-Code-of-Conduct-for-Citizen-Members.pdf>

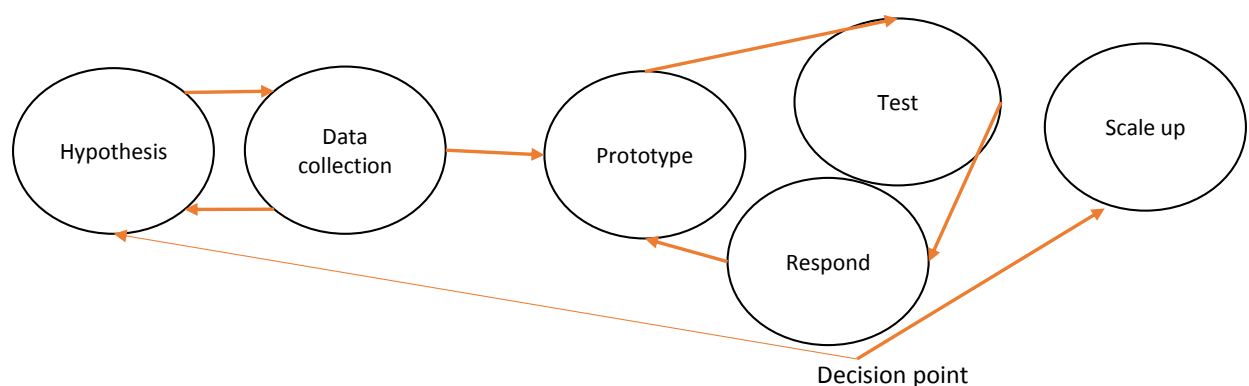


# Community Action on Mental Health and Addiction Collaborative Investors Table Terms of Reference

## Background

Issues related to mental health, addiction and safety are continuing to affect Calgarians and those around them. According to *Valuing Mental Health*<sup>1</sup>, one in five Albertans deals with mental health and addiction issues, or both. Their friends, families, neighbors and colleagues are impacted, either directly or indirectly. There is an unprecedented increase in both awareness and demand for more specialized services, which has created the need for additional resources and the availability of a wide range of programs and services. These include long-term, evidence-based approaches, as well as emerging fast pilot projects that promote innovation and timely response to the complex nexus of issues related to mental illness, addiction and safety.

Fast pilot projects (also referred to as lean or rapid experiments) are innovative, data-driven projects that aim to solve complex, multi-dimensional problems. They use an iterative process to continually test, implement and adjust a proposed solution. They are an efficient way to deliver new solutions, as implementation can start with limited resources, with a view to scale up once there is enough evidence. The process of fast piloting is depicted in the following diagram, which is adapted from the *Stanford Social Innovation Review*<sup>2</sup>.



## Purpose of the Collaborative Investors Table

The Collaborative Investors Table will engage community partners in innovative approaches to invest in fast pilot projects to address issues related to mental health, addictions and public safety, in an accelerated and efficient manner. This approach complements other funding strategies that follow established proposal-based application processes.

<sup>1</sup> Alberta Mental Health Review Committee. (2015). *Valuing Mental Health*. Edmonton, AB: Author.

<sup>2</sup> Murray, P. & Ma, S. (2015). The Promise of Lean Experimentation. *Stanford Social Innovation Review*, Summer 2015.

### **Guiding Principles for the Collaborative Investors Table**

- **Adaptability:** partners use a decision-making process that responds quickly to changes in policy or evidence;
- **Collaboration:** partners work together to achieve a goal that one party cannot achieve on its own;
- **Data-driven process:** decisions are made based on emerging data analysis and interpretation in order to adjust investment practices;
- **Social innovation:** partners look beyond existing solutions and encourage new approaches to service delivery; and
- **Leveraging:** partners will leverage resources for greater impact.

### **Implementation of the Collaborative Investors Table**

Partners of the Collaborative Investors Table will sign a memorandum of understanding, which outlines their contribution level, the collaborative decision-making process and other information, as deemed relevant by the partners.

### **Eligibility for membership on the Collaborative Investors Table**

The Collaborative Investors Table will consist of a maximum of 6 members including The City of Calgary. Partners of the Collaborative Investors Table must demonstrate the following:

- Organizational commitment to respond to the complex intersection of mental health, addiction and safety;
- Alignment to the Community Action on Mental Health and Addiction Strategic Framework;
- Contribution to the funding pool for investment in fast pilot projects; and
- Time commitment to adjudicate project ideas and monitor their impact.

### **Funding Recommendations and Decision**

Fast pilot ideas will be presented to a panel comprised of members of the Collaborative Investors Table.

The Collaborative Investors Table will assess pilot projects and use a voting process to determine which pilots will receive funding. The Community Action on Mental Health and Addiction Leaders Forum and Calgary City Council will be informed of successful pilots.

# Prevention Investment Framework with Mental Health and Addiction Lens Terms of Reference

Approved 2018 October 15 (CPS2018-1096)

## Background

In 2017 November, City Council directed Administration to develop a strategy for the use of "...\$3 million in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low-income programs and crime prevention...". The Community Services Prevention Investment Framework, which intentionally links the prevention work across Community Services and Calgary Police Service, guided the allocation of these funds to high-performing programs delivered by City business units and community organizations.

On 2018 July 30, through Notice of Motion C2018-0956, Council "...earmarked up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addictions Strategy over the next five years, with \$15 million allocated to the Community Services Prevention Investment Framework ...".

The Framework terms of reference have been revised to incorporate a mental health and addiction lens, to better respond to the issues identified through the Notice of Motion. The Framework is built on a foundation of nationally, provincially and locally recognized prevention-focused strategies, including, but not limited to:

1. The Calgary Police Service Crime Prevention and Reduction Continuum, a set of strategies to address education, prevention, early intervention, treatment and enforcement;
2. Crime Prevention through Environmental Design principles and strategies used to create safer communities and improve quality of life;
3. The Crime Prevention through Social Development approach which guides the investments made through The City's *Crime Prevention Investment Plan* by focusing on the early identification and mitigation of the root causes of crime;
4. The Canadian Municipal Network on Crime Prevention, a community of practice which aims to increase investment in effective, evidence-based and collaborative crime prevention strategies in municipalities;
5. The Social Sustainability Framework and supporting research briefs that guide the prevention investments made through *Family and Community Support Services* (FCSS) to prevent social isolation and neighbourhood decline, two precursors to a wide-range of social issues;
6. Creating Connections-Alberta's Addiction and Mental Health Strategy that includes a five-tier model for integrated service delivery;
7. Valuing Mental Health, a blueprint for the mental health and addictions sector in Alberta, which identifies prevention as one of its four priority pillars.

## Purpose

The purpose of the revised Prevention Investment Framework (Framework) is to guide decision-making for funding programs and services that contribute to the prevention of mental illness, addictions and crime.

The Framework builds on the existing knowledge base on effective preventive programs, services and strategies that increase protective factors and reduce risk factors for Calgarians who, due to a variety of circumstances, find themselves at-risk of mental illness, addiction and other related issues such as crime. It aims to (1) enhance resources to high-impact programs to optimize their reach, (2) address gaps in preventive programs and services and (3) invest in spaces to maximize the value of community to support the Framework's outcomes.

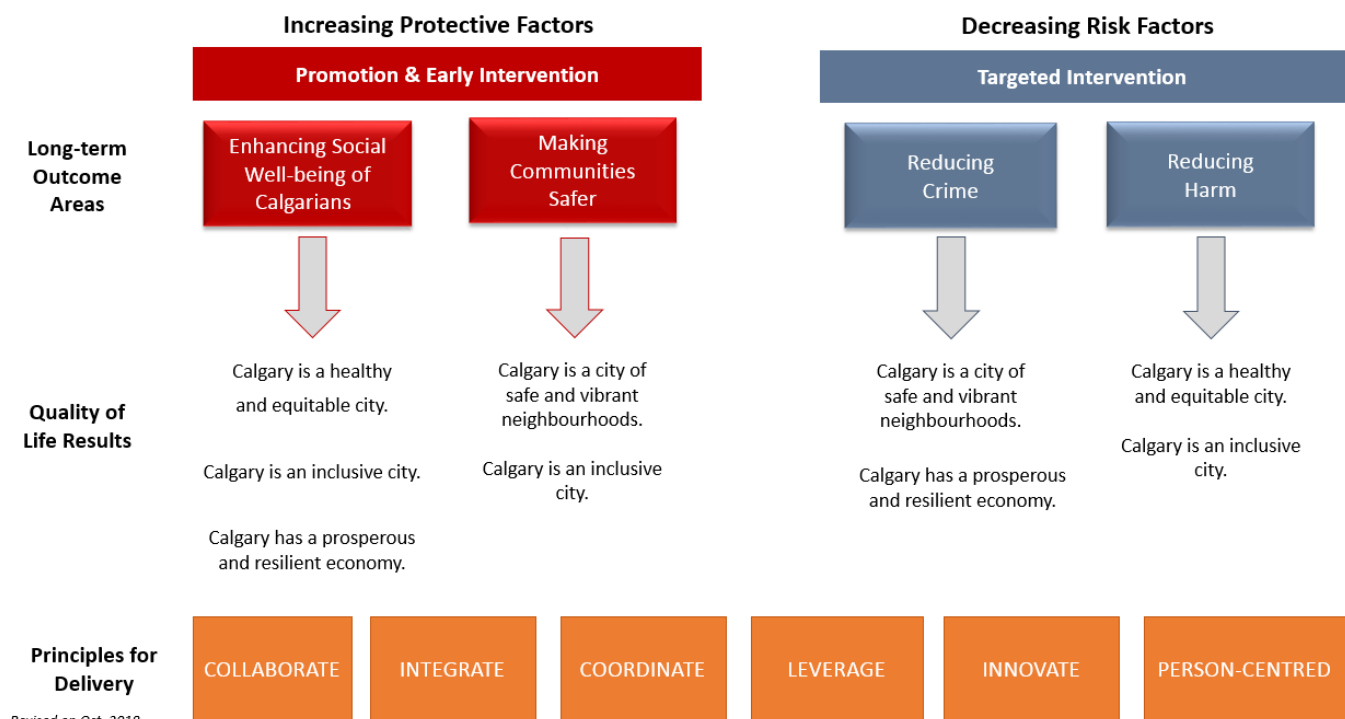
## Guiding Principles for Delivery

The FRAMEWORK is guided by the following action-oriented principles:

- Collaborate across business units, the Corporation and community
- Integrate service delivery for the greatest impact
- Coordinate for maximum effectiveness and efficiency
- Leverage existing partnerships, services and resources
- Innovate to achieve what has not been achieved to date
- Person-centred care for maximum benefit for Calgarians and their families

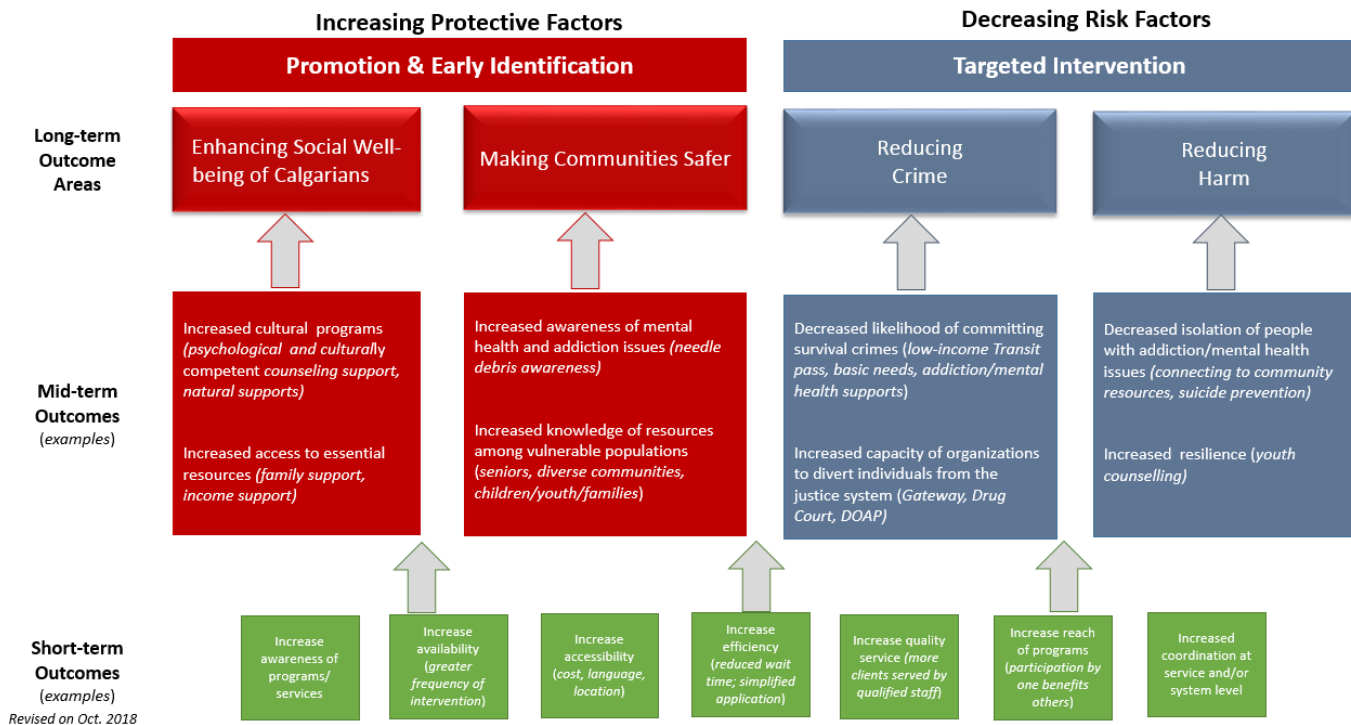
The diagrams below indicate the desired short- to long-term outcomes, the principles that will guide the overall implementation of the Framework, and sample projects/initiatives that could contribute to improved mental health/addiction outcomes for Calgarians.

### *Prevention Investment Framework with Mental Health and Addiction Lens*





### Prevention Investment Evaluation



## Eligibility Requirements

Funds will be available through a call for funding proposal process for non-profit organizations registered in Alberta, operating within Calgary city limits, and with proven record for effective program delivery. Proposal must demonstrate how projects will achieve:

- Enhanced social wellbeing of Calgarians
- Safer Communities
- Reduced Crime
- Reduced Harm

## Funding Recommendations and Decision

Funding applications will be reviewed by Administration, in consultation with other community experts in funding for mental health, addiction and crime prevention. Final funding recommendations will be made by Administration and approved by appropriate signing authorities. Information about all funding allocations will be provided to Council by memo and will be posted on calgary.ca.



## 2018 December 19 Strategic Meeting of Council Referred Motion

That with respect to Report C2018-1443, Council refer Councillor Gondek's proposed amendment, as follows, to Administration to consider as part of the Community Mental Health and Addictions Strategy, returning to Council through the SPC on Community and Protective Services no later than Q2 2019:

That with respect to Report C2018-1443, the following be adopted:

That Council:

4. Prioritize and significantly invest in this Council-directed Community Action on Mental Health and Addiction (CAMHA) initiative by:

a. Appointing a three-person Working Group comprised of the following Priorities & Finance Committee (PFC) members:

i. Chair of SPC on Community & Protective Services (CPS) – Working Group lead;

ii. Chair of PFC; and

iii. Another council member from PFC to be selected at the 2019 January 22 PFC meeting and considered at the 2019 February 04 Council Meeting

b. Task this Working Group to develop a Terms of Reference and partner with Administration in overseeing the CAMHA, including but not limited to making recommendations to Council on resource allocation; and

5. Endorse the excellent work done to date on the CAMHA initiative by making it the foundation for the Mayor's Task Force on Mental Health and Addiction, a standalone initiative through the Mayor's Office and supported by the Bloomberg Harvard City Leadership Initiative (BHCLI)."



## Bloomberg Harvard City Leadership Initiative Participants

- Diana Krecsy, President and CEO, Calgary Homeless Foundation
- Janet Chafe, Executive Director, Addiction & Mental Health, Calgary Zone, Alberta Health Services
- Karen Gosbee, Community Advocate
- Lori Roe, Manager School Based Mental Health, Alberta Health Services
- Melanie Hulsker, Acting Director, Calgary Neighbourhoods, City of Calgary
- Nancy Close, Community Relations Coordinator, Office of the Mayor, City of Calgary
- Scott Boyd, Inspector, Calgary Police Service
- Yared Belayneh, Community Impact Strategy Lead, Mental Health and Wellbeing, United Way of Calgary & Area





# Community Action on Mental Health and Addiction

Phase 1 Report Back SUMMARY: What we Heard - May 2019

## Engagement overview

In Phase One, 3,200 ideas were gathered from 80+ people including perspectives from over 40 organizations and five City business units. These included front-line workers, strategic or management staff, first responders, people with lived experience, peer-support workers/advocates and City staff. We held eight face-to-face workshops or interviews. These sessions happened from April 1 to April 18, 2019. The report for this phase does not include the verbatim (exact feedback as written by or noted from participants) as we committed to stakeholder privacy as the topic included personal and/or confidential information.

## What we asked

We asked participants to describe the “mental health and addiction system” and what that phrase means. They identified local challenges and solutions or successes in Calgary or beyond. We asked them to share other resources and anything else The City should know to create this strategy.

- For a detailed summary of the input that was provided, please see the full engagement report back here on [The City of Calgary's Research and Engage Library](#).

## What we heard

From all we heard, there were 23 different themes about the system, its challenges and successes. The themes can be grouped into four high-level categories:

- **System collaboration** (4 themes);
- **Service access** by those who need support (9 themes);
- **Supports outside** the formal “system” (4 themes); and □ **Stigma and awareness** (6 themes).

We also heard suggestions about **strategic approaches** (21 themes) in building and executing this work.

Below are the detailed themes for each category, based on what participants shared with us.

### DETAILED THEMES by CATEGORY – related to all participant input

CATEGORY: System-level collaboration – 4 related themes below	
THEME	DESCRIPTION and EXAMPLES
<b>Collaboration and data sharing</b>	Authentic and client outcome-based collaboration in service delivery, at multiorganizational tables, for funding applications. Data sharing about results of programs & to improve client outcomes. “Networks and collaborations among organizations are well-intentioned but not well resourced.” “Need good data and measures.” “Information sharing between agencies & organizations could be better.”



# Community Action on Mental Health and Addiction

## Phase 1 Report Back SUMMARY: What we Heard - May 2019

<b>System Cohesion</b>	Cohesion of the system itself: organizations, levels of government and agencies to work in unison for clients and provide services with seamless transitions. “Not an integrated approach between mental health care and addictions” and “There is a continuum of care and funding but we need to streamline it and make it work better.” “Design a system for the person with Lived experience or future experience in mind.”
<b>Funding structures</b> as barriers for service providers	“Funding structure impacts organizations and clients because it limits what staff can do and it drains staff time away from client care to navigate the funding system.” “We are artists of pulling together funding... but that takes time and resources... being asked to do something new to get funding – sometimes the current or ongoing work is successful and to come up with a pilot or something new is an inefficient use of resources, especially for short term funding (i.e. a one year pilot).”
<b>Relationships</b> between organizations	“Need trust between the services” and “helped to collaborate...please no more crosssectional committees, we need other ideas” “capacity, education and bringing people together”
<b>CATEGORY: Service access – 9 related themes below</b>	
<b>THEME</b>	<b>DESCRIPTION and EXAMPLES</b>
<b>System Navigation</b>	Information is difficult to understand for those who need service, for people’s families trying to support and for staff/service providers who do not have clear info. “...hard to navigate a broken system”
<b>Waitlists/lacking resources or programs</b>	Needing more resources, concerns that accessing services takes too long. Need 24/7 services and more locations of services. “Coming forward to ask for help is so hard. Every person who asks for help should be able to access help immediately.”
<b>Families and care-givers supports</b>	Care-givers and families need supports and information, both about and for their loved ones <i>in the system</i> . “We are used to, when dealing with adults, seeing them as a contained little bit. Almost none of us are. We are connected to family.” “Families drop someone off and then pick them up – that’s what I feel like. There’s nothing else... need wrap around supports for those families just like everybody else.”
<b>General “barriers to access”</b>	When only general comments were made about access or barriers to access. “Barriers to access” and “Accessibility”
<b>Services that are culturally relevant</b>	“Cultural competency”; “acknowledge the value in non-traditional methods” and “Healing practices with cultural diversity considerations.” and “language barriers and reduced availability of translators or translated material”
<b>Eligibility</b>	The complications and barriers that come from eligibility requirements to get services or supports. “...they will not meet the criteria for intake... then they will not get any service or support.”; “admission requirements – clients are lost in this system if they are rejected by several agencies due to ‘failing’ the criteria.”
<b>Diagnosis/Assessment</b>	The needs for diagnosis; accurate, accessible diagnostic services; and the complexity of diagnosis for different circumstances; and how it is critical to have accurate





# Community Action on Mental Health and Addiction

## Phase 1 Report Back SUMMARY: What we Heard - May 2019

	diagnoses for appropriate services. "Need to have professionals appropriately assessing."
Services that are personally relevant and client <b>choice</b>	"Large focus on the Calgary downtown core, but chronic and acute issues also exist externally, vulnerability is city wide"; "Lack of choice is a challenge"; "a model that allows for structured, collaborative planning processes that includes all stakeholders and especially the client and client's family/social supports..." and "Service user
	choice is important... if you have a bad experience with one organization or person or it's not a fit, then that's it."
<b>Cost</b>	Cost as a barrier; mostly in the context of middle income households where people may be able to pay to reduce barriers to access but then run out of money and won't get what they need nor qualify for services beyond what they paid for. "Why are people made to pay when they are still in distress?"; "For middle income clients [facing] long waitlists, they can go to private services until they can't afford them..."
<b>CATEGORY: Supports outside the formal system(s) – 4 related themes below</b>	
<b>THEME</b>	<b>DESCRIPTION and EXAMPLES</b>
<b>Natural and Community Supports</b>	Relates to the individuals who are supportive in someone's network and to build upon it and value of the support of a general community. "Social connections are key in mental health, we need to leverage these more." and "We can all integrate into our everyday actions: kindness. This makes people feel seen, feel real..." and "Natural supports – having people in your life who are safe and stable, [and] balance that with services."
<b>Basic needs being met first</b>	Housing, food, transportation, skills, basic income, child care and meaningful activity too. "In the city the 'clinical piece' is not bad, but that formal piece is only 5% of someone's life – there's housing, food security, income, meaningful activity and all the other psychosocial time and space in someone's life that needs to be considered."
<b>Risk Factors need to be considered – Trauma &amp; Isolation</b>	How risk factors trigger or compound the challenges of mental health, mental illness, substance use and addiction - most frequently: Trauma and Isolation. "compounded trauma" "if someone is experiencing one of these [risk factors] and still provides care to someone, that is an additional challenge" and other risk factors: "fatigue", "feel overwhelmed", "psychological safety", "family history", "pain", "economic downturn... no job, money, power is cut off...", "recent refugees, survivors of ISIS", "nutrition."
<b>Transitions</b>	Follow-up, after-care in transition between/beyond systems. Ex. Hospital or jail to community, youth to adult to senior, secondary to post-secondary school, immigrant families intergeneration transitions or individuals from permanent resident to citizen, detox to treatment. Services change, no support, mental health and addiction can become more pronounced/active. "Transition points are challenges and if we can improve those places we can make a significant impact for people."



# Community Action on Mental Health and Addiction

## Phase 1 Report Back SUMMARY: What we Heard - May 2019

CATEGORY: Stigma and Awareness – 6 related themes below	
THEME	DESCRIPTION and EXAMPLES
<b>Education, awareness and understanding</b>	Education to improve services and help end stigma. “More education and understanding in general population and for people working in or needing the system” and “(These are chronic issues that can’t be ‘solved’. Provide the education to the first responders and support staff in how to manage that. Change the end goal... reframe and re-educate”; “Professional development training to align system on a common knowledge base... to allow the system to work better together.”
<b>Stigma, shame from others and societal discrimination</b>	Lack of knowledge or pre-existing bias about addictions/substance use or mental health/illness has a strong negative impact. May have more stigma in different cultural communities to acknowledge mental health or addictions challenges or need for services. “Self-advocacy and system navigation – stigma has an impact on this and a person’s experience” and “Think about framing the challenge in a way that removes stigma...”
<b>Peer-to-peer (related to all four categories)</b>	Importance, value and success of peer support. “Peer support model is based on international research” and “A compassionate system where peers help each other negotiate the system and create community.”
<b>Intersectional stigma/ discrimination</b>	Stigma of other types of discrimination (class, education, income, racism, etc.) that are more of a barrier to receiving services than the mental health, mental illness, addiction, substance use stigma might be. “The stigma is more often about the person drinking (or using) than it is about the addiction (or addiction in general)”; “Lack of intersectional approach.”
<b>Stigma as a barrier to access</b>	When stigma or shame of the mental health, mental illness, substance use or addiction was mentioned as a barrier to accessing services in a general sense. “Stigma is a huge barrier” and “Stigma – reaching out for help can be difficult.”
<b>Self-stigma</b>	Conditions, symptoms and causes of mental health, mental illness, and/or addiction that someone blames themselves for is a significant challenge for everyone and heightened for certain populations/individuals. “...if you go through the system and ‘fail’ you internalized that...” “Self-stigma is harder to beat than others... It’s always present, the worst enemy.”

STRATEGIC APPROACH CATEGORY – 21 related themes below	
THEME	BRIEF DESCRIPTION and “EXAMPLE” from PARTICIPANTS
<b>Basic needs first</b>	Meeting basic needs as ‘preventative’ and a way to set people up for success in treatment and good-health objectives. “Quality of life is very important.”
<b>City’s role – suggestions</b>	Leadership; advocacy to levels of government or other sectors; funding external programs; City programs and operational practices/policy; information, training and education; data and evaluation.



# Community Action on Mental Health and Addiction

## Phase 1 Report Back SUMMARY: What we Heard - May 2019

Consider the <b><i>built environment</i></b>	"What our system looks like from a built environment tells us a lot about what it looks like functionally." "How do things like green spaces support mental health – how do we pinpoint our success?"
<b><i>Client service</i></b> as customer service	"When clients approach service, now is the time, not two days or two hours later." "Kindness... It's vital."
<b><i>Collaborative</i></b> and data sharing	Leadership and advocacy in bringing organizations together and looking for shared opportunities for funding, training, data collection/program evaluation, strategic planning at a "community-wide" level.
<b><i>Community-based</i></b>	"Create vibrant, inclusive communities... 'the opposite of addiction is connection.'" and "This is a social issue and needs to be solved collaboratively."
<b><i>Flexible services</i></b> to fit individuals- identity and empowerment	Goals and outcomes based on the individual (i.e. wellness is not the same for everyone) "Wellbeing is a goal. Mental health looks different for everyone." "Human rights approach."
<b><i>Foster hope</i></b>	Stigma-reduction through compassion, education and experience. "The stigma is more often about the person drinking than it is about the addiction..." "Outcome indicators – Hope as an outcome."
<b><i>Involve others</i></b>	Include other stakeholders and sectors in creating and executing this strategy. (List of suggestions in full report.)
<b><i>Legal and judicial reform</i></b>	Municipal advocacy for change or suggestions of specific changes.
<b><i>Lived Experience &amp; Peer support</i></b>	People with lived experience should be consulted and it is important to leverage that experience in finding solutions. "Everyone wants peer support." "Peer to peer is preventative."
Like the <b><i>physical health model</i></b>	Parallel structures and support including Emergency Mental Health. "Mental Health First Aid is working well." "The model of physical health system needs to be considered more."
<b><i>Problem-solving orientation</i></b>	"Problem identification is also a problem and we can have lots of solutions but may not know the real problems. What are the drivers?"
Use <b><i>policy levers</i></b> to promote action	There are many policies that could be changed to better promote mental wellness in the community. These include City policies or others – the latter The City could support changes to through advocacy.
<b><i>Population-based approach</i></b>	"Start with target populations and their needs over philosophy. There's been too much starting with philosophy and we miss opportunities." The populations mentioned were: Age-based populations (youth and seniors), income-based populations (low and middle income), Indigenous Peoples and communities, first responders, newcomers/multilingual communities, people with lived experience, specific to sex and gender identities, service provider organizations and staff, and those with high clinical needs (acuity).
<b><i>Positive, proactive &amp; informative</i></b>	Action-based, concrete (not trends nor aspirational statements). Not a deficit approach, be preventative. "...lift people up and encourage positive and healthy behaviours..."



## Community Action on Mental Health and Addiction

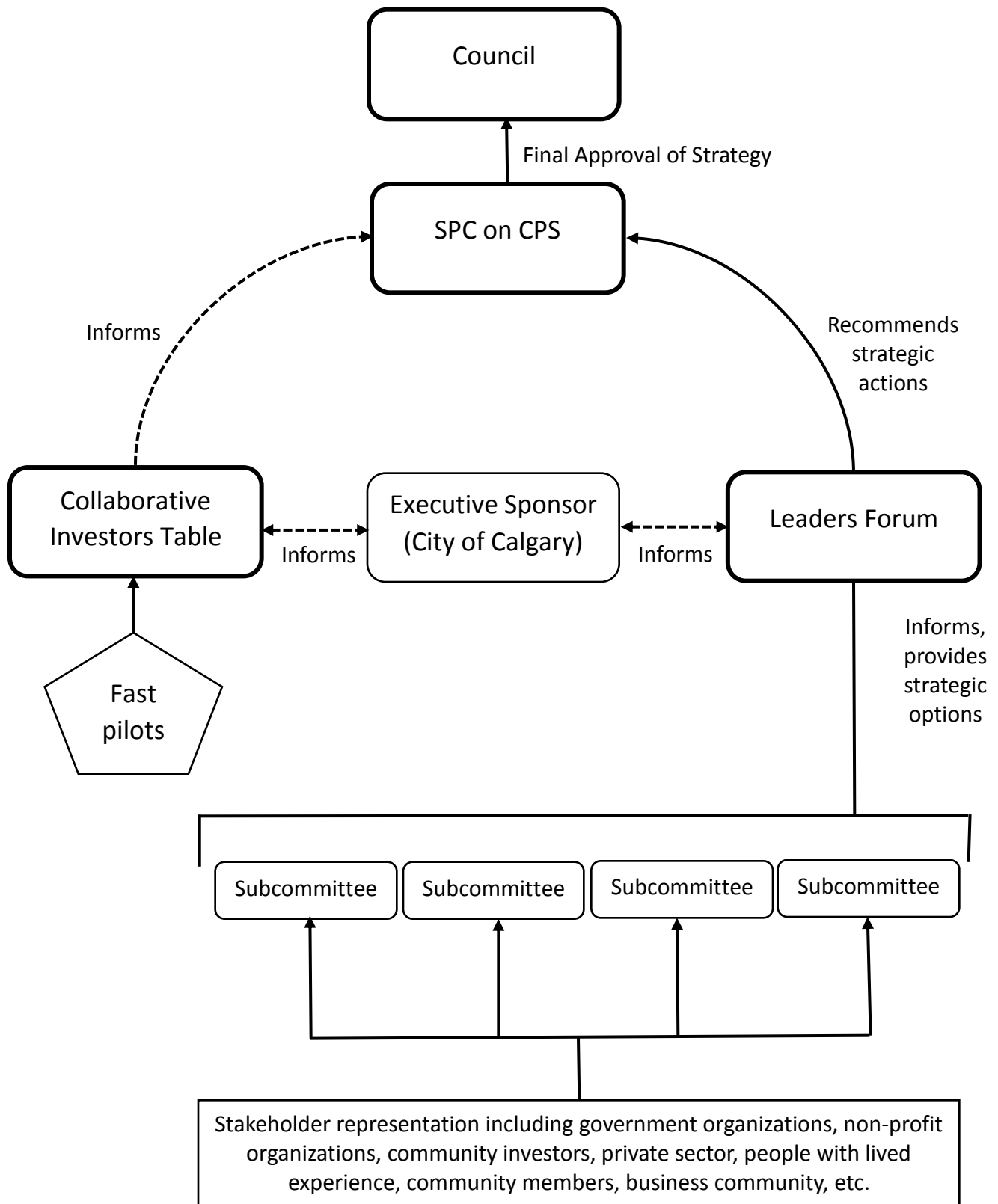
### Phase 1 Report Back SUMMARY: What we Heard - May 2019

<b>Public health</b> and Community safety	"These are public health issues not criminal issues." "The focus is more on community safety rather than enforcement."
<b>Realistic</b>	Setting goals and expectations realistically. "We need to be realistic, we need to acknowledge that some suicides or mental illness will happen..."
<b>Strategic, sustainable</b>	Looking at the long term, strategic aspects. Need to use evidence-based actions. "One solution in isolation of the larger system or set of interacting systems can cause new problems..." "Design the system for the next 100 years."
<b>Social determinants</b> of health	"[It] is not just medical, it's as much about social determinants of health..." including strengthening community to counteract risk factors like loneliness and isolation.
<b>Trauma-informed</b>	Consider the risk factor and triggers of trauma for those seeking supports. "...need training to provide care in the right way."

### Next steps

- The full report will be shared with Phase 1 participants and those who were invited to participate.
- There will be Phase 2 engagement in 2019 on more detailed opportunities and solutions for the Community Action on Mental Health and Addiction Strategy.

## Community Action on Mental Health and Addiction Governance Structure





**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0729**

## **Gender Equity, Diversity and Inclusion Strategy**

### **EXECUTIVE SUMMARY**

The Gender Equity, Diversity and Inclusion Strategy (the 'Strategy', Attachment 1) presents new and enhanced strategic actions that build on the work The City of Calgary is currently undertaking related to diversity and inclusion. The primary focus of the Strategy is ensuring gender equity considerations in planning and decision-making with respect to City service delivery, Council Boards, Commissions and Committees, and The City's workforce.

To inform the development of the Strategy, Council directed Administration to complete a baseline assessment. Multiple approaches were used to complete the baseline assessment including data analysis; policy and process reviews; and a Gender Based Analysis Plus (GBA+) Learning Initiative.

The Strategy is comprised of four areas of focus, which are evidence-based and informed by the leading practices of municipal, provincial and federal governments and corporate sector organizations. The four areas of focus are:

- Leadership accountability;
- Data-informed decision making;
- Education and awareness; and
- Addressing barriers to participation.

The Strategy is a mechanism to advance The City of Calgary vision, *Calgary: a great place to make a living, a great place to make a life*; our Corporate values; and our common purpose of *Making life better every day*. Adopting the Strategy and implementing the strategic actions will communicate to employees and citizens that Council and Administration are committed to an equitable, diverse and inclusive organization.

### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee (SPC) on Community and Protective Services (CPS) recommend that Council:

1. Approve the Gender Equity, Diversity and Inclusion Strategy and direct Administration to implement the actions outlined (Attachment 1);
2. Accept this report as the report back on the Gender Equity and Diversity Baseline Assessment Council Innovation Fund application (PFC2018-0910); and
3. Direct Administration to develop a measurement plan and report back to Council on progress of implementation through the SPC on CPS no later than Q4 2020.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 July 30, Council approved Council Innovation Funding for the Gender Equity and Diversity Baseline Assessment in the amount of \$170,000 (PFC2018-0910).

On 2018 May 2, through the Gender Equity and Diversity Scoping Report (CPS2018-0362) Council directed Administration to:

- develop a strategy to advance gender equity and diversity and report back to Council through the SPC on CPS no later than Q2 2019; and,

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**Gender Equity, Diversity and Inclusion Strategy**

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- complete a gender equity and diversity baseline assessment with respect to: community; Council Boards, Commissions and Committees; and The City's workforce, to inform the development of the strategy.

On 2017 July 13, Administration was directed through the Gender Equity and Diversity Notice of Motion (NM2017-19) to develop a scoping report on The City's approach to gender equity and diversity, identifying current initiatives and areas for improvement.

**BACKGROUND**

The City of Calgary recognizes the importance of advancing gender equity and diversity as it continually strives to build an inclusive workplace and deliver effective services. While gender equity advancements have been made, a more intentional focus is required to ensure all genders experience an inclusive environment.

As outlined in the Gender Equity and Diversity Scoping Report (CPS2018-0362), advancing gender equity and diversity contributes to economic growth, organizational performance and the delivery of effective services. Companies with greater diversity on boards and in their workforce have been found to consistently outperform organizations with limited diversity across a number of metrics, including better decision-making and more innovative outcomes.

A recent report entitled *The Best and Worst Places to be a Woman in Canada* (March 2019), by the Canadian Centre for Policy Alternatives that has been tracking gender equity statistics in Canadian cities, has ranked Calgary 21 out of 26 cities. That report provides a snapshot of the gaps in men and women's access to economic security, personal security, education, health, and positions of leadership.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The following section outlines the work undertaken by Administration related to the baseline assessment, the use of allocated Council Innovation Funds (CIF), and the development of the Strategy.

**Baseline Assessment**

The baseline assessment included data analysis, policy and process review, and a Gender Based Analysis Plus (GBA+) Learning Initiative. The findings from the baseline assessment are summarized below. Additional details can be found in the Strategy (Attachment 1).

**Data Analysis**

A voluntary survey of demographic information showed that Council Board, Commission and Committee applicants were generally representative of Calgary's population. Females comprised 47 per cent of all applicants and 44 per cent of appointed members. There was a smaller percentage of people appointed with other characteristics (for example, persons of colour represent 34 per cent of the population but 28 per cent of appointees). Of appointed Boards, Commissions and Committee members, there were some reports of barriers to participation such as childcare and transportation costs.

The workforce data analysis reviewed administrative data on the demographic composition of the City's workforce and women in leadership and of the Corporate Employee Survey. The



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**Gender Equity, Diversity and Inclusion Strategy**

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City's overall gender distribution has remained stable over the last five years, with the core staff self-identifying approximately 30 per cent female and 70 per cent male. This is reflective of the large service areas with traditionally male-concentrated occupations. Since 2017 the Administrative Leadership Team and Senior Management Teams have seen an increase in female representation, up 38 and 11 points respectively. The gender ratio at the Corporate Management Team and at Leader Level 5 has not shifted over the same period. The 2018 Corporate Employee Survey results indicate that individuals who self-identified as males or females have similar perspectives of the workplace. For the 132 individuals who self-identified as "other" gender, there was a small gap between how males/females and "others" perceived the workplace; however this group still generally perceived the workplace positively. It is important to note that those who have selected "other" may also include employees who prefer not to disclose their gender in the annual survey. For more information on City Gender Analytics, see Attachment 2.

**Policy and Process Review:**

A policy and process review were conducted for both the recruitment and selection of Council Board, Commission and Committee members, and the City's workforce, to identify gaps, unintended biases, barriers and opportunities to inform strategic actions related to gender equity and diversity.

The review of Council Boards, Commissions and Committees identified training in unconscious bias as an additional strategy to address gender equity.

The review of the recruitment and selection of employees identified three areas of improvement: the importance of leadership involvement and accountability; managing unconscious biases; and setting clear and defined inclusion outcomes connected to Corporate goals and values.

**Gender Based Analysis Plus (GBA+) Learning Initiative:**

GBA+ is an analytical tool used for advancing equity strategies across most municipalities and orders of government. GBA+ can be applied to all types of work including policy development, program implementation, service delivery, communications, stakeholder engagement and decision making impacting citizens. The tool can help Administration to determine how our decisions have a different impact on diverse Calgarians.

Seven pilot projects were conducted to determine if GBA+ could provide a systematic framework to be used across the Corporation. The pilot projects involved 20 staff from nine business units and five departments.

The primary finding from the GBA+ Learning Initiative is that The City of Calgary's decisions, programs, services and plans would benefit from the adoption of a GBA+ framework to ensure that all citizens have equitable access to community programs and services. Also foundational to GBA+ and advancing equity is the development of a disaggregated data strategy that will separate out various demographic groups to more effectively understand, plan, develop and deliver policies, programs and services to better meet the needs of all Calgarians.

**Council Innovation Fund**

In July 2018, Council allocated \$170,000 from the Council Innovation Fund (PFC2018-0910) for the baseline assessment, as outlined above. Through efficient use of internal resources and

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## **Gender Equity, Diversity and Inclusion Strategy**

data already collected, remaining funds are available to further investigate opportunities to reduce barriers to advancing gender equity, diversity and inclusion in the workforce and on Council Boards, Commissions and Committees, as outlined in the application (PFC2018-0910). The funds will be used to investigate a feasibility study to integrate emerging technology into the City's recruitment practices.

### **Strategy Development**

As part of a current state analysis, Administration also gathered information on gender equity and diversity activities that are underway within various departments in The City. While the inventory is not considered exhaustive, there is evidence of good work already occurring to advance gender equity, diversity and inclusion (see Attachment 1, Appendix 2).

The combined learnings of the baseline assessment, review of current activities, internal and external consultation, and the development of guiding principles informed the overall development of the proposed Strategy. The guiding principles emphasized:

- Understanding how intersecting identities impact the experiences and needs of individuals. An intersectional approach recognizes that every person has multiple identity factors that impact their participation (e.g. gender, race, economic status);
- Remaining dynamic and responsive, and continuing to evolve based on emerging issues, new research and continuous engagement with stakeholders;
- Aligning with other Corporate initiatives such as the Social Wellbeing Policy and the Inclusion Strategy;
- Employing a change leadership approach that ensures a focus on changing mindsets, behaviors, cultures and systems; and,
- Ensuring that the Strategy is measurable and accountable. Administration will develop a performance measurement plan and report back to Council through SPC on CPS on implementation of the plan in Q4 2020.

Four focus areas were identified that apply across the Strategy, each with its own key strategic action and additional actions that are targeted to City service delivery, Council Boards, Commissions and Committees, and The City's workforce. The focus areas and key strategic actions are outlined in the table below:

Focus Areas	Key Strategic Action
Leadership accountability	Leadership commitment from Council and Administration
Data-informed decision making	Creation of a disaggregated data strategy
Education and awareness	Education to increase awareness of gender equity and reduce bias
Addressing barriers to participation	Adoption of Gender-Based Analysis Plus (GBA+) to assess the impact and develop approaches to decision making that considers diverse groups of people

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## **Gender Equity, Diversity and Inclusion Strategy**

### **Stakeholder Engagement, Research and Communication**

The proposed Strategy was developed through:

- Review of relevant City policies and strategies;
- Review of current data on gender from a variety of sources including the Corporate Employee Survey, and other administrative workforce data;
- Review of current practices of other Canadian municipalities and orders of government;
- Research on gender equity, diversity, and inclusion best practices;
- External consultations with the Social Wellbeing Advisory Committee; representatives of transgender and gender non-conforming communities; and advice from an administrative committee to develop the Strategy;
- Learning exchanges with colleagues from The City of Edmonton, Status of Women Alberta, and staff from other municipalities advancing gender equity, diversity and inclusion; and,
- Internal consultation with the following departments and committees:
  - Chief Financial Officer's Department
  - Community Services
  - Deputy City Manager's Office
  - Law and Legislative Services
  - Planning & Development
  - Transportation
  - Utilities & Environmental Protection
  - Calgary Police Service
  - Diversity and Inclusion Advisory Committee.

### **Strategic Alignment**

The Strategy aligns with:

- City of Calgary's membership in the Coalition of Inclusive Municipalities (formerly known as Canadian Coalition of Municipalities Against Racism and Discrimination).
- Council Priorities: a prosperous city; a city of inspiring neighbourhoods; a healthy and green city; and a well-run city.
- A range of imagineCALGARY targets, including those related to the makeup of elected and appointed bodies reflecting the diversity of the community; public systems supporting the advancement of First Nations, Metis and Inuit people; and, public institutions introducing policies and processes to address discrimination.
- Social Wellbeing Policy.
- Diversity & Inclusion Framework.
- Healthy Workplace Strategies.
- Calgary Police Service Diversity and Inclusion Strategy.

### **Social, Environmental, Economic (External)**

The recommendations support The City's delivery of effective services. Ultimately advancing equity along with improved understanding of the needs of and representation from diverse communities allows for improved performance and better decision-making. This approach leads

Community Services Report to  
SPC on Community and Protective Services  
2019 June 12

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CPS2019-0729

## Gender Equity, Diversity and Inclusion Strategy

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to City services that directly and indirectly foster improvements to the social, environmental and economic wellbeing of Calgarians.

### Financial Capacity

#### ***Current and Future Operating Budget:***

Costs of implementing the Strategy will be funded from existing Community Strategies service line operating budget. Remaining unused funds from the original Council Innovation Fund (PFC2018-0910) application (\$85,000) will be used to advance additional components of the baseline assessment to investigate opportunities to reduce barriers to advancing gender equity, diversity and inclusion. This investigation will include a feasibility study to integrate emerging technology into the City's recruitment practices.

#### ***Current and Future Capital Budget:***

There is no anticipated impact on current or future capital budgets from implementing the Strategy.

### Risk Assessment

The following risks and mitigation strategies have been associated with the overall Strategy:

Risk	Mitigation
Competing priorities and a lack of leadership support and ownership, limiting the implementation of strategic actions.	The strategy was unanimously endorsed by the Administrative Leadership Team.  Many of the recommended strategic actions are already identified in business unit work plans.
Perceptions that a focus on gender equity will change the focus of hiring practices away from competency-based hiring.	The City's employment practices, including selections, appointments and promotions, are and will continue to be based on principles of merit, objectivity and consistency.
General perceptions by staff that the Strategy is only focused on advancing the inclusion of women.	A communication plan will be developed outlining that the Strategy includes equity, diversity and inclusion for all genders.
Perception that an all genders strategy minimizes inequities impacting women.	Using GBA+ simultaneously makes the experiences of men, women, and gender minorities visible so appropriate action can be advanced for a variety of inequities.

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## **Gender Equity, Diversity and Inclusion Strategy**

### **REASON(S) FOR RECOMMENDATION(S):**

of Calgary's vision, *Calgary: a great place to make a living, a great place to make a life*; our Corporate values; and our common purpose of *Making life better every day*. The Strategy will declare to employees and citizens that Council and Administration are committed to an equitable, diverse and inclusive organization.

### **ATTACHMENT(S)**

1. Attachment 1 - Proposed Gender Equity, Diversity and Inclusion Strategy
2. Attachment 2 - City Gender Analytics



# Gender Equity, Diversity and Inclusion Strategy





**In the words of a leader in our organization,  
said during our consultation process:**

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“As a municipal government, trusted to make decisions in the best interests of our citizens, how can we say to those same citizens that their experiences and concerns are well understood and fairly considered if they do not even see themselves represented amongst staff and decision makers? We must reflect the community that surrounds us to deliver the services that are expected of us.”

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# Executive Summary

The City of Calgary recognizes the importance of gender equity and diversity in building an inclusive workplace and delivering effective services to Calgary's increasingly diverse population. We are also committed to fair and equitable practices for employees and members of Council Boards, Commissions and Committees, of all genders. The Gender Equity, Diversity and Inclusion Strategy proposes new and enhanced strategic actions that build on The City's current diversity and inclusion initiatives. The primary focus is ensuring gender equity in planning and decision making within City service delivery, Council Boards, Commissions and Committees, and The City's workforce. A central concept is intersectionality, which recognizes that every person has multiple identity factors that impact who they are and may bring advantages or disadvantages to their participation in daily life. For a glossary of terms, see Appendix 1.

A variety of information helped build the Strategy, including: a review of internal policies, strategies, data, and learnings from a GBA+ learning initiative; literature review; an environmental scan of other municipalities and other orders of government; and consultations with both internal and external stakeholders.

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The Strategy helps The City to realize its vision of Calgary: **a great place to make a living, a great place to make a life,** and its common purpose of **Making life better every day.** The Strategy declares to employees and citizens that Council and Administration are committed to building and strengthening an equitable, diverse and inclusive organization.

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**The strategy includes four areas of focus. The City will continue to advance gender equity, diversity and inclusion through:**



**Leadership  
accountability**



**Data-informed  
decision making**

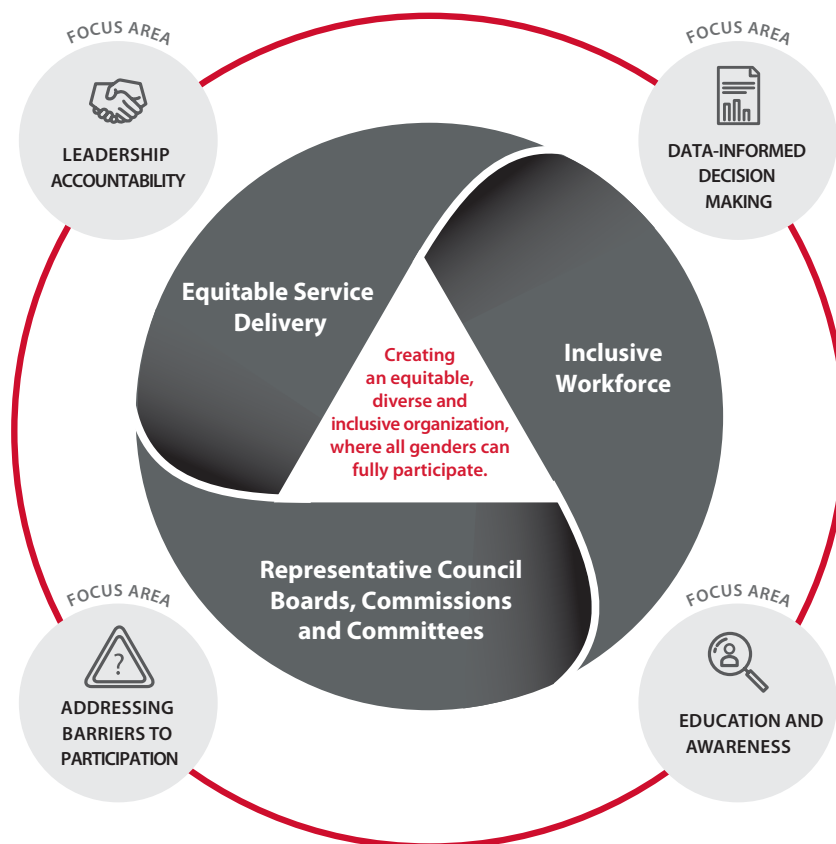


**Education and  
awareness**



**Addressing barriers  
to participation**

# Strategic Framework



## Guiding Principles

The Gender Equity, Diversity and Inclusion Strategy will be guided by the following principles:

- **Intersectional lens** to inform how intersecting identities impact the experiences and needs of individuals;
- **Dynamic and responsive approach** to emerging issues, new research and continuous engagement with stakeholders;
- **Alignment** with related Corporate initiatives such as the Social Wellbeing Policy and the Inclusion Strategy;
- **Change leadership** approach to focus on changing mindsets, behaviors, cultures and systems; and,
- **Measurement and accountability** to demonstrate progress to employees, leadership and the community.

## Results

The Strategy aims to achieve the following results:

- **City Service Delivery:** Calgarians of all genders have equitable access to municipal services.
- **City Council and its Committees:** The membership of Council Boards, Commissions and Committees reflects the gender diversity of the City's population.
- **City Workforce:** Calgarians of all genders have opportunities to participate in an inclusive City of Calgary workforce.

## Measurement and Reporting

The measurement plan will be developed during the Strategy implementation phase. In order to demonstrate corporate commitment to internal and community stakeholders, regular communications will highlight progress on the strategic actions, lessons learned, and achievements.

## Strengthening our Commitment

A growing body of research demonstrates how workplace diversity enhances results at all levels of an organization. Advancing gender equity, diversity and inclusion benefits City employees, volunteers, and citizens accessing municipal services.

Evidence indicates that:

- Ensuring employees feel valued leads to increased productivity and organizational effectiveness, and higher employee engagement levels;
- Maximizing the potential of employees of all genders cultivates innovation and ultimately leads to greater economic success;
- Creating diverse teams with multiple perspectives results in more effective responses and decision making;
- Reflecting the diversity of the community in municipal governance, including Council Boards, Commissions and Committees, results in more engaged citizens; and,
- Making a public commitment to be an equitable and inclusive organization demonstrates leadership in the community.

## Strategic Alignment

The Strategy builds on numerous initiatives across The Corporation including:

- Social Wellbeing Policy
- Diversity & Inclusion Framework
- Healthy Workplace Strategy
- Resilient Calgary Strategy
- Business unit gender initiatives
- Calgary Police Service Diversity and Inclusion Strategy development

For highlights of activities currently advancing gender equity, diversity and inclusion, see Appendix 2.

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The Strategy aligns with the Canadian Human Rights Act and the Alberta Human Rights Act. The City of Calgary is a member of the Coalition of Inclusive Municipalities (formerly known as Canadian Coalition of Municipalities Against Racism and Discrimination).

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## Our Approach

Multiple approaches were used to understand the current state in Calgary and other cities across the country, including:

- environmental scan
- new demographic data surveys
- review of existing employee perception surveys and data
- internal and external consultations
- Gender Based Analysis Plus (GBA+) Learning Initiative

The development of the Strategy was also informed through consultations with non-profit organizations advancing gender equity and an advisory group that has helped guide the process since Council's Notice of Motion in 2017. Also consulted were the diverse representatives of the Council-appointed Social Wellbeing Advisory Committee, who stressed the importance of using an intersectional lens to identify multiple factors that can compound inequities in accessing City services.

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GBA+ is an analytical process used by many municipalities and other orders of government to advance equity.

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### What We Learned About

## Planning and Delivering City Services

### GBA+ Learning Initiative

Seven pilot projects were conducted to determine if GBA+ could provide a systematic framework to be used across the Corporation. The four-month projects involved 20 staff across nine business units and five departments, using GBA+ as an analytical tool to assess the impact of planning, program development and implementation on diverse populations.

The pilot projects were at different stages of development at the beginning of the GBA+ Learning Initiative. For those at the research and data phase, participation provided opportunities to find new sources of relevant disaggregated data to expand awareness of the needs of diverse populations. These projects included: Forest Lawn multi-use facility development; Area 31 Growth Plan; Municipal Development Plan and Calgary Transportation Plan



updates; Traffic Calming Policy; and Rethinking Waste. Calgary Transit applied GBA+ to survey development and analysis to improve the safety of women on Calgary Transit. The disaggregated data enabled them to consider initiatives tailored to more vulnerable transit riders, including women with disabilities, LGBTQ2S and racialized women. The City Clerk's Office pilot project was at a later stage and GBA+ was utilized to examine processes to advance the 2019 census question that included "other" as a gender response option, in addition to "male" and "female." For more details on the pilot projects see Appendix 3.

The primary finding from the GBA+ Learning Initiative is that The City of Calgary's decisions, programs, services and plans would benefit from the adoption of a GBA+ framework to ensure that all citizens have equitable access to community programs and services. Also foundational to GBA+ and advancing equity is the development of a disaggregated data strategy to more effectively plan, develop and deliver policies, programs and services to better meet the needs of all Calgarians.

#### What We Learned about

## City Council and its Committees

A voluntary survey of demographic information showed that Board, Commission and Committee (BCC) applicants were generally representative of Calgary's population. Females comprised 47 per cent of all applicants and 44 per cent of appointed members. There were a smaller percentage of people appointed with other characteristics (for example, persons of colour represent 34 per cent of the population but 28 per cent of appointees). Of appointed BCC members, there were some reports of barriers to participation such as childcare and transportation costs.

#### Policy Review

The review of policies and processes for gender diversity on BCCs resulted in the following enhancements to their recruitment and selection process:

- Enhance current efforts to increase diverse representation by continuing to conduct recruitment and appointee selection activities in an inclusive manner (e.g. BCC recruitment in a range of publications and media outlets engaging diverse Calgarians);
- Refresh the BCC policy to clearly articulate The City's position on equity, diversity and inclusion; and,
- Continue to collect annual voluntary demographic information from BCC applicants to track and assess representation in relation to Calgary's population.



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**What We Learned About**

## City Workforce

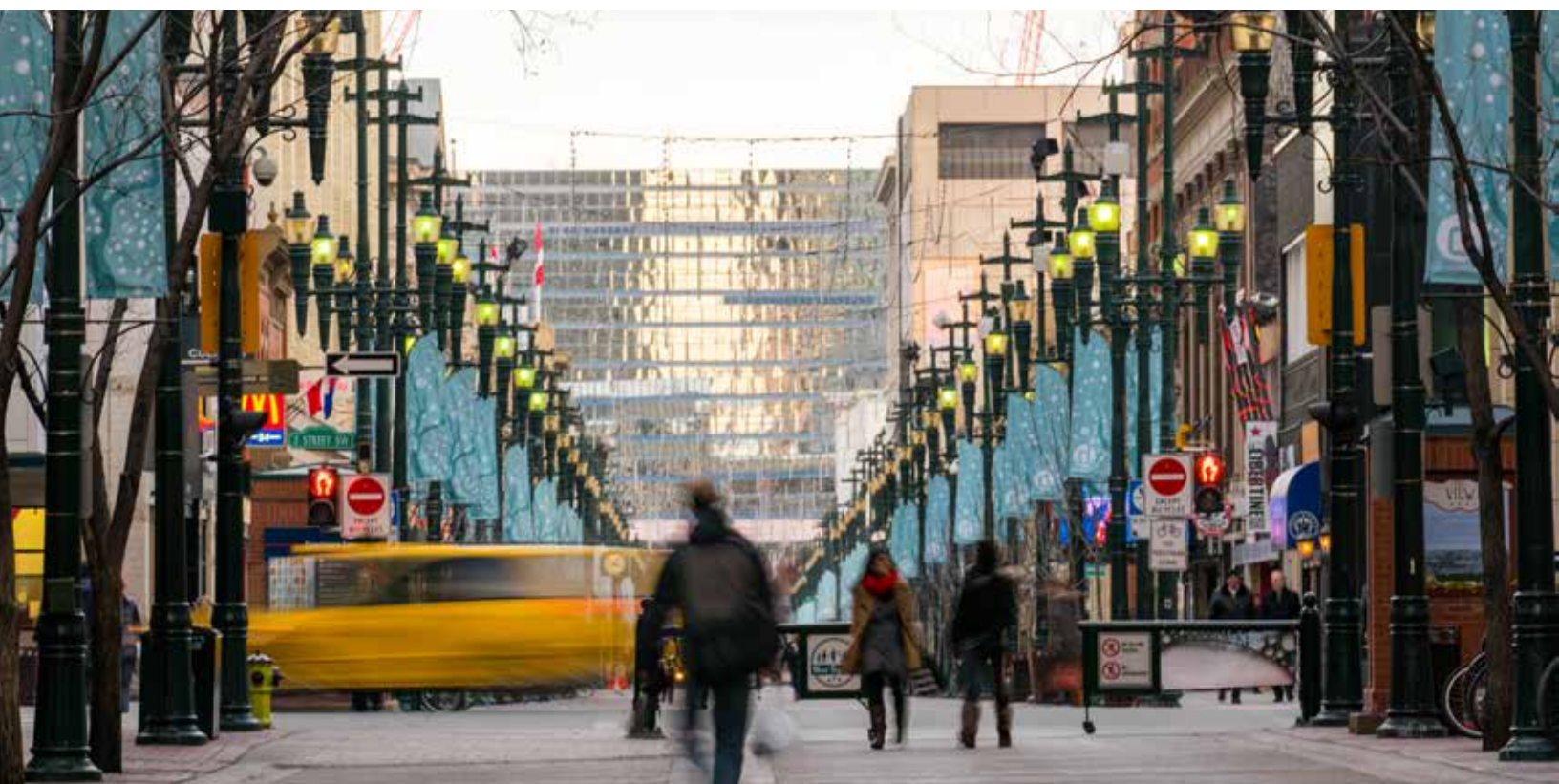
The City's workforce gender distribution has remained stable over the last five years, with the core workforce comprising approximately 30 per cent female and 70 per cent male employees.

This distribution is reflective of the large service areas with traditionally male-concentrated occupations. The Transportation (Transit and Roads), Community Services (Fire) and Utilities & Environmental Protection (Waste & Recycling, Water) departments account for three-quarters of the core workforce and 80 percent of core male employees. When these departments are not included, women make up 41 per cent of the core workforce. The Administrative Leadership Team and Senior Management Team saw an increase in female representation since 2017. The gender ratio at the Corporate Management Team and at Leader Level 5 has not shifted over the same period.

The City conducts an annual Corporate Employee Survey to learn from employees. The responses received provide information that can be used to improve The City's ability to be a good employer and

offer effective services to citizens and customers. The 2018 Corporate Employee Survey results indicate that individuals who self-identified as male or female have similar perspectives of the workplace. For the 132 individuals who self-identified as "other" gender, there was a small gap between how males/females and "others" perceived the workplace, however this group still generally perceived the workplace positively. It is important to note that those who have selected "other" may also include employees who prefer not to disclose their gender in the annual survey.

The City is committed to ensuring that practices are fair and equitable for employees of all genders. The City's employment practices, including selections, appointments and promotions, are based on principles of merit, objectivity and consistency. Strategic actions, such as integration of unconscious bias training into recruitment and selection training have been recommended to identify and manage barriers to participation in both male- and female-concentrated business areas.





## Policy Review

Between 2018 Q4 and 2019 Q1, Human Resources investigated unintended barriers and biases that hinder inclusion within The City's workforce recruitment policies and processes.



Three key themes emerged:

### Leadership accountability:

A multi-faceted approach of engaging leaders to implement inclusion practices in the workplace is critical.

### Managing unconscious biases:

The importance of leaders understanding the impact of their unconscious bias on decision making. Unconscious bias (or implicit bias) is a judgment in favor of, or against a person or group that is held at a subconscious level. Unconscious biases shape the perceptions and decisions all people make and are common. Unacknowledged bias can act as an unintended barrier by influencing decision making and behaviours towards individuals or groups.

The City currently offers unconscious bias education to leaders and it was recommended to further embed into recruitment and selection training programs. Research indicates that hiring managers at most organizations demonstrate bias early on in recruitment, making assumptions about applicants based on minimal information. For most organizations, bias is introduced through the names, perceived gender, and addresses of applicants. Industry-leading organizations in Europe and Australia utilize technology to scrub resumes for information that may trigger conscious/unconscious biases. The City is exploring the feasibility of integrating this technology.

### Setting clear and defined inclusion outcomes, connected to Corporate goals and values:

The Human Resources Diversity & Inclusion team will continue to work with business unit leaders to understand their specific challenges and develop actions specific to their business requirements and practices, that align to Corporate goals.



# Moving Forward

## Areas of Focus

The areas of focus and strategic actions are evidence-based and informed by best practices of municipal, provincial and federal governments and private sector organizations. They will enable us to achieve our results of equitable services, representative governance, and a diverse and inclusive workforce.

The areas of focus are:



### Leadership accountability

Leaders endorse and demonstrate commitment to advancing the actions of the Gender Equity, Diversity and Inclusion Strategy.



### Data-informed decision making

Decisions are grounded in an evidence-based and data-informed approach. Data that can be separated out (or disaggregated) by various demographic groups is an important component of this area.



### Education and awareness

Change starts with the awareness of our unconscious biases and how they influence our decisions, combined with the development of skills to apply a gender equity lens.



### Addressing barriers to participation

In order to work toward equity, barriers to participation and inclusion within systems and practices need to be identified and addressed.




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Each of the four focus areas has a key strategic action as well as specific actions that are targetted to City service delivery, City Council Boards, Commissions and Committees, and The City's workforce.

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## Leadership and accountability

### KEY STRATEGIC ACTION: Leadership commitment from Council and Administration

City Service Delivery	<b>City Administration to provide leadership on the development, training, and implementation of a Corporate-wide GBA+ approach to address the differential impact of policies, programs and services on diverse Calgarians.</b>
	* Adopt GBA+.
	* Participate in GBA+ training by leadership.
City Council and its Committees	<b>Ensure City policies that are related to Boards, Commissions and Committees are aligned to the Gender Equity, Diversity and Inclusion Strategy.</b>
	* Refresh Boards, Commissions and Committees policy to clearly articulate position on equity, diversity and inclusion in a manner that is aligned with the Strategy.
City Workforce	<b>Enhance leadership accountability for a respectful and inclusive workplace.</b>
	→ Advance inclusive leadership through existing programs and initiatives.
	* Incorporate inclusion goals into the Administrative Leadership Team-approved Corporate Management Team goal on creating and fostering a healthy workplace.
→ Actions in Progress * New Actions	



## Data-Informed decision making

### KEY STRATEGIC ACTION: Creation of a disaggregated data strategy

City Service Delivery	<b>Use disaggregated data to assess and improve the equitable planning and delivery of City services.</b>
	* Support the development of a Corporate disaggregated data strategy.
	* Develop standard questions and response categories for collecting demographic information (prioritizing gender) and ensure these are used corporately.
City Council and its Committees	<b>Track and assess the diversity of applicants to Boards, Commissions and Committees.</b>
	→ Conduct an annual voluntary demographic survey to track and assess representation among applicants in relation to Calgary's population.
City Workforce	<b>Continue to use data to promote evidence-based decision making in support of the Strategy in the workforce.</b>
	→ Continue to use analytics to inform inclusive workplace initiatives.
	* Conduct further research to compare gender of our workforce by occupational groups to the available, qualified population.
	* Establish gender gap indicators, as they relate to recruitment and promotions.
→ Actions in Progress * New Actions	



## Education and awareness

### KEY STRATEGIC ACTION: Education to increase awareness of gender equity and reduce bias

City Service Delivery	<b>Continue to explore new ways, and enhance current efforts, to ensure that City services meet the needs of Calgarians of all genders.</b>
	→ Share learnings and tell the story of increased access to City services.
	→ Continue to engage with the community on how to reduce barriers to participation.
	→ Provide education on the use of pronouns for transgender and gender nonconforming participants of programs and services.
City Council and its Committees	<b>Conduct recruitment and appointee selection activities in an inclusive manner.</b>
	→ Continue to advertise Boards, Commissions and Committees vacancies through a variety of media sources to increase number of applicants with diverse backgrounds, experiences and skills.
	→ Ensure recruitment information utilizes plain language and communicates The City's objectives for diversity, equity and inclusion.
	* Provide training opportunities to all those involved in selection of appointees on equity, diversity and inclusion, including unconscious bias training.
City Workforce	<b>Provide education, awareness and tools to support the implementation of the Strategy in the workplace.</b>
	→ Continue to educate leaders and employees on human rights, respectful workplace and unconscious bias.
	→ Integrate unconscious bias concepts into recruitment and selection training.
	* Enhance and promote tools and resources to support inclusive leadership (e.g. GBA+).
→ Actions in Progress * New Actions	



## Addressing barriers to participation

**KEY STRATEGIC ACTION:** Adopt “Gender-Based Analysis Plus” (GBA+) to assess the impact and inform decision making that considers diverse groups of people

City Service Delivery	<b>Embed the GBA+ approach into business practices and organizational culture with the implementation of the Social Wellbeing Policy principle of equity.</b>
	→ Continue to develop and implement approaches to addressing barriers to participation of transgender and gender nonconforming participants in programs and services.
	* Develop a strategy to integrate GBA+ for priority service lines.
City Council and its Committees	<b>Sustain and explore ways to eliminate bias in the recruitment and selection process of Boards, Commissions and Committees.</b>
	→ Continue to assess applicants based on information collected via standard application forms rather than resumes.
	* Investigate methods to anonymize applications.
	<b>Work in partnership with Federation of Canadian Municipalities (FCM) and other community groups to reduce barriers to women’s participation in municipal politics (Administration and Council).</b>
	* Participate in Towards Parity in Municipal Politics (FCM) project to reduce barriers to women’s participation in municipal politics.
	* Work with Equal Voice to introduce young women to municipal politics.
City Workforce	<b>Proactively identify and reduce barriers to participation for current and prospective employees to ensure opportunities are fair and equitable.</b>
	* Apply a GBA+ lens on new HR initiatives to ensure fair and equitable opportunities for current and prospective employees.
	* Decrease the potential for bias in the recruitment process by conducting a feasibility study on integrating technology to scrub names/addresses of candidates from resumes.
	* Develop a pilot Women in Leadership Mentorship series aligned to the Emerging Leaders Program.
→ Actions in Progress * New Actions	

**Appendix 1:**

# Glossary of Terms

**Change leadership:** Refers to the ability to harness the energy, the power of people, the driving forces, visions and process to fuel large-scale and sustainable transformation.

**Disaggregated data:** Refers to data that can be broken apart or “disaggregated” so that relationships and effects on different categories of people and organizational units can be seen.

**Diversity:** Refers to the variety of characteristics that make people different from one another. These include: social, economic, cultural, physical characteristics, as well as ideas, perspectives and values.

**Equality:** Refers to the practice of treating everyone the same. Equality promotes fairness and justice as long as everyone has the same starting place. Equity is the means, equality is the result.

**Equity:** Refers to the practice of treating everyone with fairness by taking into account individual differences and social conditions. It requires recognition of respective needs and removing barriers (often systemic) for everyone to be successful. The result of equity is that all people have equal opportunity to benefit.

**Gender Based Analysis Plus (GBA+):** Refers to an analytical tool that is used to assess the impact of one’s work on diverse groups of people. The “plus” in GBA+ indicates that gender is only a starting point to think about the multiple identity factors, like race, ethnicity, religion, age, and mental or physical disability, that intersect to make us who we are and how policies, programs and services can be experienced differently based on those factors.

**Gender:** Refers to the socially constructed roles, expressions and identities of girls, women, boys, men, and gender diverse people. Gender is usually conceptualized as a binary (girl/woman and boy/man) yet there is considerable diversity in how individuals and groups understand, experience, and express it.

**Gender equity:** Refers to the process of making decisions, planning programs and allocating resources fairly by recognizing the unique needs and experiences of people based on their gender diversity. Gender equity is intended to identify and address discrimination on the basis of sex or personal identity.

**Gender gap indicator:** Refers to a measurement indicating the potential presence of gender-based barriers in the recruitment process. This measure uses thresholds that reflect an expected range of difference between rates of hire and/or promotion based on gender.

**Inclusion:** Refers to a culture of belonging where everyone is able to do their best by being valued and respected for their differing individualities, opinions, thoughts, and ideas.

**Intersectionality:** Refers to a framework for understanding that every person has multiple and simultaneous identities (e.g. gender, ethnicity, age, physical ability) that shape personal and collective experiences. These identities contribute to differing experiences and differing degrees of privilege and oppression.

**Representative:** Refers to the degree of alignment between the diversity of the people within an organizational group and the general population.

**Unconscious bias:** Unconscious biases are the result of messages introduced into our subconscious from an early age. Many of these prejudices are deeply held in our unconscious and can influence the decisions we make and how we respond to one another.

**Appendix 2:**

# Highlighted Activities

Below are some examples of work that is underway at The City of Calgary in relation to gender equity, diversity and inclusion. This list highlights several of the more prominent projects and initiatives but is not meant to cover the entirety of the work across The Corporation.

**City Services**

Projects and initiatives included are:

**Gender Neutral Washrooms** (Facility Management):

All single-user lockable washrooms have standard signage for universal washrooms.

**Sports Policy** (Calgary Recreation): Work to design and deliver sport programs and initiatives in a manner that removes barriers that prevent underrepresented groups, such as women and girls, LGBTQ and other equity-seeking groups from participating and enjoying sport.

**Customer Service Training** (Calgary Recreation):

Approximately 1,400 staff trained on facilitating access for transgender customers.

**FCSS Investments** (Calgary Neighbourhoods): Use of disaggregated data enables The City to describe who participates and benefits from City and provincially funded prevention programs.

**City Council Boards, Commissions and Committees**

**Recruitment Campaign** (City Clerks): Included newcomers/ethno-cultural and minority groups as target audiences.

**City Workforce**

**Diversity & Inclusion in the Workplace Framework:** developed and implemented (2011)

**Diversity & Inclusion Advisory Committee:** established (2011)

**Data Collection and Analytics:**

- Refreshed Corporate Employee Survey to collect demographic data and introduced for the first time questions around gender identity, gender expression, and the LGBTQ community (2015)
- Introduced the Inclusion Index to measure how different groups perceive our workplace, with the ability to analyze the employee experience by demographic data and identify areas of gaps (2016)
- Workforce data analytics on gender, including the Corporate Dashboard

**Diversity & Inclusion Awareness and Education:**

- Established program focused on the areas of unconscious bias, human rights, bridging cultures and working with generations (RFSO 2016)
- Developed tools and resources to support Leaders and Employees advance inclusion in the workplace (ongoing)
- **144** Diversity & Inclusion sessions with **5,505** total participants (2015 – 2018)
- **477** Leaders educated on Unconscious Bias and Inclusive Leadership
- **396** Leaders educated on Human Rights
- **1,866** Employees educated on Bridging Cultures
- **363** Employees educated on Working with Generations
- **279** Respectful Workplace sessions with **6,522** participants (2015 – 2018)
- **14,498** Employees completed the Code of Conduct training (2018 – 2019)
- Published **10** Human Rights articles on myCity in 2018, as a component of the **58** inclusion articles published since 2015 January.
- Delivered Experience Inclusion initiatives in 2015, 2016, 2017, 2018
- Established the Human Rights, Equity & Inclusion Calendar

**Employment Systems Reviews:**

- Since 2014, conducted reviews of HR policies, processes and programs (including integration into existing learning programs) to ensure fair and equitable practices (ongoing) and identify perceived or real systemic barriers from a Diversity & Inclusion lens (ongoing)
- Comprehensive assessment of The City's recruitment processes (2018)
- Exempt staff pay equity review (PFC2019-0193)

**Communication, Engagement and Partnerships:**

- Collaborated with internal and external partners to optimize the corporate direction on diversity and inclusion in the workplace
- Customized Diversity & Inclusion (internal) consulting in 16 business units spanning six different departments (2017-2019)

**Established a dedicated Human Rights and Respectful Workplace office (2018)**

**Dedicated initiatives in business units:**

- Women in Transportation (employee led, leader endorsed initiative)
- Women in Planning (employee led, leader endorsed initiative)
- Calgary Police Services (Diversity & Inclusion Strategy development)
- Calgary Fire Department (Diversity & Inclusion Strategy)



**Appendix 3:**

# GBA+ Learning Initiative

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GBA+ Learning Initiative involved 20 staff across 9 business units and 5 departments, to pilot the use of GBA+ as an analytical tool to assess the impact of planning and program development and implementation on diverse populations. It ran from September 2018 to February 2019.

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Projects included:

**Multi-Use Facility**

**Calgary Neighbourhoods, Calgary Fire Department and Facility Management**

Created a plan for the development of a multi-use facility in Forest Lawn co-located with a variety of community and City services. GBA+ was applied to the research/data phase of the project to find new sources of relevant data to expand awareness of the needs of diverse populations that will use the facility.

**Civic Census**

**City Clerks**

Census questions, training, and processes were evaluated with a GBA+ lens. A new gender question that included “other” as a response option, in addition to “male” and “female” was added to census for 2019.

**Area 31 Growth Plan**

**Community Planning**

This multi-community local area plan will provide planning, policy and direction for 10 communities, including industrial areas, in south Calgary. The GBA+ was applied when drafting the project charter and resulted in expanding the initial stakeholder list to consider the needs of more diverse groups. This project will be launched in the Fall of 2019.

**Municipal Development Plan and Calgary Transportation Plan – Next 20**

**Calgary Growth Strategies**

The Next 20 team conducted a GBA+ analysis on the existing plans and identified new data/research to consider. The analysis also resulted in the consideration of the needs of more diverse populations, consultation with a broader range of stakeholders and organizations, and public engagement opportunities.

**Calgary Transit Campaign**

**Calgary Transit**

This project aims to develop a plan to improve the safety of women on Calgary Transit. GBA+ was applied to survey development and analysis of transit users. The results allow for the ability to tailor initiatives to those that are most impacted (women with disabilities, LGBTQ2S and racialized women).

**Traffic Calming Policy**

**Transportation Planning**

This pilot examines how rewriting Calgary’s traffic calming policies can consider and benefit all modes. GBA+ was applied by the team to find ways to host inclusive conversations that contribute to safer, friendlier communities.

**Rethinking Waste**

**Waste & Recycling**

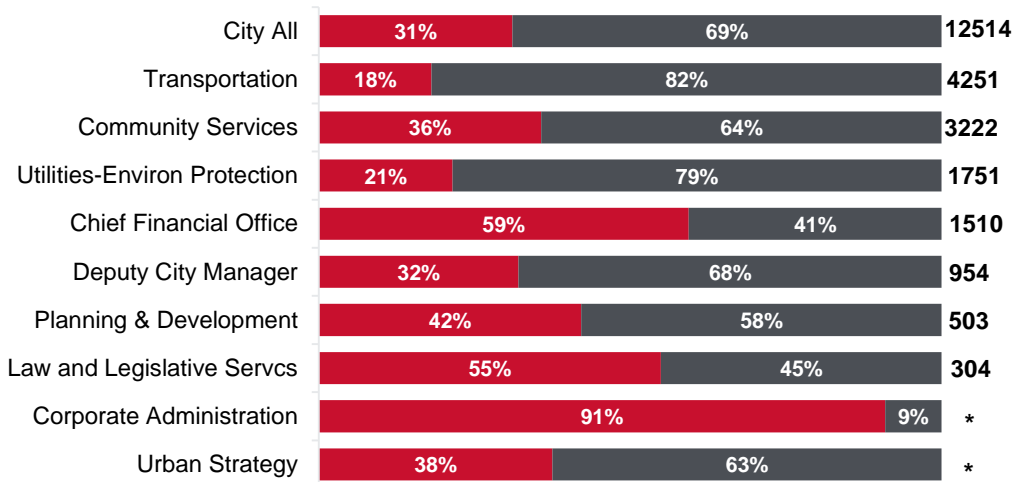
This pilot works with businesses and multi-family complexes to reduce and divert waste. GBA+ was applied to create a survey, in planning education open houses and in communication materials. The team plans to apply GBA+ to tailor waste initiatives to meet the needs of their diverse clients for greater program effectiveness.



# **City Gender Analytics**

## **April 2019**

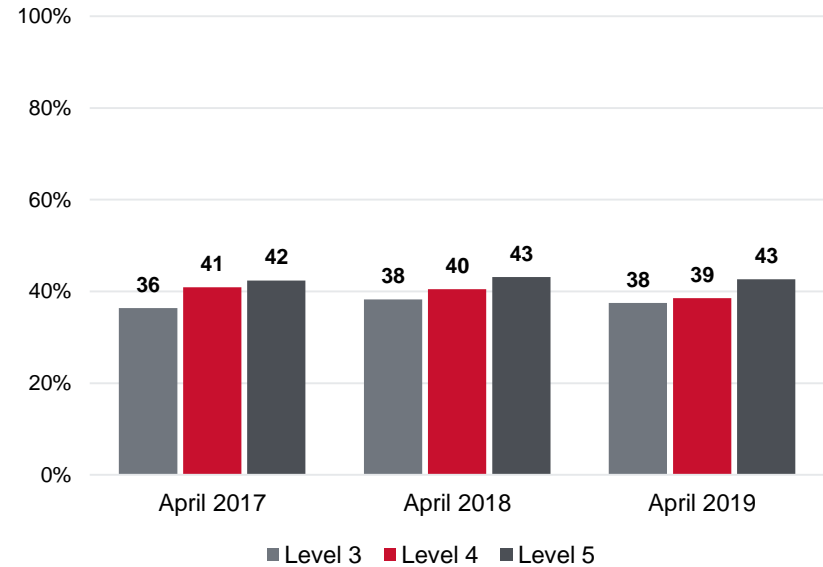
## Core Gender Distribution



\* Employee count 10 & under

■ Female % ■ Male %

## Female Representation in Leadership



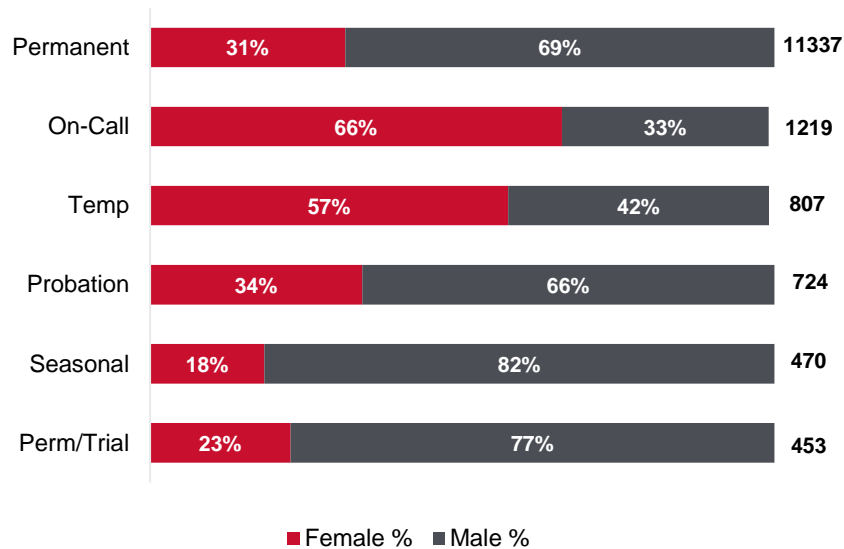
■ Level 3 ■ Level 4 ■ Level 5

The City's overall gender distribution has remained stable over the last five years. As of April 1 2019, females represented 31 per cent of the core workforce compared to 30 per cent as of April 1 2014.

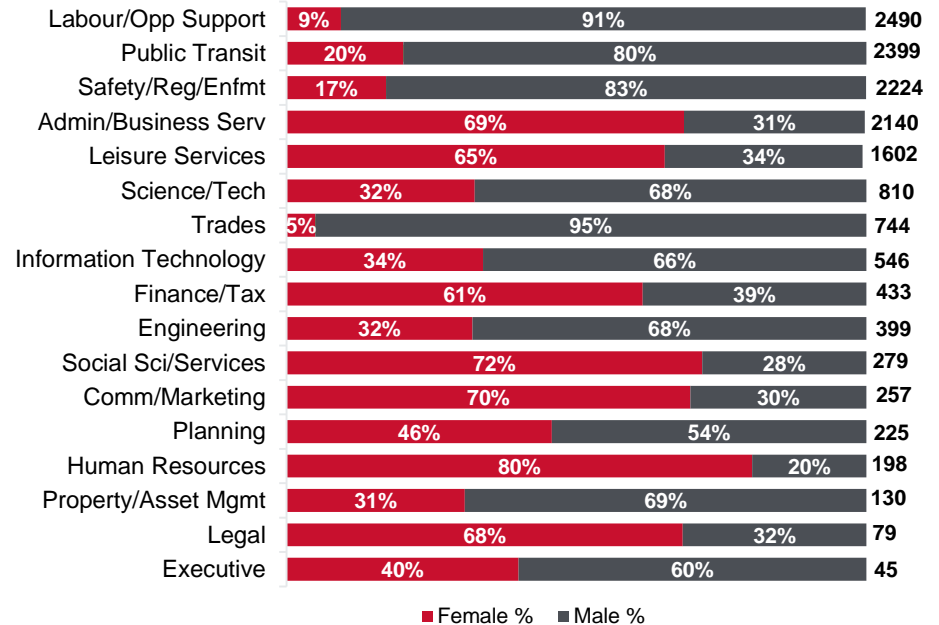
As a percentage of the total workforce, females represented 35 per cent. Comparatively, female representation was higher at the director, manager and leader levels.

While gender distribution varies by department across The City, the three largest departments in terms of number of employees are male concentrated. As of April 1 2019, Transportation, Community Services and Utilities and Environmental Protection accounted for 74 per cent of the core workforce and 80 per cent of core males. Departments that comprised the remaining 26 per cent of the core workforce accounted for 41 per cent of core females.

## Employee Type by Gender



## Job Function by Gender

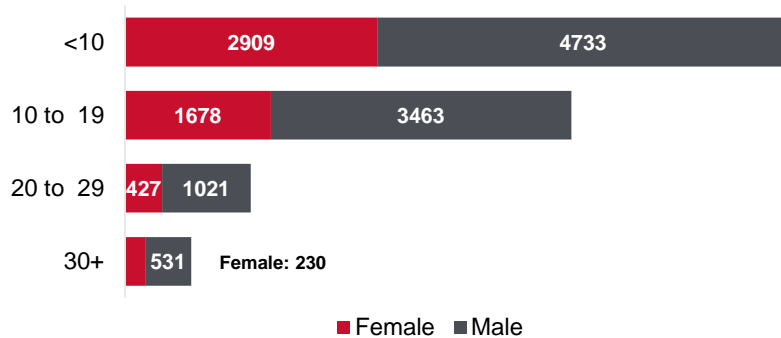


One third of the job functions at The City represented 78 per cent of the core workforce. Five of these six job functions with the most employees were male concentrated.

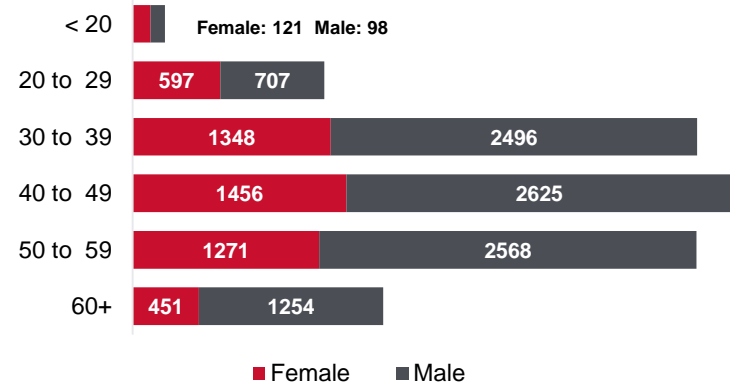
Gender distribution varied across job functions with Trades having the lowest female representation at 5 per cent and Human Resources having the highest at 80 per cent.

While gender distribution varies by job function at The City, the job functions with the highest number of employees were male concentrated. As of April 1 2019, Labour/Operations Support, Public Transit and Safety/Regulatory/Enforcement accounted for 47 per cent of the total workforce and 40 per cent of all males.

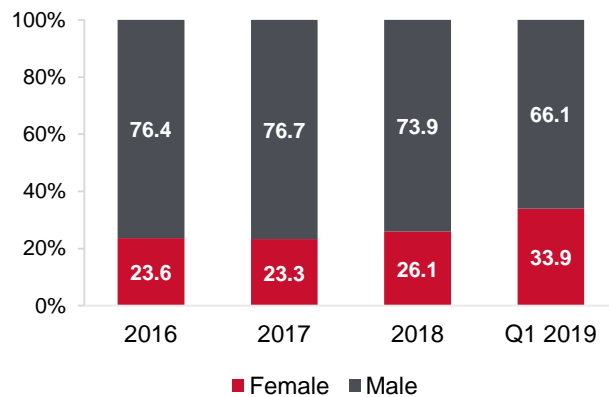
## Years of Service



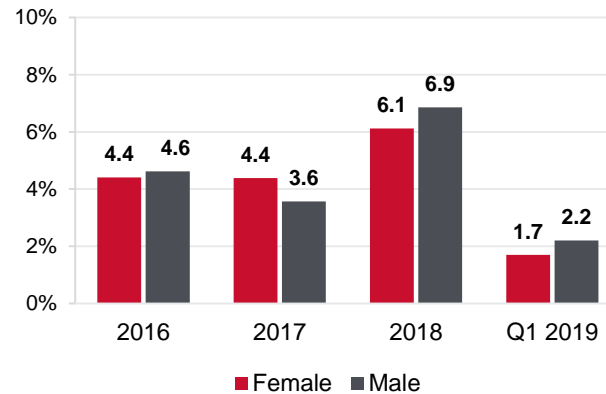
## Age Cohorts



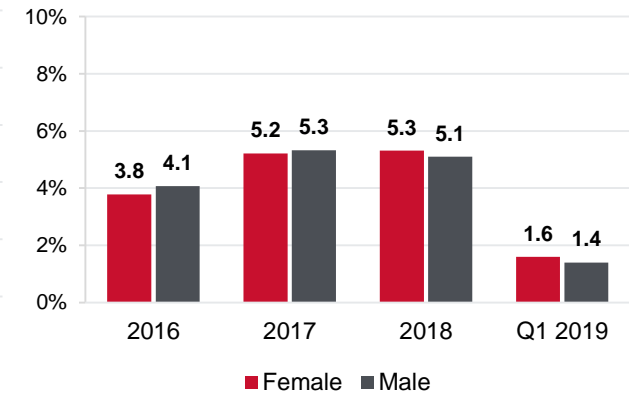
## Percentage of Core Hires



## Core Promotion Rate



## Core Turnover Rate



The City hired 111 core employees in Q1 2019: 67 per cent were male. Transportation and Community Services accounted for 74 per cent of all external core hires. The City continues to hire more males than females; however, the percentage of core female hires was up in 2018 over 2017.

The female core promotion rate was up in 2018. Females represented 29 per cent of promotions in 2018, down from 35 per cent in 2017.

The core turnover rate for females increased over the last 3 years, and was higher than the male turnover rate in 2018.

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## **Multilingual Communications and Engagement Policy Report**

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### **EXECUTIVE SUMMARY**

Implementation of the Multicultural Strategy for Communications and Engagement has been underway since 2017, and has resulted in improvements to the way The City communicates and engages with Calgary's multicultural population. The ongoing need for this strategy is evident in the fact that immigrant communities totalled almost 30 per cent of Calgary's population in 2016 and are projected to be the main driver of population growth within Calgary until at least 2036.

Administration continues to advance the strategy by integrating its recommendations into communications and engagement projects, and by developing numerous supporting initiatives. Many of these initiatives have been completed or are underway and include: an interactive map identifying the language needs of Calgary's wards and communities, an inclusive engagement guide, qualitative research with cultural leaders and first and second-generation immigrants, ongoing staff training, and a bank of translated statements and multicultural photographs.

This report responds to the second directive in the Notice of Motion C2018-0504 and follows up on previous presentations to SPC on Community and Protective Services and Council. It explains the considerations and recommendations for a policy, strategies and implementation plan that were developed in collaboration with Administration and external partners. The recommended approach below is accompanied by an implementation plan for information.

### **ADMINISTRATION RECOMMENDATION:**

The Standing Policy Committee on Community and Protective Services recommends Council:

1. Directs Administration to continue to develop standards of service for equitable communications and engagement, including multilingual considerations, as guided by the Social Wellbeing Policy, and not proceed with a stand alone new policy for Multilingual Communications and Engagement;
2. Directs Administration to develop measures of success related to the delivery of equitable communication and engagement services in alignment with the Social Wellbeing Principles; and
3. Directs Administration to report back to the Standing Policy Committee on Community and Protective Services by Q2 2020.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018, April 23, through a Notice of Motion, Council directed that Administration:

Develop and report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q2 2019 on recommendations for a policy, strategies and implementation plan that includes standards of service for translation and interpretation, timelines, resources and budgets that incorporates the work done on the Channel Strategy for Ethno-Cultural Communities.

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**Multilingual Communications and Engagement Policy Report**

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**BACKGROUND**

Council and citizen priorities identify the need to include opportunities for all Calgarians to participate in civic life, to help create a prosperous city with inspiring neighbourhoods.

Calgary has a large and growing immigrant community, totalling almost 30 per cent of the population. Between 2011 and 2016, Calgary's immigrant population grew faster than the general population, and in 2016, almost one in six Calgarians spoke a language other than English most often at home. The Government of Canada projects immigration will continue to be the main driver of population growth within Calgary until at least 2036.

The Multicultural Strategy for Communications and Engagement was developed in 2017. This strategy delivered comprehensive reports, marketing tools, and media catalogues for Calgary's top five non-official languages, based on language spoken most often at home, and was approved by council on 2018, October 15.

Implementation of the Multicultural Strategy for Communications and Engagement is already underway. In the first quarter of 2019, an average of 12 per cent of communication campaign promotional budgets were allocated to multicultural channels. These projects included information about key topics such as Property Tax Assessment, MAX Transit Routes, and One Calgary. An Inclusive Engagement Guide was completed and put into practice during the same time period in 2019, resulting in 57 per cent of active engagement projects incorporating inclusive engagement strategies, including at least seven projects that used non-English language services. These projects included: Planning Chinatown, Transit Service Review, Centre City Plan Refresh, and North Hill Communities Local Growth Plan.

Numerous other initiatives have also been implemented to advance the Multicultural Strategy for Communications and Engagement, in accordance with commitments made in previous presentations to SPC on Community and Protective Services and Council.

More than 300 key City statements were translated into simplified Chinese, Punjabi (India), Tagalog, Spanish (Latin American), and Arabic, and made available to City staff. An online translation bank, accessible by all City staff, will follow by the end of 2019. This work was complemented by the creation of a bank of multicultural photographs, made available for City use. Administration is also developing interim processes to support City translation and interpretation needs, whilst establishing a long-term corporate service.

In addition, in-person training on the Multicultural Strategy for Communications and Engagement was completed for Customer Service and Communications staff and ward offices in 2019, April. Online training and supporting tools will be available for all City staff by 2019 Q4, and additional in-person training is ongoing.

Professional research services were used to validate and expand previous research. Qualitative focus groups were conducted in 2019 Q2 with cultural leaders and a cross-section of first and second-generation immigrants from the Indian Punjabi, Chinese, Arabic, Filipino, and Latin American communities. The reports will be made available in 2019 Q3. This work will also assist the corporate research team in building a multicultural advisory panel, with participants agreeing to participate in future research.

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## **Multilingual Communications and Engagement Policy Report**

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### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### **Stakeholder Engagement, Research and Communication**

In 2018 Q2, a survey was carried out to understand how City departments interact with multicultural and immigrant communities. Following that, in 2018 Q3, Administration conducted a multilingual communications survey to gain a better understanding of the resourcing needs for translation and interpretation services for wards and their constituents.

An interactive map identifying wards and communities where languages other than English are spoken most often at home, and indicating which languages are most frequently used, was developed in collaboration with Corporate Analytics and Innovation and Calgary Neighbourhoods. The map will be added to The City's online map gallery by 2019 Q3, with additional enhancements planned for Q4.

Internal and external collaboration was also critical in informing the recommendations contained in this report. Continuing collaboration includes a memorandum of understanding with the Government of Alberta, and regular meetings with stakeholders from:

- Calgary Neighbourhoods
- Calgary Local Immigration Partnership (CLIP)
- Resilience and Infrastructure Calgary
- Calgary Recreation
- Human Resources
- Corporate Analytics and Innovation

To meet the direction of Council, Administration considered the outcomes of projects underway, the needs identified through analysis of research and data, and how this work aligns with existing Policies.

A key consideration that led to the recommendations contained in this report is the relationship between this work and the Social Wellbeing Policy. This Policy sets out guiding principles for how we deliver effective City services that respond to the diverse, and often intersecting, needs of all Calgarians. The Social Wellbeing Policy will also help to coordinate The City's various social policies, strategies and initiatives under one foundational policy with aligned measurement.

As the Multicultural Strategy for Communications and Engagement was considered in the context of the Social Wellbeing Policy, other options in addition to creating a new stand-alone policy emerged. Through the analysis of practices by other municipalities, and a review of the

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options available to implement and govern the Multicultural Strategy for Communications and Engagement, three options that could form the basis of our recommendations were identified:

1. Develop a stand-alone Council policy, aligned with the Social Wellbeing Principles.
2. Create a stand-alone Administration policy, aligned with the Social Wellbeing Principles.
3. Use the existing Social Wellbeing Principles and Policy to provide guidance on the delivery of equitable communication and engagement.

After further analysis, the third option was identified as presenting the most effective solution. This approach to communication and engagement will allow The City to take a broader, intersectional approach to removing barriers to communication and engagement for all Calgarians (e.g. people with disabilities) that can go beyond the translation and interpretation of information. The approach is efficient as it removes the administrative requirements of developing and maintaining a separate policy while providing effective accountability for the delivery of equitable communication and engagement. It will also allow The City's communications and engagement practices to remain agile in response to Calgary's evolving multicultural demographics. To action the Social Wellbeing Principles, Administration will create standards of service for the delivery of equitable communication and engagement that reflect the diverse needs of Calgarians, including multilingual considerations, and develop measures that track the advancement of the proposed standards. Administration will seek the advice of the Social Wellbeing Advisory Committee to inform the development of both the standards and associate measures. With approval of this report's recommendations, Administration will return to Standing Policy Committee on Community and Protective Services in 2020 Q2 with an update on the standards of service for equitable communication and engagement, and measures of success.

**Strategic Alignment**

The City's Multicultural Strategy for Communications and Engagement aligns closely with Council and citizen priorities for a prosperous city and a city of safe and inspiring neighbourhoods. This work also aligns with the Social Wellbeing Principles and Policy. The Multicultural Strategy for Communications and Engagement is embedded in One Calgary service plans and budgets, and supports Resilient Calgary and Cultural Plan for Calgary.

**Social, Environmental, Economic (External)**

**Social:** This work will improve social inclusion for multicultural and immigrant populations in Calgary. A city with a strong sense of inclusion and improved civic participation strengthens the social fabric of the whole community.

**Economic:** The City will adopt corporate-wide strategies to help manage costs, and reduce redundancy and duplication of effort.

**Financial Capacity**

***Current and Future Operating Budget:***

This work is resourced through base funding allocated as part of the One Calgary budget process. Translation and interpretation services have been, and will continue to be, charged to the respective service line budgets. Recommendations will continue to be made to service



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owners and project leads to identify the options and benefits of this work, and to identify how multicultural communications and engagement can be integrated into existing operating and or capital budgets.

### ***Current and Future Capital Budget:***

There are no capital budget implications associated with this report.

### **Risk Assessment**

If The City does not align the needs of multilingual citizens with the Social Wellbeing Principles, it runs the risk of providing communications and engagement opportunities that do not respond to the diverse, and often intersecting, needs of all Calgarians. The Social Wellbeing Principles are designed to provide guidance on how to embed equity, truth and reconciliation, culture and prevention in City services.

The City needs to keep pace with immigration trends and the needs of citizens. By following the Social Wellbeing Principles set out in the Social Wellbeing Policy, rather than creating a stand-alone policy, our communications and engagement practices can remain agile in response to Calgary's evolving multicultural demographics. Administration will continue to revise the Multicultural Strategy for Communications and Engagement based on research and Statistics Canada data.

### **REASON(S) FOR RECOMMENDATION(S):**

This recommended approach effectively supports the governance of the Multicultural Strategy for Communications and Engagement without creating a new policy, ensures alignment with the Social Wellbeing Principles and Policy, and enables work currently underway to continue.

### **ATTACHMENT(S)**

1. Attachment 1 – Multicultural Strategy for Communications and Engagement Implementation Plan Framework.
2. Attachment 2 – The Social Wellbeing Policy (CP2019-01).



## Multicultural Strategy for Communications and Engagement Implementation Plan Framework

Action	Details	Timeframe	Desired Outcomes
Apply the Multicultural Strategy to communications and engagement projects	Outline when translation and interpretation is appropriate.	Ongoing 2019-22	Citizens of the top five groups who speak a language other than English most often at home receive equitable and effective communication and engagement opportunities.  Employees understand when it is appropriate to use translation and interpretation services, how to effectively reach multicultural citizens, and apply the knowledge to their work.
	Identify and support key City projects that align with strategic objectives.		
	Establish best practices for equitable representation in City content.		
	Identify and utilize new channels for communications and engagement.		
Translation and interpretation	Translation and interpretation for key City projects that align with strategic objectives.	Ongoing 2019-22	Citizens of the top five groups who speak a language other than English most often at home receive equitable and effective communication and engagement opportunities.
	Expand the corporate translation bank.	Ongoing 2019-22	Employees have an effective and efficient way to access accurately and consistently translated information for the top five groups who speak a language other than English most often at home.
	Procure corporate translation and interpretation services.	2019-20	
Multicultural photography	Photo shoot based on 2016 Statistics Canada data.	2019	Citizens of the top five groups who speak a language other than English most often at home receive equitable and culturally appropriate representation in City photography.
	Refresh based on 2021 Statistics Canada data.	2021-22	
	Establish best practices to ensure equitable representation at City photo shoots.	2019	
Training	Multicultural Strategy and Inclusive Engagement Guide training.	Annually or on demand 2019-22	Employees understand the cultural needs of citizens of the top five groups who speak a language other than English most often at home, understand when it is appropriate to use translation and interpretation service, and apply the knowledge to their work.
Calgary Language Map	Map based on 2016 Statistics Canada data.	2019	Employees and external groups understand the language needs of citizens of the top five groups who speak a language other than English most often at home and apply the knowledge to their work.
	Refresh based on 2021 Statistics Canada data.	2021-22	

Resourcing needs of the Office of the Councillors and the Office of the Mayor	Evaluate and report back by 2019, Q4.	2019-20	Offices understand the language, cultural needs, and service needs of citizens, and can apply communications and engagement resources accordingly.
Research	Research based on 2016 Statistics Canada data.	2019	Employees understand the language, cultural needs, and services needs of citizens of the top five groups who speak a language other than English most often at home and apply the knowledge to their work.
	Refresh using 2021 Statistics Canada data.	2021-22	
Continue to advance the Multicultural Strategy	Collaborate with internal and external groups, and use research and data to inform and advance the strategy.	Ongoing 2019-22	Citizens of the top five groups who speak a language other than English most often at home receive equitable and effective communication and engagement opportunities.
	Align with the Social Wellbeing Policy.	2019-20	The City takes a broader, intersectional approach to removing barriers to communication and engagement for all Calgarians.



## Council Policy

**Policy Title:** The Social Wellbeing Policy  
**Policy Number:** CP2019-01  
**Report Number:** CPS2019-0276  
**Adopted by/Date:** Council / 2019 April 08  
**Effective Date:** 2019 April 08  
**Last Amended:** N/A  
**Policy Owner:** Calgary Neighbourhoods

### 1. POLICY STATEMENT

- 1.1. The City of Calgary (The City) will follow the Social Wellbeing Principles when making decisions; developing plans, policies and strategies; and delivering City Services. These principles are:
  - (a) The City will strive to provide Equitable Services. This includes removing barriers to Access and Inclusion;
  - (b) The City will advance the active and shared process of Truth and Reconciliation in collaboration with the community;
  - (c) The City will seek opportunities to support and grow Culture in Calgary; and
  - (d) The City will aim to stop problems before they start, using a Prevention approach.
- 1.2. The City will advance processes and mechanisms to identify emerging social needs of Calgarians and develop response plans that may be put in place with appropriate partners and Services.
- 1.3. The City will consider all aspects of Accessibility in City Service delivery and maintain a multi-year plan for how The City will meet Accessibility requirements.
- 1.4. The City will develop measures, evaluate, and publicly report on, the progress made in the advancement of the Social Wellbeing Principles.
- 1.5. To support The City to advance the Social Wellbeing Principles of Equity, Truth and Reconciliation, Culture and Prevention, The City will:
  - 1.5.1 Seek the advice of the Social Wellbeing Advisory Committee or other relevant Boards, Commissions and Committees as requested by City Council, Administration, or as indicated in the Social Wellbeing Advisory Committee work plan;
  - 1.5.2 Provide representatives of The City including members of Council, employees, and Boards, Commissions and Committee with relevant learning opportunities including training;
  - 1.5.3 Use data to understand the needs of Calgarians to inform Service delivery; and



- 1.5.4 Develop tools and provide support to integrate consideration of the Social Wellbeing Principles into City processes as described in 1.6.
- 1.6 The City will embed consideration of the Social Wellbeing Principles of Equity, Truth and Reconciliation, Culture and Prevention, in:
  - 1.6.1 the design, delivery and evaluation of City Services;
  - 1.6.2 The City's strategic vision (the Municipal Development Plan / Calgary Transportation Plan);
  - 1.6.3 the development of Service plans and budgets;
  - 1.6.4 the processes that support project management;
  - 1.6.5 the delivery of communication, marketing and information provided to the public;
  - 1.6.6 the process of public Engagement;
  - 1.6.7 the completion of Corporate reports;
  - 1.6.8 advocacy to and collaboration with other orders of government to address relevant social issues; and
  - 1.6.9 the development of new or revised Council and Administration Policies.

## **2. PURPOSE**

- 2.1 The purpose of this policy is to outline policy statements and procedures for how City Services can contribute to achieving quality of life and increased Civic Participation for all Calgarians.
- 2.2 This Council policy addresses the need to:
  - 2.2.1 Provide guidance on how The City can reduce barriers and continually improve delivery of Services to all Calgarians, considering aspects of diversity including but not exclusive to: age, disability, family status, gender, gender identity/expression, marital status, Indigenous heritage/identity, level of income, place of origin, place of residence, race, religious beliefs, and sexual orientation; and
  - 2.2.2 Develop an efficient and effective approach to the coordination of relevant existing or future strategies that advance the Social Wellbeing Principles.



### **3. DEFINITIONS**

#### **3.1 In this Council policy:**

- 3.1.1 “Access” means Services align with the ability for individuals to participate. This often is achieved through the removal of barriers impeding access, which may include: social, financial, language, cultural, geographic and physical barriers. The result is everyone is given the opportunity to participate in all aspects of society.
- 3.1.2 “Accessibility” means removing barriers to access specifically for people with disabilities (which may include but is not exclusive to physical, sensory and cognitive disabilities) to participate in City Services.
- 3.1.3 “City Service” or “Service” means the delivery of outputs that meet the needs of residents and contribute to overall outcomes delivered by The City. This includes enabling Services (Services that set the framework, policies and conditions by which internal City Services operate; or provide the foundational support for the delivery of public Services).
- 3.1.4 “Civic Participation” means Calgarians are involved in dialogue and/or actions to address important public issues.
- 3.1.5 “Culture” means the opportunities to express the unique identity of a community or social group. Examples include art, food, performance and other creative expressions that deepen social connections, increase cultural understanding and dialogue, reduce isolation and enliven communities. In the context of this policy, Culture refers to the strategic priorities in the Cultural Plan for Calgary.
- 3.1.6 “Engagement” means the purposeful dialogue between The City and citizens and stakeholders to gather information to influence decision making.
- 3.1.7 “Equitable” or “Equity” means conditions are adjusted to meet people’s diverse needs, strengths and social realities. It requires recognition that different barriers (often systemic) exist for diverse individuals or groups. The result of Equity is all people have the opportunity to benefit equally from City Services.
- 3.1.8 “Inclusion” means environments in which any individual or group is respected, valued, and supported to fully participate in society. In these environments people feel included.
- 3.1.9 “Prevention” means the conditions or personal attributes that strengthen the healthy development, wellbeing, and safety of individuals across the lifespan, and/or communities, and prevent the onset or further development of problems.
- 3.1.10 “Social Wellbeing” means the social conditions that impact an individual’s quality of life, access to opportunities, and inclusion in society.



3.1.11 “Truth and Reconciliation” means a shared and active process between Indigenous and non-Indigenous peoples to establish and maintain mutually respectful relationships. It is about acknowledging what has happened in the past, addressing the impact of colonial policies and then following through with action.

#### 4. **APPLICABILITY**

4.1 This Council policy applies to members of City Council and Administration.

#### 5. **LEGISLATIVE AUTHORITY**

5.1 Pursuant to s 3 of the *Municipal Government Act* (Alberta) “the purposes of a municipality are (a) to provide good government, (a.1) to foster the well-being of the environment (b) to provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality, (c) to develop and maintain safe and viable communities and (d) to work collaboratively with neighbouring municipalities to plan, deliver, and fund intermunicipal services”.

#### 6. **AMENDMENT(S)**

Date of Council Decision	Report/By-Law	Description

#### 7. **REVIEW(S)**

Date of Policy Owner’s Review	Description