



## MINUTES

### SPECIAL MEETING OF COUNCIL

**RE: CONTINUED DEVELOPMENT OF COUNCIL'S STRATEGIC DIRECTION  
FOR THE CITY'S BUSINESS PLANS AND BUDGETS (ACTION PLAN 2015-2018)**

**HELD 2014 MAY 05 AT 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:**

Mayor N. Nenshi  
Councillor G-C. Carra  
Councillor A. Chabot  
Councillor S. Chu  
Councillor P. Demong  
Councillor D. Farrell  
Councillor R. Jones  
Councillor S. Keating  
Councillor J. Magliocca  
Councillor B. Pincott  
Councillor R. Pootmans  
Councillor W. Sutherland  
Councillor J. Stevenson  
Councillor E. Woolley

**ALSO PRESENT:**

City Manager (Interim) E. Sawyer  
Acting Chief Financial Officer B. Koay  
General Manager S. Dalglish  
General Manager M. Logan  
General Manager R. Pritchard  
General Manager R. Stanley  
General Manager B. Stevens  
City Clerk S. Gray

This meeting was conducted in accordance with the Procedure Bylaw 44M2006, as amended.

1. OPENING PRAYER

Mayor Nenshi gave the opening prayer at today's meeting.

INTRODUCTION

Mayor Nenshi introduced today's Meeting by providing an overview of the topics on the Agenda, with respect to the continued development of Council's strategic direction for the City's business plans and budgets (Action Plan 2015-2018), as follows:

- Council Priorities
- Indicative Rates and Fees
- Key Council Decision Points
- Citizen Engagement
- Financial Considerations

RECEIVE FOR CORPORATE RECORD

The City Clerk received for the Corporate Record, a copy of a Powerpoint presentation entitled "Special Strategic Planning Meeting of Council, May 5, 2014", with respect to the Mayor's introduction of today's Meeting.

FILE AND RELEASE TO PUBLIC, Moved by Councillor Pincott, Seconded by Councillor Sutherland, that with respect to Reports C2014-0401, C2014-0103, C2014-0324 and C2014-0102, the following be adopted, in an omnibus motion:

That Council:

1. File the Administration Recommendations with respect to the *Freedom of Information and Protection of Privacy Act* Recommendation in each Report; and
2. Release publicly the Reports C2014-0401, C2014-0103, C2014-0324 and C2014-0102, together with their attachments, at the beginning of today's Meeting.

CARRIED

## PRESENTATION

Ms. Sarah Woodgate, Manager, Action Plan Program, provided Council with an overview of the Action Plan 2015-2018, with respect to Report C2014-0401, as follows:

- Four-year Business Plan and Budget Process
- New Approach to Business Planning and the Principles
- Timeline for development of Council Priorities
- Why do Council Priorities matter?
- Next Steps

## PRESENTATION

Ms. Brenda King, Manager, Strategic Initiatives, provided Council with an overview of the development of Council's priorities, with respect to Report C2014-0401, as follows:

- Priority: A prosperous city
- Priority: A city of inspiring neighbourhoods
- Priority: A city that moves
- Priority: A healthy and green city
- Priority: A well-run city

## DISTRIBUTIONS

At the request of Administration, and with the concurrence of the Mayor, the City Clerk distributed copies of the following Powerpoint presentations, with respect to Report C2014-0401:

- Action Plan 2015-2018, Special Strategic Planning Meeting of Council, May 5, 2014
- Action Plan 2015-2018, Development of Council's Priorities for 2015-2018

## INTRODUCTION

Councillor Demong introduced 21 Grade three and four students from Escuela Canyon Meadows School, accompanied by their teacher, in attendance in the public gallery. He advised that this week they will be exploring the question "What stories do buildings tell?"

COMMITTEE OF THE WHOLE, Moved by Councillor Pootmans, Seconded by Councillor Keating, that Council move into Committee of the Whole at 10:00 a.m. in the Council Chamber.

Opposed: B. Pincott

CARRIED

RECESS

The Committee of the Whole recessed at 11:55 a.m., to reconvene at 1:15 p.m.

The Committee of the Whole reconvened at 1:24 p.m. with Mayor Nenshi in the Chair.

PRESENTATION

Mr. Beng Koay, Acting Chief Financial Officer, provided Council with an overview of the Financial Outlook 2015-2018, with respect to Report C2014-0401, as follows:

- Where are we today on Action Plan 2015-2018?
- Long Term Financial Sustainability
- Indicative Capital Plans
- City Financial and Taxation Structure
- Indicative Tax Rates
- User Fees and Subsidies Approval

DISTRIBUTION

At the request of Administration, and with the concurrence of the Mayor, the City Clerk distributed copies of Attachment 3, Powerpoint presentation entitled "Financial Outlook 2015-2018", with respect to Report C2014-0401.

DISTRIBUTION

At the request of Mayor Nenshi, the City Clerk distributed colour copies of Attachment 2, entitled "User Fees & Subsidies Approval For Action Plan" with respect to Report C2014-0401.

RECESS

The Committee of the Whole recessed at 3:18 p.m. to reconvene at 3:48 p.m.

The Committee of the Whole reconvened at 3:53 p.m. with Mayor Nenshi in the Chair.

## PRESENTATION

Mr. Rob Spackman, Director, Water Resources, provided Council with an overview of the 2015-2018 Utilities Indicative Rates, with respect to Report C2014-0103, as follows:

- Operating Requirements
- Progress on the Utilities Financial Plan and Targets
- Recommended Rate Scenario
- Recommended Annual Indicative Utility Rate Increases
- Acreage Assessments
- Cost of Service Study
- Customer Class Summary for Water
- Cost of Service Study Review of Reserve Policy
- Inclusions in the 2015-2018 Action Plan

Mayor Nenshi left the Chair at 4:27 p.m. and Deputy Mayor Woolley assumed the Chair.

Mayor Nenshi resumed the Chair at 4:30 p.m., and Councillor Woolley returned to his regular seat in Council.

## DISTRIBUTION

At the request of Administration, and with the concurrence of the Mayor, the City Clerk distributed copies of a Powerpoint presentation entitled "2015-2018 Utilities Indicative Rates", with respect to Report C2014-0103.

## PRESENTATION

Mr. Rob Spackman, Director, Water Resources, provided Council with an overview of the 2015-2018 Indicative Drainage Charge, with respect to Report C2014-0324, as follows:

- Drainage Financial Plan and Targets
- Regulatory and Environmental Protection
- Maintaining our Assets
- Community Drainage Improvements
- Flood Recovery and Resiliency
- Potential Programs to be Accelerated
- 2015 Incremental Increase to the Monthly Drainage Charge Based on the Recommended Levels of Service
- Indicative Drainage Charge and Monthly Fees
- Cost of Service Study

## DISTRIBUTION

At the request of Administration, and with the concurrence of the Mayor, the City Clerk distributed copies of a Powerpoint presentation entitled “2015-2018 Indicative Drainage Charge”, with respect to Report C2014-0324.

## PRESENTATION

Mr. Dave Griffiths, Director, Waste and Recycling Services, provided Council with an overview of the Waste and Recycling Services 2015-2018 Indicative Rates and Fees, with respect to Report C2014-0102, as follows:

- 2015 to 2018 Financial Plan
- Green Cart Pilot Results
- Waste & Recycling Indicative Rates & Fees
- Alberta Combined Monthly Waste User Fees
- Inclusions in the 2015 – 2018 Action Plan

## DISTRIBUTION

At the request of Administration, and with the concurrence of the Mayor, the City Clerk distributed copies of a Powerpoint presentation entitled “Waste & Recycling Services, 2015-2018 Indicative Rates & Fees”, with respect to Report C2014-0102.

RECESS AND RECONVENE IN CAMERA, Moved by Councillor Chu, that, in accordance with Section 197 of the *Municipal Government Act*, and Sections 23(1)(b), 24(1)(a)(b)(d) & (g) and 25(1)(c) of the *Freedom of Information and Protection of Privacy Act*, Committee of the Whole now Recess at 6:05 p.m. to reconvene In Camera, at 7:20 p.m., in the Calgary Power Reception Hall, to consider several confidential matters.

## CARRIED

The Committee of the Whole reconvened In Camera in the Calgary Power Reception Hall at 7:23 p.m. with Mayor Nenshi in the Chair.

The Committee of the Whole recessed In Camera and moved into public session in the Council Chamber at 9:18 p.m., with Mayor Nenshi in the Chair.

RISE AND REPORT, Moved by Councillor Stevenson, that the Committee of the Whole rise and report to Council.

## CARRIED

SUSPEND PROCEDURE BYLAW, Moved by Councillor Chabot, Seconded by Councillor Pootmans, that Section 92(1) of the Procedure Bylaw 44M2006, as amended, be suspended in order that Council may complete today's Agenda.

Opposed: R. Jones

CARRIED

## 2. IN CAMERA ITEMS

NOTE: Council adopted a motion at the beginning of today's Meeting to consider all In Camera Items in Public.

### 2.1 PROPOSED COUNCIL STRATEGIC DIRECTION FOR ACTION PLAN 2015-2018, C2014-0401

AMENDMENT, Moved by Councillor Woolley, Seconded by Councillor Farrell, that with respect to Report C2014-0401, the indicative tax rate in Recommendation 2 be amended by adding 0.5%, to increase transit hours in order to reach transit hours per capita targets, as follows:

- By deleting the percentage "1.4%" following the words "(MPI) plus" and by substituting with the percentage "1.9%"; and
- By deleting the percentage "4.7%" following the words "growth equal to" and by substituting with the percentage "5.2%".

ROLL CALL VOTE:

For:

D. Farrell, B. Pincott, E. Woolley

Against:

S. Chu, P. Demong, R. Jones, S. Keating, J. Magliocca, R. Pootmans, J. Stevenson, W. Sutherland, G-C. Carra, A. Chabot, N. Nenshi

MOTION LOST

ADOPT, Moved by Councillor Keating, Seconded by Councillor Pootmans, that Administration Recommendations 1, 2, and 3 contained in Report C2014-0401 be adopted, **after amendment**, as follows:

That Council:

1. Approve its Priorities for 2015-2018, as reflected in Attachment 1, **after amendment**, to

the Priorities, as follows:

Priority: A prosperous city

Calgary **continues to grow** as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

Strategic Actions:

#### Economic Growth and Competitiveness

1. Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
2. **Advance purposeful economic diversification and growth.**
3. Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.
4. Cut red tape and **continue to** foster a competitive tax environment to help small business succeed.

#### Community Well-Being

5. **Seek out partnerships with other governments and community partners to achieve community well-being.**
6. Increase affordable and accessible housing options.
7. **Continue policies and programs** to reduce the number of people living in poverty.
8. Respond to the needs of an aging population.
9. **Cultivate the city's talent, diversity and energy to enable** Calgarians to live creative lives.
10. Expand our library system and enhance access to technology and information.
11. **Facilitate** programs and services for children and youth, including, **in some cases**, providing a variety of affordable after school programs.

Priority: A city of inspiring neighbourhoods

Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

Strategic Actions:

#### Public Safety

1. Keep communities safe by **meeting and** maintaining standards for crime prevention, fire response, and enforcement.
2. Build resiliency to flooding.
3. Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.

#### Great Neighbourhoods

4. Revitalize the role and ability of community associations, **and use of community facilities.**
5. Systematically invest in **established** neighbourhoods as they evolve to



- accommodate changing community needs.
6. Manage **and promote** growth to achieve the best possible social, environmental and economic outcomes within financial capacities.
  7. Develop a new funding framework to provide for infrastructure in new **and redeveloping** neighbourhoods.
  8. Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.
  9. Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.
  - 10. Review The City's heritage processes to improve the protection and enhancement of heritage assets.**

Priority: A city that moves

People and goods can move well and safely throughout the city, using a variety of convenient, affordable, **accessible** and efficient transportation choices.

Strategic Actions:

1. Implement and accelerate Route Ahead as transit funding becomes available.
2. Maximize the flow of traffic on the existing transportation network through the application of technology.
3. Invest in strategic road improvements in priority growth areas as funding becomes available.
4. Invest in active transportation infrastructure, including cycling and pedestrian networks **as funding becomes available**.
5. Improve the taxi system.

Priority: A healthy and green city

We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Strategic Actions:

Natural Environment

1. Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.
2. Encourage a broader range of innovative and clean energy technologies.
3. Manage the interrelationships between flood protection, water quality and quantity, and land use.
4. Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.
5. Protect and enhance our urban forest and natural landscape throughout Calgary.
- 6. Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.**

Healthy Living

7. Foster healthy lifestyles through a range of accessible and affordable

- recreational programs and opportunities that encourage active daily living.
8. Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.
  9. Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.

Priority: A well-run city

Calgary's government is open, responsive, **accountable** and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Strategic Actions:

1. Finalize a new City Charter with the province.
  2. Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
  3. Examine opportunities for alternative service delivery for competitiveness.
  4. Balance demand for quality City services with affordable taxes.
  5. Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.
  6. Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.
  7. Continue to transform the organization to be **more** citizen-focused in its approach and delivery of service.
  8. Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.
  9. Strive to be an employer of choice with a focus on addressing The City's aging workforce.
2. **Direct that Administration use indicative tax rate increases of the Municipal Price Index (MPI) plus 1.4% not including the growth to equal 4.7% in 2015, 2016, 2017 and 2018 for the purpose of preparing business plans and budgets; and**
  3. ~~Direct Administration to incorporate Council's priorities and indicative tax rates into the development of the 2015-2018 departmental budgets and business plans, indicating the actions to carry out Council's priorities and the financial impacts of the implementation of these actions, for Council's review in November.~~

RECORDED VOTE:

For:

E. Woolley, W. Sutherland, D. Farrell, G-C. Carra, A. Chabot, P. Demong, R. Pootmans, S. Keating, J. Stevenson, R. Jones, N. Nenshi

Against:

S. Chu, J. Magliocca, B. Pincott

CARRIED

ADOPT, Moved by Councillor Keating, Seconded by Councillor Pootmans, that Administration Recommendation 4 contained in Report C2014-0401 be adopted, after **amendment**, as follows:

That Council:

4. Approve the changes in long term recovery rates proposed by business units for Action Plan 2015-2018 and approve the request of those business units that need to defer the setting of their recovery rate targets pending ongoing initiatives (sections shaded in blue in Attachment 2, **Pages 6, 7, 8 and 9**).

ROLL CALL VOTE:

For:

R. Pootmans, J. Stevenson, W. Sutherland, E. Woolley, G-C. Carra, S. Chu, D. Farrell, R. Jones, B. Pincott

Against:

A. Chabot, P. Demong, S. Keating, J. Magliocca, N. Nenshi

CARRIED

2.2 2015-2018 UTILITIES INDICATIVE RATES, C2014-0103

ADOPT, Moved by Councillor Farrell, Seconded by Councillor Jones, that Administration Recommendations 1, 2 and 3 contained in Report C2014-0103 be adopted, as follows:

That Council:

1. Direct Administration to prepare the 2015-2018 Action Plan based on:
  - a. The Indicative Utility Rates in Attachment 2;
  - b. The Utility financial targets for 2015-2018 in Attachment 2;
  - c. An implementation plan for the cost allocation recommendations of the cost of service study,
2. Direct Administration to incorporate a cost of service study and an evaluation of financial policies and targets for 2019-2022 in the 2015-2018 Action Plan; and
3. Direct Administration to report back no later than 2016 June with an update on the Utilities Financial Plan progress and any necessary Utility rate adjustments, including any adjustments required to reflect the new Standard Development Agreement.

Opposed: S. Chu, J. Magliocca

CARRIED

2.3 2015-2018 INDICATIVE DRAINAGE CHARGE, C2014-0324

ADOPT, Moved by Councillor Farrell, Seconded by Councillor Jones, that Administration Recommendation 1 a. contained in Report C2014-0324 be adopted, as follows:

That Council:

1. Direct Administration to prepare the 2015-2018 Action Plan based on:
  - a. The recommended indicative Drainage charge in Attachment 2, Table 1.

Opposed: S. Chu, J. Magliocca

CARRIED

ADOPT, Moved by Councillor Farrell, Seconded by Councillor Jones, that Administration Recommendation 1 b. contained in Report C2014-0324 be adopted, as follows:

That Council:

1. Direct Administration to prepare the 2015-2018 Action Plan based on:
  - b. The inclusion of the accelerated scenario and the incremental increase which results in the indicative Drainage charge shown in Attachment 2, Table 2.

ROLL CALL VOTE:

For:

R. Jones, S. Keating, B. Pincott, R. Pootmans, J. Stevenson, W. Sutherland, E. Woolley, G.C. Carra, P. Demong, D. Farrell, N. Nenshi

Against:

J. Magliocca, A. Chabot, S. Chu

CARRIED

ADOPT, Moved by Councillor Farrell, Seconded by Councillor Jones, that Administration Recommendation 1 c. contained in Report C2014-0324 be adopted, as follows:

That Council:

1. Direct Administration to prepare the 2015-2018 Action Plan based on:
  - c. An implementation plan for the results of the cost of service study.

CARRIED

ADOPT, Moved by Councillor Farrell, Seconded by Councillor Jones, that Administration Recommendation 2 contained in Report C2014-0324 be adopted, as follows:

That Council:

2. Direct Administration to incorporate a cost of service study and a review of the Drainage Financial Plan, including program areas for potential acceleration in 2019-2022, into the 2015-2018 Action Plan.

Opposed: A. Chabot, S. Chu

CARRIED

ADOPT, Moved by Councillor Farrell, Seconded by Councillor Jones, that Administration Recommendation 3 contained in Report C2014-0324 be adopted, as follows:

That Council:

3. Direct Administration to report back no later than 2016 June with an update on the Drainage Financial Plan progress.

CARRIED

2.4 WASTE & RECYCLING SERVICES INDICATIVE RATES AND FEES, C2014-0102

ADOPT, Moved by Councillor Farrell, Seconded by Councillor Jones, that Administration Recommendations 1 and 2 contained in Report C2014-0102 be adopted, as follows:

That Council:

1. Direct Administration to prepare the Waste & Recycling Services 2015–2018 Action Plan based on the Indicative Rates & Fees outlined in Attachment 2; and
2. Direct Administration to incorporate a Cost of Service Study and an evaluation of financial policies for 2019-2022 in the 2015-2018 Action Plan.

Opposed: S. Chu

CARRIED

3. URGENT BUSINESS

There were no Urgent Business items received at today's Meeting.

4. URGENT BUSINESS IN CAMERA

There were no Urgent Business, In Camera items received at today's Meeting.

5. EXCUSING ABSENCE OF MEMBERS

EXCUSE, Moved by Councillor Jones, Seconded by Councillor Stevenson, that Councillor Colley-Urquhart be excused from attendance at today's Meeting, by reason of other Council business.

CARRIED

RECOGNITION

On behalf of Members of Council, Mayor Nenshi recognized and thanked Ms. Sarah Woodgate, Ms. Brenda King, Ms. Noreen Rude and Ms. Elizabeth Dewart and her team at Corporate Initiatives, for all their work on the Action Plan 2015-2018.

6. ADJOURNMENT

ADJOURN, Moved by Councillor Jones, Seconded by Councillor Stevenson, that this meeting adjourn at 10:25 p.m.

CARRIED

CONFIRMED BY COUNCIL ON

\_\_\_\_\_  
MAYOR

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

UNCONFIRMED