

**Utilities & Environmental Protection Report to  
SPC on Utilities and Corporate Services  
2017 October 10**

**ISC: UNRESTRICTED  
UCS2018-1143**

**Corporate Environment, Health and Safety (EHS) Performance Report**

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**EXECUTIVE SUMMARY**

The semi-annual Corporate Environment, Health & Safety (EHS) Performance Report is prepared by Environmental & Safety Management (ESM) in its capacity of providing governance and oversight for The City of Calgary's (The City's) EHS management systems and demonstrates The City's accountability for these responsibilities.

The City's performance on Total Recordable Injury Frequency (TRIF) and Lost Time Claim Frequency (LTCF) has declined since 2017. The Corporation's TRIF and LTCF at the end of 2018 Q2 were 12.5 and 5.9 respectively, exceeding both Action Plan targets. Although some success has been achieved on proactive measures, the actions being taken have not yet turned the curve on these headline measures. Historically, The City has performed better than comparable Canadian cities with respect to lost time incident frequency. However, in 2017, The City's performance was slightly lower than comparable cities.

There are a number of strategic and tactical actions underway to improve safety performance. These include, but are not limited to, updating the Corporate Safety Strategy for 2019 – 2022; improving the health and safety competence of City leaders; implementing enhanced personal protective equipment practices; and completing Job Demands Analyses for high-risk positions.

The number of days lost and total lost time claim costs due to work-related incidents are forecast to be higher in 2018 than 2017 due to decreased performance on lost time incidents, accommodation, and on-time reporting to the Workers' Compensation Board. Lost time claim costs also directly impact WCB premiums for future years. Recent legislative changes will put further pressure on The City's to accommodate workers in a timely manner. Human Resources is developing an Accommodation Strategy to support The Corporation in providing modified work to returning employees to support better performance and manage costs.

As part of the provincial Partnerships in Injury Prevention program, The City will undergo an external audit of its OHS management system in 2019. By maintaining a Certificate of Recognition (COR), The City is entitled a five per cent refund on its Workers' Compensation Board premiums.

The City's nine ISO 14001-registered business units have now successfully transitioned to the updated ISO 14001:2015 standard for environmental management systems. Throughout 2018, ESM has been collaborating with its internal partners to develop various elements of the corporate-wide Environmental Management System (EMS).

Many of The City's environmental programs are meeting targets. In cases where targets are not yet being met, performance has generally 'turned the curve' and is improving.

**ADMINISTRATION RECOMMENDATION:**

That the SPC on Utilities and Corporate Services receive this report for information.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2009 March 25, the SPC on Utilities and Environment directed Administration to report semi-annually to Committee on corporate environment and safety performance, including audit results (UE2009-07).

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### **BACKGROUND**

The City's Action Plan for 2015 – 2018 has three priority areas which drive actions and outcomes related to corporate environmental and safety management: a well-run city, a healthy and green city, and a city of inspiring neighbourhoods. The City's Code of Conduct includes The City of Calgary's Environmental Policy and Occupational Health & Safety Policy. These policies establish a set of commitments outlining The City's intentions to manage environmental and safety risks, fulfil compliance obligations, and continually improve performance.

The City's environmental and safety management systems support The City in fulfilling its policy commitments. Using a results-based accountability (RBA) approach encourages collaboration and evidence-based decision making to improve performance and manage risks. The RBA approach also provides a framework to demonstrate how The Corporation's performance contributes to higher level results and Council Priorities.

The previous Corporate EHS Performance Report (UCS2018-0282), delivered on 2018 April 18, provided information on corporate EHS performance for 2017. Challenges with injury prevention and incident management were reported, along with planned actions to improve understanding of workplace hazards, health and safety competence, and accommodation of employees returning to work after a work-related injury.

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

The Corporate EHS Performance Report is attached. It includes detailed information on corporate EHS management and performance, with a focus on 2018 Q1 and Q2.

#### **Occupational Health and Safety Management and Performance**

The City's performance on Total Recordable Injury Frequency (TRIF) and Lost Time Claim Frequency (LTCF) has declined since 2017. TRIF increased from 10.5 in 2017 to 12.5 at the end of 2018 Q2, exceeding the Action Plan target of 8.8 (W.PM16). LTCF increased from 5.0 in 2017 to 5.9 at the end of 2018 Q2, exceeding the Action Plan target of 3.4 (W.PM19). Although some success has been achieved on proactive measures, the actions being taken have not yet turned the curve on headline measures such as TRIF and LTCF. Historically, The City has performed better than comparable Canadian cities with respect to lost time incident frequency. However, in 2017, The City's performance was slightly lower than comparable cities.

Three incidents meeting Alberta Occupational Health and Safety's definition of 'serious' occurred in the first half of 2018. These incidents resulted in two Stop Work Orders and two Demands from the regulator. The City has responded to the Demands and has implemented corrective actions. An investigation is on-going in response to the Stop Work Orders.

A number of strategic and tactical actions are being implemented corporately and by business units across The City to improve safety performance. These include, but are not limited to, an update to the Corporate Safety Strategy; development of a City-specific Leadership for Safety Excellence course; improvements to personal protective equipment; health, safety and wellness campaigns; and advanced incident investigation training for Safety Advisors.

The number of days lost and total lost time claim costs due to work-related incidents are forecast to be higher in 2018 than 2017 due to reduced performance on lost time incidents, accommodation, and on-time reporting to the Workers' Compensation Board. Recent legislative changes will put further pressure on The City's to accommodate workers in a timely manner.

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Human Resources is continuing to develop an Accommodation Strategy to support The Corporation in providing modified work to returning employees within the new legislated timeframe.

As part of the provincial Partnerships in Injury Prevention program, The City will undergo an external audit of its OHS management system in 2019. Following a successful audit, The City will be required to perform internal maintenance audits and/or submit an audit action plan in each of the subsequent two years. The City must maintain a COR to continue receiving a five per cent refund on its Workers' Compensation Board premiums (approximately \$850,000 per year).

**Corporate Environmental Management and Performance**

Many of The City's environmental programs are meeting targets. In cases where targets are not yet being met, performance has generally 'turned the curve' and is improving. For example, although The Corporation may not meet its 2020 target for reducing greenhouse gas emissions, emissions have been decreasing since 2013.

Achievements on environmental programs and initiatives include, but are not limited to, a Beet 55 brine trial to reduce road salt use; greenhouse gas emission reduction through organic waste diversion; a new portfolio-based approach to understanding risk and liability for contaminated sites; and continued success on the environmentally-friendly goat-grazing program to manage invasive weed species.

In the first half of 2018, compliance with legislated substance release reporting timelines decreased slightly from 2017. The roll-out of the updated Corporate Substance Release Reporting Program in October 2018 is expected to improve compliance with reporting requirements over time.

With respect to business unit-level environmental management systems, all nine of The City's ISO14001-registered business units have now successfully transitioned to the updated ISO 14001:2015 standard. Registered business units have made substantial improvements to their management systems to meet the new (and higher) standard.

Throughout 2018, ESM has been collaborating with its internal partners to develop various elements of the corporate-wide Environmental Management System (EMS). A process-oriented set of EMS standards were drafted in early 2018, aligning with the key concepts of the ISO 14001 standard for environmental management systems and integrating with existing corporate systems and processes. A systematic approach to corporate environmental management will improve The City's ability to demonstrate accountability and due diligence and improve performance.

**Stakeholder Engagement, Research and Communication**

Key partners and internal customers are engaged throughout the year to support the design, implementation, and improvement of The City's systems, programs, and actions that contribute to EHS performance, compliance, and risk management.

**Strategic Alignment**

This report supports Council's priority of a well-run city and aligns to the following actions of Action Plan 2015 – 2018:

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- W2.3: Measure, benchmark, and report our performance to drive continuous improvement and support decision making.
- W6.2: Use tools such as management systems and auditing to minimize environmental, health and safety (EHS) risks.
- W8.2: Collaborate across the organization to deliver risk based programs and services that align with budgets and resources.

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

The semi-annual Corporate EHS Performance Report demonstrates The City's accountability for its environmental and safety performance in support of Council's priorities of a well-run city, a healthy and green city, and a city of inspiring neighbourhoods. Corporate performance related to health and safety supports The City of Calgary's reputation as a healthy, safe, and desirable place to work.

**Financial Capacity**

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

The City's performance on lost time claims, accommodation, and WCB reporting is contributing to increased lost time claim costs. Lost time claim costs directly impact WCB premiums for future years. Premiums were \$20.7 million in 2017 and are forecast to rise above \$21.0 million in 2018.

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

Capital budget planning and decision-making for these and other items is on-going through One Calgary.

**Risk Assessment**

There are risks associated with recent and upcoming legislative and policy changes including some uncertainty regarding implementation requirements. The City is actively working with provincial and federal regulators to influence and clarify expectations related to Occupational Health and Safety legislation, Bill C-68 *An Act to amend The Fisheries Act and other Acts*, Alberta's *Remediation Regulation*, and Alberta's *Act to Enable Clean Energy Improvements*.

There are also increased legal risks associated with The City's reduced performance on regulatory reporting (i.e. WCB reporting and substance release reporting). The City has planned actions to improve performance in this area.

Corporate EHS Risk are managed and communicated in accordance with the corporate Integrated Risk Management (IRM) model. The Corporate EHS Risk Register provides EHS-specific subject matter input to the Corporate Principal Risks, which are regularly reported to Audit Committee.

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

This report provides the Committee and Council with information on corporate environmental and safety management and performance in accordance with Council's direction (UE2009-07).

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**ATTACHMENT(S)**

1. Attachment 1 – Corporate Environment, Health and Safety (EHS) Performance Report