

Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2019 May 15

ISC: UNRESTRICTED
UCS2019-0460

Corporate Environment, Health and Safety (EHS) Performance Report

EXECUTIVE SUMMARY

The purpose of this report is to demonstrate The City's accountability for environmental stewardship and provision of a safe and healthy work environment. The 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) environmental and safety management systems.

In 2018, the City's Total Recordable Injury Frequency (TRIF) and Lost Time Claim Frequency (LTCF) did not reflect safety performance expectations.

- TRIF is a percentage of City workers injured within a certain period of time, factoring in the number of hours worked/exposure hours. Injuries are defined as both Medical Aid (no time loss from work) and Lost Time (missed work due to the injury); and
- LTCF is similar to TRIF, but only accounts for lost time due to injuries and illnesses.

For both measures, lower scores indicate better safety performance. In 2018, The City's TRIF was 11.1, an increase from 10.5 in 2017; LTCF was 5.5 in 2018, an increase from 5.0 in 2017.

We are pleased to report that in the first three months of 2019, safety performance has noticeably improved, indicating that strategic and tactical actions are beginning to have a positive effect. An example of one such strategy is the adoption of ice cleats for all Calgary transit staff in 2018, leading to a 56% reduction in slips, trips and falls. This indicates a turn the curve on our safety performance in the corporation.

Historically, The City's performance on LTCF has been better than the average and median performance of comparable cities. In 2017, The City's performance fell slightly below the average. Benchmarking data for 2018 will be available later in 2019 and will be included in the next performance report.

The City made progress on fulfilling its operational environmental stewardship responsibilities, specific areas include:

- Improved corporate substance release management;
- Increased contaminated site management;
- Continued progress on tree planning; and
- Increased diversion of corporate waste.

The City reported 104 substance releases to Alberta Environment and Parks in 2018. A major update of the Corporate Substance Release Reporting Program was implemented in Q4 2018 and preliminary results indicate an improvement in The City's compliance with legislated reporting timelines.

Work is also underway to establish an overarching corporate-wide environmental management system that will enable The City to work more efficiently across organizational lines to manage environmental risks.

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ADMINISTRATION RECOMMENDATION:

That the SPC on Utilities and Corporate Services recommend that Council:

1. Direct Administration to change environmental and safety performance reporting frequency from biannual to annual and provide separate corporate performance reports on the following service lines going forward as part of One Calgary:
 - a. Environmental management.
 - b. Organizational health, safety and wellness.

**RECOMMENDATION OF THE STANDING POLICY COMMITTEE ON UTILITIES AND
CORPORATE SERVICES, DATED MAY 15:**

That the Administration Recommendations contained in Report UCS2019-0460 be adopted.

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).

BACKGROUND

The City of Calgary's Environmental Policy and Occupational Health & Safety Policy establish The City's commitment 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.

The Environmental Management service line supports the Citizen Priority of 'a healthy and green city'. Organizational Health, Safety and Wellness is an enabling service that is foundational to delivering on all five Citizen Priorities.

The previous Corporate EHS Performance Report (UCS2018-1143) was delivered on 2018 October 10. The report provided information on actions to improve safety performance, the on-going corporate response to legislation changes, and the successful transition to the updated ISO 14001:2015 standard by The City's nine ISO 14001-registered business units.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Corporate EHS Performance Report includes detailed information on corporate EHS management and performance (Attachment 1). An overview of the report is provided below.

Organizational Health, Safety and Wellness

The City currently uses two key performance measures for organizational health and safety: Total Recordable Injury Frequency (TRIF) and Lost Time Claim Frequency (LTCF).

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- LTCF is similar to TRIF, but only accounts for lost time due to injuries and illnesses.

For both measures, lower scores indicate better performance. In 2018, The City's TRIF was 11.1, an increase from 10.5 in 2017; LTCF was 5.5 in 2018, an increase from 5.0 in 2017.

Early in 2019 we have seen The City's TRIF improve to 9.8. There have been a number of strategies and actions that have been implemented, which have led to this positive effect on performance. A key strategy includes the adoption of ice cleats for all Calgary transit staff, in 2018, 2018 led to a 56% reduction in slips, trips and falls.

The City's performance on LTCF has been better than the average and median performance of these comparable cities. In 2017, The City's performance fell slightly below the average. Benchmarking data for 2018 will be available later in 2019 and will be included in the next performance report.

The City's Certificate of Recognition (COR) audit will begin in September 2019 and audit planning is underway. The COR Audit is an external health and safety audit conducted every three years as part of the provincial Partnership in Injury Prevention program. The COR audit is important as the City receives a Workers' Compensation Board (WCB) rebate. It is also of reputational importance, as an Alberta municipal standard. This audit assessment helps ensure the sustainability and improvement of our safety management system.

Corporate Environmental Management

Twelve business units maintain ISO 14001-based environmental management systems (EMS), with nine business units formally registered to the international standard. Environmental audits of these business units did not identify any major management system non-conformities or high-risk non-compliance findings in 2018.

The Corporation continues to make progress on fulfilling its operational environmental stewardship responsibilities. For example:

- Several energy efficiency and renewable energy projects were completed. These will contribute to long-term reductions in corporate greenhouse gas (GHG) emissions.
- The City continues to maintain and protect trees through proactive pruning and integrated pest management, including a recent trial program to control European Elm scale.
- The City's business units continued to work collaboratively to control potential sources of contamination, reduce unknown liabilities, and mitigate soil and groundwater contamination.

The City reported 104 substance releases to Alberta Environments and Parks in 2018. A major update of the Corporate Substance Release Reporting Program was implemented in Q4 2018 and preliminary results indicate that the updates are improving The City's compliance with legislated reporting timelines.

Work is underway to establish an overarching corporate-wide environmental management system that will enable The City to work more efficiently across organizational lines to manage environmental risks. The corporate EMS will support the development of a Corporate

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Environmental Plan, which will set goals and provide a strategic approach for reducing the environmental impacts of corporate operations.

The City continues to enhance its use of Environmental Construction Operations (ECO) plans on capital projects to integrate environmental considerations into decision-making and support environmental compliance. ECO Plan performance data is being used to identify opportunities to improve education for project managers, contractors and consultants.

Corporate EHS Performance Reporting

Going forward into One Calgary, the Environmental and Safety Management (ESM) Business Unit is proposing to report separately on OHSW and environmental management to provide clarity between these two service lines and to increase the efficiency and alignment of reporting.

ESM is also proposing to change the frequency of formal environmental and OHSW reports to SPC on Utilities and Corporate Services from biannual to annual. Annual reporting will better align with the annual improvement cycle of The City's environmental and safety management systems and the annual work planning cycle that delivers actions and accomplishments. In addition, annual reporting will be based on more holistic analysis that considers all of The City's environmental and OHSW headline performance measures and benchmarks, many of which are only available annually.

Compliance, risk, and performance data will be continually monitored to inform strategies and actions. There are several mechanisms in place to ensure that accountability is maintained throughout the year.

A review has determined that the proposed reporting changes are consistent with approaches taken by other large organizations, including other North American municipalities such as the City of Edmonton, the City of Toronto, and the City of Vancouver.

Stakeholder Engagement, Research and Communication

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

Strategic Alignment

The Corporate EHS Performance Report aligns to Organizational Health, Safety and Wellness (OHSW) and Environmental Management service line strategies to provide service line oversight and use relevant data and information to inform decision-making.

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Social, Environmental, Economic (External)

The Corporate EHS Performance Report demonstrates The City's accountability for its environmental and safety performance. Corporate performance in these areas supports the delivery of City services.

Financial Capacity

Current and Future Operating Budget:

Recent legislative changes and The City's performance on lost time claims are contributing to increased lost time claim costs.

Current and Future Capital Budget:

Capital budget has been allocated through One Calgary to address the safety and environmental investment needs identified in this report.

Risk Assessment

Corporate EHS risks are managed and communicated in accordance with the corporate Integrated Risk Management (IRM) model and are reported to Audit Committee twice annually via the Corporate Risk Report.

Strategies to address risks related to employee well-being, safety, and resilience are being developed and implemented. Examples include:

- Data driven incident investigation and corrective action;
- Increased site inspection frequency; and
- Certification of Recognition (COR) Audit preparation.

Strategies and plans are also in place to address environmental risks with potentially significant impacts, including climate change and soil and groundwater contaminated site liability.

REASON(S) FOR RECOMMENDATION(S):

Reporting separately on corporate environmental management and organizational health, safety and wellness will provide clarity between these two service lines and improve alignment with other service line reporting as part of One Calgary.

Annual reporting will better align with the annual improvement cycle of The City's environmental and safety management systems and the annual work planning cycle that delivers actions and accomplishments.

Annual reporting will be based on more holistic analysis that considers all of The City's environmental and OHSW headline performance measures and benchmarks, many of which are only available annually.

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Compliance, risk, and performance data will continue to be monitored throughout the year to inform strategies and actions

ATTACHMENT(S)

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

Attach 2 – Corporate Environment, Health and Safety Performance Report Presentation