



AGENDA

INTERGOVERNMENTAL AFFAIRS COMMITTEE

December 13, 2019, 2:30 PM

LEGAL TRADITIONS COMMITTEE ROOM

Members

Mayor N. Nenshi, Chair
Councillor G-C. Carra, Vice-Chair
Councillor G. Chahal
Councillor P. Demong
Councillor J. Farkas
Councillor R. Jones
Councillor S. Keating

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Intergovernmental Affairs Committee, 2019 November 14
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
 - 5.2 BRIEFINGS
6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Bid for the 2024 FCM Annual Conference and Trade Show, IGA2019-1558
Attachments 2 and 3 be held confidential pursuant to Section 16 (Disclosure harmful to business interests of a third party) of *FOIP*.

Review By: 2024 December 31

- 7.2 Federation of Canadian Municipalities (FCM) (Verbal), IGA2019-1534
- 7.3 Alberta Urban Municipalities Association (AUMA) (Verbal), IGA2019-1535
- 7.4 Calgary Metropolitan Region Board (CMRB) (Verbal), IGA2019-1536
- 7.5 Calgary Metropolitan Region Board (CMRB) Governance Committee (Verbal), IGA2019-1561
- 7.6 Joint Meeting of CMRB Land Use and Intermunicipal Servicing Committees (Verbal), IGA2019-1562
- 7.7 City Charter Update, IGA2019-1571
- 7.8 Blue Ribbon Panel (MacKinnon Report) (Verbal), IGA2019-1585

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

- 10.1.1 Government Relations Advocacy Plan, IGA2019-1553
Held confidential pursuant to Sections 21 (Harmful to intergovernmental relations), and 24 (Advice from officials) of *FOIP*.

Review By: 2020 December 31

- 10.1.2 Update on Regional Water Servicing, IGA2019-1540
Held confidential pursuant to Sections 21 (Disclosure harmful to intergovernmental relations), 23 (Local public body confidences), and 24 (Advice from officials) of *FOIP*.

Review By: 2020 December 13

10.2 URGENT BUSINESS

11. ADJOURNMENT



MINUTES

INTERGOVERNMENTAL AFFAIRS COMMITTEE

**November 14, 2019, 9:30 AM
LEGAL TRADITIONS COMMITTEE ROOM**

PRESENT: Councillor G-C. Carra, Vice-Chair
Councillor G. Chahal
Councillor P. Demong
Councillor J. Farkas
Councillor R. Jones
Councillor S. Keating

ABSENT: Mayor N. Nenshi, Chair (Council Business)

ALSO PRESENT: Deputy City Manager B. Stevens
Manager K. Cote
Deputy City Clerk Andrew Brouwer
Recorder A. de Grood

1. CALL TO ORDER

The Deputy City Clerk called the Meeting to order at 9:31 a.m.

2. ELECTION OF VICE CHAIR

Following nomination procedures, Councillor Carra was elected Vice-Chair of the Standing Specialized Committee on Intergovernmental Affairs, by acclamation.

3. OPENING REMARKS

Moved by Councillor Keating

That Councillor Jones be elected as Acting Vice-Chair for today's meeting.

MOTION CARRIED

4. CONFIRMATION OF AGENDA

Moved by Councillor Farkas

That the Agenda for the 2019 November 14 Regular Meeting of the Intergovernmental Affairs Committee be confirmed after amendment, by adding the following Confidential items of Urgent Business, as follows:

11.2.1 Potential Annexation from Foothills County, IGA2019-1486

11.2.2 Provincial Relations, IGA2019-1487

MOTION CARRIED

5. CONFIRMATION OF MINUTES

- 5.1 Minutes of the Regular Meeting of the Intergovernmental Affairs Committee, 2019 October 17

Moved by Councillor Jones

That the Minutes of the 2019 October 17 Regular Meeting of the Intergovernmental Affairs Committee, be confirmed.

MOTION CARRIED

6. CONSENT AGENDA

- 6.1 DEFERRALS AND PROCEDURAL REQUESTS

None

- 6.2 BRIEFINGS

None

7. POSTPONED REPORTS

None

8. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 8.1 Federation of Canadian Municipalities (FCM) (Verbal) - IGA2019-1414

Moved by Councillor Keating

That with respect to the Verbal Report IGA2019-1414, the following be approved:

That the Intergovernmental Affairs Committee receive the Verbal Presentation for the Corporate Record.

MOTION CARRIED

- 8.2 Alberta Urban Municipalities Association (AUMA) (Verbal) - IGA2019-1415

Moved by Councillor Demong

That with respect to Verbal Report IGA2019-1415, the following be approved:

That the Intergovernmental Affairs Committee receive the Verbal Presentation for the Corporate Record.

MOTION CARRIED

8.3 Calgary Metropolitan Region Board (CMRB) (Verbal) - IGA2019-1416

Moved by Councillor Keating

That with respect to Verbal Report IGA2019-1416, the following be approved:

That the Intergovernmental Affairs Committee receive the Verbal Presentation for the Corporate Record.

MOTION CARRIED

8.4 Calgary Metropolitan Region Board (CMRB) - Land Use Committee (Verbal) - IGA2019-1418

Moved by Councillor Chahal

That with respect to Verbal Report IGA2019-1418, the following be approved:

That the Intergovernmental Affairs Committee receive the Verbal Presentation for the Corporate Record.

MOTION CARRIED

8.5 Calgary Metropolitan Region Board (CMRB) - Intermunicipal Servicing Committee (Verbal) - IGA2019-1419

Moved by Councillor Chahal

That with respect to Verbal Report IGA2019-1419, the following be approved:

That the Intergovernmental Affairs Committee receive the Verbal Presentation for the Corporate Record.

MOTION CARRIED

8.6 Intermunicipal Committees (IMC) (Verbal) - IGA2019-1423

Moved by Councillor Demong

That Verbal Report IGA2019-1423, Intermunicipal Committees (IMC), be tabled to the Closed Meeting portion of today's Meeting.

MOTION CARRIED

That item 8.6 Verbal Report IGA2019-1423 be lifted from the table and dealt with at this time.

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report IGA2019-1423:

Clerks: A. Brouwer and A. DeGrood. Advice: B. Stevens, K. Cote, N. Younger.
Observers: S. Deederly, E. Chrusch, N. Kuzmak, M. Surgenor-Sands, N. Schaefer, D. Shearer, D. Mercer, N. Zoldak, and F. Snyders.

Moved by Councillor Demong

That with respect to Verbal Report IGA2019-1423:

That the Intergovernmental Affairs Committee:

1. Receive the verbal presentation for the Corporate Record; and
2. Direct that Closed Meeting discussions and presentation remain confidential pursuant to sections 21 (disclosure harmful to intergovernmental relations).

MOTION CARRIED

8.7 Interim Protocol for City-Initiated Challenges to the Calgary Metropolitan Region Board, IGA2019-1383

A presentation entitled "City-initiated Challenges to the Calgary Metropolitan Region Board", dated 2019 November 14, was distributed with respect to Report IGA2019-1383.

Moved by Councillor Keating

That Intergovernmental Affairs Committee recommends that Council:

1. Approve the proposed Interim Protocol for The City outlined in this report and Attachment 2; and
2. Direct Administration to report back to Intergovernmental Affairs Committee with an update no later than Q1 2021.

MOTION CARRIED

9. ITEMS DIRECTLY TO COMMITTEE

9.1 REFERRED REPORTS

None

9.2 NOTICE(S) OF MOTION

None

10. URGENT BUSINESS

None

11. CONFIDENTIAL ITEMS

Moved by Councillor Farkas

That the Intergovernmental Affairs Committee move into Closed Meeting, at 10:05 a.m., to consider confidential matters with respect to the following items subject to Sections 16 (disclosure harmful to the business interests of a third party), 21 (disclosure harmful to intergovernmental relations), 24 (advice from officials), 25 (disclosure harmful to economic and other interests of a public body), 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

- 8.6 Intermunicipal Committees (IMC) Verbal-IGA2019-1423;

- 11.1.1 Town of Okotoks Water Servicing Update (Verbal)-IGA2019-1442;
- 11.2.1 Potential Annexation from Foothills County(Verbal)-IGA2019-1487; and
- 11.2.2 Provincial Relations(Verbal)-IGA2019-1486

MOTION CARRIED

Committee reconvened in Public at 11:00 a.m. with Councillor Carra in the Chair.

Moved by Councillor Demong

That the Committee rise and report.

MOTION CARRIED

11.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

11.1.1 Town of Okotoks Water Servicing Update (Verbal) - IGA2019-1442

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report IGA2019-1442:

Clerks: A. Brouwer and A. DeGrood. Advice: B. Stevens, K. Cote, C. Bowen. Observers: S. Deederly, E. Chrusch, N. Kuzmak, M. Surgenor-Sands, N. Schaefer, M. VanHam, D. Shearer, D. Mercer, N. Younger, N. Zoldak, and F. Snyders.

Moved by Councillor Demong

That with respect to Report IGA2019-1442, the following be approved:

That the Intergovernmental Affairs Committee:

1. Receive the Verbal Report for the Corporate Record; and
2. Direct that Closed Meeting discussions remain confidential pursuant to Sections 21 (disclosure harmful to intergovernmental relations), 25 (disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

11.2 URGENT BUSINESS

11.2.1 Potential Annexation from Foothills County (Verbal), IGA2019-1487

Two confidential maps, that are to remain confidential pursuant to Sections 16 (disclosure harmful to the business interests of a third party), 21 (disclosure harmful to intergovernmental relations), 24 (advice from officials), and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, were distributed with respect to Report IGA2019-1487.

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report IGA2019-1487:

Clerks: A. Brouwer and A. DeGrood. Advice: B. Stevens, K. Cote, N. Younger. Observers: S. Deederly, E. Chrusch, N. Kuzmak, M. Surgenor-Sands, N. Schaefer, D. Shearer, D. Mercer, N. Zoldak, and F. Snyders.

Moved by Councillor Demong

That with respect to Report IGA2019-1487, the following be approved:

That the Intergovernmental Affairs Committee:

1. Receive the Verbal Report for the Corporate Record; and
2. Direct that Closed Meeting discussions and distributions remain confidential pursuant to Sections 16 (disclosure harmful to the business interests of a third party), 21 (disclosure harmful to intergovernmental relations), 24 (advice from officials), and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2021 October 17.

MOTION CARRIED

11.2.2 Provincial Relations (Verbal), IGA2019-1486

A public draft Notice of Motion entitled "Local Action for a Fair Deal Within Confederation", was distributed with respect to Report IGA2019-1486.

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report IGA2019-1486:

Clerks: A. Brouwer and A. DeGrood. Advice: B. Stevens, K. Cote, and E. Chrusch. Observers: S. Deederly, N. Kuzmak, M. Surgenor-Sands, N. Schaefer, N. Younger, N. Zoldak, and F. Snyders.

That with respect to Report IGA2019-1486, the following be approved:

That the Intergovernmental Affairs Committee:

1. Receive the public draft Notice of Motion entitled "Local Action for a Fair Deal Within Confederation" as circulated to Committee for the Corporate Record.
2. Receive the Verbal Report for the Corporate Record; and
3. Direct that the Closed Meeting discussions remain confidential pursuant to Section 21 (disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

12. ADJOURNMENT

Moved by Councillor Jones

That this meeting adjourn at 11:05 a.m.

MOTION CARRIED

THE FOLLOWING ITEMS HAVE BEEN FORWARDED TO THE 2019 DECEMBER 16
COMBINED MEETING OF COUNCIL:

CONSENT:

Interim Protocol for City-Initiated Challenges to the Calgary Metropolitan Region Board-
IGA2019-1383

The next Regular Meeting of the Intergovernmental Affairs Committee is scheduled to be
held on 2019 December 12 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED

Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2019 December 13

ISC: UNRESTRICTED
IGA2019-1558

Bid for the 2024 FCM Annual Conference and Trade Show

EXECUTIVE SUMMARY

Each year, in early June, the Federation of Canadian Municipalities (FCM) holds its Annual Conference and Trade Show (the Conference) which brings approximately 2,000 delegates, federal political leaders, and considerable economic benefit to the host municipality. Upon receipt of a Request for Proposals to host the 2023 or 2024 Annual Conference and Trade Show, Intergovernmental & Corporate Strategy engaged colleagues in Administration and our civic partners at Tourism Calgary, as well as Council's designated member of the FCM Board of Directors (Councillor Keating). These stakeholders suggest and recommend that the Intergovernmental Affairs (IGA) Committee recommend that Council endorse a bid for the 2024 event. Council endorsement is required to signal both enthusiasm for the event as well as to accept responsibility for several expenses related to the Conference, although many of these can be offset by corporate sponsorships or grants. Based on the experience of past host cities, we expect the commitment from The City of Calgary to be in the range of \$310,000 to \$668,000 dependent on the amount of corporate and other sponsorships (see "Current and Future Operating Budget"). The anticipated economic impact within Calgary is approximately \$6M.

Because the deadline for the submission of a formal bid, including Council endorsement, is 2020 January 3, we are recommending that this item be forwarded to the 2019 December 16 Combined Council Meeting as an item of urgent business.

ADMINISTRATION RECOMMENDATIONS:

Review By: 2024 December 31 (Attachments 2 and 3)

That the Intergovernmental Affairs Committee recommends that Council:

1. Support the submission of a bid to host the 2024 Federation of Canadian Municipalities Annual Conference and Trade Show;
2. Direct that this item be forwarded to the 2019 December 16 Combined Council Meeting as a matter of urgent business to meet the 2020 January 3 deadline for submission of the bid; and
3. Direct that Attachments 2 and 3 remain confidential pursuant to Section 16 (Disclosure harmful to business interests of a third party) of the *Freedom of Information and Protection of Privacy Act*.

PREVIOUS COUNCIL DIRECTION / POLICY

There is no existing Council direction or policy related to this file, although The City is a member in good standing of the FCM.

The City of Calgary bid to host the Conference in 2012 for the 2018 Conference. That bid was lost to Halifax Regional Municipality. The last time The City hosted the Conference was in 2007.

BACKGROUND

Each year in early June, FCM holds its Annual Conference and Trade Show, described as the premier event for municipal government in Canada. The event attracts approximately 2,000 delegates, 500 companions, over 600 Trade Show exhibitor staff, the most senior federal government elected officials, and opinion makers from across Canada. The event provides the

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opportunity for municipal leaders to learn from colleagues and experts, share their own knowledge and experiences and participate in local tours that showcase innovation and successes in responding to local challenges that are applicable across Canada.

The next three Annual Conferences will take place in Toronto (2020), Montreal (2021) and Regina (2022), and FCM recently released a Request for Proposals RFP for the 2023 and 2024 Annual conferences. The RFP (Attachment 1) outlines that FCM maintains overall responsibility for the organization of the Conference, the host city and/or its partners, is responsible for the organization and cost of some meals, social events, study tours and a companions' program. The host city is also responsible for implementing organizational structures to support the event, including the designation of a "Host City Coordinator" to liaise with FCM in conference planning. These costs to the host city can be offset by a combination of sponsorships, government grants or contributions, a share of conference registration payments, or other sources of revenue. A survey of past hosts suggests that the net costs to host cities has ranged from \$147,000 to \$540,000 (see confidential Attachment 2).

The deadline for bids to host the 2023 or 2024 FCM Annual Conference and Trade Show is 2020 January 3. Any application must be accompanied by a resolution of the council offering to host the event. A final decision will be made by the FCM Board of Directors at their 2020 March Board Meeting.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Intergovernmental & Corporate Strategy, in consultation with colleagues across The City of Calgary, our civic partners, and with Tourism Calgary in particular, is recommending that Council endorse a bid for the 2024 FCM Annual Conference. Based on the requirements in the RFP, it was determined that the Calgary Telus Convention Centre is the ideal location for the Conference in Calgary. While the Convention Centre is not available at the time of the 2023 Conference, Tourism Calgary has confirmed the availability of not only the Convention Centre, but sufficient accommodation and meeting space in adjacent hotels.

Although there is an anticipated cost to The City of Calgary (see "Current and Future Operating Budget" below), the benefits may include:

- efforts to minimize costs and generate corporate and government sponsorship;
- an opportunity to build stronger relationships with FCM, and important advocacy partners;
- the opportunity to showcase Calgary to federal, provincial and municipal leaders from across Canada; and
- the considerable economic activity 2,000 visitors will bring to the local economy (see also "Social, Environmental, Economic (External)," below).

Stakeholder Engagement, Research and Communication

The City of Calgary has been working closely with Tourism Calgary, including Meetings and Conventions Calgary, to explore the case for a bid. Tourism Calgary has, in turn, been working closely with the Calgary Telus Convention Centre and hotel partners to confirm availability and will be leading the development of the bid materials, should Council approve this project.

ICS has also been in consultation with colleagues in the cities of Montreal and Toronto who are hosting the next two FCM Conferences to better understand the staff commitments required.

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ICS and Tourism Calgary have also been in contact with FCM regarding the logistics, and to test feasibility. FCM, at both the staff and leadership levels, have expressed their excitement about the prospect of a City of Calgary bid, and have been positive about its prospects.

Strategic Alignment

A bid to host the FCM Annual Conference aligns with Council Direction, including One Calgary Council Directives to help grow the travel and tourism industry (P2) and enhance our partnerships with other orders of government (P4, P5).

Social, Environmental, Economic (External)

While there is expected to be some cost to The City of Calgary, hosting the FCM Annual Conference and Trade Show can be expected to deliver considerable economic benefit to the local community. For instance, based on the "Event Impact Calculator" created by Destinations International and Tourism Economics, Tourism Calgary estimates that the anticipated economic impact within Calgary throughout the duration of this Conference would be \$6,077,472. This is inclusive of direct, indirect and induced spend related to visitors, meeting planners, exhibitors, business to business supply chain purchases and income spent in the local economy. Estimated tax generation throughout the federal, provincial and local levels would be close to \$770,000. This will have impact across key industries in Calgary such as transportation, retail, recreation/leisure activities, accommodations, food and beverage suppliers and business services.

From an environmental impact perspective, because one of the goals of FCM is to deliver a sustainable event, a host city is required to demonstrate how it will reduce the waste and carbon footprint generated by the Conference and Trade Show in a number of ways including providing sustainable transportation options, sourcing local foods, and partnering with local community organizations to repurpose conference materials. The downtown location, on multiple transit corridors, walkable to accommodation and retail/restaurant contributes to this goal. Also supports goals of the Downtown Strategy and Calgary's Comeback.

Financial Capacity

Current and Future Operating Budget:

As noted above, a successful host municipality will be responsible for several costs related to the Conference (see attached RFP for more details). Based on those requirements, information from the past bid to host the 2018 Conference, as well as the actual costs incurred by actual host cities from 2011-2019, The City and Tourism Calgary have compiled the cost estimates at Attachment 3. Although Administration recommends that this attachment be treated as confidential because the public release of some of the information may be considered harmful to the economic interests of third parties, at base, the document provides a low-cost (\$311,000), medium-cost (\$489,000) and high-cost (\$668,000) scenario for The City of Calgary.

It should be noted that the differences are not based on different levels of expenditure, but rather different levels of contribution from corporate sponsors, government and other third parties. The low-cost scenario, for instance, assumes the ability to secure high-levels of support from both corporate sponsors and government partners, while the high-cost scenario assumes that this support will not materialize. The medium-cost scenario lies in between.

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While staff time at Tourism Calgary will be absorbed by existing operating budgets, it should be noted that estimates also do not capture staff time required by Administration, including ICS, the Office of Protocol and the Office of Partnerships, as well as other business units that might be asked to support different items such as study tours. While it is expected that much of this work can be absorbed by existing budgets, based on the experience in other cities, there is the possibility that 1 – 1.5 additional FTEs may be required depending on other operational requirements in the time leading to the 2024 Conference. If approved we would shift priorities to absorb cost and/or factor into the next budget cycle.

Current and Future Capital Budget:

No impact to either the current or future capital budget has been identified.

Risk Assessment

There is a known expectation that The City contribute financially to the cost of hosting the FCM Conference. However, if the ability to secure the support of corporate sponsorships or other contributions is limited, there is a risk that The City's contribution will be at or near the "high-end" scenario outlined above. This risk may be particularly acute in the current economic climate, when corporate partners and the provincial government are limiting their contributions. To mitigate this risk, The City will work closely with civic partners such as Tourism Calgary and Calgary Economic Development who have strong connections with Calgary's business community to identify appropriate sponsors. ICS and Tourism Calgary will also work with colleagues in the provincial government to identify potential sources of provincial support.

REASON(S) FOR RECOMMENDATION(S):

Administration is recommending that the IGA Committee recommend that Council endorse a bid for the 2024 FCM Annual Conference and Trade Show because of the opportunity to forge stronger ties with an important advocacy partners in FCM, the chance to showcase our City to government leaders from across the country, and the economic benefits that 2,000 delegates will bring the community. We are also recommending that this be forwarded to the 2019 December 16 Combined Council Meeting as a matter of urgent business to meet the January 3 deadline for submission of a bid, and that Attachments 2 and 3 be held confidential pursuant to section 16 (harmful to economic interests of third parties) of the Freedom of Information and Protection of Privacy Act.

ATTACHMENT(S)

1. FCM Request for Proposals
2. Confidential: Host City Revenues and Expenses (2011-19)
3. Confidential: Cost Estimates to Host 2024 FCM Annual Conference

FCM Request for Proposals



SELECTION OF A HOST MUNICIPALITY FOR FCM'S ANNUAL CONFERENCE AND TRADE SHOW

Background:

Each year in early June, FCM holds its Annual Conference and Trade Show. This is the premier event for municipal government in Canada. The event attracts approximately 2,000 delegates, 500 companions, over 600 exhibitor staff (private sector and government departments), the most senior federal government elected officials, and opinion makers from across Canada. The event provides the opportunity for municipal leaders to learn from colleagues and experts, share their own knowledge and experiences and participate in local tours that showcase innovation and successes in responding to local challenges that are applicable across Canada. Delegates will also participate in FCM's Annual General Meeting where policy is adopted, guiding the priorities and initiatives of the municipal voice in dialogue with the federal government on key issues for municipal government across Canada. Hosting the Annual Conference and Trade Show is a privilege and a milestone in your municipality's history.

As there is both prestige and a considerable economic benefit to the communities that host these events, the FCM Board of Directors has approved a series of documents outlining the guiding principle, minimum mandatory requirements, and evaluation criteria so that all "submissions" are prepared, judged and evaluated in a clear, fair, and transparent manner. This document includes the necessary information to present a proposal to the FCM. Included are:

- Guiding Principle
- Process for selection
- Criteria for Selection and Submission Template

Guiding Principle:

The selection process will be similar to a Request for Proposal (RFP) process: Clear, Fair and Transparent.

Descriptions of the process, the criteria for selection, and a "submission template" for member municipalities interested in hosting the event will be available to all members who respond to the Member Advisory calling for submissions. As these documents may change slightly from year to year, all members will be advised to request the latest version each time.

Locations:

The locations for the FCM Annual Conference and Trade Show will normally rotate throughout FCM's five regions of Canada: British Columbia, Prairies and Territories, Ontario, Quebec, and Atlantic. Where applicable and possible, provincial rotation will also apply.

Year	Location	Region
2018	Halifax	Atlantic
2019	Quebec City	Quebec
2020	Toronto	Ontario
2021	Montreal	Quebec
2022	Regina	Prairies and Territories

PROCESS FOR THE SELECTION OF A HOST MUNICIPALITY

This process has been developed in accordance with a Policy Statement approved by the FCM Board on November 24, 2007, and was reviewed by the Board prior to approval of the policy.

All member municipalities will be able to access a copy of this document.

1. Five to six years prior to the date of the event, all member municipalities will be notified of FCM's intention to invite submissions by way of a Member Advisory, an email to BCMC and to the Board of Directors. This will include an indication of the deadline for submissions. FCM may also invite specific member municipalities to make submissions.
2. Municipalities wishing to host the event will provide all the necessary information as indicated in the Submission Template and forward it by email (in MS Word or a compatible format) to Carole Brault, CMP, Manager, Events, at cbrault@fcm.ca.
3. FCM staff will evaluate the submissions firstly according to the Minimum Mandatory Criteria. All submitting municipalities that meet the Minimum Mandatory Criteria will then be evaluated according to the Location and, if needed, the "Destination" Criteria as noted in the Policy Statement. FCM staff will then prepare a recommendation for discussion with the Standing Committee on Conference Planning.
4. If there is a tie between two or more submissions, then the Conference Planning Committee will either choose one, and document the reason for this choice, or refer the two or more submissions to the Board for a final decision. (Staff will provide all pertinent documentation to both the Standing Committee on Conference Planning, as well as the Board).
5. The FCM Board of Directors makes the final decision as to which municipality will host the FCM Annual Conference and Trade Show.
6. FCM staff will then work with the designated "Host City Coordinator" (as noted in the Handbook) in planning the event.

This document is designed to guide potential hosts through the application process. If you have any questions while working with this document please contact Carole Brault, CMP, Manager, Events, at 613-907-6235 or cbrault@fcm.ca.

SCHEDULE:

- | | |
|--|-----------------------------|
| • RFP notice sent to all member municipalities | Tuesday, September 17, 2019 |
| • RFP Closing Date | Friday, January 3, 2020 |
| • RFP Evaluations (by staff) | January-February 2020 |
| • Selection by the Standing Committee on Conference Planning | Tuesday, March 3, 2020 |
| • Decision of the Board of Directors | Friday, March 6, 2020 |

CRITERIA FOR THE SELECTION OF A HOST MUNICIPALITY FOR FCM'S ANNUAL CONFERENCE AND TRADE SHOW

FCM's Annual Conference and Trade Show is held in various municipalities across Canada.

The Federation of Canadian Municipalities is seeking proposals from member municipalities interested in hosting FCM's Annual Conference and Trade Show, either from **June 1 to 4, 2023** or **June 6 to 9, 2024**.

As there is both prestige and a considerable economic benefit to the communities that host these events, FCM has developed a set of mandatory minimum criteria for the selection of a host municipality.

MANDATORY REQUIREMENTS

1. MEMBERSHIP STATUS

Must be a member in good standing of the FCM.

2. CONFERENCE FACILITIES: Meeting and Function Space

a.	One large plenary session room to accommodate a minimum of 1,800 people in a theatre style, with staging, audio-visual equipment and interpretation booth	Thursday – Set-up Friday, Saturday, Sunday – Live Sunday evening - Dismantle	24-hr hold
b.	One large room (45,000-55,000 square feet) that will be used for the Trade Show with a minimum of 160 exhibits of 10'x10' and sufficient space to accommodate seating for at least 700 delegates for the breakfasts and lunches	Wednesday, Thursday before 3 pm – Move-in Thu. at 4 pm, Fri., Sat. until 4 pm – Live Saturday after 4 pm – Move-out	24-hr hold
c.	A meeting space, either at the conference facility or off-site, to accommodate a cocktail and dinner gala for up to 2,000 people in rounds	Sunday – Set-up Sunday evening – Live Sunday late evening - Dismantle	
d.	Five breakout rooms, 4 rooms able to accommodate a minimum of 400 people each and 1 room able to accommodate a minimum of 200 people, set up theatre style, including a stage, data projectors, screens and an interpretation booth	Thursday am – Set-up Thu. afternoon, Fri., Sat., Sunday – Live Sunday evening - Dismantle	24-hr hold
e.	A large common area or function area of at least 5,000 square feet for Conference Registration	Tue., Wed. – Set-up Thu., Fri, Sat., Sunday – Live Sunday evening - Dismantle	24-hr hold
f.	One function room for 75-100 people for use as a Volunteer Lounge	Wednesday afternoon to Sunday	24-hr hold
g.	Six function rooms to be used for: <ul style="list-style-type: none"> 1 Conference Secretariat – large enough to accommodate 5 work stations and 1 round table 1 Staff Workroom – large enough to accommodate 6 work stations and 2 round tables 1 Press Conference Room 3 Boardrooms each able to accommodate 30 people in a boardroom setup 	Secretariat – Tuesday to Sunday Workroom – Tuesday to Sunday Press Conference Room – Wednesday to Sunday Boardrooms (3) – Wednesday to Sunday	24-hr hold
h.	One room of 500 square feet for storage, close to	Monday to Sunday	24-hr hold

	the Conference Secretariat		
i.	All meeting rooms must be available at the same site, under one roof		
j.	All breakout rooms and function rooms must have a dedicated wired internet access of 10 Megabits per second symmetric shared between them		
k.	The internet connection must be unfiltered and not require authentication		
l.	The latency of the connection to FCM's IP address is not to exceed 120 milliseconds		
m.	The conference facility must provide complimentary wireless internet access to our members for the duration of the rental period. This internet access shall be separate from the wired access provided to FCM for its conference support (function rooms described in h) above		
n.	The facility must be able to assign FCM I.T. equipment static IP addresses		
o.	The entire facility accessed by conference delegates shall have voice and data coverage from national cellular carriers. Please provide a list of carriers and what type of cell phone coverage is accessible		
p.	Bids/Submissions that stipulate use of a facility that is either planned for or under construction, must satisfy the scrutiny and meet any stipulations imposed by the Standing Committee on Conference Planning and/or the Board of Directors		

Provide the names, floor plans and room capacities of one or more sites that each meet these requirements.

3. Conference Facility and Hotel Locations

If the distance from the Conference Facility to the hotels is greater than 0.7 km, then the Host Municipality is responsible for providing a regular and frequent shuttle bus service between the hotels and the conference venue.

4. Hotel Accommodations

The Host Municipality must demonstrate that there are a minimum of 1,800 hotel rooms in hotel(s) that are rated as "Three Diamonds" or above by the CAA/AAA. Should the Host Municipality be able to demonstrate that lower-rated hotels would be suitable for FCM delegates; the FCM Standing Committee on Conference Planning would consider these hotels as well when evaluating the proposals.

5. Study Tours

- The Host Municipality provides a number of study tours, which are available to registered delegates on a first-come, first-served basis. Study tours highlight innovative municipal programs, projects, products and/or services in and around the Host Municipality.
- They should, if possible, reflect the conference's theme;
- Delegates will be asked to pre-register for study tours on the Conference Registration web site, but registration for tours may also take place on-site at a registration desk staffed and operated by the Host Municipality;
- The Host Municipality, in consultation with FCM, determines the content, number and duration of the study tours. FCM has final approval on the study tour program and schedule. The tours are generally 2-3 hours in duration (including travel to and from) with all transportation and access provided by the Host Municipality.

- e. The Host Municipality must ensure there is at least one staff/volunteer person with a bilingual capability for each tour if required.
- f. Tour guides, presentations and handouts must be available in both official languages, if required
- g. Provide a detailed description of the proposed tours.
- h. When designing the Study Tour program, it is imperative that the tours are either large enough or frequent enough to accommodate the majority of the delegates.

6. Companion Program

- a. The Host Municipality must provide a program for companions of registered delegates as described in the Host Handbook. Each tour/activity must have at least one tour guide with a bilingual capability.
- b. The activities include such things as sight-seeing tours and activities of a cultural, athletic and/or historical nature. When designing the Companion Program, it is imperative that the activities are either large enough or frequent enough to accommodate the majority of the delegates' registered companions.
- c. FCM and the Host Municipality set the price for each companion tour based on the actual price to deliver the tour plus an administrative/processing fee for the FCM. All companions are required to pay the set price for Companion and tickets to attend individual Host City social events. At least eight weeks prior to the Conference, the Host Municipality and FCM will review the number of registered companions for each tour and determine if any should be cancelled due to low participation.

7. Expenses for Study Tours, Hospitality and Other Services

The Host Municipality must accept the responsibilities for expenses as set out below:

- a. At the Conference preceding theirs, the pending Host Municipality must participate in the Trade Show to promote attendance at the following annual conference in their municipality and also donate a significant prize for the Trade show prize draw;
- b. Daily Continental Breakfasts and coffee breaks (Friday, Saturday, and Sunday): the Host Municipality is responsible for each morning's full continental breakfast, including coffee/tea, muffins, pastries, fruits and juice as well as the morning coffee breaks. Final quantities and logistics to be determined/coordinated by FCM;
- c. Mayor's Welcome Reception: The Host Municipality may co-host with FCM an opening reception to officially welcome delegates and highlight the Trade Show's official opening. The Host City would contribute to the food and beverage costs as well as pay for any local entertainment it may select. Or, the host municipality can plan, coordinate and cover the costs of a stand-alone Welcome Reception for delegates. All registered delegates may attend this event at no additional charge. Companions must purchase tickets in advance to attend;
- d. Gala Dinner: The Host Municipality provides a seated evening "Gala" Dinner event for conference delegates on the last evening. The Host Municipality chooses the venue, the menu, the entertainment, and covers all costs. All registered delegates and exhibitor delegates may attend this event at no additional charge. Companions must purchase tickets in advance to attend;
- e. The Host Municipality must also accept the responsibilities for all expenses associated with study tours, companion program, companion lounge, volunteer lounge and other services that it accepts to provide;
- f. The Host Municipality, with the assistance of its Tourism Bureau, must plan and defray the travel and accommodation costs for 2 site visits for 2 FCM staff.
- g. FCM's Board of Directors sets the conference registration fees each year. These fees constitute the primary source of revenue for FCM to defray its fixed and variable costs. From this revenue source, FCM pays the Host Municipality a per capita grant for each paid delegate that attends the event. The per capita amount for the 2020 Conference is \$161.00;
- h. The Host City must provide to FCM their financial results, no later than 3 months following the event (revenues generated, and expenses incurred).

8. Travel Arrangements

Provide the name and location of the airport, the largest aircraft it can accommodate, the names of the carrier(s) serving and their current daily capacity as set out in item "8b".

Delegates are responsible for their ground travel costs from/to the airport and their hotel. Please provide details on how the delegates will be transferred from the airport to the hotels and approximate costs (i.e., airport shuttle service, taxis, etc.)

Provide the current daily capacity, attested to by the Airport Authority.

- a. The Hotel and Venue must be one hour or less by ground transportation from the nearest airport capable of accommodating scheduled aircraft of at least 50 seats;
- b. This airport must be capable of handling the arrival of 1,500-1,800 FCM delegates in one day and that the capacity exists (is in place) to transport this number of delegates to and from the airport and hotels;
- c. Local Transportation: The Host Municipality must provide shuttle transportation for delegates between hotels (designated by FCM) and meeting locations (if the distance is over 0.7 km), study and companion tours, Host Municipality Social Events as well as transportation for those having special needs.

9. Location Criteria

There are no Submission Requirements associated with this Criterion.

The locations for the FCM Annual Conference and Trade Show will normally rotate across the FCM's five regions of Canada: British Columbia, Prairies and Territories, Ontario, Quebec, and Atlantic. Where applicable and possible, provincial rotation will also apply.

10. Sustainability Criteria

The goal of the Federation of Canadian Municipalities is to deliver a sustainable event. The Host City must work closely to reduce the waste and carbon footprint generated by the Conference and Trade Show in the following ways:

- a. The Host Municipality should have dedicated staff to support the delivery of a green event, along with volunteer and supplier engagement with the event's green initiatives.
- b. All venues for the event must have recycling or composting available for the following: paper, cardboard, plastic, glass, metal, e-waste, and food waste/compost.
- c. The Host Municipality should partner with community organizations to donate, reuse or repurpose surplus event materials and supplies—to the maximum extent possible—to local community or non-profit organizations, if the supplier determines that the materials and supplies cannot be reused or recycled by the supplier. The conference facility should have sustainability practices in place related to waste management, energy, air quality, water, and procurement, the management of staff, communications and community partners.
- d. The Host Municipality suppliers should source a minimum of 25 % of total foods that are local, organic, or sustainable, or any combination thereof, for onsite and offsite events.
- e. The Host Municipality should have sustainable transportation options, such as:
 - i. Alternative fuel/efficient buses (for shuttling);
 - ii. Hybrid shuttles/taxis;
 - iii. Car co-operatives;
 - iv. Bicycle rental/share;
 - v. Mass transit between the convention center, airport, and host hotels; and
 - vi. Tourist shuttle/trolley through convention core or tourist district
 - vii. Encouraging walking as much as possible by ensuring conference venues and hotels are in close proximity to one another.
- f. The Host Municipality and its suppliers must have and enforce a motor vehicle idling reduction program around all conference facilities, weather permitting.
- g. At least 25% of hotel rooms contracted for the event should be in hotels that demonstrate sustainable practices related to waste management, energy, air quality, water, and procurement, the management of staff, communications and community partners.

The above criteria represent just some of the ways FCM and the Host Municipality should work together to ensure the event is as beneficial as possible for the environment. Please address each of the criteria listed above and include any additional environmental sustainability information that could be relevant in FCM's selection of a Host Municipality.

It is FCM's expectation that the Host Municipality would be able to meet all of the above criteria by the time of the conference.

11. Destination Criteria

LOCAL EVENTS, ATTRACTIONS AND ACTIVITIES

Provide, in a bullet list form, a demonstration as to how your Municipality meets each of these Criteria. Brochures, etc. are not necessary. These additional criteria will be used in conjunction with the ratings of each submitting Municipality according to the Frommer's, Fodor's and Michelin Travel Guides.

12. Experience

At least three (3) previous similar events must have been held in the Municipality over the five (5) years prior to the submission date. "Similar" implies duration, number of delegates, and size of the trade show, held in late spring or early summer by national associations and national not-for-profit organizations.

RESOLUTION OF COUNCIL

Provide a certified copy of the resolution of Council or other appropriate body offering to host the event. **This must be submitted in writing with your submission.** Submissions must be signed by the appropriate Municipal Authority.

Further Submission Requirements

Provide the name, title, and full coordinates of the person who can respond to any inquiries about your submission. Submissions must be by email to Carole cbrault@fcm.ca.

Optional Submission Elements

You may include any electronic brochures (commercial, educational, municipal etc.) and other electronic material in support of your submission.

Contact Information

Carole Brault, CMP
Manager, Events
Federation of Canadian Municipalities
24 Clarence Street
Ottawa, ON K1N 5P3
Tel: (613) 907-6235
Email: cbrault@fcm.ca

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EXECUTIVE SUMMARY

Upon the signing of the Framework Agreement for Charters in 2014 (Attachment 1), then Premier Prentice stated: "Calgary and Edmonton have unique challenges, unique growth pressures, but also unique opportunities. This Framework Agreement reaffirms and strengthens the province's commitment to support both Edmonton and Calgary in their aspirations for the future." Essentially, the charter project was recognition that the one-size-fits-all approach of the Municipal Government Act (MGA) was in many ways ill-suited to Alberta's largest cities.

The charters were meant to benefit the cities and the province as a whole. The Framework Agreement recognized that there was opportunity to be realized in working together, and committed the three parties to "a relationship of ongoing consultation and cooperation on matters of mutual interest."

By 2018, this promise had been realized in the form of City Charter Regulations, bestowing new authorities on the cities of Calgary and Edmonton, a new City Charter Fiscal Framework, and a culture of charter-based collaboration allowing for continued growth and change. Since then, the City Charter has been used to deliver on such mutual objectives as the reduction of red tape, the finding of efficiencies to pass on to taxpayers, and the exercise of fiscal restraint. In short, the City Charter has provided both a space for a dialogue about shared challenges and opportunities and a vehicle to tackle those challenges and seize those opportunities to make life better for Calgarians and all Albertans.

On 2019 June 10, Council directed continued advocacy on taxation and assessment reform when approving immediate tax relief for Calgary businesses, which included \$60M in permanent reductions to The City's tax-supported operating budget. Renewed engagement on the City Charter could provide a needed mechanism to advance these discussions and provide further relief.

ADMINISTRATION RECOMMENDATION:

That the Intergovernmental Affairs Committee recommends that Council:

1. Receive this report as an update on the implementation of existing City Charter authorities; and
2. Direct Administration to continue ongoing provincial advocacy to create new authorities within the City Charter, such as the needed reforms to the taxation and assessment system.

PREVIOUS COUNCIL DIRECTION / POLICY

Council direction on the city charter project dates back to 2014 October 27 and a presentation to City Council on the "Civic Charter Workplan and Timelines." Since then, Administration has engaged Council many times along the way, including regular updates to the IGA Committee of Council, and seeking direction and approvals at Council at key decision points including approval of the fiscal framework proposal (C2017-0167) and approval of a package of new regulatory authorities prior to public consultation (C2016-0755). The most recent update to Council came through the IGA Committee in 2018 December (IGA2018-1449).

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On 2019 June 10, in addressing Immediate Tax Relief for Calgary Businesses (C2019-0782), Council requested that the Mayor “send a letter to our partners in the provincial government” requesting that the province “engage in discussions regarding taxation and assessment reform.”

BACKGROUND

The Origins of the City Charter

Although discussion of big city charters in Alberta dates to a 2012 Memorandum of Understanding (Attachment 2) and even prior, the project began in earnest with the signing of the Framework Agreement on Charters in 2014. Among other things, the Framework Agreement committed the Government of Alberta and the cities of Calgary and Edmonton to a workplan to achieve a “new legislative framework that adequately recognizes the capabilities and responsibilities of the Cities” in recognition of “the contributions of the cities to the economic vibrancy and competitiveness of their respective regions and in Alberta.”

Fast forward to the spring of 2018, and following administrative and political collaboration, as well as several rounds of public and stakeholder consultations, the *City of Calgary Charter, 2018 Regulation* (as well as its Edmonton counterpart) was proclaimed into force. This first tranche of changes bestowed 37 new authorities on The City of Calgary that could be grouped into four categories: improving administrative efficiency, smarter community planning, community wellbeing and environmental stewardship. While several proposals for change were either left off the table pending further discussion or dismissed by the province, these regulatory changes were accompanied by a “Collaboration Agreement” that committed the parties to working together in areas of mutual interest, but that didn’t lend themselves to an easy regulatory fix. A full list of Charter authorities can be found at Attachment 3, while the Collaboration Agreement is at Attachment 4.

Later in 2018, the Government of Alberta passed Bill 32, *The City Charters Fiscal Framework Act*. Bill 32 represented the culmination of a prolonged discussions about the full range revenue-generating potential for the two cities and ended with a new approach to capital support as the centre-piece of the new fiscal framework. Against the backdrop of the provincial recession and slow economic recovery, the negotiations were informed by a recognition by all parties of a need for economic restraint, and the principle that the new fiscal framework “do no harm” to any party. The cities of Calgary and Edmonton therefore agreed to a significant, 33% reduction of provincial support for municipal capital in exchange for the certainty and predictability of a revenue-sharing plan. Bill 32 also entrenched a long-term transit funding strategy that would provide Calgary and Edmonton with \$200M each annually beginning in 2026.

Finally, in late 2018, the province introduced further regulatory changes. This “Charter 2.0” amended the *City of Calgary Charter Regulation* to bestow five additional authorities that had been omitted from the earlier package pending further engagement.

The Charter has been the product of dialogue and collaboration, working toward changes that recognized the distinct challenges and opportunities faced by big cities, while advancing province-wide prosperity.

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Implementing the Charter

Since the adoption of the Charter Regulation, The City of Calgary has either implemented, or begun to explore the implementation of 14 changes (see Attachment 3). In most cases, these changes achieve not just City of Calgary goals, but provincial goals as well. The use of electronic notices, for instance, is meant to create administrative efficiencies that can be passed on to the taxpayer. Exploration of a municipal tribunal is intended to improve service for Calgarians while supporting provincial efforts to reduce the burden on the provincial court system and providing Calgarians with clear lines of accountability. On 2019 October 21, Council approved changes to off-site levies in Charter Bylaw 2H2019, which contributes to the funding of infrastructure that supports social and environmental wellbeing, and safe and resilient communities. They also help support the economic benefits of community growth, such as attracting private investment and creating jobs, and give greater certainty to the development industry. This bylaw amendment is the first step in the Off-site Levy Bylaw review that will occur through 2020.

At the same time, there are several Charter authorities that The City has yet to implement, which carry similar promise and are pending operational capacity or important conversations with key stakeholders.

Preserving and Promoting the Charter

Having seen the benefits of the City Charter while looking to preserve the opportunity for further change, The City of Calgary posed the following questions to each of the parties contesting the spring 2019 provincial election as part of the YYC Matters survey:

- Does your party support this [city charter] revenue sharing model?
- Does your party support or oppose further City Charter discussions with Calgary...on additional policy tools that could be used to improve the lives of our citizens?

The United Conservative Party (UCP) responded as follows:

- "Yes, the United Conservative caucus voted for *City Charters Fiscal Framework Act* in the fall legislature sitting and will respect the multi-year funding in the agreement;" and
- "A United Conservative Government will always be willing to discuss policy tools that could be used to improve the lives of Albertans."

The UCP made the further commitment in its platform, *Alberta Strong & Free*, to "maintain...the multi-year agreement in the Bill 32 Charters for Calgary and Edmonton."

These public commitments, along with the multi-party support for the City Charters over the previous years provided some assurance that the new government saw that the Charter as good for The City and the province, and that The City could continue to count on the fair deal it provided.

The recent provincial budget released in 2019 October, and subsequent Bill 20 revoked Bill 32 in its entirety, eliminated the long-term transit funding plan, and replacing the revenue sharing plan for big cities with a further cut to capital transfers. The City is currently working collaboratively across services to understand the impact of this reduction in capital funding and prepare recommendations for Council's consideration in early 2019.

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INVESTIGATION: ALTERNATIVES AND ANALYSIS

The elimination of Bill 32 and the City Charter Fiscal Framework will have a significant impact on The City, particularly when combined with recent changes unilaterally deferring the province's contribution to Green Line and legislating the ability to cancel funding agreements without cause.

While the City Charter Regulation remains intact thus far, there is reason for caution.

- In past years, in recognition of its Charter status, The City of Calgary was engaged as a partner in the development of policy. More recently, to the extent it has been engaged at all, it has been as one stakeholder among many.
- There is also some risk that the Charter Regulation could be included in the province's interest to reduce the number of regulations, even though many of the charter provisions are themselves designed to reduce red tape, and have begun to do so.
- The province has begun the process of migrating several of the provisions in the Charter Regulation into the MGA (see Attachment 5) which would provide Alberta's other municipalities with many of the same enabling authorities.
- Charter provisions being replicated in the MGA have been repealed from the Charter Regulation as of 2019 December 6, reducing the overall size of the City Charter.

Like the Fiscal Framework, a dismantling of the City Charter Regulation would be a significant loss.

First, the loss of the City Charter would prevent The City from adopting new practices designed to improve local government and achieve priorities shared with the Government of Alberta including: measures to improve the economy, cut red tape and increase efficiencies of administrative processes.

Second, it would create uncertainty for Charter authorities The City has taken steps to implement. Were those authorities to be revoked or even altered by their migration to the MGA, there would likely be considerable operational expense associated with reverting to previous practices and foregoing the efficiencies realized through the Charter.

Third, the loss of the Charter would almost foreclose on future innovation. The Charter has been an iterative process to ensure it could adapt to new challenges and opportunities. Currently, for instance, The City is struggling with how to address what has become known as the "downtown tax shift". This distinctly local problem is a complex one, generated by structural economic shifts and the flight of head-office jobs from the downtown core. Policy innovation to help address this problem has been hindered by the restrictions of provincial law. The Charter could be a vehicle to address these distinct local challenges by developing a distinctly local solution needed to help ensure Calgary's economic recovery.

Finally, the Charter can advance not just municipal priorities, but provincial ones as well. Its loss would prevent the opportunity to identify ways that changes at The City can deliver on a mutual agenda of red tape reduction, economic resilience and fiscal responsibility.

Stakeholder Engagement, Research and Communication

The City Charters were themselves the subject of a public and stakeholder engagement process led by the province and supported by the cities of Calgary and Edmonton. This process included two stakeholder workshops and two public open houses in each of the cities as well as

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online consultations. A “What We Heard Report” can be found here: <https://www.alberta.ca/assets/documents/city-charters-what-we-heard.pdf>. The publication of the City Charter Regulation and amendments was also accompanied by a period of public and stakeholder feedback.

Where The City has opted to step into different Charter authorities, in most cases these decisions have been accompanied by a heightened degree of public input through the requirement for a Public Hearing.

Strategic Alignment

Pursuit and protection aligns with several Council Directives to enhance our partnerships with other orders of government (i.e. P4, P5).

Social, Environmental, Economic (External)

The City Charter Regulation includes several changes under the category of “supporting community well-being,” which provide The City with authorities to enhance social supports including affordable housing. Future charter discussions could alter or enhance these authorities.

Under the category of “empowering local environmental stewardship” the Charter Regulation provides additional authority to support local environmental efforts and requires The City of Calgary to prepare a Climate Change Mitigation and Adaptation Strategy. Future charter discussions could alter or enhance these authorities.

Although the core of the City Charter Fiscal Framework was lost with the repeal of Bill 32, the charter remains a vehicle for the province and City of Calgary to explore local solutions to local problems, including ways to support local business and taxpayers through structural changes in the local economy.

Financial Capacity

Current and Future Operating Budget:

Many of the changes contained in the City Charter Regulation were intended to improve administrative efficiency and find cost savings that could be passed on to the local tax payer. Some of these have already been implemented. If revoked, the ability to realize these savings could be lost. There may be additional operational costs required to update systems or inform the public of any changes. In addition, as there are authorities that have not yet been adopted by The City, their loss could preclude the ability to realize future savings.

Current and Future Capital Budget:

The loss of the City Charter Fiscal Framework had a significant impact on The City’s capital budget, particularly as that agreement already represented a significant cut to provincial transfers as The City agreed to do its part to support the province’s path to balance. However, while we are hopeful that the province will be receptive to a call for renewed charter discussions, it seems unlikely in the current economic climate that the province will increase capital transfers.

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Risk Assessment

The Government of Alberta has not signalled publicly its intention to revoke the City Charter Regulation in its entirety. However, for the reasons contained in this report, Administration believes the likelihood remains moderate and the impact, should it occur, would be high. In summary, the risks associated with the loss of the City Charter include:

- lost opportunities for The City to realize cost-savings and efficiencies through the adoption of Charter authorities;
- operational costs associated with “undoing” existing Charter policies and reverting to old ways of doing business;
- reduced likelihood of further innovation; and
- missed opportunities for collaboration with the province to achieve shared objectives including reducing red-tape, economic resilience and fiscal responsibility.

REASON(S) FOR RECOMMENDATION(S):

Administration is providing an update to the Intergovernmental Affairs Committee on the status of the authorities currently being used by The City to reduce red tape and provide citizens clear lines of accountability, and to inform ongoing advocacy to address current local challenges.

ATTACHMENT(S)

1. Framework Agreement for Charters (2014)
2. Memorandum of Understanding (2012)
3. City Charter Regulations: Summary and Implementation Status
4. Collaboration Agreement
5. List of Charter Authorities Replicated in the MGA



FRAMEWORK AGREEMENT FOR CHARTERS

BETWEEN:

HER MAJESTY THE QUEEN, IN RIGHT OF THE PROVINCE OF ALBERTA, as represented by the Government of Alberta, hereinafter the **"Province"**

-and-

CITY OF CALGARY, a Municipal Corporation in the Province of Alberta, hereinafter **"Calgary"**

-and-

CITY OF EDMONTON, a Municipal Corporation in the Province of Alberta, hereinafter **"Edmonton"**

WHEREAS the Province, Edmonton and Calgary (collectively, the **"Parties"**) entered into a Memorandum of Understanding on June 18, 2012 (the **"MOU"**) to explore options for a legislative framework for Edmonton and Calgary (collectively, the **"Cities"**) that recognizes the evolving needs of each City's individual relationship with the Province in accordance with the principles set forth therein;

AND WHEREAS the Parties recognize that the Cities require a new legislative framework that adequately recognizes the capabilities and responsibilities of the Cities;

AND WHEREAS the Parties have agreed to a framework for the development of the appropriate legislation with the relevant regulations, agreements or other mechanisms to govern the relationship between the Province and each City (collectively, the **"Charters"**);

NOW THEREFORE the Parties agree to the following:

1.0 OVERARCHING VISION AND GUIDING PRINCIPLES

The Cities are growing and vibrant world class cities that are vital to Alberta's prominent place on the world stage. This *Framework Agreement for Charters* (the "**Agreement**") sets a course for forging a new relationship between the Cities and the Province through the development of a Charter for each city. This partnership will be constructed on the understanding that the Cities and the Province have great strengths and shared interests and that, in working collectively, great strides can be made in maintaining and fortifying Alberta's global presence.

This Agreement defines and enables this new and modern relationship between the Parties. This relationship will:

- foster mutual respect and open, ongoing collaboration between the Cities and the Province;
- recognize the contributions of the Cities to the economic vibrancy and competitiveness of their respective regions and in Alberta;
- recognize the administrative capabilities of the Cities, which support high levels of autonomy;
- recognize the Cities' accountability to their communities; and
- ensure the Cities are provided with new and/or enhanced tools, whether economic or administrative, to deliver services to their citizens.

2.0 COMMITMENT TO CONSULT

This Agreement commits the Parties to working together in a relationship of ongoing consultation and cooperation on matters of mutual interest. To this end, this Agreement commits the Parties to establishing a process for facilitating regular meetings that will promote strong working interactions and achieve:

- * agreement on matters that will initiate a consultation between the Cities and the Province, such as:
 - proposed changes to legislation, bylaws or regulations that will have a significant financial or policy impact on the other government;
 - policy matters where both governments may have mutual interests; and
 - initiatives where one government may be involved with the federal government, stakeholders or other organizations in matters that may potentially impact the other government;
- * agreement on the timing around when one government will commit to consult with the other regarding the impacts of changes being contemplated; and
- * agreement on a process for resolving disputes where timely consultation has not occurred.

3.0 GOVERNANCE

The Parties agree that the Cities operate at a high level of autonomy and accountability. The Parties also agree that some aspects of provincial legislation pose obstacles to further innovations and efficiencies that the Cities may wish to explore and implement on behalf of their citizens, given the legislative ability to do so. Specific areas of consideration are described in Appendix I: Charters – Next Steps.

4.0 PLANNING AND DEVELOPMENT

The Parties recognize the importance of sound land-use planning and orderly development that recognizes the realities of urban growth for Edmonton, Calgary and Alberta. This principle will continue to be upheld in legislation. However, the Parties also agree that some aspects of the existing legislation may pose obstacles to the Cities as they seek to address growth and development matters in a manner that best meets the needs of their communities. Specific areas of consideration are described in Appendix I: Charters – Next Steps.

5.0 ASSESSMENT AND PROPERTY TAXATION

The Parties recognize the importance of a fair and equitable assessment and property tax system in Alberta. This principle will continue to be upheld in the Charters. However, there is agreement that further efficiencies could be achieved by the Cities in administering the assessment and property tax system, if given the legislative ability to do so. Specific areas of consideration are described in Appendix I: Charters – Next Steps.

6.0 FEDERAL GOVERNMENT NEGOTIATIONS

There is agreement that when the Province is negotiating with the federal government on certain key strategic issues, the Province will include the Cities in these discussions, where appropriate, or seek timely feedback from the Cities, where issues impact the Cities. This includes but is not limited to, matters related to labour supply, airports, urban Aboriginal issues, settlement of immigrants, environment, housing, transportation, emergency management, the province's profile, and attraction of major events.

7.0 BUILDING SAFETY

There is agreement that more timely provincial adoption of new safety codes and standards is important to ensure the Cities can remain competitive. The Parties commit to achieve an agreement on a process to improve the timely adoption of new national building and safety codes and standards.

8.0 CROSS-MINISTRY POLICY MATTERS FORUM

The Parties commit to continuing to advance discussions to seek solutions to broad policy issues that have cross-ministry jurisdiction. To advance these discussions, a tripartite forum will be established, facilitated by the Ministry of Alberta Municipal Affairs ("Municipal Affairs"), to assist the Cities in having conversations with other provincial ministries. In addition, the Parties will continue to work on the issues that fall within the jurisdiction of Municipal Affairs.

Once solutions have been agreed to by the Cities and the relevant provincial ministries, these policy provisions will be included in the Charters. Specific areas of consideration are described in Appendix I: Charters – Next Steps.

9.0 REVENUE SOURCES

The Parties acknowledge that a key element going forward will be consideration of the adequacy and form of current revenue streams. The Parties agree that a resolution to the issue of resources available to the Cities will be a key determinant in the ongoing success of the Cities and the Province, and the ability of the Cities to address growth challenges. This Agreement commits the Province and the Cities to entering into a process to consider development of a new fiscal framework that will recognize and address the needs and challenges facing all Parties.

10.0 REVIEW/RENEWAL

The Charters that result from this Agreement will be reviewed every five years. Any party to a Charter will be entitled, at any time, to propose amendments to the Charter to address emerging issues.

11.0 MUNICIPAL GOVERNMENT ACT

The Charters shall set out the legislative provisions that are designed specifically for the Cities. The provisions of the *Municipal Government Act* that will continue to apply to all municipalities shall be incorporated by reference into the Charters.

12.0 GIVING EFFECT TO THIS FRAMEWORK AGREEMENT

The Parties agree to work jointly in this newly forged partnership to develop the appropriate

legislation with the relevant regulations, agreements or other mechanisms that will allow for the implementation of the Charters.

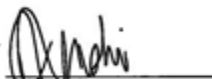
The Cities and the Province acknowledge that focused public discussion by each of the Parties may occur on the Charters, their form and impact prior to final approval by each of the Parties.

IN WITNESS WHEREOF this Agreement has been duly executed by the Parties on the 7 day of Oct., 2014.

HER MAJESTY THE QUEEN IN RIGHT OF ALBERTA, THE CITY OF CALGARY AND
THE CITY OF EDMONTON



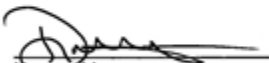
Honourable
Jim Prentice
Premier of Alberta



His Worship
Naheed K. Nenshi
Mayor of Calgary



His Worship
Don Iveson
Mayor of Edmonton



Honourable
Diana McQueen
Minister of Municipal Affairs

Appendix I to the Framework Agreement for Charters
(the "Framework Agreement")

Charters - Next Steps

Summary

The City of Edmonton and The City of Calgary (the "Cities") and the Province of Alberta (the "Province") are working on a three-phased process with the ultimate outcome being the development of legislation with the relevant regulations, agreements or other mechanisms to govern the relationship between the Province and each City (collectively, the "Charters").

Senior administration from the Cities and the Province (collectively, the "Parties") will develop a workplan and timetable to create the Charters and the other mechanisms required to implement the objectives of the Framework Agreement. The workplan and timetable will be presented for approval to the Minister of Municipal Affairs, the Mayor of Edmonton and the Mayor of Calgary as soon as possible.

Plan

1.0 PHASE ONE:

Phase One will involve ongoing collaboration between all Parties at the administrative, senior official, and elected levels to identify items that can be addressed without the involvement of the Province's ministries other than the Ministry of Alberta Municipal Affairs ("Municipal Affairs").

As described in the Framework Agreement, items for research and action in this phase include:

- The determination of which parts of the *Municipal Government Act* will continue to apply to the Cities;
- The development of a formal mechanism by which ongoing consultation can occur on matters of mutual interest;
- The development of a formal mechanism by which the Province will engage the Cities in federal discussions;
- The exploration of a process for the timely adoption for new national building and safety codes that will ensure the Province places the most recent codes in force as quickly as possible;
- The development of appropriate mechanisms to provide increased authority or flexibility in the following areas of municipal governance:

- **Mayor and Council Powers**

The authority of each city council to determine the City's own governance model, codes of conduct and enforcement provisions, and division of power and authority between the Mayor and other members of council.

- **Elections – Campaign Financing**

Providing each City with the authority to determine, by bylaw, campaign financing and other rules that are appropriate to the large-scale elections held by the Cities.

- **Fiscal Accountability**

Recognizing that each City will continue to be accountable for ensuring they are fiscally responsible, and have appropriate auditing procedures in place.

- **City Bylaws**

This Agreement commits the Province to providing the Cities with enhanced authority and/or flexibility to:

- define matters that can be delegated to the city administration;

- define the matters for which they may create bylaws within their areas of responsibility;
- set their own maximum bylaw penalties in their jurisdictions;
- choose the methods to best communicate bylaw changes to their citizens; and
- provide oversight to their subdivision and development appeal boards.

- **Controlled Corporations**

This Agreement recognizes the authority of each City to establish or control for-profit corporations to deliver services and programs within and beyond its boundaries, in accordance with mutually agreed upon criteria.

- The development of the Charter provisions to provide increased authority or flexibility to the Cities in the following areas of municipal planning and development:
 - defining the types of planning instruments that may be required to improve the current planning processes, the content of the instruments, and their relationship to each other and to the land use bylaw;
 - defining land uses that will be permitted on municipal reserve lands;
 - balancing opportunities for public engagement with certainty in the development process through greater flexibility to adjust requirements for notices, hearings and appeals in relation to planning proposals;
 - adjusting the timelines for decisions on subdivision and development permit applications; and
 - managing non-conforming uses, variances and density bonuses to expedite decision-making and reduce administrative complexity.
- The development of appropriate mechanisms to provide increased authority or flexibility to the Cities in the following areas of municipal assessment and taxation:
 - providing taxpayers with the option (at the taxpayers' discretion) to receive and respond to requests for assessment information and receive assessment and tax notices electronically;
 - enabling routine assessment and property tax bylaws to be enacted for continuous periods of time, rather than annually;
 - determining when farm land within the Cities' boundaries should be regarded as developable land for assessment and property tax purposes;
 - refining administrative procedures for renewing exemptions from property tax; and
 - defining improvements to be assessed and taxed in downtown parking lots.

It is anticipated that all Phase One work will be completed with the appropriate mechanisms in place no later than the spring of 2015.

2.0 PHASE TWO:

Phase Two will involve ongoing collaboration between all Parties at the administrative, senior official, and elected levels to identify items that require involvement from Ministries other than Municipal Affairs.

As described in the Framework Agreement, items for completion in this phase include:

- The development of a regulatory review forum that will facilitate dialogue between the Cities and other provincial ministries about regulatory barriers to planning and development or business issues. Agreements emanating from this forum may be incorporated into the Charters.
- The identification of partner ministries, discussion of issues, and the development of appropriate mechanisms to provide increased authority or flexibility to the Cities related to the following areas:

Social Policy

- clarifying roles and responsibilities on a range of social policy issues including, but not limited to, affordable housing, policing, poverty reduction, urban Aboriginal issues, settlement of immigrants, community services and seniors.

Planning Policy

- engaging in broader discussions to achieve a cross-ministry resolution to planning policy issues including municipal and environmental reserves historic resources, and development levies.

Environmental Policy

- clarifying roles and responsibilities, and enhancing the Cities' input into the development of legislative instruments in a number of policy areas including land, air, water, waste, environmental monitoring, brownfield remediation and governance.

Energy Policy/Energy Efficiency

- engaging in discussions on local electricity generation, energy efficiency and conservation and other regulatory matters that impact the decision-making authority of the Cities.

Transportation Policy

- identifying and resolving inconsistencies among municipal and provincial transportation policies and strategies that support effective and integrated transportation and transit networks.

Economic Policy

- engaging in discussions to advance the economic prosperity of Alberta and the role that the Parties have in supporting this prosperity and enhancing competitiveness.

It is anticipated that all Phase Two work will be completed with appropriate mechanisms in place no later than the fall of 2015.

3.0 PHASE THREE:

Phase Three will involve development of a fiscal framework that will recognize and address the needs and challenges facing all Parties. The Parties will make best efforts to complete this work by the spring of 2016.

MEMORANDUM OF UNDERSTANDING

BETWEEN:

HER MAJESTY THE QUEEN, IN RIGHT OF THE PROVINCE OF ALBERTA, as represented by the Government of Alberta, hereinafter the "Province"

- and -

CITY OF CALGARY, a Municipal Corporation in the Province of Alberta, hereinafter "Calgary"

- and -

CITY OF EDMONTON, a Municipal Corporation in the Province of Alberta hereinafter "Edmonton"

WHEREAS Calgary and Edmonton share a vision with the Province of a prosperous Alberta which includes economically vibrant and sustainable big cities;

AND WHEREAS Calgary and Edmonton are the two largest cities in the province, led by municipal governments with administrative capabilities that support high levels of autonomy;

AND WHEREAS Calgary and Edmonton are major contributors and centres for economic growth and development;

AND WHEREAS the legislation that applies to Calgary and Edmonton should reflect a robust, sustainable and flexible framework to meet the needs of the two cities;

AND WHEREAS a new dynamic framework to capture the challenges and enhance the clarity in service delivery may be required to reflect the evolution of certain roles and responsibilities between the Province and each of Calgary and Edmonton;

Agreed-upon work plan:

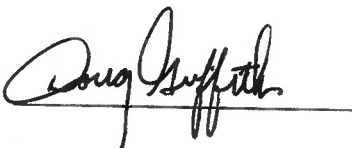
- June to September 2012 Define the interests, issues, options and solutions
- October 2012 to February 2013 Develop the solution
- Spring 2013 Present for consideration by the Legislature

IN WITNESS WHEREOF this Memorandum of Understanding has been duly executed by the parties on the 18 day of June, 2012.

HER MAJESTY THE
QUEEN IN RIGHT
OF ALBERTA, as
represented by the
Minister or Municipal
Affairs

CITY OF CALGARY

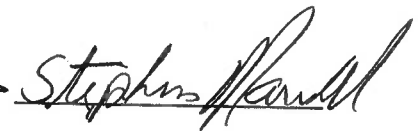
CITY OF EDMONTON



Honourable
Doug Griffiths
Minister of Municipal
Affairs



His Worship
Naheed Nenshi
Mayor of Calgary



His Worship
Stephen Mandel
Mayor of Edmonton

City Charter Regulation: Summary and Implementation Status

Empowering Environmental Stewardship					
Smarter Community Planning					
Supporting Community Wellbeing					
Improving Administrative Efficiency					
Charter Authority	Location in regulation	Process Required	Summary	Relevant Business Unit / Department	Status
Environment as a matter to pass bylaws	s. 4(2)(a)	Bylaw with public hearing required to utilize this authority.	<p>Issue The City should be able to pass bylaws that protect areas of environmental significance within urban boundaries, and for contaminated/derelict sites, climate change, environmental conservation and stewardship, biodiversity and habitat, energy conservation/ efficiency and waste management.</p> <p>Regulatory Change Allow The City of Calgary to pass bylaws around environmental protection and land use.</p>	Planning & Development, Calgary Parks, ESM	Not Implemented
Bylaw Fines	s. 4(2)(b)	Bylaw with public hearing required to utilize this authority.	<p>Issue In some cases, the maximum penalty set out in the Municipal Government Act (MGA) does not represent an adequate deterrent to bylaw infractions. Due to the number and diversity of properties, The City of Calgary requires additional flexibility for serious bylaw offences such as development or drainage issues.</p> <p>Regulatory Change Increase the maximum potential fine for “egregious” bylaw violations up to \$100,000 (current maximum is \$10,000).</p>	Calgary Community Standards, Water, other bylaw owners	Not Implemented

Regulating licensed premises	s. 4(3)	Bylaw with public hearing required to utilize this authority.	<p>Issue Municipalities are in a better position to evaluate the impacts of licensed establishments on their communities and modify regulations to mitigate these impacts in a meaningful way. Potential impacts include safety and traffic issues resulting in uniform closing times in areas with high concentrations of licensed establishments.</p> <p>Regulatory Change The City of Calgary has clear authority to pass bylaws that will vary opening and closing hours, so long as they do not increase hours beyond those set by the Alberta Gaming and Liquor Commission.</p>	Calgary Community Standards	Not Implemented
Offsite levies	s. 4(35.1), (35.2), (35.3), (35.4) s. 5(2.1), (2.2)	Bylaw required for most	Enable The City to identify the types of infrastructure for which an off-site levy may be imposed and establish the method for determining off-site levies. Requires that The City consult with stakeholders in the development of the off-site levy bylaw.	Planning	Underway
Local Improvement Taxes	2. 4(22)	No Bylaw required	Extend the period during which The City may impose a Local Improvement Tax from three years to five years and extend the period during which the improvement must be completed from one year to two years.	Finance	Not Implemented

Bylaws and Municipal Purpose	s. 4(4)	No bylaw required to utilize this authority (see s. 9(2) of Charter)	<p>Issue The MGA currently sets out the general jurisdiction and specific powers by which Council may pass bylaws. The proposal recognizes the broader scope of municipal services provided by The City and enables the authority required to accomplish the goals of the municipality.</p> <p>Regulatory Change Provide City Council with the authority to determine which bylaws are created within the scope of municipal purpose.</p>	Cross-corporate	Not Implemented
Advertising Requirements	2. 4(28)	Bylaw with public hearing	Enables The City to modify the advertising requirements related to instances of Council calling a meeting with the public, advertising public auctions, and notification of public works.	Cross-corporate	Not Implemented

Delegation of Powers	s. 4(5)(a)	Bylaw with public hearing required to utilize this authority.	<p>Issue The MGA is currently prescriptive in terms of how, and to whom Council can delegate; including that the delegation must be made by bylaw and Council can only delegate to a Council Committee, the Chief Administrative Officer or a designated officer. The size and scope of city governance requires additional flexibility in how governance bodies and offices are structured and conducted.</p> <p>Regulatory Change Provide City Council with the authority to delegate powers, duties or functions unless an enactment or bylaw provides otherwise. The purpose of the delegation could be to provide advice, collect information, provide oversight to a specific issue, activity or function, make decisions, or carry out statutory obligations. Bylaw making authority cannot be delegated.</p>	Cross-corporate	Not Implemented
Tax Cancellation	s. 4(5)(b)	Bylaw with public hearing required to utilize this authority.	<p>Issue At present, City Council must decide on the prior year's tax cancellations.</p> <p>Regulatory Change Council may delegate the prior year's tax cancellations to Administration, within certain parameters.</p>	Assessment	Underway

Financial Administration	ss. 4(6),(7),(8),(9),(10),(12)	No bylaw required to utilize this authority. Resolution required to change the financial year.	<p>Issue The City of Calgary has sophisticated and well-defined financial processes that go beyond the basic requirements set out in the MGA.</p> <p>Regulatory Change Provide Council with the ability to establish their own financial administration practices for budgets, municipal accounts, financial statements, validity of borrowing, and setting the financial year.</p> <p>The City could establish its own budget process and requirements, including the contents of the budget and how it is adopted.</p>	Finance	Not Implemented
Clean Energy loans	s. 4(11)	Bylaw with public hearing required to utilize this authority.	<p>Issue This new source of financing for property owners would assist them in making energy efficient and renewable energy investments in their homes. Moreover, municipalities could provide an attractive borrowing rate and provide funding to property owners who might not be able to obtain funding otherwise.</p> <p>Regulatory Change Enable the City to provide loans to homeowners to fund energy efficiency or renewable energy upgrades in their homes.</p>	ESM, Finance	Not Implemented

Affordable housing loans	s. 4(11)	Bylaw with public hearing required to utilize this authority.	<p>Issue Despite City policies supporting complete communities, The City of Calgary has few tools available to effectively deliver and maintain affordable housing.</p> <p>Regulatory Change Through the Charter, The City can offer loans to individuals and to developers specifically for affordable housing projects. The ultimate objective is to spur the development of affordable housing by removing a cost significant barrier.</p>	Calgary Housing	Not Implemented
Inclusionary Housing	s. 4(31), (35.5), (36.1), (37.5), (37.6), (38.1)	Bylaw with public hearing	Enable The City to establish an inclusionary housing program to meet affordable housing needs.	Calgary Housing	Not Implemented
Improvements use for manufacturing and processing operations	City Charter s.4(13)	No bylaw required to utilize this authority.	<p>Issue Improvements typically only apply to buildings currently under construction with machinery and equipment components.</p> <p>Regulatory Change Clarify that a property is assessable if improvements are not primarily used for manufacturing or processing operations. The change clarifies existing legislation to ensure accurate interpretation</p>	Assessment	Not Implemented

Define Derelict and Contaminated Property	s.4(16)(a),(b)	Bylaw with public hearing required to utilize this authority.	<p>Issue Derelict and contaminated properties in dense urban centres can hinder the potential for higher density development in a city.</p> <p>The City has no authority to require owners to remediate and develop contaminated sites and contamination is often used as a factor to reduce assessments even though the property often adversely affects nearby properties. This increases the tax burden on the remaining taxpayers.</p> <p>Regulatory Change Allow City of Calgary to define assessment subclasses for derelict and contaminated property.</p>	Planning & Development	Not Implemented
Catch-all assessment class	s.4(16)(c),(d), (18), (20)	No bylaw required to utilize this authority.	<p>Issue Lack of clarity regarding the assessment class with respect to properties under development.</p> <p>Regulatory Change Provides amended definitions for “residential” and “non-residential” assessment classes for The City. Clarifies that the non-residential assessment class is the catch-all assessment class.</p>	Assessment	Implemented

Sup'tary assessments on land	s.4(17)	Bylaw with public hearing required to utilize this authority.	<p>Issue The MGA only permits supplementary assessments in relation to improvements, not when the property changes from one assessment class to another. Farm land is assessed significantly less than market value. The City supports this policy for agricultural use, but seeks to ensure tax equity once that use changes.</p> <p>Regulatory Change The City may prepare supplementary assessments on property that has changed from farm land to another use.</p>	Assessment	Not Implemented
Allow continuous bylaws for supplementary assessment and tax, sub-class and business assessment and tax	s.4(19),(22)	No bylaw required to utilize this authority.	<p>Issue It is administratively inefficient for The City of Calgary to create these bylaws annually, as the content of these bylaws rarely changes. New bylaws, or amendments to the bylaws, would still have to be passed by council.</p> <p>Regulatory Change Council may choose to make the following bylaws continuous: 1. Supplementary assessment and tax. 2. Sub-class and business assessment and tax. 3. Farmland supplementary assessment.</p>	Assessment	Not Implemented

Local Assessment Review Boards (LARBs) to award costs (delay business tax complaints being heard by Composite Assessment Review Boards (CARBs))	s.4(23)	No bylaw required to utilize this authority.	<p>Issue The City of Calgary is phasing out the business tax in one year, while at the same time, the province has elevated business tax complaints to CARBs. This would require considerable administrative resources to make a switch simply for the last remaining year of the business tax.</p> <p>Regulatory Change Delay the shift for business tax complaints to CARBs (leaving them at LARBs) for The City of Calgary.</p>	ARB	Implemented
Evidence and Property Inspections	s.4(14),(25)	No bylaw required to utilize this authority.	<p>Issue Clarity is needed that the assessor may inspect properties following a complaint or inquiry, and present that evidence at the ARB.</p> <p>Regulatory Change Improve assessment administration by clarifying that the assessor may inspect properties following a complaint or inquiry, and present evidence at ARB hearings that arises from inspection of the property completed for assessment purposes.</p>	Assessment	Implemented

Increasing and Decreasing Assessments	s.4(26)	No bylaw required to utilize this authority.	<p>Issue Clarity is needed regarding the ability of an assessment review board to increase or decrease an assessed value under complaint.</p> <p>Regulatory Change Clarifies that an assessment review board can increase or decrease an assessment based on evidence provided by the assessed person and the assessing body.</p>	ARB	Implemented
Assessment complaint period for non-residential and residential properties with more than three dwelling units	s.4(27)	Bylaw with public hearing required to utilize this authority.	<p>Issue The 2010 doubling of the complaint period for property tax assessments (from 30 to 60 days) has greatly affected The City's ability to resource all the annual assessment requirements. Reducing the complaint period for non-residential and multi-residential properties will streamline processes and lead to gains in efficiencies for The City and complainants, and more accurate assessments for all.</p> <p>Regulatory Change Allows The City to pass a bylaw reducing the amount of time <u>only</u> for non-residential property owners and owners of multi-unit residential to file a complaint (from 60 to 30 days); however, if The City chose to do so, there must be a consultation period of no less than 30 days prior to the complaint period. Abbreviated complaint period cannot be applied to individual home owners.</p>	Assessment	Not Implemented

Affidavit Evidence	s.4(28)	No bylaw required to utilize this authority.	<p>Issue Affidavit evidence would decrease the time the officer is removed from his active enforcement duties. This evidence would be available in advance of trial and would narrow the scope of issues before the Court.</p> <p>Regulatory Change Permit affidavit evidence for bylaw offences.</p>	Calgary Community Standards	Not Implemented
Electronic notices	s.4(29)	Bylaw with public hearing required to utilize this authority.	<p>Issue It is administratively inefficient for The City of Calgary to send and receive documents by traditional mail. The City sends approximately one million notices per year. The option to receive notices electronically gives citizens the flexibility to choose their desired method of communication.</p> <p>Regulatory Change Allow The City to send documents, disclose evidence and receive evidence and information including assessment and tax notices electronically. Citizens will need to opt-in to receive electronic notices. Citizens that do not opt-in will continue to receive notices by traditional methods.</p>	Assessment, ARB	Implemented

Climate Change Adaptation and Mitigation Plans	s. 4(30)	Compulsory requirement of charter. Plans must be adopted by council resolution.	<p>Issue Climate change resilience and adaptation planning can help The City of Calgary mitigate their risk to a changing climate by incorporating climate change as a key consideration in both short- and long-term planning.</p> <p>Regulatory Change The City of Calgary will be required to develop mitigation and adaptation management plans. The plans must contain elements such as a climate change assessment summary, actions to address potential municipal impacts, a reporting process for greenhouse gas emissions and mitigation actions.</p>	ESM	Underway
Statutory Plans	s. 4(31),(33),	Bylaw with public hearing required to utilize this authority.	<p>Issue Calgary lacks the ability to define additional types of statutory plans and to determine how they fit into the hierarchy of plans.</p> <p>Regulatory Change City councils will have the authority to define additional types of statutory plans and where they fit into the hierarchy of plans. Additional plans will continue to be restricted within the MGA prescribed hierarchy. This will allow formal regulation of a specific type of development that may be tied to many geographic areas in a clear, consistent and concise manner.</p>	Planning & Development, others?	Not Implemented

Include environment in planning and development part of the MGA	s. 4(32)	No bylaw required to utilize this authority.	<p>Issue Extending the purpose of planning and development to encompass the environment will provide The City with appropriate authority to be better partners for the province in environmental stewardship.</p> <p>Regulatory Change Provides The City with explicit authority to consider the environment in its land use planning decisions and allows The City to develop plans and related matters for the purpose of protecting the environment.</p>	Planning & Development, ESM	Not Implemented
Land Use Bylaws	s. 4(35)	Bylaw with public hearing required to utilize this authority.	<p>Issue The City lacks the ability to determine how best to structure their land use bylaws to regulate new development in their growth areas and redevelopment in existing areas.</p> <p>Regulatory Change City councils have the authority to determine the use or uses of land or buildings that are permitted in one or more districts as specified in their land use bylaw. Currently, The City can only specify permitted uses in a single district. This change will allow them to determine permitted uses across districts.</p>	Planning & Development	Not Implemented

Definitions for schools, hospitals and food establishments	City Charter s. 4(35)(b)(2.2)	Bylaw with public hearing required to utilize this authority.	<p>Issue Currently, the <i>Subdivision and Development Regulation</i> does not provide definitions for hospitals or schools, and there is lack of clarity around definition of food establishments. Thus, the current definitions of uses that require a variance from setbacks are not clear and not precise leading to challenges with determining whether a use could be granted a variance.</p> <p>Regulatory Change Identify more concise and precise definitions for schools, hospitals and food establishments. Allows The City to identify more concise and precise definitions for schools, hospitals, and food establishments for the purposes of the <i>Subdivision and Development Regulation</i>.</p>	Planning & Development	Not Implemented
Housing agreements to follow title	City Charter s. 4(36)	No bylaw required to utilize this authority.	<p>Issue The City currently has no mechanism to ensure housing remains affordable.</p> <p>Regulatory Change Voluntary affordable housing agreements can ensure commitments follow title and can be enforced against subsequent title holders for the life of the agreement.</p>	Calgary Housing	Implemented
Environmental Reserve assessment	City Charter s.4(37)	No bylaw required to utilize this authority.	<p>Issue This will provide fiscal certainty for both the municipality and the property owner.</p> <p>Regulatory Change Clarifies that Environmental Reserve (ER) is assessed on a vacant parcel at the time of subdivision.</p>	Assessment	Implemented

Municipal Tribunal	City Charter s.4(39)	Bylaw with public hearing required to utilize this authority.	<p>Issue Currently, all municipal bylaw offences are administered through the provincial court system. This means that minor municipal bylaw offences compete with limited court resources, resulting in justice system inefficiencies and adding to the workload of the already overburdened court system.</p> <p>Regulatory Change The City Charter will permit a municipal tribunal system and allow The City of Calgary to manage transit and parking bylaw offences.</p>	Clerk's	Underway
Community Organizations Property Tax Exemptions Regulations (COPTEr) timelines and exemption requirements	City Charter s.5(2)	Bylaw with public hearing required to utilize this authority.	<p>Issue Significant amounts of time and resources are used to process annual exemption applications. Allowing Council to vary the process will enable them to create an efficient and customer friendly service that suits all parties.</p> <p>Regulatory Change Provides The City of Calgary with the authority to extend the three-year limit specific in section 17(3) to a five-year limit.</p>	Assessment	Not Implemented

Assessment Review Board (ARB) Information Disclosure Timelines	City Charter s.5(3)	No bylaw required to utilize this authority.	<p>Issue The issues behind a complaint are often complex and they are brought forward to the City in the complainant's disclosure document. A more even distribution of the disclosure timelines assists The City in preparing their disclosure and allows for a fair hearing for both parties.</p> <p>Regulatory Change The change does not alter the minimum number of days required for disclosure of evidence for both the complainant and the respondent. What this change does, however, is ensure that any additional time in excess of those minimum required days is split evenly between the complainant and the respondent.</p>	ARB	Implemented
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Subdivision Process	City Charter s.5(4)(a),(b)	Bylaw with public hearing required to utilize this authority.	<p>Issue A municipality is in the best position to determine what factors it needs to examine to make a sound decision on a subdivision application. The current list in the regulation is applicable for both rural and urban situations; The City of Calgary would like the ability to amend this list to reflect high density urban situations. We do not know today what considerations may be relevant in deciding as new types of complex subdivision issues emerge (e.g. Strata subdivisions).</p> <p>Regulatory Change Existing subdivision application requirements would continue to apply as a baseline. The City would, in their land use bylaw, be enabled to vary or add to subdivision application requirements set out in the <i>Subdivision and Development Regulation</i>, as well as require the subdivision authority to consider any other matter, when making a decision, that is provided for in the City's land use bylaw.</p>	Planning & Development	Not Implemented
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Facility Setbacks	City Charter s.5(4)(c),(d)	Bylaw with public hearing required to utilize this authority.	<p>Issue</p> <p>The City of Calgary is seeking authority and the ability to facilitate responsible development by determining appropriate uses within setbacks from landfills, waste storage sites and wastewater treatment plants.</p> <p><u>Regulatory Change</u></p> <p>Enable The City to determine appropriate uses within setbacks from landfills, waste storage sites, and wastewater treatment plants without Ministerial approval. The City would be required to identify appropriate uses by bylaw. Further, The City will assume liability for any changes they make using this authority.</p> <p>Allows The City to better address public safety issues associated with landfills, waste storage and waste water treatment plants.</p>	Planning & Development, ESM, WRS, Water	Not Implemented
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Variations to the Traffic Safety Act	City Charter s.6, s.7(3)	Bylaw with public hearing required to use authorities with respect to cycling, speed limits and signage, and angle parking.	<p>Issue</p> <p>This approach would allow The City of Calgary to customize their operational rules to fit the local context, encourage more innovative pilot-based solutions, create a mechanism to address future needs as they arise (versus dealing with issues on an ad hoc basis) and facilitate responsiveness to emerging trends.</p> <p>The intent is to allow The City of Calgary to adopt and vary operational rules and regulations to enhance mobility, particularly where there is little adverse impact to users of the system.</p> <p>Regulatory Change</p> <p>Enable tailored local operating rules and regulations through variances to the <i>Traffic Safety Act</i>. Provide The City with the authority to vary the following components only, as they apply exclusively within City boundaries:</p> <ul style="list-style-type: none"> • Back-in angle parking • Variable speed limit signage • Cycling infrastructure and operational issues • Default maximum speed limits • Yielding to buses 	Transportation	Partially Implemented (Cycling; back-in parking). In exploratory phase (speed limits).
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Building Code of Energy Excellence	City Charter s.7(2), s.8(2)	Bylaw with public hearing required to utilize this authority.	<p><u>Issue</u></p> <p>With the opportunity to regulate requirements where existing building codes are silent, The City can encourage the use of innovative construction technologies and developments and implement a variety of mechanisms to encourage greater efficiency in new constructions and major renovations.</p> <p><u>Regulatory Change</u></p> <p>Enable The City to establish requirements in excess of existing building code standards to meet environmental and energy conservation objectives, provided those requirements do not compromise safety codes. This authority only covers aspects that are not already regulated by existing codes.</p>	ESM, Calgary Building Services	Not Implemented
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Online school support declarations	City Charter s.7(3)	Bylaw with public hearing required to utilize this authority.	<p>Issue Mailing declaration forms are expensive and administratively burdensome while adding no value. Enabling The City of Calgary to move to digital communications will also help modernize the process.</p> <p>Regulatory Change The City can use electronic means (emails or web portal) for delivering and receiving school support declarations. Citizens will be required to opt-in to electronic communications for when properties change hands and school support declarations are required. In the absence of opt-in consent, citizens will continue to receive and send paper copies.</p>	Tax	Not Implemented
Weed Control Authority	City Charter s.7(4),	No bylaw required to utilize this authority.	<p>Issue Removing the requirement for ministerial approval will increase process efficiency, allowing a more timely response by local authorities to weed control issues. All municipal bylaws are passed in public, providing opportunities for public engagement prior to implementation.</p> <p>All existing appeal mechanisms under the <i>Weed Control Act</i> would be applicable to any orders issued for weed control between the property line and highway midpoint.</p> <p>Regulatory Change Allows The City to undertake weed control activities (as per section 26(3) of the <i>Weed Control Act</i>) without the requirement of Ministerial approval.</p>	Calgary Parks, Calgary Community Standards	Implemented

Weed Designation Authority	City Charter s.8(4)	No bylaw required to utilize this authority.	<p>Issue Removing the requirement for ministerial approval of changes to weed designation will allow a more timely response by local authorities to weed control issues. All existing appeal mechanisms under the <i>Weed Control Act</i> would be applicable to any weed designated either by the regulation or a bylaw. The City has an established appeal process for <i>Weed Control Act</i> appeals that complies with the Act and regulations. The existing s.9 provision prevents situations where a weed can have a lesser designation within a municipality than it does provincially.</p> <p>Regulatory Change Removes the application of section 9(4) of the <i>Weed Control Regulation</i> to The City. The City will no longer require Ministerial approval to elevate weeds from noxious to prohibited noxious status, or to add weeds as either prohibited noxious or noxious.</p>	Calgary Parks	Not Implemented
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Collaboration Agreement

WHEREAS pursuant to a Memorandum of Understanding dated June 18, 2012, the parties agreed to develop a framework for working together in a manner characterized by consultation, collaboration, accountability and mutual respect;

AND WHEREAS pursuant to a Framework Agreement for Charters dated October 7, 2014, the parties agreed to ongoing collaboration and establishing a process for facilitating regular meetings that will promote strong working interaction on legislative and policy matters, initiatives which impact each other and a process for resolving disputes;

AND WHEREAS the parties have established working tables for Charter development and policy and planning groups for ongoing collaboration in three specific areas of mutual interests and wish to define their mandates, composition, relationships and other matters.

1. Scope

1.1 General scope

The three parties will work together to identify emerging issues that warrant a coordinated response, and will seek to align and optimize resources to meet common outcomes. The governments will commit to engage one another when possible on changes to legislation, programs, policies, alignment of funding, and other initiatives that may impact the other party. They will commit to coordinate advocacy with the federal government to provide perspectives on how federal policies can be best delivered at provincial and city levels.

1.2 City Charters planning table

There is hereby established the Elected Officials Group, which shall consist of the persons holding the following positions:

- (a) Minister of Municipal Affairs
- (b) Minister of Treasury Board and Finance
- (c) Mayor of The City of Calgary; and
- (d) Mayor of the City of Edmonton

Subsequent to the enactment of Charters the Elected Officials Group, supported by administration, shall continue as a liaison forum between the elected decision making bodies of the parties in respect of ongoing and emerging issues from the implementation of Charters as well as to oversee and coordinate the work of the policy and planning tables.

1.3 Policy and planning tables

Three initial policy and planning tables are to be established (Environment and Climate change; Social; Transportation). Sub-tables may be created to address specific topics as parties see fit. Furthermore, this does not preclude additional policy and planning tables from being formed as issues of mutual interest emerge.

2. Terms of the agreement

2.1 Membership

Each party will identify the most appropriate department or ministry representatives for membership on each of the policy and planning tables. Each party will bear its own costs, and provide the necessary staff and resources.

At least once per year, the Elected Officials Group will meet to review the progress and discuss current and emerging priorities for collaboration. This process will be supported by the Deputy Minister of Municipal Affairs and Chief Administrative Officer from each City.

2.2 Deliverables

Each policy and planning table will develop an annual work plan outlining its priorities, and an annual report to be submitted to the respective Minister, mayors, and the public. A Terms of Reference will be established by each table to determine the frequency of meetings, identify members, and clearly articulate roles, responsibilities, and expectations of each member.

2.3 Amendments

The agreement may be amended or changed by written mutual agreement – for example, adding or changing Policy and Planning Tables and their work.

2.4 Managing disagreements

Specific areas of disagreement will not preclude parties from advancing the broader interests embedded in the partnership, nor preclude bilateral agreements.

2.5 Evaluation

This agreement will be evaluated after one year, and adjustments will be proposed pending consensus among the parties based on lessons learned.

2.6 Termination

This Collaboration Agreement is intended to remain in force indefinitely. Any party may withdraw from this agreement by providing 60 days advance written notice to the other parties, and completing any outstanding work and/or reporting.

IN WITNESS WHEREOF this Agreement has been duly executed by the Parties this _____ day of _____, 2017.

His Worship Naheed K. Nenshi
Mayor of Calgary

His Worship Don Iveson
Mayor of Edmonton

Hon. Shaye Anderson
Minister of Municipal Affairs

Hon. Joe Ceci
President of Treasury Board
Minister of Finance

List of Charter Authorities
Replicated in Recent Changes to MGA (Bill 25)

(Note: These provisions were removed from The City Charter by Order in Council on December 6, 2019)

- Use of incorrect assessment information provided by property owner
- Assessment of improvements not primarily used for manufacturing or processing operations
- Assessment Review Board can increase or decrease assessments
- Environmental reserve is assessed on a vacant parcel at time of subdivision
- Enable electronic school support declarations and tax and assessment notices
- Allow supplementary assessment and tax, sub-class and business assessment and tax bylaws to be made continuous until repealed by council or amended
- Expansion to the council authority to delegate powers, duties or functions