



## AGENDA

### INTERGOVERNMENTAL AFFAIRS COMMITTEE

July 23, 2020, 9:30 AM  
IN THE COUNCIL CHAMBER

Members

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

#### ***SPECIAL NOTES:***

*Public are encouraged to follow Council and Committee meetings using the live stream [Calgary.ca/WatchLive](https://calgary.ca/WatchLive)*

*Members may be participating remotely.*

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, 2020 June 18
5. CONSENT AGENDA
  - 5.1 DEFERRALS AND PROCEDURAL REQUESTS  
None
  - 5.2 BRIEFINGS  
None
6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 AUMA and The City of Calgary - Matters of Mutual Interest (Verbal), IGA2020-0808
- 7.2 Alberta Urban Municipalities Association (AUMA) (Verbal), IGA2020-0809
- 7.3 Federation of Canadian Municipalities (FCM) (Verbal), IGA2020-0810
- 7.4 Calgary Metropolitan Region Board (CMRB) (Verbal), IGA2020-0812
- 7.5 Calgary Metropolitan Region Board (CMRB) Governance Committee (Verbal), IGA2020-0811
- 7.6 Intermunicipal Committee (IMC) (Verbal), IGA2020-0814
- 7.7 COVID-19 Community Affordable Housing Advocacy Plan, IGA2020-0807
- 7.8 Proposed City of Calgary submission on the Alberta Infrastructure Act and 20-Year Strategic Capital Plan, IGA2020-0836

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 Potential Annexation from Foothills County – July 2020 Update, IGA2020-0640 Report and Attachments 2, 3, 4, 5, 6, 7, 9 and 10, held 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*.

**Review By: 2022 July 23**

10.2 URGENT BUSINESS

11. ADJOURNMENT



## MINUTES

### INTERGOVERNMENTAL AFFAIRS COMMITTEE

**June 18, 2020, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:** Mayor N. Nenshi, Chair  
Councillor G-C. Carra, Vice-Chair (Remote Participation)  
Councillor G. Chahal (Remote Participation)  
Councillor P. Demong (Remote Participation)  
Councillor J. Farkas  
Councillor R. Jones (Remote Participation)  
Councillor J. Gondek (Remote Participation)

**ABSENT:** Councillor E. Woolley

**ALSO PRESENT:** A/General Manager C. Arthurs  
Legislative Coordinator M A. Cario  
Legislative Advisor G. Chaudhary

**1. CALL TO ORDER**

Mayor Nenshi called the Meeting to order at 9:35 a.m.

**ROLL CALL**

Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Jones, and Mayor Nenshi.

Absent from Roll Call: Councillor Woolley.

**2. OPENING REMARKS**

Mayor Nenshi provided opening remarks and provided a traditional land acknowledgement.

**3. CONFIRMATION OF AGENDA**

**Moved by** Councillor Farkas

That the Agenda for the 2020 June 18 Regular Meeting of the Intergovernmental Affairs Committee be confirmed, **after amendment, by adding the following Confidential Item of Urgent Business:**

- **10.2.1. Community-Led Plan for Affordable Housing, Post COVID-19 (Verbal), IGA2020-0732.**

**MOTION CARRIED**

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Intergovernmental Affairs Committee,  
2020 May 14

**Moved by** Councillor Farkas

That the Minutes of the 2020 May 14 Regular Meeting of the Intergovernmental Affairs Committee be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

**Moved by** Councillor Carra

That the Consent Agenda be approved, as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

- 5.2.1 Chestermere-Calgary Regional Transit Feasibility, IGA2020-0676

**MOTION CARRIED**

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Federation of Canadian Municipalities (FCM) (Verbal), IGA2020-0659

Administration presented a verbal update and was thanked by Committee.

- 7.2 Alberta Urban Municipalities Association (AUMA) (Verbal) - IGA2020-0660

Councillor Gondek joined the meeting at 9:44 a.m.

Councillor Demong presented a verbal update and was thanked by Committee.

- 7.3 Calgary Metropolitan Region Board (CMRB) (Verbal) - IGA2020-0661

Mayor Nenshi and Councillor Carra presented verbal updates and were thanked by Committee.

- 7.4 CMRB Land Use and Servicing Committee (Verbal) - IGA2020-0663

Councillor Carra presented a verbal update and was thanked by Committee.

- 7.5 Intermunicipal Committee (IMC) (Verbal) - IGA2020-0664

Councillor Carra presented a verbal update and was thanked by Committee.

7.6 South & East Calgary Regional Transportation Study (Verbal), IGA2020-0667

A presentation entitled "South & East Calgary Regional Transportation Study", dated 2020 June 18 was electronically distributed and displayed with respect to Report IGA2020-0667.

**Moved by** Councillor Carra

That with respect to Report IGA2020-0667, the following be approved:

That the Intergovernmental Affairs Committee receive the presentation entitled "South and East Calgary Regional Transportation Study" for the Corporate Record.

Against: Councillor Demong

**MOTION CARRIED**

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

**Moved by** Councillor Carra

That pursuant to Sections 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* move into Closed Meeting, at 10:38 a.m., to consider confidential matters with respect to the following item:

- 10.2.1. Community-led plan for Affordable Housing, post COVID-19 (Verbal), IGA2020-0732.

**MOTION CARRIED**

Committee reconvened in Public Meeting at 11:19 a.m. with Vice Chair Carra in the Chair (remotely).

The Acting City Clerk confirmed that there was quorum to proceed.

**Moved by** Councillor Chahal

That Committee rise and report.

**MOTION CARRIED**

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

10.2.1 Community-led plan for Affordable Housing, post COVID-19 (Verbal), IGA2020-0732

Administration in attendance in person and remotely for the Closed Meeting discussions with respect to Report IGA2020-0732:

Clerks: M A. Cario and D. Williams. Advice: S. Woodgate, B. Irvine. Observer: C. Arthurs, A. Chan, K. Cote, A. McInyre, E. Mehrer, F. Snyders.

A confidential presentation entitled "Community-led plan for Affordable Housing, post COVID-19" dated 2020 June 18 was electronically displayed with respect to Verbal Report IGA2020-0732.

**Moved by** Councillor Gondek

That with respect to Report IGA2020-0732, the following be approved:

That the Intergovernmental Affairs Committee direct that the Closed Meeting discussions and the presentation remain confidential pursuant to Sections 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 2020 December 31.

**MOTION CARRIED**

11. ADJOURNMENT

**Moved by** Councillor Farkas

That this meeting adjourn at 11:22 a.m.

**MOTION CARRIED**

The next Regular Meeting of the Intergovernmental Affairs Committee is scheduled to be held 2020 July 23 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

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CHAIR

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ACTING CITY CLERK

**Community Services Report to  
Intergovernmental Affairs Committee  
2020 July 23**

**ISC: UNRESTRICTED  
IGA2020-0807**

**COVID-19 Community Affordable Housing Advocacy Plan**

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**EXECUTIVE SUMMARY**

This report provides a COVID-19 Community Affordable Housing Advocacy Plan to seek federal and provincial support towards ending functional homelessness and addressing key gaps in Calgary's housing system to prepare for future waves of COVID-19 while improving health outcomes for citizens and significantly enhancing the local economy.

**ADMINISTRATION RECOMMENDATION:**

That the Intergovernmental Affairs Committee:

1. Endorse the *COVID-19 Community Affordable Housing Advocacy Plan* including: Administration's report, attachments, and presentation; and
2. Request Mayor and Council make a submission to federal and provincial elected officials based on Attachment 1.

**PREVIOUS COUNCIL DIRECTION / POLICY**

Calgary Housing presented a draft of the *COVID-19 Community Affordable Housing Advocacy Plan* (the advocacy plan), to the Intergovernmental Affairs (IGA) Committee on 2020 June 18. Administration committed to report back with the advocacy plan on 2020 July 23.

**BACKGROUND**

Administration initiated the COVID-19 Housing Providers' Committee, including volunteer members from more than 40 representatives from the private, non-profit, and government housing sectors and participation based on open invitation. This committee was launched in consultation with the Community Housing Affordability Collective (CHAC) and focused on three priorities: 1) share experiences and practices; 2) connect providers to City community services solutions; and 3) plan a coordinated community affordable housing advocacy plan. Under community leadership, development of the advocacy plan began with research and project management support from Administration. A 2020 April 27 memo to Council provided background on the composition and purpose of the Housing Providers' Committee. A 2020 July 2 memo to Council provided an update on the advocacy plan.

Calgary's economic downturn, exacerbated by COVID-19, has amplified existing non-market housing challenges. Only 3.6% of households in Calgary are supported by non-market housing, compared to 6% of households nationwide. To reach the 2016 national average for major centres, Calgary would need to add approximately 15,000 new affordable housing units. A lack of overall rental stock and expensive rents for low-income households, relative to other major Canadian cities, adds to Calgary's supply challenge. The need for affordable housing has remained constant at 18 per cent of Calgary households over five census cycles. As the population grows, more than 100,000 households are forecast to be in housing need by 2025. The magnitude of growth forecast in housing need among low and moderate income Calgarians outstrips the historic rate of affordable housing supply increase, leading to a forecasted shortage of 1,700 units per year.<sup>[1]</sup> Furthermore, Calgary has more than 50% of Alberta's

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<sup>[1]</sup> The City of Calgary, [Housing Needs Assessment 2018](#).

**Community Services Report to  
Intergovernmental Affairs Committee  
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**COVID-19 Community Affordable Housing Advocacy Plan**

homeless population with almost 3,000 people experiencing homelessness on any given night.<sup>[2]</sup>

Emergency shelters are an important part of the community response to homelessness and, as part of the COVID-19 response, the Province and shelter operators moved quickly to create expanded shelter and isolation spaces in accordance with public health guidelines while also working to secure transitional or longer-term housing. As the potential for future waves of COVID-19 remains, we need to approach our long-standing, non-market housing challenges differently and work with a sense of urgency to ensure the most vulnerable are safely housed while also seeing that the economy is stimulated wherever possible and that communities feel vibrant and safe.

More broadly, there are anticipated short- and long-term impacts of COVID-19 on housing affordability and the economy. As an example, Canada Mortgage and Housing Corporation (CMHC) is projecting 20% of mortgage holders could miss payments, leaving a fifth of the entire country's mortgages in arrears (June 2020). CMHC's summer *2020 Housing Market Outlook Report* has forecast a sharp decline in housing starts and house prices in Calgary, before stabilizing by the end of 2022. Calgary's overall unemployment rate is higher than Canada's at 15%.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The COVID-19 pandemic has created a three-part health, social and economic crisis highlighting the importance and need for housing as a solution to all three parts. Housing addresses the health crisis by providing safe accommodation that allows for social distancing to maintain community well-being. Housing addresses the social crisis by providing stability for vulnerable Calgarians, ending their experience of homelessness. Housing addresses the economic crisis by stimulating the private construction and real estate sectors. Increasing the non-market housing supply will help Calgary to prepare for future outbreaks. Housing for all is possible. There is an opportunity to harness post-pandemic community and political will for immediate and long-term benefit to address public health, the safety of vulnerable Calgarians and create a sustainable model of affordable housing while stimulating the economy.

The advocacy plan focuses on two streams, summarized in Attachment 1. Stream one focuses on securing housing with appropriate supports for up to 600 Calgarians exiting homelessness, helping people remain safely housed before additional COVID-19 waves. Stream two is to build, acquire and partner to stimulate the economy and strengthen the affordable housing sector through the addition of unit assets.

The Housing Providers' Committee considered the following opportunities in creating the advocacy plan: generating economic stimulus via construction of new affordable homes; repurposing vacant hotels due to decreased tourism; and capitalizing on private rental vacancy. Modular units and office conversions were briefly explored through plan development, however were not pursued due to limited local land availability and complexity regarding building condition, floorplates and leasing. These concepts could be considered in later years of the advocacy plan.

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<sup>[2]</sup> 7 Cities on Housing and Homelessness, [2018 Alberta point-in-Time Homeless Count](#).



**Community Services Report to  
Intergovernmental Affairs Committee  
2020 July 23**

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**COVID-19 Community Affordable Housing Advocacy Plan**

Affordable housing is primarily a federal and provincial government responsibility. Funding advocacy asks are summarized in Table 1.

Table 1: The *COVID-19 Community Affordable Housing Advocacy Plan* federal and provincial funding requirements (millions of dollars)

	Federal Advocacy Ask (\$)		Provincial Advocacy Ask (\$)	
	Capital	Operating	Capital	Operating
<b>Stream 1:</b> Supportive housing to functionally end homelessness	46	13*		
<b>Stream 2:</b> Build, acquire and partner to stimulate economy	290		245	30**

\* Funding for year one support services

\*\* Annual funding for support services in later years of the plan as supportive housing units are developed

This plan helps the Government of Canada achieve its national target to cut chronic homelessness by 50%. Evidence-based best practices demonstrate the need for support services to successfully and permanently house people experiencing homelessness.

**Stakeholder Engagement, Research and Communication**

The COVID-19 Housing Providers' Committee is comprised of 65 individuals from more than 40 organizations from private, non-profit, and government housing sectors, representing more than 45,000 homes in Calgary. Representatives are from organizations that serve the following sub-populations: Calgarians experiencing homelessness, senior Calgarians, Indigenous people, and families. A list of stakeholders is detailed in Attachment 2. The committee also includes organizations and associations representing non-market rental housing, homeownership, market rental landlords, builders and developers and federal and provincial government representatives. The committee met four times in April, May and June. Three drafts of the advocacy plan were circulated and reviewed through facilitated, consensus-building meetings.

In late June, a survey of providers was administered to confirm the current framing with 22 of 43 organizations responding. Some feedback on stream one reflected discomfort with the identification of supportive housing solutions for people experiencing homelessness as a discrete, immediate-term action given the depth of need across the affordable housing spectrum and with respect to specific populations, such as seniors. In response to this concern, the framing of the plan shifted from "stages" to "streams" to reflect the concurrent and inter-dependency of these solutions: success will not be achieved independently. The recommendation to call out stream one distinctly reflects the urgency of the COVID-19 threat to health for people accessing emergency homeless shelters as well as the need for ongoing case management and rent supplement funding to enable some people exiting homelessness to remain stably housed. More than 90% of survey respondents support the advocacy plan as the right pathway to COVID recovery and help address Calgary's affordable housing deficit. Engagement activities are outlined in Attachment 1.

Given the rapidly changing environment with respect to COVID-19, homelessness, affordable housing and the economy, community work on the advocacy plan will continue, engaging people of lived experience and private sector partners. The City and community will continue to

Community Services Report to  
Intergovernmental Affairs Committee  
2020 July 23

ISC: UNRESTRICTED  
IGA2020-0807

## **COVID-19 Community Affordable Housing Advocacy Plan**

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share advocacy leadership. It will be used as a starting point for discussion with other orders of government for funding.

### **Strategic Alignment**

This report aligns with *Foundations for Home: Calgary's Corporate Affordable Housing Strategy 2016-2025*, Objective 1: Get the Calgary community building. Further, the report aligns with A Prosperous City Council Directives to "work with other orders of government, non-profit and private sector partners to deliver programs to provide sufficient supply of affordable housing." It also advances Municipal Development Plan objective to "ensure a choice of housing forms, tenures and affordability to accommodate the needs of current and future Calgarians and create sustainable communities."

This report also aligns with community-led plans: *Together to Zero: Charting Calgary's Path to the End of Homelessness* and *Enough for All 2.0: Leveraging our Communities' Leadership to Tackle Poverty in Calgary*. It also aligns with the Canadian Alliance to End Homelessness' *Recovery for All* Campaign.

The advocacy plan aligns with federal and provincial housing plans. The Government of Canada's \$40B National Housing Strategy aims to cut chronic homelessness by 50%, remove 500,000 families from housing need, and build new homes by partnership. The Government of Alberta's 2020 July 9 announcement of an expert Affordable Housing Review Panel to consider innovative approaches to address system gaps, with an objective to enable government and sector partners to meet increasing demand for affordable housing.

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

Affordable housing is foundational to individual and community well-being. Ensuring safe, adequate and affordable homes for distancing has been vital to stop the pandemic's spread. Income disruptions resulting from COVID-19 and Calgary's economic downturn, will cause turmoil across the housing spectrum. These effects are anticipated to worsen as the economic recession due to the public health crisis continues.

The *COVID-19 Community Affordable Housing Advocacy Plan* stimulates Calgary's economy through construction job creation and repurposing of stranded building assets. Ending homelessness saves public systems \$70K to \$135K per person, per year.

Strategic investments in affordable housing can mitigate potential collapse in construction, development and tourism sectors. An immediate residential construction investment of \$450M across 22 non-profit affordable housing construction projects will create 2,800 jobs. The overall economic activity generated in the region would be \$765M, and the value-added/GDP is \$355M.

Calgary has been a significant contributor to Canada's GDP growth and tax revenue and is seeking urgent federal support towards improving the city's resiliency and creating jobs. Affordable housing is Calgary's top infrastructure priority investment area. This plan will also position Calgary for future economic development and investment attraction.

Community Services Report to  
Intergovernmental Affairs Committee  
2020 July 23

ISC: UNRESTRICTED  
IGA2020-0807

## COVID-19 Community Affordable Housing Advocacy Plan

### Financial Capacity

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

The advocacy plan does not require new City operating funding. Operating funding for supportive housing is requested from the federal and provincial governments (refer to Table 1).

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

None at this time. Funding is requested from anticipated stimulus funding from federal and provincial governments. Stream two includes four new City affordable housing projects that are approved as part of the 10 Year Affordable Housing Capital Development Plan.

### Risk Assessment

Successful implementation of the advocacy plan depends in part on factors outside the control of Council and Administration. As advocacy to secure investment of this scale to Calgary from other orders of government advances, more exploration may be required regarding the roles of community stakeholders, the administering of funds and competitive and transparent processes. Top risks are summarized below.

Risk	Likelihood/ Impact	Description/Mitigation
Rapid COVID-19 outbreak amongst vulnerable populations with spread to broad population	Medium/ High	<p>Ultimately, the availability of funding from other orders of government will determine if chronic homelessness can be eliminated in Calgary. The City has little financial capacity to provide capital and sustained operating funds needed to achieve this outcome.</p> <p>Lack of funding to complete stream one could result in a return to homelessness by those who have been temporarily accommodated and a rapid outbreak of COVID-19 for those lacking options that allow for social distancing.</p> <p>To mitigate this risk, we need to advance the Plan quickly, secure the funds and identify the ready proponents.</p>
Calgary will miss out on investment decisions from other orders of government.	Medium/ High	<p>Failure to align and capitalize upon community and political will and interest could risk stimulus funding allocated to other major cities with more coordinated plans in place. If this community-supported ask is not authentic, supported and advanced, there may be fracturing of voices, sub-segmentation and increased sector competition as individual asks are brought forward. The power of solidarity and unanimity of the approach may be lost due to lack of co-ordination of community resources.</p> <p>Mitigation: Move quickly, listen carefully, park self-interest for any one organization or entity. Move for the good of Calgarians.</p>
Investment materializes at a pace or	High/ Medium	We secure some but not all of the investment (only some of the capital or operational/support dollars required) or certain approaches are not supported by other orders of government.

Community Services Report to  
Intergovernmental Affairs Committee  
2020 July 23

ISC: UNRESTRICTED  
IGA2020-0807

**COVID-19 Community Affordable Housing Advocacy Plan**

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level which is less than identified in the advocacy plan		Mitigation: Provide enough of a “menu” in the advocacy plan to adapt and still be better than we were. The continuing process of developing the advocacy plan has strengthened trust and transparency in the community; we will renegotiate, respond to feedback from federal and provincial partners and shift.
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**REASON(S) FOR RECOMMENDATION(S):**

The *COVID-19 Community Affordable Housing Advocacy Plan* is based on housing as a factor underpinning health and safety, and focused on stimulating the private construction and real estate sectors. With continued refinement from community, the advocacy plan will help to create a more resilient housing system to respond to future shocks and stresses. The advocacy plan focuses on key community priorities and seeks to align local interest with opportunities for investment identified by federal and provincial partners.

COVID-19 has galvanized the housing sector to advocate together, across the housing continuum with one voice. It has presented an opportunity for Calgary to become the first major Canadian city to end functional homelessness and build future sector resilience by leveraging community expertise, economic conditions favourable to real estate acquisition and construction, and political will.

**ATTACHMENT(S)**

1. Community Advocacy Plan Overview & Ask
2. Stakeholder List

# COVID-19 Community Affordable Housing Advocacy Plan

## Why Here, Why Now

### ECONOMIC CASE

Calgary is experiencing severe economic challenges due to COVID-19, on top of an energy sector recession.

- 15.5% unemployment – higher than the national average of 12.3%
- Market rental vacancy at 3 to 4% with expected increase in evictions
- CMHC forecast declines of 43 to 64% in housing starts, and a decline of up to 12% in Calgary home prices

### AFFORDABLE HOUSING DEFICIT

The strain of these economic crises has amplified already existing non-market housing challenges.

- 3.6% of households are supported by non-market housing, compared to 6% nationwide
- Calgary needs to add approximately 15,000 new affordable housing units to be average

- Affordable housing need has remained constant at 18%
- More than 100,000 households are forecast to be in housing need by 2025
- Calgary has more than 50% of Alberta's homeless population, with almost 3,000 people experiencing homelessness on any given night

### THE CALGARY OPPORTUNITY

- Housing for all is possible with existing units
- Surplus hotel & multifamily units are available – purchases at favourable pricing could stave off private sector defaults
- Keep Calgary building – 22-shovel ready affordable housing construction projects will create 2,800 temporary jobs
- Boosting the non-profit provider asset base makes affordable housing more sustainable, reducing dependence on government investment

## Stakeholder Engagement

### COVID-19 HOUSING PROVIDERS' COMMITTEE

The COVID-19 Housing Provider's Committee is comprised of 65 individuals 40+ organizations from private, non-profit, and government housing sectors, representing more than 45,000 homes in Calgary.

Representatives are from organizations that serve the following sub-populations:

- Calgarians experiencing homelessness
- Senior Calgarians
- Indigenous people
- Families

The committee also includes organizations and associations representing:

- Non-market rental housing and homeownership
- Market rental landlords
- Private sector builders and developers
- Provincial and federal government representatives

### COVID-19 COMMUNITY AFFORDABLE HOUSING ADVOCACY PLAN

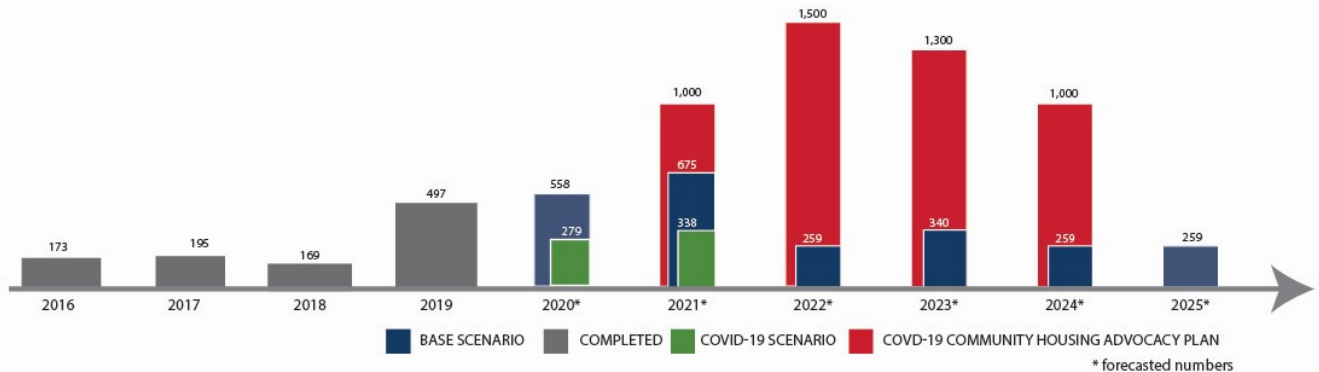
The COVID-19 Community Affordable Housing Advocacy Plan has been developed with the perspective that housing underpins health and safety and is an essential component of a strong economy.

The Plan was led by community through the COVID-19 Housing Providers' Committee. With research and project management support provided by City Administration, the Plan was developed by a working group of the committee, with validation and input from the broader committee.

The Plan will continue to evolve as further input and alignment with community and government stakeholders is sought.

# Non-Profit Housing Development Scenarios

- **Base scenario:**  
Reflects estimate completion date of current projects under development or average number of yearly completions (259), whichever is greater.
- **COVID-19 scenario:**  
Reflects a 50% decrease to the base forecast for 2020 and 2021.
- **Advocacy scenario:**  
Reflects increase based on extraordinary investments made through the COVID-19 Community Affordable Housing Advocacy Plan



## 22 Shovel-Ready Projects

Agency	# of Projects	Total Budget	Approved	Request	Units
HomeSpace	4	\$55.0	\$25.6	\$16.0	227
Potential Place	1	\$25.0	\$22.0	\$3.0	80
Horizon Housing	4	\$122.5	\$61.3	\$61.3	517
Silvera for Seniors	4	\$79.9	\$12.6	\$67.3	368
Attainable Homes Calgary	3	\$45.0	land	\$45.0	196
Jack Long Foundation	1	\$4.2	\$2.1	\$2.1	17
The Mustard Seed	1	\$4.8	\$1.2	\$3.7	24
The City of Calgary	4	\$115.3	\$61.2	\$39.1	378
<b>TOTAL</b>	<b>22</b>	<b>\$451.7</b>	<b>\$185.9</b>	<b>\$237.4</b>	<b>1,807</b>

22 shovel-ready projects

+

3,000 units delivered through partnership over 3 years

=

4,800 NEW NON-PROFIT UNITS BUILT & ACQUIRED

# Two Streams

Streams are interdependent & concurrent:

## STREAM 1:

Rapidly secure SUPPORTIVE HOUSING for up to 600 Calgarians exiting homelessness, helping people remain safely housed before additional COVID-19 waves.

## STREAM 2:

BUILD, ACQUIRE & PARTNER to stimulate the economy & strengthen affordable housing sector.

Nearly  
12,000\*  
Calgarians  
are home.

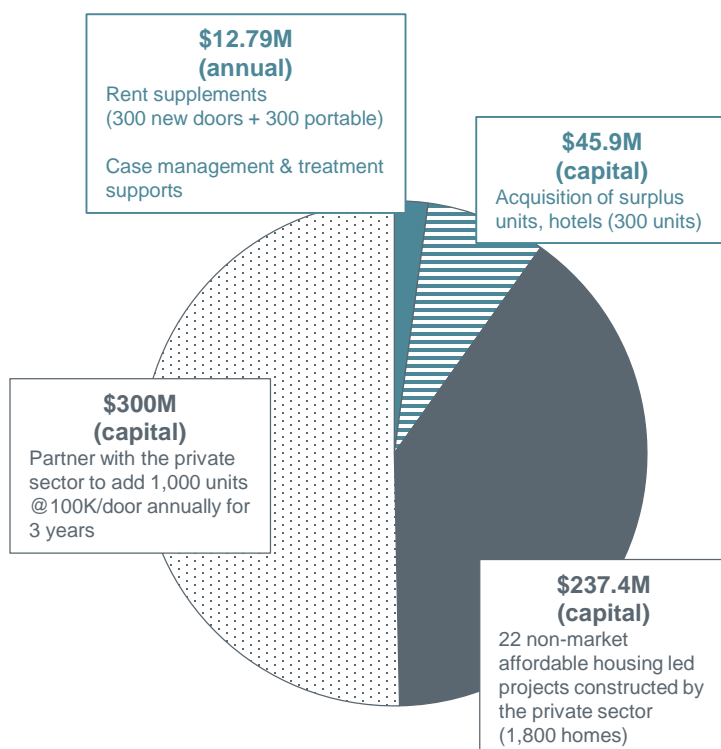
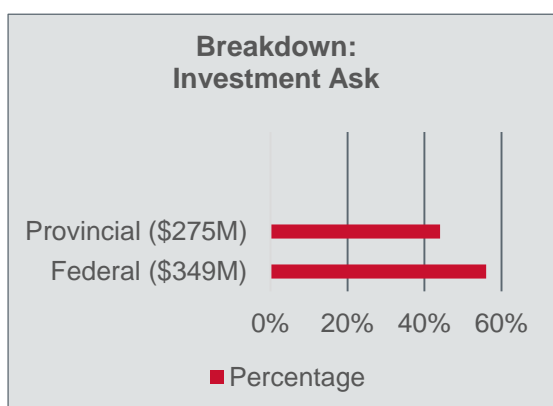
\*Includes new units, rent supplements. 2.2 people per household.

# The Ask: Provincial and Federal Investment

## LEGEND:

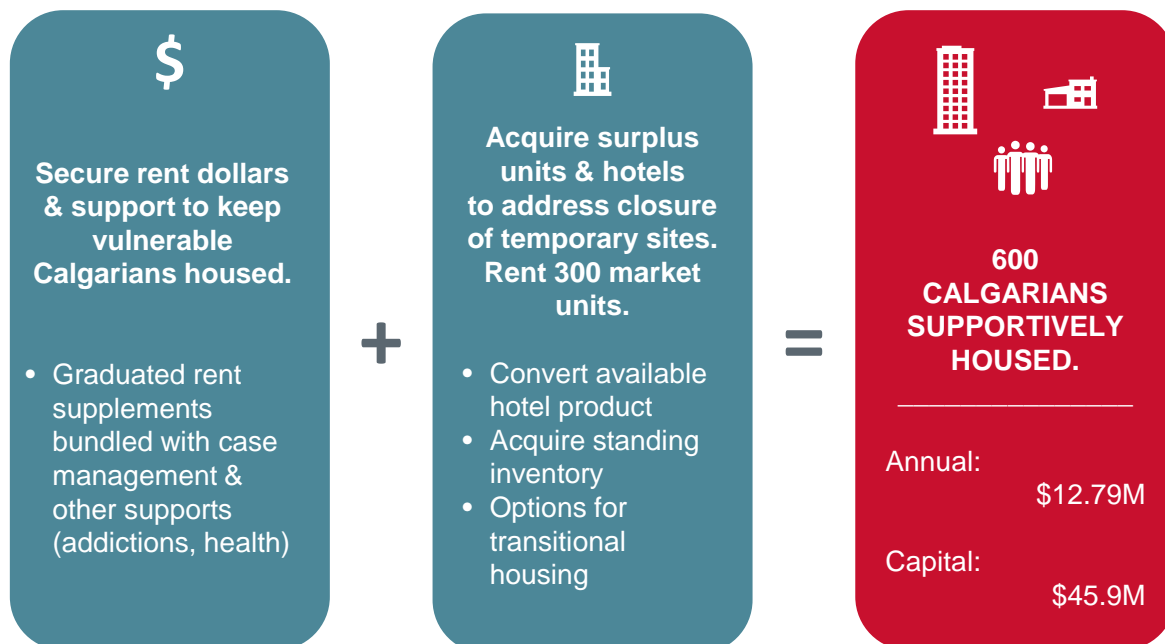
**STREAM 1:**  
Secure supportive housing for 600+ Calgarians

**STREAM 2:**  
Build, acquire & partner



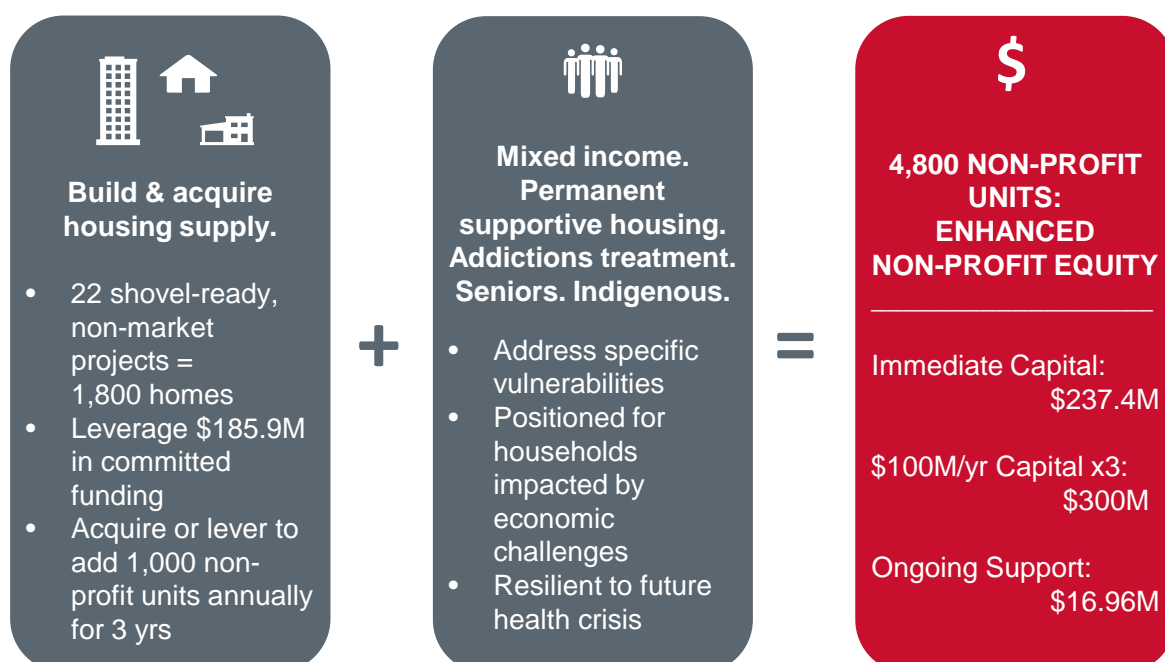
## Stream 1

Rapidly secure SUPPORTIVE HOUSING for up to 600 Calgarians exiting homelessness, helping people remain safely housed before additional COVID-19 waves.



## Stream 2

BUILD, ACQUIRE & PARTNER to stimulate the economy & strengthen affordable housing sector.





# COVID-19 Housing Providers' Committee

## Committee Members

- Aboriginal Friendship Centre of Calgary
- Aboriginal Standing Committee on Housing and Homelessness
- Accessible Housing
- Alberta Network of Public Housing Agencies (ANPHA)
- Altus Group
- Aspen Family and Community Network
- Attainable Homes Calgary
- Bishop O'Byrne Housing Association
- Calgary Chinatown Seniors Housing Society
- Calgary Dream Centre
- Calgary Drop-In & Rehab Centre Society
- Calgary Homeless Foundation
- Calgary Residential Rental Association
- Canada Mortgage and Housing Corporation
- Community Housing Affordability Collective (CHAC)
- CUPS
- Fireside Property Group
- Generations: Multi Generational Housing & Community Centre
- Government of Alberta, Community & Social Services, Housing & Homeless Supports
- Government of Alberta, Seniors & Housing, Housing Capital Programs
- Habitat for Humanity
- Homes for Heroes Foundation
- HomeSpace Society
- Horizon Housing Society
- Inn from the Cold
- Jack Long Foundation
- Métis Calgary Family Services Society
- Métis Urban/Capital Housing Corporation
- Norfolk Housing Association
- Siksika Off-Reserve Affordable Housing
- Silvera For Seniors
- SORCe
- The City of Calgary, Calgary Housing
- The City of Calgary, Calgary Neighbourhoods
- The Elder Statesmen Group
- The Mustard Seed Society
- The SHARP Foundation
- Treaty 7 Urban Housing
- Trinity Place Foundation of Alberta
- United Way of Calgary and Area
- Vibrant Communities Calgary
- Woods Homes
- YWCA of Calgary



Deputy City Manager's Office Report to  
Intergovernmental Affairs Committee  
2020 July 23

ISC: UNRESTRICTED  
IGA2020-0836

## Proposed City of Calgary submission on the Alberta Infrastructure Act and 20-Year Strategic Capital Plan

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### EXECUTIVE SUMMARY

The Government of Alberta (GoA) is requesting public input to aid the development of their upcoming Alberta Infrastructure Act and their 20-Year Strategic Capital Plan. The GoA is focused on prioritizing its own capital spending, and developing a 20-year plan that anticipates future GoA infrastructure needs. Intergovernmental and Corporate Strategy (ICS) and Infrastructure Calgary (IC) of the Deputy City Manager's Office (DCMO) are coordinating The City of Calgary's (The City) response. They have consulted widely within Administration to develop The City's submission (Attachment 1). The deadline for the GoA's 'Infrastructure Planning Engagement' is 2020 August 10. To meet this deadline, IGA Committee on 2020 July 23 needs to review The City's submission and forward the item as Urgent Business to the 2020 July 27 Combined Meeting of Council for Council's review and approval.

#### ADMINISTRATION RECOMMENDATION:

That the Intergovernmental Affairs Committee forward this Report as an item of Urgent Business to the 2020 July 27 Combined Meeting of Council, for approval of The City of Calgary's submission to the Government of Alberta's Infrastructure Planning Engagement as set out in Attachment 1.

### PREVIOUS COUNCIL DIRECTION / POLICY

There is no previous direction on this specific matter from Council, however The City's extensive experience with capital planning and Council previously approved capital plans and capital policies informs The City's submission to the GoA.

### BACKGROUND

The upcoming Alberta Infrastructure Act (the Act) is a legislated governance framework for capital planning in Alberta. The Act will outline how the GoA will plan for, and prioritize, capital investments and is expected to be introduced into the Alberta Legislature in the fall 2020 legislative session. The 20-Year Strategic Capital Plan will guide the GoA's approach to long-term planning for infrastructure and is expected to be developed over the winter of 2020-2021, to be released in early 2021. Proposed prioritization criteria will be used to guide decision-making on all submissions for infrastructure projects for the Capital Plan.

The GoA's public engagement survey seeks input on three major areas:

- (a) Governance and the capital planning process,
- (b) Proposed prioritization criteria; and
- (c) Future trends for consideration.

In January 2020, Chris Arthurs (Acting GM, DCMO), Heather Kathol (Manager, IC) and Jeremy Clarke (ICS) met with the GoA and shared The City's approach to capital planning and prioritization. Many of the concepts from The City's capital prioritization criteria are reflected in the GoA's proposed criteria.

Deputy City Manager's Office Report to  
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## **Proposed City of Calgary submission on the Alberta Infrastructure Act and 20-Year Strategic Capital Plan**

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

The City, within its submission to the GoA, offers considerations for best practices in capital planning governance, criteria definition expansions and improvements, especially with respect to climate and resilience, further definition of technology as a trend, and recognition of the rise of social movements. In addition, The City recommends a stronger partnership and high level of engagement between the GoA and The City with respect to capital planning to ensure we are optimizing capital investment value, project alignment and integration with existing and future municipal infrastructure.

Lastly, The City responds to the GoA request for selecting three strategies to best respond effectively to trends and offers:

- (1) Partnering and engaging with municipalities;
- (2) Striving for predictable, stable and sufficient funding structures; and
- (3) Being innovative, tech savvy and future-focused.

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

Input for this submission was sought from Intergovernmental and Corporate Strategy (ICS), Infrastructure Calgary Steering Committee, Infrastructure Calgary EPMO, Corporate Budget Office (CBO), Departmental Infrastructure Investment Planning (IIP) stewards, Corporate Project and Asset Management (CPAM), Corporate Engineering & Energy, Next 20 project team (Municipal Development Plan (MDP)/Calgary Transportation Plan (CTP) review), Resilience team and The City's Strategic Foresight Scan Club, which draws from staff from across the organization.

### **Strategic Alignment**

This report and attached submission is in alignment with the Council priority of a 'Well Run City': *Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.* The strategies selected support Administration's Rethink to Thrive Strategy and align with the Council approved Capital Infrastructure Investment Principles.

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

The attached submission reflects input from all three policies of the triple bottom line.

### **Financial Capacity**

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

This report will have no impact on the operating budget.

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

This report will have no direct impact on the capital budget. However, development of a GoA 20-Year Strategic Capital Plan may impact and influence future City capital budgets.

Deputy City Manager's Office Report to  
Intergovernmental Affairs Committee  
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ISC: UNRESTRICTED  
IGA2020-0836

## **Proposed City of Calgary submission on the Alberta Infrastructure Act and 20-Year Strategic Capital Plan**

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### **Risk Assessment**

The City typically submits input into a GoA public engagement where The City has valuable expertise and perspectives to share. The risk in not making a timely submission is that the GoA will develop the governance framework for their 20-Year Strategic Capital Plan in the absence of The City, which may lead them to not adopt governance best practises and/or adopt prioritization criteria that are suboptimal. The City also risks that this is last opportunity to engage with the GoA before they complete drafting and introduce the Act in the fall of 2020.

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

The upcoming Alberta Infrastructure Act will lay the legislative and governance framework for development and management of the Government of Alberta's 20-Year Strategic Capital Plan. This report is intended to seek Council's approval of Administration's submission to the Government of Alberta's public engagement for the coming Act, the Infrastructure Planning Engagement, which is open until 2020 August 10. The upcoming legislation and 20-year Strategic Capital Plan will impact the future of our Province and our City and it is important for The City of Calgary's advocacy and long-term interests to share best practices, our experience and our perspective with the Government of Alberta.

### **ATTACHMENT(S)**

1. Proposed City of Calgary submission on the Alberta Infrastructure Act and 20-Year Strategic Capital Plan



Proposed City of Calgary Submission to the Government of Alberta  
on the Alberta Infrastructure Act and 20-Year Strategic Capital Plan

## **Introduction**

The City of Calgary (“The City”) would like to thank the Government of Alberta (GoA) for the opportunity to provide input into the upcoming Alberta Infrastructure Act and 20-Year Strategic Capital Plan Survey. City representatives met with Assistant Deputy Minister Tracy Allen on 2020 January 29 to share The City’s approach to capital planning and prioritization and is pleased to see many of the same concepts in the GoA’s materials. The City further offers the following recommendations:

### **Section A: Capital Planning Governance**

#### **Recommendation 1: Adopt best practices in governance, and partner and engage with Municipalities on an ongoing basis to optimize infrastructure investment value.**

1. Direction Setting – set, keep current, and communicate clearly to stakeholders. Commit to periodic refresh of priorities and goals. Promote intentional and proactive information sharing for increased transparency, including publishing the new 20-Year Strategic Capital Plan for public view.
2. Objectives – Set objectives that align with provincial, municipal and regional growth strategies, initiatives and plans. Develop capital prioritization criteria that aligns with these objectives. Criteria for capital prioritization are directly aligned to these objectives, clearly stated and show alignment to other programs or funding from other others of government.
3. Investment Optimization – Optimize capital investment decisions with a cross-service lens, recognizing that investments may touch on multiple services at both provincial and municipal levels. Consider annual reviews with municipalities for capital project alignment, integration and optimization. Provide guidelines or expectations for other contributions (e.g., cost-sharing arrangements, matching fund requirements, sponsorship, working with private entities) or operational requirements.
4. Engagement and Inclusiveness – Engage stakeholders early and often (throughout the process). Use best efforts to accommodate diverse needs and backgrounds to foster inclusive decision-making. This may need to include multiple of channels, to reach different segments of Alberta’s population.
5. Roles and Responsibilities - Provide clear delineation of roles and responsibilities for decision-making bodies, working groups and stakeholders. Publish timelines for proposals and requests for funding, and responses back from government.
6. Use Tools, Data, and Processes - Apply consistent project management frameworks, asset management practices, tools, and processes (e.g., PMBOK for PM practices and ISO for Asset Management). Track and communicate timing and dependencies of decisions. Communicate how projects will be measured, and measure and monitor project outcomes in support of data driven decision making. Increase transparency by sharing these tools, data and processes with the public and municipalities.

## **Section B: Capital Planning Prioritization**

**Recommendation 2: Expand definitions for prioritization criteria, especially with respect to climate and resilience.** There is value in all the GoA's proposed capital planning criteria, and the criteria may need to be weighted differently based on location, timing and purpose of proposed infrastructure when evaluating potential projects.

<b>GoA's Proposed Capital Prioritization Criteria</b>	<b>Potential considerations</b>
<b>Health, Safety, and Compliance</b> Does the project address risks to the health, safety, or security of the public or staff and comply with federal or provincial legislation?	<ul style="list-style-type: none"><li>- Add climate considerations – infrastructure projects can help mitigate the risk of shocks and stresses related to environmental events. Infrastructure projects could undergo a climate mitigation and risk assessment prior to approval. Refer to the Federal Infrastructure Canada Climate Lens and Task Force for Climate Disclosure (TCFD).</li><li>- Compliance with legislation should be a minimum require for all projects. Consider evaluating on alignment to best practices.</li></ul>
<b>Strategic Alignment</b> Does the project support provincial strategic plans and government priorities?	<ul style="list-style-type: none"><li>- Reference alignment to provincial, <i>municipal and growth board</i> plans and priorities.</li><li>- Assess project readiness.</li><li>- Assess Digital Infrastructure (conduit, poles, fibre optics) implications and requirements.</li></ul>
<b>Economic Impacts</b> Does the project stimulate direct and/or indirect job creation or foster economic development and activity?	<ul style="list-style-type: none"><li>- If return on investment (criteria #6) correctly incorporates economic impacts, these need not be listed separately.</li><li>- Economic considerations should prioritize opportunities that fosters economic diversification and overreliance on a single industry.</li></ul>
<b>Improved Program and Services Delivery</b> Does the project improve government capacity to deliver services, provide or enhance services in a community or region, or solve functional problems or deficiencies limiting program delivery?	<ul style="list-style-type: none"><li>- A capital project might not improve a program or service, but enables continuation of, or facilitates delivery of a program or service, which would be disrupted without the investment.</li><li>- Does “enhance services” provide for the introduction of new services?</li><li>- Levels of service provision should be established and shared.</li></ul>
<b>Resilient Communities</b> Does the project support resilient infrastructure such as core infrastructure to remote	<ul style="list-style-type: none"><li>- This definition could skew investments away from urban communities, who can also benefit from a resilience lens.</li></ul>



communities, social and environmental impacts, heritage considerations, and/or local conditions?	<ul style="list-style-type: none"> <li>- The City would like to see projects promoting resilient infrastructure – investments that can better withstand shocks and stresses – and social resilience. Infrastructure can help address issues relating to vulnerable populations, accessibility and inclusion of equity-seeking communities leading to improved social inclusion and cohesion.</li> </ul>
<b>Life Cycle Costs and Return on Investment</b> Does the project consider the full life cycle costs including, operating, facility, and capital costs when evaluating capital maintenance and renewal for existing buildings, as well when new infrastructure or programs are proposed? Does it include consideration of key measures, such as return on investment, internal rate of return, cost/benefit analysis, or payback period?	<ul style="list-style-type: none"> <li>- Social and environmental benefits need to be emphasized alongside economic benefits (e.g., investments in Recreation infrastructure that encourage people to live a healthier and more active lifestyle lead to positive outcomes in terms of savings in health care costs and Annual Dropout Rate of Students aged 14 to 18).</li> <li>- Cost savings or revenue generation of potential projects. Ability to attract and leverage external funding.</li> <li>- Long-term durable, adaptable and sustainable infrastructure can be more easily maintained, rehabilitated or upgraded.</li> </ul>

### **Section C: Future Trends and the 20-Year Strategic Capital Plan**

Many of the future possible trends listed are known issues and deserve immediate consideration. Trends should be updated and reviewed on a regular basis so as not to miss any new, emerging trends.

**Recommendation 3: “Technology” is wide-ranging and a more detailed list of risks, issues and implications should be named.** Although not an exhaustive list, please consider innovation and automation, Digital Infrastructure requirements, the increasing digital divide and the need to educate Alberta’s youth for the New Economy, electrification and automation of transportation, decarbonization of commercial, industrial and residential building stock, how technology can buffer the increasing frequency of severe weather events, remote monitoring to lower lifecycle maintenance costs, innovation solutions to re-purpose infrastructure that is no longer operational, etc.

**Recommendation 4: Recognize the rise of social movements.** Consider the recent rise of political extremism, Black Lives Matter, Truth & Reconciliation, increased focus on mental health problems and housing struggles for vulnerable populations, increased discussions for Basic Income programs, accessibility and inclusive design, increasing digital divide and gender inequity.

**Recommendation 5: Suggested strategies for responding effectively to trends over the next 20 years.**

1. Partner and engage with municipalities to optimize infrastructure investment value.

2. Infrastructure and financial planning that emphasizes predictable, stable and sufficient funding structures. Certainty contributes to better planning. This is especially valuable when there is a change in provincial leadership. Consider, for example, the need for more predictability for highway infrastructure and its relation to municipal offsite levies. Explore alternative financing options, such as P3, when there is a solid business case and value can be achieved for taxpayers. Consider new legislation that would allocate a larger proportion of revenues to municipalities as fuel tax funding wanes.
3. Be innovative, tech savvy and future-focused. Globally, cities are evolving with a future that is increasingly volatile, uncertain, complex and ambiguous (VUCA). If we want Alberta to have a resilient and prosperous future, we will benefit from innovative solutions, leveraging new technologies and better tools to engage with and consider numerous complex choices. Consider alternative scenarios and potential responses (a.k.a. “Strategic Foresight”) to enhance decision-making and strategy preparation. Monitor, update and identify implications for trends on an on-going basis. The GoA and The City could work collaboratively to share resources and expertise in conducting these strategic planning exercises.

### **Summary of recommendations**

Thank you again for the opportunity to contribute to this important work. To summarize, The City of Calgary’s urges the Government of Alberta to:

1. Adopt governance best practices. Where possible, partner and engage with municipalities on an ongoing basis to optimize infrastructure investment value.
2. Expand definitions for prioritization criteria, especially with respect to environment and resilience.
3. Recognize that many of the future possible trends listed are known issues, and expand on the concept of technology.
4. Incorporate the rise of social movement in its list of trends.
5. Strive for predictable, stable, sufficient and alternative funding structures. Be innovative, tech savvy and future-focused.

The City looks forward to future engagements about the Alberta Infrastructure Act and 20-Year Capital Plan, and working in partnership with the GoA on future infrastructure projects. In the meantime, if the GoA has any further questions, City officials would be pleased to discuss.

Item # 10.1.2



**Report Number:** C2018-1372  
**Meeting:** Regular Meeting of Council  
**Meeting Date:** 2018 December 17

## NOTICE OF MOTION

**RE: EXPLORING AN OPPORTUNITY FOR ANNEXATION FROM THE MD OF FOOTHILLS**

**Sponsoring Councillor: COUNCILLOR COLLEY-URQUHART**

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**WHEREAS** The City of Calgary's *Municipal Development Plan* states that The City shall "...maintain within The City's jurisdiction at least a 30-year supply of developable land for all uses";

**AND WHEREAS** The City of Calgary's supply of developable land for all uses is maintained in part through intensification and in part through annexation from Rocky View County and the Municipal District of Foothills;

**AND WHEREAS** Map 3 of The City of Calgary / Municipal District of Foothills *Intermunicipal Development Plan* (IDP) identifies City of Calgary Growth Area which represents candidate lands for possible annexation from Municipal District of Foothills to The City of Calgary;

**AND WHEREAS** the IDP states that "Annexation of the identified Calgary Growth Area is an anticipated outcome of this plan";

**AND WHEREAS** the IDP also states that land may be annexed to accommodate future long-term growth in an efficient and logical development pattern;

**AND WHEREAS** the Municipal District of Foothills approved the Sirocco Area Structure Plan on 14 May 2009;

**AND WHEREAS** a portion of the originally approved Sirocco Area Structure Plan was annexed by The City of Calgary in 2011;

**AND WHEREAS** there is the possibility to use annexation to create logical planning cells in The City of Calgary's boundaries;

**AND WHEREAS** annexation is best approached as a collaborative process between the municipalities;

**AND WHEREAS** annexation is anticipated to have work plan implications for both municipalities.

**NOW THEREFORE BE IT RESOLVED THAT** Administration work with the Municipal District of Foothills to investigate the potential for The City of Calgary to annex of the remainder of the Sirocco Area Structure Plan lands and any other lands necessary to create a logical planning cell(s); and

- 1) Determine the appropriate lands to be included in such an annexation;
- 2) Identify the anticipated work program resource requirements;

And return to Council for further direction through the Intergovernmental Affairs Committee no later than Q3 of 2019.





May 13, 2020

Dear Mr. Younger,

In response to your email of May 6, 2020 I provide the following information regarding the potential annexation of lands from Foothills County by the City of Calgary.

At the April 25, 2019 Foothills County / City of Calgary Intermunicipal Committee meeting a request was made that Foothills County Council consider providing the City of Calgary with an indication as to which lands the County would support for inclusion in an annexation by the City. In response, on July 3, 2019 Foothills County Council approved resolution No. 686 as follows:

**CITY OF CALGARY ANNEXATION – REQUEST FOR LETTER OF SUPPORT**

Mr. Alger moved that Council authorize administration to work with the City of Calgary to identify appropriate cells of land for possible future annexation from Foothills County by the City of Calgary.

CARRIED

Further to a request for a letter of support for the annexation of the Sirocco lands, on February 12, 2020 Foothills County Council approved resolution No. 176 as follows:

**LETTER FOR SIROCCO ANNEXATION**

Mr. Alger moved that Council acknowledge the request by the City of Calgary regarding a letter of support for the Sirocco Annexation and confirm the previous Council motion passed on the July 3, 2019.

CARRIED

Foothills County administration has been working with City administration regarding a potential annexation since early 2019 and will continue to do so. Should City of Calgary Council determine that they wish to proceed with an annexation and submit a Notice of Intent to Annex; Foothills administration has the capacity to undertake an annexation negotiation process in 2020/21.

We look forward to continuing to work collaboratively with the City of Calgary for the benefit of all of our residents.

Sincerely,

Digitally signed by Heather Hemingway  
DN: cn=Heather Hemingway,  
o=Foothills County, ou=Director of  
Planning,  
email=heather.hemingway@foothillsco  
untyab.ca, c=CA  
Date: 2020.05.14 16:22:51 -06'00'

Heather Hemingway, Director of Planning  
Foothills County