



REVISED AGENDA

PRIORITIES AND FINANCE COMMITTEE

September 8, 2020, 1:00 PM
IN THE COUNCIL CHAMBER

Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor G-C. Carra (CPS Chair)
Councillor J. Davison (T&T Chair)
Councillor J. Gondek (PUD Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)

SPECIAL NOTES:

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

Public wishing to make a written submission may do so using the public submission form at the following link: [Public Submission Form](#)

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 Priorities and Finance Committee, 2020 July 14
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
None
 - 5.2 BRIEFINGS
 - 5.2.1 Status of Outstanding Motions and Directions, PFC2020-0897

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Economic Strategy Update, PFC2020-0969

7.2 Kensington Manor Status Update, PFC2020-0900

7.3 Solutions for Achieving Value and Excellence (SAVE) Program Preliminary Results and Actions, PFC2020-0891

7.4 Project Update on Tomorrow's Chinatown, PFC2020-0922

7.5 Amendments to the Election Bylaw, PFC2020-0965

7.6 Electronic Voting Implementation Update, PFC2020-0967

NEW MATERIAL

7.7 *City of Calgary Proposed Municipal Stimulus Program Submission, PFC2020-0894, PFC2020-0894*

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION

8.2.1 Notice of Motion - Fulfillment of Providing Services to Hamlet of Shepard and Surrounding Area, PFC2020-0995
Councillor Shane Keating

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2 URGENT BUSINESS

11. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**July 14, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair (Remote Participation)
Councillor S. Chu, Vice-Chair (Remote Participation)
Councillor G-C. Carra (CPS Chair) (Remote Participation)
Councillor J. Davison (T&T Chair) (Remote Participation)
Councillor J. Gondek (PUD Chair) (Remote Participation)
Councillor W. Sutherland (UCS Chair) (Remote Participation)
Councillor E. Woolley (Audit Chair) (Remote Participation)
Councillor G. Chahal (Remote Participation)
Councillor D. Colley-Urquhart (Remote Participation)
Councillor P. Demong (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor D. Farrell (Remote Participation)
Councillor S. Keating (Remote Participation)
Councillor J. Magliocca (Remote Participation)

ABSENT:

Councillor R. Jones

ALSO PRESENT:

City Manager D. Duckworth
Chief Financial Officer C. Male
Deputy City Clerk T. Mowrey
Legislative Advisor D. Williams

1. CALL TO ORDER

Mayor Nenshi called the Meeting to order at 9:30 a.m.

ROLL CALL

Mayor Nenshi, Councillor Carra, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Keating, Councillor Farrell, Councillor Gondek, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley.

Absent from Roll Call: Councillor Jones, Councillor Chahal (joined at 9:35 a.m.), Councillor Colley-Urquhart (joined at 1:30 p.m.)

2. OPENING REMARKS

Mayor Nenshi provided opening remarks.

3. CONFIRMATION OF AGENDA

Moved by Councillor Chu

That the Agenda for the 2020 July 14 Regular Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2020 June 09

Moved by Councillor Chu

That the Minutes of the 2020 June 09 Regular Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Chu

That the Consent Agenda be approved as follows:

5.2 BRIEFINGS

5.2.1 Status of Outstanding Motions and Directions, PFC2020-0792

5.2.2 Policy Review Project Final Report, PFC2020-0769

MOTION CARRIED

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Solutions for Achieving Value and Excellence (SAVE) July Verbal Update, PFC2020-0728

Administration presented a verbal update and was thanked by Committee.

- 7.2 Council Innovation Fund – Administrative Penalties System Start Up Costs, PFC2020-0738

A presentation entitled "Council Innovation Fund Application Administrative Penalties System", dated 2020 July 14 was electronically distributed and displayed with respect to Report PFC2020-0738.

Moved by Councillor Woolley

That with respect to Report PFC2020-0738, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Approve the Council Innovation Fund Application in the amount of \$275,000; and
2. Direct Administration to report back on outcomes no later than the end of 2021.

And further, that this report be forwarded to the July 20 Combined Meeting of Council.

MOTION CARRIED

- 7.3 Council Innovation Fund Application for Virtual Reality Fire and Life Safety Education Pilot, PFC2020-0784

A presentation entitled "Council Innovation Fund Request: Fire and Life Safety Virtual Reality Pilot", dated 2020 July 14 was electronically distributed and displayed with respect to Report PFC2020-0784.

Moved by Councillor Gondek

That with respect to Report PFC2020-0784, the following be approved:

That Priorities and Finance Committee recommends that Council:

1. Approve this one-time application to allocate \$75,000 from the Council Innovation Fund for the Virtual Reality Fire and Life Safety Education Pilot.
2. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by September 2021.

And further, that this be forwarded to the 2020 July 20 Combined Meeting of Council.

MOTION CARRIED

- 7.4 Calgary Exhibition and Stampede Limited – 2019 Credit Facility, PFC2020-0670

This item was heard following Item 7.8. Report PFC2020-0827.

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, Section 78 2(a) be suspended, by General Consent, to allow Committee to complete this item prior to the scheduled lunch recess.

A presentation entitled "The Calgary Exhibition and Stampede Ltd. 2019 Credit Facility Update", dated 2020 July 14 was electronically distributed and displayed with respect to Report PFC2020-0670.

The following speakers from The Calgary Stampede Board addressed Committee with respect to Report PFC2020-0670:

1. Graeme Ryder
2. Warren Connell

Moved by Councillor Chu

That with respect to Report PFC2020-0670, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Direct Administration to consent to the amendment of certain Calgary Exhibition and Stampede's credit facilities in order to ensure The Calgary Exhibition and Stampede remains in good standing under such credit facilities. The form and terms of such consent shall be acceptable to the City Treasurer;
2. Direct Administration to amend the necessary financial covenants to allow The Calgary Exhibition and Stampede to remain in good standing under its credit facilities with The City. The form and terms of such amendments shall be acceptable to the City Treasurer; and
3. Direct that attachments 2 and 3 remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 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* and review these attachments by 2022 July 15.

And further, that this Report be forwarded to the 2020 July 20 Combined Meeting of Council.

MOTION CARRIED

Following this item, Committee heard Item 8.2.1. Report PFC2020-0802.

7.5 The City of Calgary Reserves and Long Term Liabilities Balances 2019, PFC2020-0723

A presentation entitled "The City of Calgary Reserves and Long Term Liabilities Balances 2019", dated 2020 July 14 was electronically distributed and displayed with respect to Report PFC2020-0723.

Moved by Councillor Sutherland

That with respect to Report PFC2020-0723, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Receive The City of Calgary Reserves and Long Term Liabilities Balance 2019 for the Corporate Record and Discussion;
2. Suspend the requirements of Council Policy CFO013 section 1.4 "Periodic review of a reserve (Triennial Reserve process)" for the 2020 work scope as provided in PFC2019-1385 Attachment 3, and redirect Administration resources in an alternate work scope as recommended by the Administrative Leadership Team to the SAVE Program - Reserves Optimization review; and
3. Direct Administration to determine the work scope under Council Policy CFO013 section 1.4 at the conclusion of the SAVE Program - Reserves Optimization review and obtain approval from Council for any work scope revisions.

And further, that this item be forwarded to the 2020 July 20 Combined Meeting of Council.

MOTION CARRIED

7.6 Pension Governance Committee Annual Report, PFC2020-0639

Moved by Councillor Chu

That with respect to Report PFC2020-0639, the following be approved:

That Priorities and Finance Committee recommends that Council receive this annual report for the Corporate Record.

And further, that this Report be forwarded to the 2020 July 20 Combined Meeting of Council.

MOTION CARRIED

7.7 Hawkwood Outdoor Recreation Facility Project, PFC2020-0696

The following speakers addressed Committee with respect to Report PFC2020-0696:

1. Kevan Newman, President, Hawkwood Community Association
2. Heather Kovach, Programs Coordinator, Hawkwood Community Association

Moved by Councillor Magliocca

That with respect to Report PFC2020-0696, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Consider this application for the Council Community Fund for the Hawkwood Community Capital project in the amount of \$500,000 one-time funding request; and
2. Direct Councillor Magliocca's office and the applicant to report back to the Priorities and Finance Committee within 12 months of project completion.

And further, that this Report be forwarded to the 2020 July 20 Combined Meeting of Council.

MOTION CARRIED

- 7.8 Proposed Amendments to the Code of Conduct for Elected Officials (Bylaw Number 26M2018), PFC2020-0827

Moved by Councillor Chu

That with respect to Report PFC2020-0827, the following be approved:

That the Priorities and Finance Committee recommend that Council give three readings to the proposed bylaw (Attachment 1) to amend the Code of Conduct for Elected Officials (Bylaw 26M2018), which incorporates by reference the Respectful Workplace Policy (HR-LR-001) and Workplace Violence Policy (GN-040) as updated by City Administration on 3 March and 7 April, 2020, respectively.

And further, that this Report be forwarded to the 2020 July 20 Combined Meeting of Council.

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

8.2.1 Notice of Motion - Renaming James Short Park and James Short Parkade, PFC2020-0802

The following documents were electronically received for the Corporate Record with respect to Report PFC2020-0802:

- Letter from Grace Su, Chinatown Business Improvement Area, dated 2020 July 08; and
- Letter from Ed Tam, Calgary Chinatown Community Association, dated 2020 July 10.

Moved by Councillor Farrell

That with respect to Notice of Motion PFC2020-0802, the following be approved:

That Notice of Motion PFC2020-0802 be forwarded to the 2020 July 20 Combined Meeting of Council for consideration with the inclusion of the documents that were received for the Corporate Record as an attachment.

MOTION CARRIED

8.2.2 Notice of Motion - Disaster Relief Mitigation, PFC2020-0828

Moved by Councillor Chahal

That with respect to Notice of Motion PFC2020-0828, the following be approved:

That Notice of Motion PFC2020-0828 be forwarded to the 2020 July 20 Combined Meeting of Council for consideration.

MOTION CARRIED

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

Moved by Councillor Chu

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), 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*, Council now recess at 12:07 p.m. and reconvene in Closed Meeting at 1:00 p.m., in the Council Boardroom, to discuss confidential matters with respect to the following items:

- 10.1.1. Confidential ENMAX Credit Agreement Update (Verbal), PFC2020-0801
- 10.1.2. Mid-Cycle Adjustments – Indicative Tax Rate for 2021, PFC2020-0726
- 10.1.3. Naming of a City Bridge, PFC2020-0720

Against: Councillor Demong and Councillor Farkas

MOTION CARRIED

Committee reconvened in Public Meeting at 2:30 p.m. with Mayor Nenshi in the Chair (remotely).

Moved by Councillor Chu

That Committee rise and report.

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Confidential ENMAX Credit Agreement Update (Verbal), PFC2020-0801

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2020-0801:

Clerks: T. Mowrey and D. Williams. City Manager: D. Duckworth Advice: C. Male, A. Brown, J. Lai, M. Wood and S. Brandt.

Moved by Councillor Woolley

That with respect to Report PFC2020-0801, the following be approved:

That Priorities and Finance Committee direct that the presentation and the Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 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 2022 July 15.

MOTION CARRIED

10.1.2 Mid-Cycle Adjustments – Indicative Tax Rate for 2021, PFC2020-0726

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2020-0726:

Clerks: T. Mowrey and D. Williams. City Manager: D. Duckworth Advice: C. Male, C. Arthurs, C. Stewart, C. Jacyk and M. Lavallee. Observers: K. Potts, M. Jankovic, D. Morgan, D. Limacher and D. Hamilton

Moved by Councillor Chu

That with respect to Report PFC2020-0726, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Council direct Administration to recommend adjustments to the 2021 service plans & budgets based on a 0% tax rate increase in 2021; and
2. Direct that this report and attachments be held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, until the Priorities and Finance Committee rises and reports.

And further, that this Report be forwarded to the 2020 July 20 Combined Meeting of Council.

ROLL CALL VOTE:

For: (5): Mayor Nenshi, Councillor Davison, Councillor Sutherland, Councillor Woolley, and Councillor Keating

Against: (5): Councillor Chu, Councillor Gondek, Councillor Colley-Urquhart, Councillor Farkas, and Councillor Magliocca

MOTION DEFEATED

Pursuant to Section 134 (a) of Procedure Bylaw 35M2017 Mayor Nenshi requested that the Lost Motion be forwarded to the 2020 July 20 Combined Meeting of Council.

10.1.3 Naming of a City Bridge, PFC2020-0720

Moved by Councillor Farkas

That with respect to Report PFC2020-0720, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Approve Administration Recommendation 1;
2. Direct that the report and attachments be held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* until Council rises and reports.

And further, that this be forwarded to the 2020 July 20 Combined Meeting of Council.

ROLL CALL VOTE:

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 2:33 p.m.

MOTION CARRIED

CONSENT AGENDA

- Council Innovation Fund – Administrative Penalties System Start Up Costs, PFC2020-0738
- Calgary Exhibition and Stampede Limited – 2019 Credit Facility, PFC2020-0670
- Council Innovation Fund Application for Virtual Reality Fire and Life Safety Education Pilot, PFC2020-0784
- The City of Calgary Reserves and Long Term Liabilities Balances 2019, PFC2020-0723
- Pension Governance Committee Annual Report, PFC2020-0639
- Hawkwood Outdoor Recreation Facility Project, PFC2020-0696

COMMITTEE REPORTS

- Proposed Amendments to the Code of Conduct for Elected Officials (Bylaw Number 26M2018), PFC2020-0827
- Notice of Motion - Renaming James Short Park and James Short Parkade, PFC2020-0802

- Notice of Motion - Disaster Relief Mitigation, PFC2020-0828

CONFIDENTIAL ITEMS

- Mid-Cycle Adjustments – Indicative Tax Rate for 2021, PFC2020-0726

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held 2020 September 08, at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED

BRIEFING

Page 1 of 1

Item # 5.2.1

**Chief Financial Officer's Briefing to
Priorities and Finance Committee
2020 September 08**

**ISC: UNRESTRICTED
PFC2020-0897**

Status of Outstanding Motions and Directions

PURPOSE OF BRIEFING

Identify outstanding items for the Priorities and Finance Committee as of 2020 July 29.

SUPPORTING INFORMATION

On 2012 April 03, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions.

This report is in alignment with the mandate of the Priorities and Finance Committee.

This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration. No specific risks are associated with this report. Any risks associated with specific directions or motions will be dealt with in the context of the report on that direction or motion.

ATTACHMENT(S)

1. Attachment 1 – Status of Outstanding Items for the Priorities and Finance Committee.

| DATE BACK TO COMMITTEE | ITEM | DATE OF REQUEST | SOURCE | SUBJECT |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2018 Q4 | PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018 | 2018 May 28 | PFC2018-0554 | That with respect to PFC2018-0554, the following Motion arising be adopted: That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018. |
| 2019 Q2 | ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE | 2018 March 06 | PFC2018-0187 | 7. As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2. |
| 2021 (Revised under C2020-0698) | OPPORTUNITY CALGARY INVESTMENT FUND GOVERNANCE STRUCTURE | 2019 July 02 | PFC2019-0828 | Deferral. |
| 2020 April 21 (Revised under C2020-0390) 2020 September | GOLF SUSTAINABILITY FRAMEWORK Q1 2020 UPDATE | 2020 March 10 | PFC2020-0251 | That the Priorities and Finance Committee recommend that this report be forwarded to the 2020 March 16 Combined Meeting of Council as an item of Urgent Business; and That Council refer Report PFC2020-0251 to Administration: 1. To investigate a shorter time frame option and expression of interest from the marketplace; |

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| | | | | <p>2. To prepare a financial report on the closure of Richmond Green and options for stage 2 assessment; and</p> <p>4. That Recommendations 1 and 2 return to the April 21 Priorities and Finance Committee Meeting.</p> |
| 2020 September 08 | 2020 ADJUSTMENTS TO THE ONE CALGARY SERVICE PLANS AND BUDGETS (SISV) | 2019 November 29 | C2019-1052 | 12. d. Present preliminary results and actions to the 2020 September 8 Priorities and Finance Committee to inform November 2020 budget deliberations. |
| 2020 September | KENSINGTON MANOR – BUILDING SAFETY STATUS AND PLANS | 2019 June 04 | PFC2019-0739 | <p>That the Priorities and Finance Committee recommend that Council approve:</p> <p>Directing Administration to report back to Council through the Priorities and Finance Committee, six months after demolition is complete, or if there is a material change on site but in any event, not later than September 2020.</p> |
| 2020 Q4 | CITY PLANNING & POLICY 2020 WORK PLAN | 2020 January 15 | PUD2020-0016 | <p>That the Standing Policy Committee on Planning and Urban Development recommend that Council:</p> <p>Adjust the reporting timelines for: ii. The New Community Growth Strategy – Growth Management Overlay Policy Review (PFC2019-1062), to report to Council, through the Priorities and Finance Committee no later than 2020 Q4.</p> |
| 2020 Q2 (Revised under C2020-0390) 2020 December | RESPONSE TO WATER FLUORIDATION IN THE CITY OF CALGARY REPORT | 2019 October 29 | CPS2019-0965 | <p>That the Standing Policy Committee on Community and Protective Services recommends to Council that:</p> <p>3. Direct Administration to undertake a full cost analysis for the potential reintroduction of fluoride into the water system including ongoing projected operational costs, City's authority and jurisdiction with regard to fluoridation, capital costs and possible utility rate impacts; and</p> |

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| | | | | 4. Report back directly through Priorities and Finance Committee no later than Q2 2020. |
| <p>Progress Briefing no later than June 2020 (Revised under C2020-0390) 2021 Q3</p> <p>2020 October 13</p> | <p>2019 GROWTH STRATEGY MONITORING REPORT</p> | <p>2019 November 05</p> | <p>PFC2019-1062</p> | <p>That the Priorities and Finance Committee recommends that Council direct Administration to:</p> <p>5. Evolve the practice of looking at a direct incremental operating cost model to a full operating cost model, in conjunction with other stakeholders. A briefing on progress toward the new model will be presented at 2020 June 9 Priorities and Finance Committee meeting, with a targeted timeline for completion of no later than Q3 2021.</p> <p>4. Review business cases by May 29, 2020, with subsequent dialogue with proponents and a summary of approved and rejected cases to be forwarded to October 13 2020 Priorities and Finance Committee for review, discussion and recommendation. Recommendations will be forwarded to the following Council meeting for decision</p> <p>7. Bring a 2020 Growth Strategy Monitoring Report to Council through Priorities and Finance Committee by no later than 2020 October.</p> |
| <p>2020 October</p> | <p>FINANCIAL TASK FORCE RECOMMENDATIONS – IMPLEMENTATION APPROACH AND RESOURCES</p> | <p>2020 July 27</p> | <p>C2020-0815</p> | <p>That with respect to Report C2020-0815, the following Motion Arising be adopted:</p> <p>1.To further assist the Chief Finance Officer with recommendation #19 (Distribute tax responsibility appropriately), as well as assisting the Business and Local Economy (BLE) team in tackling recommendation # 33 (Investigate the crisis level vacancy in the downtown office market and respond with actions), direct Administration to:</p> |

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| | | | | <p>a. Establish an Administration-led Real Estate Working Group by bringing a mandate and direction for the Real Estate Working Group (similar to the 2019 Tax Shift Assessment Working Group) to the October 2020 meeting of the Priorities and Finance Committee of Council</p> <p>b. The Real Estate Working Group will liaise directly with the Priorities and Finance Committee of Council through a standing agenda item, until Administration recommends that the working group be disbanded;</p> <p>c. Determine composition of the Real Estate Working Group to include but not be limited to interested members of the Real Estate Sector Advisory Committee of Calgary Economic Development, as well as the now disbanded Financial Task Force with real estate experience, and/or other experts within Calgary;</p> <p>d. Direct the City Manager to assign an Administrative Chair for the Real Estate Working Group other than the Chief Financial Officer (who is presently tasked with execution of the Financial Task Force recommendations), and</p> <p>e. As part of the scope of work of the independent consultant for recommendation #19, as led by the Chief Financial Officer, ensure appropriate stakeholder engagement, including the Real Estate Working Group.</p> |
| 2020 November 15 | GREEN LINE BOARD | 2020 July 20 | GC2020-0772 | <p>That with respect to Report GC2020-0772, the following be adopted:</p> <p>That Council:</p> <p>1. Give three readings to the Proposed Bylaw 21M2020, the Green Line Board Bylaw and Terms of Reference, to establish the Green Line Board (the "Board") as a Committee of Council responsible for governing and overseeing the successful delivery of the Green Line Program;</p> |

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| | | | | <p>2.Appoint the City Manager to serve as a member of the Board; and</p> <p>3.Direct Administration to retain an external search firm and work with the Inaugural Chair to identify candidates for appointment to the Green Line Board, and present appointment recommendations to the Priorities and Finance Committee for its consideration no later than 2020 November 15.</p> |
| <p>2020 Q2</p> <p>(Revised under C2020-0390) 2020 December</p> | RESILIENT CALGARY | <p>2019 June 17</p> | PFC2019-0617 | <p>That with respect to Report PFC2019-0617, the following be adopted:</p> <p>2. Direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020.</p> |
| <p>2020 Q4</p> | NOTICE OF MOTION RE: FINANCIAL RELIEF FOR TAXPAYERS | <p>2020 July 27</p> | C2020-0885 | <p>AND FURTHER BE IT RESOLVED THAT Council immediately directs Administration to advocate to the Government of Canada to create new direct borrowing relationship with The City and explore what options are available to achieve preferred interest rate loans and report back to the Priorities and Finance Committee no later than Q4 2020 with a formal plan to establish these relationships.</p> |
| <p>2020 Q4</p> | CITY PLANNING & POLICY 2020 WORK PLAN | <p>2020 January 15</p> | PUD2020-0016 | <p>That the Standing Policy Committee on Planning and Urban Development recommend that Council:</p> <p>B. Adjust the reporting timelines for:</p> <p>ii. The New Community Growth Strategy – Growth Management Overlay Policy Review (PFC2019-1062), to report to Council, through Priorities and Finance Committee no later than 2020 Q4.</p> |

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| 2020 Q4 | ESTABLISHED AREA GROWTH AND CHANGE STRATEGY 2020: PHASE 1 RECOMMENDATIONS | 2020 April 29 | PFC2020-0381 | <p>That with respect to Report PFC2020-0381, the following be approved, after amendment:</p> <p>Administration recommends* that the Priorities and Finance Committee recommends that Council</p> <p>c. Explore additional financial tools and strategies for public realm investment in Phase 2 and replenishing the Established Area Investment Fund, as listed in Attachment 3, with a report back with preliminary recommendations through the Priorities and Finance Committee by end of Q4 2020.</p> |
| 2020 Q4 | NOTICE OF MOTION PROCESS FLOW AND CHECKLIST | 2019 September 30 | PFC2019-0913 | <p>That Council:</p> <p>4. Direct the City Clerk's Office to provide an update of this process to the Priorities and Finance Committee by Q4 2020.</p> |
| 2020 Q4 | GREENLINE UPDATE STAGE 1 | 2020 June 15 | GC2020-0583 | <p>That with respect to revised Report GC2020-0583, the following be adopted, after amendment:</p> <p>The Green Line Committee recommends that Council:</p> <p>16. Direct Administration to:</p> <p>a. Advise the Government of Canada and the Government of Alberta of Council's approval of the recommendations in this report;</p> <p>b. Secure any required amendments to the funding agreement, such amendments to include but not be limited to the Government of Canada agreeing to expedite the release of its funding contributions to help mitigate debt financing costs; and</p> <p>c. Secure written assurances from the Government of Alberta resolving the issues related to the 90-day termination provision contained in the Public Transit and Green Infrastructure Project Act (Alberta).</p> |

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| | | | | <p>All amendments and written assurances are to be in content satisfactory to the City Manager and the Chief Financial Officer and in form satisfactory to the City Solicitor and General Counsel. Should all amendments and written assurances not be secured by the end of Q4 2020 direct Administration to report back to the Priorities and Finance Committee;</p> <p>17. Notwithstanding the approvals above, and provided that the total Green Line Program Stage 1 cost does not exceed the Council approved Green Line Program budget, should significant additional funding for public transit become available, direct Administration to return to the Priorities and Finance Committee with recommendations for investments outlined in the Route Ahead prioritization strategy (including north and south extensions of the Green Line). Further, if adjustments to the Green Line Program are required to attract additional funding, direct Administration to make recommendations to Council regarding those adjustments and funding opportunities.</p> |
| 2021 Q1 | SOCIAL PROCUREMENT UPDATE (NOW CALLED BENEFIT DRIVEN PROCUREMENT POLICY) | 2019 December 16 | PFC2019-0384 | <p>That Council:</p> <ol style="list-style-type: none"> 1. Approve the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan identified in Attachment 1; and 2. Direct Administration to return to the Priorities and Finance Committee with an update no later than Q1 2021. |

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| 2020 Q1 | NOTICE OF MOTION – RENAMING JAMES SHORT PARK AND JAMES SHORT PARKADE | 2020 July 20 | PFC2020-0802 | <p>That Council:</p> <p>1. Direct Administration to revise the Municipal Naming, Sponsorship and Naming Rights Policy CP2016-01 as follows:</p> <p>2. DIRECT administration to develop a process by which citizen requests to re-examine an existing name of a city asset will be handled, ensuring that any such process involve community input with final decision-making by Council through the Priorities and Finance Committee as per the existing policy. In addition, this must also involve consultation with the Anti-Racism Advisory Committee once it is operational, with the report returning through the Priorities and Finance Committee no later than Q1 2021.</p> |
| 2021 Q1 | 2020 NON- RESIDENTIAL PROPERTY TAX RELIEF OPTIONS | 2020 February 03 | PFC2020-0015 | <p>3. Direct Administration to come back with options for a transitional non-residential Phased tax program for 2021 if required to the Priorities and Finance Committee in Q1 2021 due to uncertainties relating to future market conditions and the 2021 assessment values.</p> |
| 2021 Q2 | UNIVERSITY OF CALGARY – CITIZEN SCIENTIST WEARABLES PROGRAM | 2019 September 30 | PFC2019-1096 | <p>That with respect to Report PFC2019-1096, the following be adopted: That Council:</p> <p>1. Approve this application for the Council Innovation Fund for the University of Calgary Citizen Scientist Wearable Program in the amount of \$57,500; and</p> <p>2. Direct Administration to report back to Priorities and Finance Committee indicating how the money was spent and the outcomes of the projects no later than Q2 2021, as per the Council Innovation Fund Terms of Reference.</p> |

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| 2021 September | COUNCIL INNOVATION FUND APPLICATION FOR VIRTUAL REALITY FIRE AND LIFE SAFETY EDUCATION PILOT | 2020 July 14 | PFC2020-0784 | <p>That with respect to Report PFC2020-0784, the following be adopted:</p> <p>That Council:</p> <p>1. Approve this one-time application to allocate \$75,000 from the Council Innovation Fund for the Virtual Reality Fire and Life Safety Education Pilot.</p> <p>2. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by September 2021.</p> |
| 2021 Q4 | HAWKWOOD OUTDOOR RECREATION FACILITY PROJECT | 2020 July 20 | PFC2020-0696 | <p>That with respect to Report PFC2020-0696, the following be adopted:</p> <p>That Council:</p> <p>1. Consider this application for the Council Community Fund for the Hawkwood Community Capital project in the amount of \$500,000 one-time funding request; and</p> <p>2. Direct Councillor Magliocca's office and the applicant to report back to the Priorities and Finance Committee within 12 months of project completion.</p> |
| ANNUALLY | CITY OF CALGARY CITIZEN PRIVACY DATA PRACTICES | 2020 January 27 | C2020-0039 | <p>2. Direct the City Clerk/FOIP Head to provide an annual report to the Priorities and Finance Committee on The City's Privacy Management Program.</p> |
| 2022 Q1 | HERITAGE CONSERVATION TOOLS AND INCENTIVES UPDATE REPORT | 2020 July 27 | PUD2020-0758 | <p>That Council direct Administration to:</p> <p>3. Return to the Priorities and Finance Committee no later than Q1 2022 with the residential tax credit</p> |

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| | | | | financial incentive package for consideration in the 2023-2026 budget deliberations. |
| 2022 Q2 | SUPPLEMENTAL REPORT – RESPONDING TO COUNCIL QUESTIONS ON THE COUNCIL INNOVATION FUND APPLICATION FOR DOWNTOWN ACCELERATOR PROGRAM – 1MILLION SQUARE FEET | 2020 May 25 | C2020-0600 | That with respect to Report C2020-0600, the following be adopted: 4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by Q2 2022 |
| 2022 Q4 | CIVIC CENSUS REVIEW | 2020 February 03 | PFC2020-0094 | 3. Direct the Returning Officer to report back with an evaluation of discussions with Statistics Canada and the provincial government and the ongoing value of a civic census by Q4 2022. |
| 2023 Q1 | COUNCIL INNOVATION FUND REQUEST FOR THE FUTURE OF STEPHEN AVENUE – ACTIVATE + EXPERIMENT | 2020 March 10 | PFC2020-0274 | That the Priorities and Finance Committee recommends that Council: 1. Approve this application to the Council Innovation Fund for The Future of Stephen Avenue: Activate & Experiment, in the amount of \$300,000; and 2. Direct Administration to report back to Priorities and Finance Committee on the outcomes of this project by Q1 2023 as per the fund guidelines. |
| 2023 Q2 | ROADSIDE NATURALIZATION PILOT | 2020 February 24 | C2020-0265 | That with respect to Report C2020-0265, the following be adopted: That Council: 4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project |

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| | | | | no later than Q2 2023, with interim reports on project progress and return-on-investment as information becomes available. |
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**Community Services Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0969
Page 1 of 5**

Economic Strategy Update

RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council receive this report for information.

HIGHLIGHTS

- This report provides an update on implementation of *Calgary in the New Economy: An economic strategy for Calgary* (the Strategy) since the last update to the Priorities and Finance Committee in 2019 May.
- What does this mean to Calgarians? The Strategy, stewarded by Calgary Economic Development Ltd., is a roadmap that guides collaborative community economic development activities and establishes shared priorities across government, industry and educational institutions to support a strong, vibrant and diversified economy.
- Why does this matter? With the challenging economic conditions in 2019 and 2020, including the impact of the COVID-19 pandemic, focusing on the foundations of a strong and vibrant local economy are even more important. COVID-19 has accelerated the dramatic changes in the global economy that were already under way.
- Attachment 2 is a detailed update from Calgary Economic Development Ltd., on behalf of the community, on the activities and results within each of the four areas of focus: Talent, Innovation, Place and Business Environment.
- With the Strategy's focus on digital transformation of key industrial sectors, the Strategy continues to be the right approach for Calgary in fast-changing times. Greater concern about human health and safety, and an increased focus on supply chains for all essential products have the potential to fundamentally change the local and global economy.
- Collaboration and leveraging resources across the community towards shared economic development goals remains critical.
- On 2019 May 14 Council received PFC2019-0604 Economic Strategy Update for information.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Implementation of *Calgary in the New Economy: An economic strategy for Calgary* (the Strategy) is a coordinated community effort that brings together Calgary's community and business leaders, entrepreneurs, innovators and partners including The City and its Civic Partners to collectively establish and build on Calgary's core strengths and shared priorities. Calgary Economic Development Ltd., a City of Calgary wholly owned subsidiary and Civic Partner, stewards the Strategy towards the following goal: *Calgary is the city of choice in Canada for the world's best entrepreneurs. We embrace innovation and create solutions to meet the world's needs in food, health, energy and transportation.*

The Strategy is organized into four areas of focus: Talent, Innovation, Place, and Business Environment. Full details about the Strategy's performance measures, activities and results for each of the four areas of focus since the last report to the Priorities and Finance Committee are included in Attachment 2.

Economic Strategy Update

Economic development succeeds through collaboration. The Strategy is the product of collaboration between dozens of stakeholders from the private sector, government, education, and community organizations. It sets an overall direction for various Civic Partners to align their work and was unanimously approved by City Council in 2018. The Calgarians who led the creation of the Strategy are its leading ambassadors, championing its implementation within their organizations and sectors. They recognise the Strategy as the North Star in a community-wide approach to building economic resilience and future prosperity.

While the economic conditions have continued to shift since the last update in May 2019, particularly with the significant impact of the COVID-19 pandemic in 2020, the fundamental approach of the Strategy remains consistent. The COVID-19 pandemic has reinforced the importance of The City, Calgary Economic Development, the business sector, and community organizations working together towards shared goals.

While the macro-economic indicators were largely unchanged in 2019, momentum began to take hold in most of the Strategy's areas of focus as detailed in Attachment 2. Activities in these areas are focused on the following industries: energy, agribusiness, transportation and logistics, tourism, creative industries, life sciences, and financial services.

Examples of notable achievements since the last update include:

Talent: SAIT's announcement of a \$30 million private sector donation to build the School of Advanced Digital Technology is a significant advancement towards the goals under Talent and the Strategy's vision.

Innovation: The National Angel Capital Organization's selection of Calgary as their western office is a clear signal of the growth and opportunity being generated by our innovation ecosystem.

Place: The City of Calgary's commitment to the BMO Convention Centre Expansion project, new Events Centre, and funding strategy for the Arts Commons Transformation project will change the shape and perception of Calgary's downtown. Collectively, these projects will generate \$1.3 billion in investment, 4,500 construction jobs and 1,536 permanent operations jobs.

Business Environment: A Business and Local Economy (BLE) team was established within City Manager's Office to advance the work of the Business Environment Pillar, including aligning cross-corporate efforts to be more consistent and streamlined when interacting with and supporting businesses.

Role of The City

Initiatives and programs across The City contribute to implementation of the Strategy. Since 2018, The City of Calgary has chaired the Business Environment area of focus with a vision of making Calgary Canada's most business-friendly city. The following are some of the key work in 2019 and early 2020 that is further detailed in Attachment 2:

- Continued implementation of the Downtown Strategy for Calgary focused on downtown the place, working downtown, living downtown, and connecting downtown. Work to reshape the 2007 Centre City Plan and reposition it as Calgary's Greater Downtown Plan.
- Supported and engaged with Civic Partners and Business Improvement Areas to contribute to economic development and engage in Strategy-related planning and initiatives.

**Community Services Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0969
Page 3 of 5**

Economic Strategy Update

- Continued implementation of the Living Lab initiative in collaboration with Calgary Economic Development to formalize, simplify and market the process to open up civic infrastructure, assets (physical and digital), public spaces, transportation corridors and data to companies and academia, while providing business development and support to companies.
- Launched a Business Sector Support Task Force to respond to business needs during COVID-19.

Following previous direction from Council, the next update to the Priorities and Finance Committee will be by 2021 May.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

This report was developed in partnership with Calgary Economic Development. The data included in Attachment 2 was gathered by Calgary Economic Development through engagement and consultation with the broad network of business leaders, community leaders, entrepreneurs, innovators, and members of Administration that collaboratively implement the Strategy.

IMPLICATIONS

Social

The Strategy is a key mechanism for delivering on Council Directives for *One Calgary 2019-2022*, in particular those related to a Prosperous City. This work guides the Economic Development and Tourism Line of Service in One Calgary.

City strategies including the *Enough for All* poverty reduction strategy, *Resilient Calgary* Strategy, and Calgary Downtown Strategy align with the economic strategy. In 2019, Calgary Economic Development participated in the refresh process for the *Enough for All* poverty reduction strategy to support alignment of the two strategies.

In terms of supporting the social health of Calgary, one of the core values of the Strategy is inclusivity, including a vision where Calgary is safe and diverse, is a community that values individual contributions, and has a shared sense of ownership in decision-making and implementing initiatives. Inclusivity and diversity of different populations is built into several the areas of focus, most notably Talent and Place.

Environmental

Implementation of the Strategy aligns with the *Resilient Calgary* strategy and supports a focus on the future of Calgary's economy, an inclusive future, the future of Calgary's natural infrastructure, and developing future-ready infrastructure.

Economic

This report outlines activities since 2019 May to implement *Calgary in the new Economy: An economic strategy for Calgary*. The Strategy supports a collaborative approach to economic

Economic Strategy Update

development in Calgary where stakeholders across the community and The City work together towards shared goals.

As the impact of COVID-19 on the global economy continues to shift the environment, the Strategy's focus on digital transformation across Calgary's key industrial sectors continues to be well positioned to guide Calgary's economic development.

Service and Financial Implications

Calgary Economic Development stewards the implementation *Calgary in the New Economy: an economic strategy for Calgary* that guides the services and investments in One Calgary's Economic Development and Tourism Line of Service. Through implementation of the Strategy, the line of service supports a diversified and resilient economy including a vibrant city centre, encourages employment and growth, helps build Calgary's global reputation, encourages business investment, and supports entrepreneurship and investment.

Investments by the Opportunity Calgary Investment Fund Ltd., a City of Calgary wholly owned subsidiary align with *Calgary in the New Economy* and the line of service by focusing on anchor company and ecosystem investments.

Existing operating funding - base

\$9,878,000

In 2019, \$9.878 million in operating funding was approved for Calgary Economic Development in the One Calgary under the Economic Development and Tourism Line of Service.

RISK

Calgary Economic Development Ltd., a City of Calgary wholly owned subsidiary and Civic Partner, stewards the Strategy. As steward, it is responsible for implementation, and identifying and mitigating risks related to this work, including assessing the capacity of partners to deliver on actions identified in the Strategy. In the past years, interest in economic development has accelerated, resulting in a number of new stakeholder groups forming. Calgary Economic Development continues to work to support close collaboration and a unified voice and approach to economic development work with all stakeholders.

In terms of managing overall risk, Calgary Economic Development has an Enterprise Risk Matrix that identifies risk facing its operations and mitigation strategies. Implementation of the Strategy is included on Calgary Economic Development's corporate balanced scorecard that is monitored by its board of directors.

The City's exposure to risk related to Calgary Economic Development as a City of Calgary Civic Partner is also identified, tracked, and mitigated through existing controls under The City of Calgary's Principal Corporate Risk program (Partnership Risk) and the Service Risk Register for the Economic Development and Tourism Line of Service. Mitigation includes Calgary Economic Development's participation in the accountability framework for Civic Partners that includes an annual financial review and inclusion in the Civic Partner Audit Report and reporting to the Standing Policy Committee on Community and Protective Services as part of the Civic Partner Annual Report.

**Community Services Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0969
Page 5 of 5**

Economic Strategy Update

ATTACHMENTS

1. Previous Council Direction, Background
2. Calgary in the New Economy: Progress Report

Department Circulation

| General Manager | Department | Approve/Consult/Inform |
|------------------------------------------|-----------------------|------------------------|
| Katie Black | Community Services | Approve |
| Heather Domzal on behalf of City Manager | City Manager's Office | Consult |

Background

Update on Calgary in the New Economy: an economic strategy for Calgary

Context

This report provides an update on implementation of Calgary in the New Economy: An economic strategy for Calgary (the Strategy) since the last update to the Priorities and Finance Committee in 2019 May.

Previous Council Direction

Please see below for a timeline of the previous Council direction related to this matter.

Previous Council Direction Timeline

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| 5/19/2019 | That the Priorities and Finance Committee recommends that Council receive this report for information. | PFC2020-0604 Economic Strategy Update |
| 3/19/2018 | That Council 1. Approve the creation of a new non-profit Wholly Owned Subsidiary of The City of Calgary to govern the Economic Development Investment Fund (EDIF); 2. Subject to the approval of Recommendation 1, and the holding of a shareholder meeting: a. Endorse the Mayor to serve as an ex-officio member on the board of directors of the Wholly Owned Subsidiary; and b. Endorse the current Council appointment to the Calgary Economic Development Ltd. board of directors (currently Councillor Jeff Davison) as an ex-officio member on the board of directors of the Wholly Owned Subsidiary. 3. Receive the biographies of the proposed EDIF Governance Board members for information; 4. Approve the EDIF Terms of Reference; 5. Approve the EDIF Reserve Terms and Conditions; 6. Approve the EDIF funding approval levels and decision-making authority as follows: a. Up to \$10 million, EDIF Wholly Owned Subsidiary; b. Greater than \$10 million, Priorities & Finance Committee and Council; and 7. As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019-Q2. | PFC2018-0187 Economic Development Investment Fund Governance and Terms of Reference |
| 6/19/2017 | That Council 1. Approve the creation of an Economic Development Investment Fund (EDIF); 2. Approve the conceptual scope and criteria for the EDIF; 3. Approve the intake model and governance structure of the EDIF; 4. Approve \$10 million from the Fiscal Stability Reserve (FSR) to initiate the short-term start-up of the EDIF; and Direct Administration to return to Council during the 2018 budget deliberations process in November 2017 to present terms of reference, and identify the long-term recommended value and funding sources of the EDIF. | C2017-0370 Economic Development Investment Fund |
| 5/29/2017 | That Council receive this report for information. | PFC2017-0472 10 Year Economic Strategy Update |

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| 4/10/2017 | That Council 1. Receive this report for information. 2. Approve the release of \$325 thousand from the Community Economic Resiliency Fund to Calgary Economic Development for the pilot detailed in this report [Startup Calgary]; and 3. Request that Calgary Economic Development include evaluation results for the first year of the three-year pilot as part of the annual report on implementation of the 10 Year Economic Strategy by 2018 May. | PFC2017-0298 Community Economic Resiliency Fund-Innovation Funding |
| 6/13/2016 | That Council receive this report for information. | PFC-2016-0396 10 Year Economic Strategy Update |
| 2/22/2016 | That Council 1. Receive this report for information; and 2. Direct Calgary Economic Development to report back with Innovate Calgary and Administration to the Priorities and Finance Committee with a plan to develop an Innovation Framework for Calgary for approval no later than 2016 May prior to release of \$325 thousand of the \$7 million referenced in recommendation 1 of PFC2016-0081. | C2016-0176 Community Economic Resiliency Fund Report (PFC2016-0081) Supplementary Report |
| 2/2/2016 | That the Priorities and Finance Committee recommend that Council: 1. Approve a one-time increase to operating budget program 449 - Calgary Economic Development by \$7 million from the Community Economic Resiliency Fund to carry out the initiatives detailed in Attachment 1 and direct Calgary Economic Development to report back on the use of the funds through their 10-Year Economic Strategy updates to the Priorities and Finance Committee; and that Administration Recommendation 4 contained in Report PFC2016-0081 be approved, as amended, as follows: That the Priorities and Finance Committee recommend that Council: 4. Direct Administration to provide a supplementary report to the 2016 February 22 Meeting of Council containing more information as requested at today's meeting, with respect to Recommendations 1 and 2. | PFC2016-0081 Community Economic Resiliency Fund Report |
| 12/15/2015 | That Council approve the 10 Year Economic Strategy Update (PFC2015-0821) and direct Calgary Economic Development to provide an annual report to the Priorities and Finance Committee no later than May each year, commencing 2016 May. | PFC2015-0821 10 Year Economic Strategy Update |

Calgary in the New Economy: Progress Report

Calgary Economic Development is a conduit, connector, catalyst and storyteller that collaborates with stakeholders to advance economic growth and diversification.

8 SEPTEMBER 2020 PROGRESS REPORT TO PRIORITIES AND FINANCE COMMITTEE

PFC2020-0969
ATTACHMENT 2

Table of Contents

| | |
|---------------------------------------------------------------------------|----|
| Executive Summary | 4 |
| Highlights from 2019 | 5 |
| Talent | 5 |
| Innovation | 5 |
| Place | 5 |
| Business Environment | 5 |
| Alignment and Engagement | 6 |
| COVID-19 | 6 |
| Area of Focus: Talent | 7 |
| Notable Achievements | 8 |
| Next Steps | 8 |
| Create Canada's Largest Talent Accelerator | 8 |
| Establish Calgary as a magnet for students | 9 |
| Emphasize creativity and innovation from kindergarten to university | 10 |
| Address immediate needs through attraction efforts | 11 |
| Area of Focus: Innovation | 12 |
| Notable Achievements | 13 |
| Next Steps | 13 |
| Investors | 13 |
| Incubators, Accelerators, Community Builders | 15 |
| Corporations | 16 |

| | |
|------------------------------------------------------------------------|----|
| Local Media | 17 |
| Startups and Tentpole Companies | 18 |
| Post-secondary institutions | 19 |
| Local Government | 20 |
| Area of Focus: Place | 20 |
| Notable Achievements | 21 |
| Next Steps | 21 |
| Accelerate urbanization and connectivity in the core | 21 |
| Expand and enhance tourism, culture and recreation assets | 23 |
| Intentionally support diversity and inclusion | 24 |
| Focus Area: Business Environment | 26 |
| Notable Achievements | 27 |
| Next Steps | 27 |
| Deploy initiatives to facilitate business development and growth | 28 |
| Develop Calgary as a living lab | 35 |

Executive Summary

Calgary in the New Economy is the community-wide economic strategy for Calgary to achieve its vision to be the city of choice in Canada for the world's best entrepreneurs. We embrace advanced technology and innovative thinking to create solutions to some of the world's greatest challenges in energy, food, transportation, and health. *Calgary in the New Economy* is primarily focused on seven sectors identified to have the greatest potential to support sustained economic growth in Calgary and area: energy, agribusiness, transportation & logistics, tourism, creative industries, life sciences and financial services.

Achieving the vision set out the *Calgary in the New Economy* will create lasting benefits for Calgarians through the attraction, formation and growth of companies, the creation of quality jobs, opportunities for citizens to acquire the skills they need and the enhanced quality of life in a more vibrant and prosperous city.

The information in this Update reflects progress made on the economic strategy in 2019. For the most part, metrics presented are for the 2019 calendar year. However, the global COVID-19 pandemic that began to impact Calgary in March 2020 has had a pronounced impact on the economy and slowed implementation of the economic strategy. For these reasons, this report also included data and activities from 2020. There is growing consensus that the recovery from the COVID-19 lockdown will be digital. Given the focus on the digitization of industry in *Calgary in the New Economy* we are confident it is the right strategy in these fast-changing times.

Economic development succeeds through collaboration. *Calgary in the New Economy* is the product of dozens of stakeholders from the private sector, government, educators, and community organizations. It sets an overall direction for various Civic Partners to align their work and was unanimously approved by City Council in 2018. The Calgarians who led the creation of the strategy are its leading ambassadors, championing its implementation within their organizations and sectors. They recognise *Calgary in the New Economy* as the North Star in a community-wide approach to building economic resilience and future prosperity.

The aggregate economic indicators reaffirm that 2019 was a year of little change in Calgary. GDP was essentially unchanged (0.1 per cent increase) from 2018 at \$126.1 billion. This was primarily due to a 4.2 per cent decline in the energy sector. Overall employment grew by 22,800 (2.6 per cent) to a record 868,300 while the unemployment rate declined from 7.3 per cent in January 2019 to 7.1 per cent in December 2019. The downtown office vacancy rate began the year at 26.5 per cent and closed 2019 at 27.2 per cent. It is the highest for any major city in the country.

While the macro indicators were largely unchanged in 2019, momentum did begin to take hold in most of the areas of focus for *Calgary in the New Economy*. One of the most prominent indications that Calgary companies are embracing digital transformation (DX) emerged in research for Calgary Economic Development by IDC Canada that forecasts Calgary companies will lead the \$18.4 billion in anticipated DX spending in Alberta through 2022. It is also notable the spending on digitization is significant across all seven sectors identified in *Calgary in the New Economy*.

Highlights from 2019

Talent

- Net migration 30-39 yr olds 3,985 (13 per cent total population growth).
- Software Developer and Programmer employment increased by 28 per cent (10,500 in 2018 to 13,400 in 2019).
- SAIT announced \$30 million in private sector donations to develop the School of Advanced Digital Technology.
- Technology training program capacity (post-secondary and community) increased by 65 per cent from 1,411 in 2018 to 2,342 in 2019.
- Launched Live Tech. Love Life. Talent attraction campaign.

Innovation

- Calgary was recognized as the fourth largest market for venture capital deals in Canada with \$136 million capital raised including Benevity \$20 million series C.
- The National Angel Capital Organization's (NACO) selected Calgary for their western office.
- Opportunity Calgary Investment Fund has deployed \$23.5 million in 9 companies to the end of 2019 leveraging an additional \$163.5 million investments into the Calgary economy creating 988 jobs.
- 37 companies attracted through Calgary Economic Development generating 2,069 direct jobs.

Place

- Calgary continues to be ranked the most liveable city in North America and fifth in the world by the Economist Intelligence Unit.
- The City of Calgary's commitment to the BMO Convention Centre Expansion project, new Events Centre, and funding strategy for the Arts Commons Transformation project will generate \$1.3 billion in investment, 4,500 construction jobs and 1,536 permanent operations jobs.
- Population of the Centre City increased by 4 per cent to 44,991 from 2018 to 2019.
- New York Times listed Calgary as one of the top 52 places to visit in 2019. Calgary welcomed over 7.3 million overnight visitors injecting \$2.5 billion into the economy.

Business Environment

- The Business and Local Economy (BLE) team was established within City Manager's Office to advance the work of the Business Environment Pillar, including aligning cross-corporate efforts to be more consistent and streamlined in supporting businesses.
- Piloted improved in-person counter support to help Calgary business owners start and open their business faster.
- Calgary was the first city in Canada to propose pop-up and interim businesses in any commercial area, eliminating lengthy approval processes and license restrictions to attract tenants to vacant spaces.
- Created three new Business Improvement Areas (BIA); Beltline, Crescent Heights, and Bridgeland, bringing the total to 15 supporting over 6,000 businesses. The Calgary Parking Reinvestment Program disbursed \$1.5 million through the BIAs for public space improvements.

Alignment and Engagement

Calgary in the New Economy provides guidance to the community and all orders of government for long-term planning and collaboration. From the outset, Calgary Economic Development worked closely with The City of Calgary, Civic Partners and community stakeholders to ensure the economic strategy aligned with other initiatives of The City of Calgary and other stakeholders. Initiatives and roundtables launched since the last update aligned *Calgary in the New Economy* include:

- Downtown Strategy Leadership Team
- 9 Block
- 1M
- LearningCITY
- Business Council of Alberta
- Business Sector Support Task Force
- Economic Resilience Taskforce
- Downtown Master Plan
- Stephen Avenue Master Plan

COVID-19

Early in 2020, the world experienced the largest “Black Swan” event impacting our economy in decades. Spreading rapidly around the globe, COVID-19 has, to date, infected over 24 million and led to more than 820,000 deaths. In response, countries shuttered businesses to slow the spread of the virus. The full impact of the twin health and economic crises will not be evident for some time, but the Conference Board of Canada forecasts Calgary’s economy will decline 5.5 per cent in 2020. In July, unemployment in Calgary was above 15 per cent.

COVID-19 has disrupted business plans for companies in all sectors. Tourism has been hit hard with travel within Canada severely impacted and international travel brought to a near standstill. Arts and cultural festivals and events have been cancelled. The shutdown has delayed Foreign Direct Investment (FDI) and The Canadian Federation of Independent Businesses estimated 30 per cent of small businesses will not recover from COVID-19. Governments, businesses, and not-for-profits are bracing for a long-term recovery.

There is growing consensus the recovery from the COVID-19 lockdown will be digital. It will be the new normal. With its focus on the digital transformation (DX) of our key industrial sectors, *Calgary in the New Economy* is the right strategy for Calgary in these fast-changing times. COVID-19 has accelerated the dramatic changes in the global economy that were already under way. Greater concern about human health and safety and an increased focus on supply chains for all essential products have the potential to fundamentally change the local and global economy.

Digitization and application of advanced technologies in all elements of energy, health and life sciences, transportation and logistics, and food and agriculture will be critical in an increasingly complex world. Calgary has the opportunity to lead the digital transformation with support from policymakers so companies can innovate, and workers can acquire the skills they need for the new jobs.

Area of Focus: Talent

Calgary in the New Economy sets the goal of Calgary being Canada's destination for talent. Research conducted by the Information and Communications Technology Council (ICTC) of Canada suggests that tech employment in Alberta could rise to 77,000 by 2023. This is reinforced with companies continuing to report that access to talent is their primary concern in making expansion and relocation decisions. Research conducted for Calgary Economic Development confirms that U.S. and U.K. based firms place talent at the top of their list of factors in selecting a market for expansion. In the past year, the Business Council of Alberta, Government of Alberta, and Government of Canada have all engaged business and community leaders to understand changing talent needs and provide guidance to meeting those needs.

With Talent as a foundational pillar of *Calgary in the New Economy*, Calgary is making significant strides in building the talent base needed to realize technology and digital opportunities in the new economy. This was recognized when the 2020 CBRE Scoring Tech Talent report (drawing on 2019 data) placed Calgary 34th in its Top 50 tech talent markets in North America. Calgary's placement in the respected North American rankings is a milestone accomplishment for our community. Also indicating our strength in attracting talent, net migration continued to grow with Calgary once again benefiting from migration on both a national and international basis. Calgary has, historically, attracted people in the 20 – 39 age group and outpaced other metro areas in the 30 – 39 age cohort. This age cohort starts new companies, provides existing companies with experienced talent and generates economic activity in the community.

The impact of COVID-19 across all sectors is significant. The impact on employment in tech is yet to be fully understood. However, studies conducted from previous economic downturns, including the 2008/09 recession, indicate employment in tech tends to be more resilient than other sectors. As the economy emerges from the COVID-19 lockdown, technology and tech talent will likely play and even more important role in our economy.

Across all four pillars of *Calgary in the New Economy*, leadership teams and committees were reassessed in the past year for structure and purpose to advance the top priorities. The Talent Leadership Team was dissolved but work is underway to reform this team. As this work is being undertaken, key initiatives are being advanced, and a number of significant announcements have signaled a continued focus in building our tech talent pool. Among the most prominent was SAIT securing a \$30-million donation from Calgarian David Bissett to build the School of Advanced Digital Technology. This initiative, which is aligned with the Talent and Innovation pillars of *Calgary in the New Economy* will change the landscape of tech talent training in Calgary. It also sends a signal to the country that Calgary is the city providing leading programming to secure employment in the new economy.

Notable Achievements

SAIT's announcement of a \$30 million private sector donation to build the School of Advanced Digital Technology is an incredible advancement towards the goals of the talent pillar and the vision of Calgary in the New Economy. Other notable achievements include:

- Software Developer and Programmer employment increased by 28 per cent (10,500 in 2018 to 13,400 in 2019).
- Technology training program capacity (post-secondary and community) increased by 65 per cent from 1,411 in 2018 to 2,342 in 2019.
- International student enrollment increased by 23 per cent (7,426 in 2018; 9,130 in 2019).
- Calgary Economic Development securing funding from the Future Skills Centre to launch EDGE-UP.
- Launched Live Tech. Love Life. Talent attraction campaign.
- AltaML, ATB, Avanti, Benevity, Kudos, Replicon, and Showpass formed the Tech West Collective, a group of companies with the goal of making Alberta an internationally recognized tech powerhouse to attract and retain talent.

Next Steps

With Software Developer and Programmer employment growing by 28 per cent in 2019, talent will continue to be a focus area for the community. Priorities for the community are:

- Continue to develop the pipeline increasing program offering and capacity.
- Support displaced workers in reskilling to realize new opportunities in technology employment.
- Deploy talent attraction efforts in to fill in demand technology jobs.

Create Canada's Largest Talent Accelerator

| How much did we do? (Activities) | How well did we do it? (Outcomes) |
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| <ul style="list-style-type: none"> • 21 new technology training programs added by post-secondary and community/private sector agencies in 2019. • 930 additional technology training program capacity in post-secondary and community/private sector in 2019. | <ul style="list-style-type: none"> • 75% of programs resulted in over 75% of participants finding jobs within 6 months. • 6% post-secondary enrollment increase in math, science and computer programming (1,940 in 2018; 2,050 in 2019). |
| <p>Story behind the baseline: As employment growth in technology across Canada continues to outpace other traditional sectors, Calgary's ability to develop technology talent is crucial to building a pipeline of talent, fueling growth of technology companies and technology groups in our core industries. As <i>Calgary in the New Economy</i> was developed, the shift in focus to training for technology jobs was already underway with the Government of Alberta committing funding to additional training capacity. Similarly, the Government of Canada launched the Future Skills Council to</p> | |

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| <p>better position jobseekers, workers and employers to seize the opportunities in a changing future. The goals of creating Canada's largest talent accelerator include:</p> <ul style="list-style-type: none"> • Deliver digital transformation programming to small and medium enterprise. • Expand work-integrated learning. • Enhance program access to diverse communities. • Pilot/scale nimble short-term programs to reskill workers. |
| <p>Activity highlights:</p> <ul style="list-style-type: none"> • SAIT secured a \$30 million donation from David Bissett to launch a School of Advanced Digital Technology. • Calgary tech training program survey identified an additional 21 tech training programs launched bringing the total number of new programs to 60 since 2017. Since 2017 cumulative program completions increased by 400 per cent from 622 to 2,342. • EvolveU, a full stack developer program, enrolled 71 learners bringing the total participants to 125. • Momentum continues to deliver the Tech Plus + Network and Cloud Technology Training program with 25 participants in 2019. • Opportunity Calgary Investment Fund supported talent development programs: <ul style="list-style-type: none"> ◦ NPower enrolled 42 participants, graduated 32 with 24 finding employment. ◦ Lighthouse labs enrolled 49 participants, graduated 45 with 35 finding placements. • Calgary Economic Development, with support from Information and Communications Technology Council (ICTC) and Future Skills Centre, launched the Energy to Digital Growth Education and Upskilling Project (EDGE UP) providing short-term skills development programming to displaced mid-career oil and gas professionals. The first cohort included 59 participants (from 500 applicants) in three streams: IT Project Management (UCalgary Continuing Ed), Data Analytics (SAIT), and Full Stack Developer (BVC). • Supported studies by ICTC to understand pathways to employment for persons with disabilities. • MRU Introduced new BSc degrees with majors in Computer Science. • UCalgary launched a minor in aerospace engineering. • CADA continued its partnership with Trico Changemakers Studio at MRU do deliver the Artists as Changemakers program. A cohort of 6 artists were placed in residence with three organizations to use art to tackle challenges. |
| <p>Action plan:</p> <ul style="list-style-type: none"> • Continuously research and understand technology talent demand and supply to identify talent gaps. • Maintain consistent communication with all orders of government to align and support skills development. • Provide reskilling programs to displaced and underemployed workers in Calgary. |

Establish Calgary as a magnet for students

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| <p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • University of Calgary, Mount Royal University, SAIT and Bow Valley College continue to implement out of province/country student recruitment strategies. | <p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 23% increase in international student enrollment (7,426 in 2018; 9,130 in 2019). |
| <p>Story behind the baseline:</p> <p>In addition to the researched shortage of skilled technology workers in Calgary, Calgary has the lowest post-secondary enrollment rates in metropolitan areas in Canada and an aging population with increasing numbers approaching retirement. To face these challenges, the goal</p> | |

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| <p>of post-secondaries in Calgary is to increase overall enrollment while also increasing enrollment from outside Calgary and outside Canada. Establishing Calgary as a magnet for students includes the following components:</p> <ul style="list-style-type: none"> • Exploring co-branded programs with global institutions. • Promoting advantages of a globally diverse workforce. |
| <p>Activity highlights:</p> <ul style="list-style-type: none"> • The University of Calgary has a dedicated student recruitment team of 13 targeting and supporting student recruitment across Canada and globally. In addition, they have developed an international recruitment strategy and task force. This will support planned enrollment growth from 28,784 full time learner equivalents in 2018 to 29,072 in 2021. • Mount Royal University has established the goal of 65 per cent of students being drawn from Calgary, 20 per cent from Alberta, 10 per cent from Canada and 5 per cent internationally. To do so, focused recruitment strategies were developed including marketing and assignment of recruitment officers to out-of-province and international jurisdictions to visit high schools, attend events and host open houses. Internationally, Mount Royal is engaging in geo-targeted marketing campaigns tied to social media. • MRU continues to strengthen general education components across all programs to ensure graduates have the interdisciplinary breadth necessary to succeed in a rapidly changing, and ever-evolving workforce. • Calgary Economic Development completed a white paper to enhance local understanding of the value of hiring New Canadians. |
| <p>Action plan:</p> <ul style="list-style-type: none"> • Increase STEAM program diversity and capacity as well as quickly deployed short-term credential and non-credential programs. • Integrate work-integrated learning across programs to attract students. |

Emphasize creativity and innovation from kindergarten to university

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| <p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 2 LearningCITY Lab webinars. • 20 LearningCITY webcasts produced. | <p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • LearningCITY Advisory Committee being formed. |
| <p>Story behind the baseline:</p> <p>To address Calgary's need for high impact talent, Calgary Economic Development partnered with Mount Royal University to host a High Impact Talent (HIT) Roundtable. With over 100 participants from 88 agencies, key highlights from the HIT Roundtable include:</p> <ul style="list-style-type: none"> • Learning systems need to adapt to an ambiguous future. • Our community can capitalize on a learning advantage with the highest level of post-secondary achievement in the OECD. • A one-size fits all education system does not align with the increasing diversity of our community. • We need to address institutional barriers impacting the pace of change. • We need to view education and professional development as an investment rather than an expense. <p>Following the hosting of the HIT Roundtable the LearningCITY initiative was launched.</p> | |
| <p>Activity highlights:</p> <ul style="list-style-type: none"> • The Downtown Library welcomed EvolveU into their space incorporating full stack development training into their community. • RoboGarden partnered with the Calgary Board of Education to include tech skills in the classroom. • Initiated assessment of Work Integrated Learning across all of Calgary's 7 post-secondary institutions. • Hosted the inaugural TechFest networking event at UCalgary with 48 companies and 1,100 students participating. • MRU enrolled 1,481 students in at least one Innovation & Entrepreneur class in 2019/2020, 114 students enrolled in a 6-course Minor or a 10-course BBA Concentration, and 300 students engaged in co-curricular Innovation & Entrepreneur programs. | |

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| <ul style="list-style-type: none"> Other programs available in Calgary include: Canada Learning Code, EdgeMakers (Rundle and West Island College), JunioTech Robotics, Calgary Game Developers Academy for Youths, Calgary Coding School, LaunchPad Learning, Engineering for Kids. In response to COVID-19, Calgary Economic Development launched ConnectingYYC to match students with companies to provide summer work experience. |
| Action plan: <ul style="list-style-type: none"> Develop a coordinated response to developing experiential learning programs and recommendations of the Business Higher Education Roundtable including adoption of an open work integrated learning model. Map the learning ecosystem and assess characteristics of best in class 'learning cities'. Conduct ecosystem experiments to deliver on LearningCITY priorities. |

Address immediate needs through attraction efforts

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| How much did we do? (Activities) <ul style="list-style-type: none"> 2 company missions in Vancouver and Greater Toronto. 1 inbound talent attraction mission. | How well did we do it? (Outcomes) <ul style="list-style-type: none"> 19 employers participating in outbound and inbound missions. |
| Story behind the baseline: <p>Technology companies in Calgary have noted the acute need for more senior talent, meaning those with more than five years' experience in a technology company or working with technology solutions. Calgary Economic Development conducted a talent acquisition survey with 63 employers to understand the needs of Calgary tech companies and inform talent attraction strategies. While most recruiting at the junior level is expected to be achieved locally from post-secondaries (68 per cent of recruiting of junior level hires), most senior-level recruiting is done from across Canada and international markets. It was anticipated 23 per cent expected hires to be senior and 69 per cent of senior recruiting is likely to happen in other markets. Addressing these needs through attraction efforts involves:</p> <ul style="list-style-type: none"> Building and executing talent attraction campaigns targeting senior technology leaders. Attract companies to serve as magnets for students. | |
| Activity highlights: <ul style="list-style-type: none"> Launched Live Tech. Love Life – and Live Tech. Love Life Jobs site. AltaML, ATB, Avanti, Benevity, Kudos, Replicon and Showpass came together to run Tech West Collective, a group of companies with the goal of making Alberta an internationally recognized tech powerhouse and attract and retain talent. Startup hosted a Job Showcase in November 2019 with 19 companies resulting in 90 hires. Connect to Tech (October 2019) resulted in 8 job offers. 19 local employers and 40 job seekers from 11 countries participated. Led two industry missions to recruit from the Lower Mainland (UBC and SFU) and Southern Ontario (UWaterloo, Ryerson and UToronto). Joined 82 Calgary companies, including 20 Startup Island companies, at Collision, North America's largest technology conference. Immigrant Services Calgary creating the Gateway program targeting immigration to meet our community needs. Hosted 2 roundtables with 60 participants and conducted a survey of 35 tech companies to understand talent needs. Conducted a talent attraction mission to India (February 2020) | |
| Action plan: <ul style="list-style-type: none"> Conduct additional research to discover companies laying off, restructuring, and considering remote workers. Deploy Live Tech. Love Life, post-secondary outreach, virtual career fairs, and pop-up shops in target markets. | |

- Build relationships with 'on the ground' intermediaries including consular services and international recruiting firms to raise Calgary's profile.
- Target H-1B visa holders.

Area of Focus: Innovation

Calgary in the New Economy is our road map as we strive to be Canada's leading business-to-business innovation ecosystem. Focused on our strength as a headquarters city with a high concentration of global decision makers across several industries, Calgary is emerging as a leader in the digitization of industry. A study by IDC Canada released in 2019 found that Calgary-based companies lead an estimated \$18.4 billion on digital transformation in Alberta through 2022.

The economic strategy is rooted in both the collaborative and entrepreneurial spirit of our community. The innovation ecosystem in Calgary is evolving at a rapid pace. In 2019, the Calgary ecosystem experienced a billion-dollar exit for a local startup, rose to fourth place in Canada for venture capital investment, and welcomed the Western office of the National Angel Capital Organization. Given the rapidly changing landscape, we engaged Startup Genome and local stakeholders to refresh our assessment of the innovation ecosystem. Using the *Rise of the Rest Ecosystem Playbook*, we identified the assets, gaps, and priorities across Seven Spokes model of startup ecosystems:

- Investors
- Incubators, Accelerators, Community Builders
- Corporations
- Local Media
- Startup / Tent Pole Companies
- Post-Secondary Institutes
- Local Government

Alberta is currently home to 251 Startup Companies (less than 4 employees) and 435 Core Technology Companies (more than 4 employees). To successfully start and grow new companies, Calgary needs a networked ecosystem for innovation comprised of people and organizations that move and connect in a culture of trust and leadership. To align with the Seven Spokes model, we refreshed the Innovation Agenda Team to engage a diverse group of community leaders representing each of the seven spokes. Co-chaired by Terry Rock, CEO of Platform Calgary and Alecia Peters, Director of Innovation at Calgary Economic Development, the team will identify, validate, prioritize, and advance initiatives to grow our ecosystem. The Innovation Agenda team are champions of the innovation ecosystem driving us forward to our goal of supporting the creation of 1,000 core tech companies which are projected to create 45,000 jobs in Calgary.

In the original version, the Innovation Pillar was comprised of four components. Based on engagement with the community and lessons learned from other ecosystems the Innovation Pillar and the Innovation Agenda Team have shifted their focus to the Seven Spokes

framework. This section is a dynamic and evolving snapshot which provides an assessment of Calgary's innovation ecosystem utilizing the Seven Spokes framework. This assessment was completed prior to the pandemic. COVID-19 has caused industries and governments the world over to reframe how they operate. Now more than ever, business solutions will be driven by innovation.

Notable Achievements

The National Angel Capital Organization's (NACO) selection of Calgary as their western office is a clear signal of the growth and opportunity being generated by our innovation ecosystem. Other notable achievements include:

- Calgary was recognized as the fourth largest market for venture capital deals in Canada with \$136 million capital raised including Benevity \$20 million series C.
- The National Angel Capital Organization's (NACO) selected Calgary for their western office.
- Opportunity Calgary Investment Fund has deployed \$23.5 million in 9 companies to the end of 2019 leveraging an additional \$163.5 million investments into the Calgary economy creating 988 jobs.
- 37 companies attracted through Calgary Economic Development generating 2,069 direct jobs.
- Seven new accelerator streams launched.
- Hunter Hub for Entrepreneurial Thinking launched WELab designed to support the next generation of women innovators.
- MRU's Institute for Innovation and Entrepreneurship launched an Innovation Accelerator supporting innovation across sectors.
- Bow Valley College Innovation Rodeo resulted in 220 per cent increase in people engaging in the Startup Bootcamp.

Next Steps

The Seven Spokes Framework and assessment conducted by Startup Genome highlight the following priorities for the community:

- Increase investor awareness of opportunities in Calgary.
- Expand, build and attract accelerators and incubators focused on our key sectors.
- Create opportunities for corporate enterprise leaders, the innovation community, and startups to collide supporting the growth of startups in Calgary.
- Leverage community and media partnerships to raise the awareness of Calgary's tech ecosystem.
- Increase the rate of research commercialization at Calgary's Post-Secondary Institutes.

Investors

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| How much did we do? (Activities) <ul style="list-style-type: none"> • 19 venture capital deals with Calgary companies | How well did we do it? (Outcomes) <ul style="list-style-type: none"> • \$136 million in venture capital raised by Calgary technology companies (breaking into Top 5) |
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| <ul style="list-style-type: none"> 132 different investors made investments in Calgary tech companies (Hockeystick) | |
| <p>Story behind the baseline: Access to capital is a critical component of a thriving Innovation ecosystem. Investors play a key role in advancing technology companies through critical feedback, rigorous due diligence, and high accountability. And, for a small percentage that are successful in getting funded, it can also include guidance and mentorship.</p> <p>The funding spectrum is broad. An important aspect to a robust business ecosystem is the ability for early-stage entrepreneurs and scaling companies to access capital for product development and validation and to support their company's growth. At the ideation and concepting stages, entrepreneurs typically self-fund and seek friends and family for support. As they move to commitment stage, funding is accessed through government grants, crowd funding and, potentially, angel investors. Angels continue their support through the validation phase when the entrepreneur may access Series A funding from venture capital organizations. As the company begins to scale Series B will be secured and the company may go public.</p> <p>The health of an innovation ecosystem can be measured by the frequency of funding and overall total funding contributed. Technology companies in Calgary have lagged others in Canada due to insufficient access to capital within the local market. This has created two significant concerns within the ecosystem. First, many have sought external funding opportunities in other markets which can be a draw to relocate or split operations. The second is it has created a reliance on government funding which leads to low accountability, stunted growth, and, for many, a severe lack of critical feedback that is essential at early stages.</p> <p>Startup Genome's 2019 benchmarking of Calgary cited a significant gap in early stage investment despite the level of wealth in the city. Consequently, startups look outside our ecosystem to secure angel investment and may consider moving their companies closer to their customers and/or investors. Angel investors and early access to capital play a strategic role in increasing the survival rates and quality of startups until they are ready for Series A fund raising.</p> | |
| <p>Activity highlights:</p> <ul style="list-style-type: none"> Calgary ranked fourth in Canada for total deal volume –placing in the Top 5 for the first time indicates Calgary's early stage tech ecosystem is growing. National Angel Capital Organization (NACO) announced it is locating its western Canadian office in Calgary <ul style="list-style-type: none"> There are currently 20 active angel investors in Calgary. First time the TSX Tech Investor Day was hosted in Calgary (8 companies presented after raising more than \$50 million in early stage capital) InterGen has invested approximately \$4 million leading to a further \$30 million being raised by Calgary companies. Local investors recapitalized funds for the Calgary market including Builders \$115 million Fund I. UCalgary launched \$10 million UCeed fund to transform research into industry leading companies in the life sciences sector. The 51 launched focusing on supporting and funding women entrepreneurs in Calgary. | |
| <p>Action plan:</p> <ul style="list-style-type: none"> Broaden engagement in technology from the investment community through an angel and family offices investment education program (NACO Academy) and support entrepreneurs' connections with investors. Develop a plan to enhance, and educate outside investors of, syndicate opportunities in Calgary. Identify key markets that Calgary can learn from and benchmark against for key growth, and peer learning. | |

Incubators, Accelerators, Community Builders

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| <p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 80 Startup Calgary Ideation Events (12 in 2020) • 30 product development projects supported by Applied Research and Innovation Services (ARIS a SAIT program) • 6 cohort-based programs deployed by Platform Calgary (2019) (Junction, Foresight, CEO Roundtable, Discover, Venture Mentoring Services of Alberta, and the Summer Incubator Program) • 30 companies accepted into Platform Startup Visa program | <p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 4,303 participants in Startup Calgary Ideation Events (445 in 2020) • 86 companies completed Platform programs and 450 participated in Platform hosted events • \$36.7 million in seed funding secured by CDL graduates • 18 Startup Visa companies have landed in Calgary |
| <p>Story behind the baseline:</p> <p>A diverse network of support organizations and resources is needed to build a robust innovation ecosystem. Incubators, Accelerators and Community Builders are often the front-line support for startups. They provide programming, office/lab space, mentorship, R&D capacity, industry connections, funding opportunities and more. By enhancing and aligning these efforts we can strengthen the overall ecosystem and achieve a higher quantity and quality of startups and SMEs.</p> <p>This scenario is described by Startup Genome as a “Keystone Team” that supports existing efforts, initiates new work to fill gaps, connects all players, and coordinates alignment of the players. In response, Calgary launched the Calgary Innovation Coalition to provide connection and alignment among startup support organizations and post-secondaries. The Calgary Innovation Coalition has grown to 40 members and employs a part-time Director.</p> | |
| <p>Activity highlights:</p> <ul style="list-style-type: none"> • Life Science Innovation Hub signed 9 corporate members, 13 resident members, 5 non-resident members bringing occupancy to 92 per cent in the first year of operation. • Creative Destruction Labs (CDL) Rockies graduated 24 (from 50 participants) companies from 2 streams: <ul style="list-style-type: none"> ◦ Graduates raised \$36.7 million in seed funding. • 12 accelerator/incubators are active in Calgary; Platform Calgary (Junction and Summer Incubator Program), Creative Destruction Labs (CDL)-Rockies, District Ventures, Harvest Ventures, Thin Air Labs, Zone Startups, The Accelerator, Tundra Solutions, DealPoint, League of Innovators and Momentum, and KICS Lab at SAIT. New activities and accelerators include: <ul style="list-style-type: none"> ◦ CDL launched an Agribusiness accelerator stream. ◦ Zone Startups launched an AG accelerator with corporate engagement (UFA). ◦ Harvest Venture Builder Studio launched with the goal of building scaling tech companies. ◦ Health Technology Commercialization Hub (HATCH-YYC) launched. ◦ Founder Institute Calgary Chapter launched. ◦ Platform partnered with Foresight to launch a cleantech accelerator with 27 graduates from the first cohort. ◦ Olds College launched and agritech accelerator in partnership with Thrive and in collaboration with Calgary stakeholders. • InterGen Connect platform launched to match retired or transitioning business executives with later-stage startups. • Venture Mentoring Services of Alberta program matched 29 mentors to 19 mentees. • Platform Calgary’s Summer Incubator Program, with support from Western Economic Diversification and RBC, expanded beyond the University of Calgary to include 20 participants from Mount Royal University, SAIT, and Bow Valley College. | |

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| <ul style="list-style-type: none"> Construction on the Platform Innovation Centre, a partnership between Platform Calgary, Calgary Municipal Land Corporation, and Calgary Parking authority continued with targeted opening Q3 2021. Platform administers the Startup Visa Program. Since launching the program 30 companies were engaged and 20 relocated to Calgary. The Calgary Innovation Coalition has grown from 17 members to more than 35 community building organizations participating to support innovation driven entrepreneurs, startups and enterprises. |
| Action plan: <ul style="list-style-type: none"> Position Calgary Innovation Coalition as the “Keystone Team” in our accelerator/incubator ecosystem. Strengthen, build, and attract industry focused, globally connected accelerators and incubators in our key sectors that include access to early stage funding for entrepreneurs. Increase connectivity between incubators and post-secondary institutions. |

Corporations

| How much did we do? (Activities) | How well did we do it? (Outcomes) |
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| <ul style="list-style-type: none"> 700 qualified leads for investment attraction 23 out bound missions in target markets 10 in bound mission from potential investors 5 YYC Trailblazers in AI sessions hosted | <ul style="list-style-type: none"> 37 companies attracted through Calgary Economic Development 25 enterprise companies participated in YYC Trailblazers events |
| Story behind the baseline: <p>Established corporations play a major role in furthering innovation ecosystems when they are engaged as meaningful and collaborative partners. These relationships can offer corporations access to the ecosystem and further their understanding of innovation and startup culture. In return, they provide access to mentorship (with industry expertise), capital (alignment to their investment strategy), pilot and commercial opportunities (make them your customer), and M&A opportunities (get acquired). Corporations are also building innovative capacities internally by encouraging their employees to create solutions to their business problems at all levels.</p> <p>Corporate entities in Calgary are in the early stages of the digital transformation process and have low connectivity to startups and the innovation ecosystem overall. Calgary needs to curate corporate engagement in creating a community with more open innovation and moving engagement with the tech ecosystem beyond procurement into developing new solutions for industry.</p> | |
| Activity highlights: <ul style="list-style-type: none"> Opportunity Calgary Investment Fund supported the expansion of Finger Food and Parkland Fuel into the Calgary market. Advanced Micro Devices (AMD) opens Calgary office. WeWork and Google Cloud opened locations while Shopify expanded operations in Calgary. Energy companies announce strategic partnerships with technology partners (e.g. Microsoft/Suncor, TC Energy/AWS, Cenovus/Amazon). ATB launches Open ATB to provide developers and problem solvers with resources to design, build, and innovate using a catalogue of open data. Initiated a Corporate Innovators roundtable of people leading innovation in their companies to share best practices and insights as well as gaining exposure to the startup community and open innovation mindset. Hosted 5 YYC Trailblazers in AI sessions to align and support digital transformation across key sectors. | |

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| <ul style="list-style-type: none"> Platform Calgary and Alberta Real Estate Foundation hosted a real estate lab with banks, brokers, developers and startups to find ways to work collaboratively and push for more overall industry wide transformation/modernization. |
| Action plan: <ul style="list-style-type: none"> Support Digital Transformation initiatives: <ul style="list-style-type: none"> Create new opportunities for appropriate corporate enterprise leaders, the innovation community, and startups to collide. Leverage existing initiatives to expand the network of engaged corporates (e.g. YYC leaders in AI, Startup Grind). Curate speakers/content (learning from other markets) to advance digital transformation. Support peer to peer learning for digital leaders (e.g. CTO Tech Talks). Continue to target and attract corporates to build our innovation ecosystem. |

Local Media

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| How much did we do? (Activities) <ul style="list-style-type: none"> 3 BetaKit writers hosted during Launch Party and Innovation Week in 2019 488 Calgary tech media stories 43 Calgary-tagged stories in BetaKit 80,920 CED Newsroom page views | How well did we do it? (Outcomes) <ul style="list-style-type: none"> 17 per cent increase in CED Social Media audience across all platforms 1,244,850,423 aggregated readership equivalents from CED Social media efforts (\$8,800,000 ad equivalency) |
| Story behind the baseline: An engaged and knowledgeable media community (formal and informal) will surface and amplify stories of success, shifting local mindsets and feeding into national and international media. Calgary and Alberta media outlets need to be connected and supplied with engaging innovation stories to increase the frequency of tech stories being published. Calgary Economic Development and the Alberta Innovation Corridor will lead media engagement to enhance technology and innovation media coverage. | |
| Activity highlights: <ul style="list-style-type: none"> BetaKit and Daily Hive were hosted as media guests for a tech ecosystem tour in November 2019. Daily Hive creates position for Calgary City Editor in 2019. Avenue Magazine published innovation issue in June 2020. Alberta Innovation Corridor formed to raise tech awareness in/from Alberta's two largest cities. Virtual Gurus featured on popular startup podcast "The Pitch" in February 2020. | |
| Action plan: <ul style="list-style-type: none"> Identify, mobilize and amplify grassroots storytelling. Leverage strategic partnerships including post-secondary institutions, Calgary Innovation Coalition and Rainforest in reaching media outlets. Show ourselves as thought leaders with continued focus on "right-to-own" media-led pieces like the monthly labour study and a focus on Op-Eds. | |

Startups and Tentpole Companies

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| <p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 251 startup companies identified in Alberta (1-4 employees). • 435 core tech companies (more than 5 employees) identified in Alberta. | <p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 406 employed by Alberta startup companies. • 15,526 employed by Alberta core tech companies. |
| <p>Story behind the baseline:</p> <p>A diverse range of innovation-driven companies provides a critical mass of activity and employment. This includes well-known, larger players that provide engaging employment through to fast-moving, pre-commercial startups. The quantity and quality of these companies has a correlating impact on funding, exits, and caliber of the overall ecosystem.</p> <p>In 2018, Calgary Economic Development and Platform Calgary contracted Startup Genome to assess Calgary's technology ecosystem. The report suggested Calgary has the capacity to grow startup output by five times the current level. To achieve this volume, our first step is to grow the total number of initial stage companies (number of startups started) and ensure they are progressing and growing or recycling (companies that merge, or fail and restart) into the ecosystem. Startup progress requires many resources to be easily accessible, including tools, infrastructure, training/programs, markets, customers, capital, mentorship, and more.</p> | |
| <p>Activity highlights:</p> <ul style="list-style-type: none"> • Calgary ranks 61st in top 100 emerging ecosystem globally (Startup Genome 2020). • 1,200 registrants to Launch Party 2019 was a 50 per cent increase from 2018. • Startup Calgary hosted events to encourage startup activation and ecosystem engagement including: <ul style="list-style-type: none"> ◦ monthly meetups and Startup Weekend events. ◦ 162 one on one meetings through weekly office hours. ◦ 1,337 new subscribers to Startup Calgary's mailing list. ◦ Engaged over 100 volunteers to support the program. • In response to COVID-19, Startup Calgary created the "Ask Me Anything" virtual event series featuring experienced entrepreneurs helping companies navigate specific and timely issues such as refreshed sales strategies, how to approach a pivot, and leading a team through change. Through June ,126 participants engaged in the event series. • In response to COVID-19, Startup Calgary collaborated with ecosystem builders across Canada to host the first, virtual Startup Weekend Canada. With 458 participants, 41 from Alberta, the 4 Calgary-based participants captured 1st and 2nd place. Calgary entrepreneur Vibudh Singh and his company Rest Assured placed Top 5 globally. • Rainforest Alberta hosted monthly meetups and their annual community conversation. • Start Alberta Partners campaign launched to engage and profile Alberta startups and provide exposure and connectivity to the global investment community. • 15 Calgary founders traveled to San Francisco to participate in Alberta Immersion program via Connection Silicon Valley. • 24 Calgary companies showcased at Startup Island at Collision in May 2019. | |
| <p>Action plan:</p> <ul style="list-style-type: none"> • Develop a comprehensive census of all tech companies in the ecosystem including stage of growth. • Establish stage-relevant programming and support to match the needs of the ecosystem and engage startups. • Enhance "top of the funnel" initiatives targeting the 'entrepreneur curious'. • Build a robust peer-to-peer learning and mentoring network for entrepreneurs. | |

Post-secondary institutions

| How much did we do? (Activities) <ul style="list-style-type: none"> 61 companies participate in Venture for Canada (2020) 995 students engaged in 150 startups | How well did we do it? (Outcomes) <ul style="list-style-type: none"> 540 students placed in internships through Venture for Canada (2020) 220 per cent increase in Innovation Rodeo Startup Bootcamp |
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| Story behind the baseline: Post-Secondary Institutions (PSIs), especially research universities, are important sources of IP-based tech startups, as well as the talent needed by startups and established companies. Universities serve as a tremendous resource for developing the entrepreneurial mindset and building strategic partnerships that reinforce the innovation ecosystem. By aligning PSI resources and programs with the innovation ecosystem we can develop tech talent locally, foster entrepreneurial mindsets among students, and create clear paths to startups and commercialization in Calgary. | |
| Activity highlights: <ul style="list-style-type: none"> Calgary has the highest concentration of internships in Canada participating in the Venture for Canada program (connecting students with work opportunities in startups). SAIT's Applied Research and Innovation Services (ARIS) facilitated \$7 million in applied research and product development investments and more than \$3 million in new infrastructure to support technology firms in IT, digital, web-based solutions, oil & gas, environment, carbon conversion, UAVs, Green Buildings and medical devices. In 2019, ARIS expanded to occupy two labs at the University of Calgary Research Park. UCalgary TechFest designed to close the gap between students and tech companies in need of talent. 1,200 attendees, 48 tech companies showcased. UCalgary convenes Aerospace Network sharing knowledge and setting priorities for growth of aerospace in Calgary. UCalgary and Rogers Communications announce 5-year agreement to advance IoT research. UCalgary's Hunter Hub for Entrepreneurial Thinking hosted 2,400 participants in 41 events with program highlights including Schulich Launchpad, Medventions, TENET i2c and launching WELab an entrepreneurship education program, designed to support the next generation of women entrepreneurs, leaders and innovators. Platform and League of Innovators hosted collaborative pitch event providing an on ramp for youth to explore entrepreneurship. MRU's Growth Compass initiative delivers evidence-based insights and intelligence on business growth and scaling. MRU's Institute for Innovation and Entrepreneurship launched an Innovation Accelerator supporting innovation within established sector-agnostic SMEs. MRU's Maker Studio, housed in the Ridell Library and Learning Center, actively engages students with programming that attracted more than 2,000 visits last year. MRU launches BounceBack YYC engaging 80 students in an intense multi-day virtual hackathon that brings together the brightest minds and future leaders of our city to help accelerate the restart, recovery, and return of the Calgary experience economy. Bow Valley College 150 Startups program engaged 995 students in 26 skill building sessions, 25 students competed in Lancing page competition, 14 completed lean startup challenges, and 456 students took part in the Innovation Rodeo. Bow Valley College Innovation Rodeo resulted in 220% more people engaging in the Startup Bootcamp, 90% more people completing in mentor training, 580% more student registrations for the Innovation Rodeo. | |

Action plan:

- Strengthen connectivity between post-secondary institutions and their faculty with entrepreneurship and the tech ecosystem (e.g. Summer Inc., TechFest, Venture for Canada)
- Increase work integrated learning opportunities for students in tech.
- Raise the profile of Calgary's institutions and global leaders in STEM research and commercialization (link to Local Media).
- Increase commercialization support of established organizations (Innovate Calgary, CETAC West, etc.).

Local Government

Local Government is one of the seven spokes that reflects The City's role in developing Calgary's innovation ecosystem. This City's role in advancing innovation is also reflected in the Business Environment Pillar. Therefore, the Local Government piece has been incorporated into the Business Environment Pillar of this report.

Area of Focus: Place

ImagineCALGARY, the 100-year vision for Calgary speaks to Calgary being "A great place to make a living, a great place to make a life." From this vision we can assume there is a desire for Calgary to offer a premier living environment; safe communities; a global centre for business; a centre for arts, culture and recreation; and a city that welcomes people. A city that offers these elements and communicates its sense of place will attract talent, foster innovation and lead in economic growth.

The Economist Intelligence Unit lists Calgary as the fifth "most liveable" city in the world and No. 1 in North America. The index assesses cities around the world across five categories: stability, healthcare, culture and environment, education, and infrastructure.

Calgary should be proud of the consistently high ranks achieved in this global assessment for over a decade. However, we cannot rest on our laurels. National Perception surveys conducted by Calgary Economic Development suggested other Canadians feel their own city offers more cultural offerings than Calgary. While we have the highest median income in the country and the most millionaires per capita, we also have among the highest income gaps in Canada with approximately one in 10 Calgarians living in poverty.

At the time approval by Council, *Calgary in the New Economy* suggested place metrics would include the overall quality of life rating (from annual Citizen Satisfaction survey) and the population living in the core to reflect downtown vitality. These metrics are representative of population-based accountability metrics that are available annually.

Notable Achievements

The City of Calgary's commitment to the BMO Convention Centre Expansion project, new Events Centre, and funding strategy for the Arts Commons Transformation project will change the shape and perception of Calgary's downtown. Collectively, these projects will generate \$1.3 billion in investment, 4,500 construction jobs and 1,536 permanent operations jobs. In addition to these announcements notable achievements include:

- Calgary continues to be ranked the most liveable city in North America and fifth in the world by the Economist Intelligence Unit.
- Population of the Centre City increased by 4 per cent to 44,991 from 2018 to 2019.
- New York Times listed Calgary as one of the top 52 places to visit in 2019. Calgary welcomed over 7.3 million overnight visitors injecting \$2.5 billion into the economy.
- 3,760,000 participants at 9,800 events and programs hosted by City of Calgary and civic partners.
- Contemporary Calgary opened in the former planetarium to bring a contemporary arts venue to the city.
- The City initiated the Gender Diversity, Equity, and Inclusion Strategy to advance gender equity and diversity on City Boards, Committees, Commissions and Council; City services; and The City's workforce.
- City Council approved a Social Wellbeing Policy that advances principles of equity (access and inclusion); truth and reconciliation; prevention; and culture.

Next Steps

Focus has been given to the downtown in addressing the persistently high office vacancy rates. Priorities for the community in building the best place to live in Canada include:

- Engage the private sector in seeking opportunities for investment and public realm improvement.
- Identify and prioritize programming that increase visits locally and from afar.
- Pilot innovative solutions to improve safety, vibrancy and connections in the nine blocks surrounding City Hall.
- Continue to pursue future opportunities for Calgary as we near the 2024 completion of the Event Centre and expanded BMO Centre, the second largest convention facility in Canada.
- Develop a Winter Strategy to showcase Calgary as a winter destination and engage Calgarians year long.
- Inspire implementation champions and create shared value agreements with poverty reduction champions.
- Advocate for federal affordable housing funding to be invested in Calgary accelerating plans to build affordable housing units.

Accelerate urbanization and connectivity in the core

| How much did we do? (Activities) | How well did we do it? (Outcomes) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • \$40.9 million invested in public space projects. • \$1.5 billion invested in capital projects. • 840 building permits issued. | <ul style="list-style-type: none"> • \$720 million in construction value generated. • 109,760 square feet of office absorbed. • 1,499 people moved into downtown. |

Story behind the baseline:

Ultimately, vibrancy is the word that encapsulates a thriving downtown. It is important that the downtown be economically vibrant. It is also vital to develop cultural vibrancy and a strong sense of place that impacts how residents, workers and visitors interact with our downtown.

In 2007 Calgary revealed the Centre City plan laying out the vision for the downtown core as a liveable, caring and thriving place. Since then, considerable work has been undertaken to improve downtown neighbourhoods and connect them to those directly adjacent to the core (Beltline, Ramsay/Inglewood, Bridgeland and Sunnyside). To complement the vision for the Centre City, Calgary Municipal Land Corp. launched the Rivers District Master Plan in 2017.

To focus and form a coordinated effort on economic and cultural opportunities in the downtown core, the Downtown Strategy Leadership Team was created. The work encompasses all aspects of working and living downtown, fostering a sense of place and connection to ensure a vibrant city for all Calgarians. The team brings new energy to a future-focused, collective approach to align existing projects and initiatives, thereby increasing the impact of our work. The Downtown Strategy includes four pillars important to a vibrant downtown and our city's economic resilience:

- Place — accelerating urbanization and connectivity.
- Work — increasing opportunities to work, study, and run a business.
- Live — making Calgary a more attractive place to live in and to visit.
- Connect — connecting people, goods, information, and ideas.

Activity highlights:

- City of Calgary advancing BMO Convention Centre expansion, new Event Centre and strategy for the Arts Commons Transformation Project.
- The City worked collaboratively with the Calgary Police Service, Alberta Health Services, non-profit organizations, Business Improvement Areas and community partners to implement short-term actions to address community safety near the Sheldon M. Chumir Supervised Consumption Services.
- 3,760,000 participants at 9,800 events and programs hosted by City of Calgary and Civic Partners.
- The Beltline Urban Murals Project (BUMP) is a community-driven project that showcases art, promotes tourism, improves the public realm and builds community spirit. BUMP, with assistance from the Beltline Community Investment Fund and local landlords, funded the creation of 16 murals in 2019 and drew over 1,000 people to its inaugural festival in August.
- Electric scooters from Lime and Bird hit the downtown in July 2019 as part of The City's Shared Electric Scooter Pilot. More than 150,000 unique users took e-scooters and e-bikes for a spin for 918,000 trips in four months.
- Pedestrian trips increased by 117 per cent, cycle trips 252 per cent, and transit trips 96 per cent while car trips decreased by 8 per cent into the downtown.
- The Calgary Internet Exchange (YYCIX), a not-for-profit group focused on improving the Internet experience, saw a 300 per cent increase in usage in 2019 and added Facebook to their major partners.

Action plan:

- Seek opportunities for private investment.
- Invest in physical infrastructure, amenities, and services to enhance the experiences of residents and visitors.
- Work with Heritage Calgary on downtown heritage priorities.
- Strengthen the resilience of our mobility, utility, and digital networks.
- Pilot innovative solutions to improve safety, vibrancy and connections in the nine blocks surrounding City Hall.

Expand and enhance tourism, culture and recreation assets

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| <p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> \$9,789,980 through CADA grant investment programs (up 102% from \$4,828,255 in 2018). 9,118 arts education activities for youth experienced by nearly 340,000 youth. 67 events were supported by Tourism Calgary generating \$153 million to Calgary's economy. 21,782 library programs with 556,392 participants delivered. 267 events with 156,020 delegated hosted by Calgary TELUS Convention Centre. | <p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> 885 full time jobs (up 24% from 2018) and contracts to 9820 artists (up 15% from 2018) through CADA. 51 per cent of CADA investments support agencies and activities in the downtown core. Over 7.3 million-over-night visitors contributed \$2.5 billion to Calgary's economy in 2019. 93 per cent of stakeholders see Tourism Calgary as an effective champion for the industry. 7.7 million visits to libraries across Calgary including 1.6 million visitors to the Central Library. \$133.8 million in economic impact generated by Calgary TELUS Convention Centre |
| <p>Story behind the baseline:</p> <p>A vibrant art and culture industry in Calgary contributes to sense of place and our ability to attract talent. Most notably, it has been shown that investing in the arts can contribute to a vibrant downtown core and livable neighbourhoods. Art, culture, tourism and recreation are also important aspects of economic diversification. In response, Council increased funding to the arts by nearly doubling the investment in the One Calgary budget.</p> <p>Although Calgary's tourism industry has since been devastated by COVID-19, a survey by Tourism Calgary found 86 per cent of Calgarians believe tourism contributes to the economy and quality of life. The need to continue to support Calgary's tourism industry through the recovery will be critical, as 1 in 10 working Albertans are employed in tourism.</p> <p>Initiatives suggested in the economic strategy include:</p> <ul style="list-style-type: none"> Support the Cultural Plan for Calgary and Living a Creative Life. Attract, enhance and promote premier experiences and events showcasing Calgary as the Ultimate Host City. Focus on hyper-local tourism and strategies to support local will help to rebuild Calgary's tourism economy and the losses associated with the visitor economy. Pursue enhanced transportation corridor linking YYC Calgary International Airport, downtown Calgary and Banff. Continue to build on livability assets reflecting our diversity throughout the city. | |
| <p>Activity highlights:</p> <ul style="list-style-type: none"> NY Times listed Calgary as one of the top 52 places to visit in 2019. Welcomed over 7.3 million overnight visitors to Calgary who injected \$2.5 billion to the economy. 67 events supported through Tourism Calgary, including the 2019 Canadian Country Music Week and Awards and 2019 Grey Cup Festival and Championship Game. These events were attended by over 554,000 people and injected \$153 million to our economy. Canadian Country Music Awards drew over \$9 million to the local economy included local music initiatives such as "Off Country" showcasing over 70 acts in 40 free shows in 18 different venues all along the Music Mile. 65 future tourism events secured for Calgary. 58 meetings and conventions hosted with over 13,800 delegates. | |

- 63 future meetings and conventions have been secured for future years.
- City Council increased their investment in the arts for the 2019-2022 period.
- CADA supported 169 (up from 159) not for profit arts organizations through CADA Operating Grant Program and another 17 through the Project Grant. CADA also funded 118 individual artists (up from 76).
- Launched Original People's Investment Program designed with/by/for Indigenous community and funded 44 Indigenous artists or Indigenous-led arts organizations.
- The Cultural Activation Fund invested \$663,000 to support the development of Calgary as a Music City and to enhance initiatives that contribute economically and align with city focused priorities (Downtown Strategy, Winter Strategy).
- SpaceFinder Alberta has more than 1,475 venues listed, with most in Calgary and spread throughout the city.
- 93% of Calgarians engage with the arts and 75% report being active in multiple ways with the arts (Engagement in the Arts Survey).
- CADA funded 13,831 public arts events including 4,743 multi-cultural arts activities/events in 2019 (up 46% from 2018).
- CADA created an arts events directory and artist directory to help Calgarians connect to arts and culture activities in the city.
- Opera House (CMLC) began construction.
- Arts Commons hosted 1,039 events that drew an attendance of 260,804.
- Contemporary Calgary opened in the former planetarium to bring a contemporary arts venue to the city. The opening reception had more than 2,500 attendees.
- Rocky Ridge (January 2018) has 18,159 members while Seton (January 2019) has 12,468.
- The City's Great Plains recreation facility won an award from the International Olympic Committee and International Association for Sport and Leisure Facilities.
- Facility improvements were completed at Sir Winston Churchill Aquatic and Recreation Centre, Max Bell Centre, Rose Kohn and Jimmie Condon Arenas, and the South Calgary Outdoor Pool.
- West Hillhurst arena refurbishment.
- The Library delivered 21,782 programs in library locations, and 4,183 programs in the community to 556,392 participants.
- New Seton Library location has welcomed over 510,000 visitors.

Action plan:

- Align hosting of arts, cultural and sport/recreation events for maximum impact.
- Develop a Winter Strategy to showcase Calgary as a winter destination and engage Calgarians year long.
- Make use of the new pop-up bylaw – using empty spaces for business, art shows, performances.
- Develop a dashboard showing arts, cultural and sport/recreation activities in summer and winter.
- Conduct surveys to understand linkage between attending events and community engagement.

Intentionally support diversity and inclusion

| How much did we do? (Activities) | How well did we do it? (Outcomes) |
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| <ul style="list-style-type: none"> • 8,798 tax returns filed at volunteer tax clinics • 847 RESPs opened • 5,000 identified plans for affordable housing units • 400,000 sliding scale transit passes sold | <ul style="list-style-type: none"> • \$43 million in government benefits accessed through tax filing • 95% of stakeholders aware of Enough for All poverty reduction strategy goals • 4,743 multi-cultural arts activities/events (up 46%) |

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| <ul style="list-style-type: none"> • 96,523 Calgarians enrolled in Recreation's Fee Assistance Program • 86% increase in youth who sought assistance from the youth employment centre in 2019 • 82 employers and 5,700 youth attended the Youth Hiring Fair | <ul style="list-style-type: none"> • Below living below Low Income Cut Off After Tax (LICO-AT) declined from 10.9% in 2014 to 8.7% in 2017 rising to 8.9% in 2018 • 88% of youth accessing programs reported their ability to find a job had increased |
| <p>Story behind the baseline:</p> <p>Despite the impact of the restructuring of the oil and gas sector and economic downturns, Calgary remains one of the most prosperous placed in Canada on a GDP per capita basis. Through the long growth period before the downturn in 2015 and 2016, Calgary became one of the most unequal places economically as approximately one in ten Calgarians live in poverty. There are approximately 17,000 affordable housing units for people with an annual income less than \$30,000/year spending over 50 per cent of their income on housing. Calgary has the goal of building an economy that works for everyone. We strive for an economy where all citizens have an opportunity to contribute to, and benefit from growing prosperity.</p> <p>Vibrant Communities Calgary, as the steward of the Council-approved Enough for All Poverty Reduction Strategy, is an important agent of change convening and assisting organizations and individuals that work on poverty reduction by supporting their activities aligned with the strategy, foster continuous communication, enabling shared measurement and mobilizing resources. Suggested initiatives in the economic strategy include:</p> <ul style="list-style-type: none"> • Increase economic participation for the underrepresented and unemployed. • Promote Enough for All – Calgary's poverty reduction strategy. • Continually provide diverse housing options that people can afford. | |
| <p>Activity highlights:</p> <ul style="list-style-type: none"> • In a landmark moment Bill 26: An Act to Combat Poverty and Fight for Albertans with Disabilities increases and indexes the rates for Albertans who receive Assured Income for the Severely Handicapped, Income Support and Alberta Seniors Benefit. • The Low-Income Transit Sliding Scale program has had a great effect on the lives and livelihoods of those receiving it. • The Community Hubs Initiative (partnership between United Way, Rotary and The City of Calgary) completed evaluation plans in Sunalta, 90 per cent complete for Village Square while Bowness and Greater Forest Lawn with Genesis Centre begin soon. • In 2018, VCC undertook a refresh of E4A to clarify opportunities to leverage existing work and identify key areas of focus resulting in an Evaluation Framework and the refreshed strategy (E4A 2.0) was released in 2019 • City Council approved the continuation of the social procurement strategy, renamed the Benefit Driven Procurement Strategy, to ensure greater community benefit, including social and economic outcomes, from City purchasing and procurement. • Additional rules for high-cost credit lenders were introduced in Alberta. Previous changes to payday lending rules resulted in more than 90,000 Albertans saving over \$10 million in interest annually. In addition, the total number of individual borrowers, loans, and licensed payday lenders all declined. • A Poverty Snapshot was released to support the understanding of poverty and its impact on Calgary's citizens. • The Calgary Local Immigrant Partnership, with The City of Calgary as the backbone, focused on creating a more welcoming and inclusive community for immigrants and newcomers by providing access to programs and services. • Following direction from City Council, The City is developing a Gender Diversity, Equity, and Inclusion Strategy to advance gender equity and diversity on City Boards, Committees, Commissions and Council; City services; and The City's workforce. • City Council approved a Social Wellbeing Policy that advances principles of equity (access and inclusion); truth and reconciliation; prevention; and culture. | |

- The City established an Indigenous Relations Office and looked at models in other jurisdictions and engaged the urban indigenous community to develop the office and establish a strategic workplan.
- Continued implementation of the Seniors Age-Friendly Strategy.
- The City's commitment to the Access Design Standards and the accessibility of persons with disabilities provides economic benefit to The City, with respect to employment and infrastructure.
- The Advisory Committee on Accessibility focuses on broad policy issues and advises Council on access and disability issues.
- Local Investing YYC raised over \$500,000 for three local social businesses.
- The Social Venture Institute was hosted at the Banff Centre in June, with 96 in attendance, committed to growing their businesses as well as social and economic outcomes.
- Thrive Calgary's Community Economic Development Network is now home to the Be Local Network, Calgary's network of community-focused businesses.
- The Be Local Store, an online sales platform for Be Local Network members launched.
- The Thrive social enterprise incubator provided training to 28 entrepreneurs.

Action plan:

- Implement poverty initiatives through identified levers of change.
- Advocate for federal affordable housing funding to be invested in Calgary accelerating plans to build affordable housing units.
- Support Calgary Local Immigration Partnership working groups enhancing services to newcomers.

Focus Area: Business Environment

Survey data indicates Calgary businesses want The City of Calgary to have a business-friendly perspective/tone and work to help diversify the economy, reduce red tape, and be fiscally responsible. These insights validate The City's need to partner with the business community to continually improve City services and create the conditions for businesses to thrive. To continue to support businesses, it was also identified that The City needs to address issues to help encourage businesses to locate to Calgary and or provide more competitive opportunities for existing Calgary businesses and start-ups.

Since 2018, The City of Calgary has chaired the Business Environment pillar of the Economic Strategy and began work to advance the vision of, "Making Calgary Canada's most business friendly city". This includes the Living Lab initiative, a collaborative program between The City of Calgary and Calgary Economic Development, to formalize, simplify and market the process to open up civic infrastructure, assets (physical and digital), public spaces, transportation corridors and data to companies and academia, while providing business development and support to companies.

The first phase of this work was reported on to Council in May of 2019 (PFC2019-0604 Economic Strategy Update) and included a focus on quick wins and identifying the best ways to set up the foundation to enable The City to better support Calgary businesses.

Notable Achievements

The City of Calgary created a Business and Local Economy (BLE) team to define business friendly and set the foundations for continuing to advance the work of the Business Environment pillar, and ensure The City is business friendly wherever possible. This included focusing and aligning cross-corporate efforts to be more consistent and streamlined when interacting with, and supporting businesses.

With a defined approach of, “balancing between the needs of our residents, customers and communities with the needs of our business community,” The City aims to, “Continually improve City services to foster Calgary’s business environment, innovation ecosystem and help build the foundation for business success in Calgary.” The City’s BLE team is focused on:

- Strengthening relationships with the business community.
- Collaborating with businesses to equip them with resources and information to strengthen their resilience.
- Improving City services and processes to attract, retain and support business opportunities.
- Opening civic infrastructure (physical, digital and data) to the community to support business innovation in Calgary.
- Supporting a shift in mindset throughout the Corporation to put the customer first and adopt a “business friendly” lens for City processes and initiatives.

On March 16, City Council endorsed The City of Calgary’s COVID-19 governance structure to help flatten the curve and continue service and support to citizens, communities and businesses. A Business Sector Support Task Force was established to respond to business needs and priorities in the response and recovery from COVID-19. This included making operational decisions and sharing information to ensure coordinated support for the business community during the pandemic, and into recovery and beyond. Membership of the Task Force included representation from City Council, Calgary Chamber, Calgary Economic Development, Calgary Arts Development, Tourism Calgary, Business Improvement Areas and non-profit and business owners from various sectors.

Next Steps

- Developing a business registry to provide The City with more accurate business data, enable the creation of baseline measures, and better communicate with the business community.
- Continuing to create awareness of The City as a one stop shop for our business customers, over the phone, at the counter or online.
- Developing customer journey mapping of key industries who interact with The City most to identify gaps in customer service and opportunities to further streamline City processes and remove barriers to entry.
- Continuing to support local businesses by expanding on the successful #SupportLocalYYC campaign.
- Supporting Supply's work on Benefits Driven Procurement to enable local businesses further opportunities for procurement.

- Continuing the Business Sector Task Force with an open agenda for businesses to keep the lines of communication open, and continue to support and implement changes to bylaws and policies.

Deploy initiatives to facilitate business development and growth

| How much did we do? (Activities) | How well did we do it? (Outcomes) |
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| <ul style="list-style-type: none"> Launched the #SupportLocalYYC campaign during the pandemic to encourage citizens to support local businesses safely. Introduced video inspections to ensure that the construction industry was not disrupted and help prevent the spread of COVID-19. Waived fee for change of use development permit applications to provide relief to businesses. Created an online hub for businesses (calgary.ca/covid-business), which included tools, resources and comprehensive FAQs to help businesses navigate government pandemic communications. Enabled businesses to apply for all building permits online as of March 2019. Advocated to defer and waive fees for property taxes and planning-related applications, such as development permits and business license renewals. Dedicated staff to prioritize business license calls to advise on license types and requirements, set up licenses and update approvals in one phone call. Advocated to implement Bill 23 regarding rent relief. Worked with internal stakeholders to approve larger patios for businesses to enable them to serve more customers and be more profitable while following provincial guidelines for physical distancing. Ongoing discussions to host City space within Platform Innovation Centre. | <ul style="list-style-type: none"> Since launching in April through to August 2020, the #SupportLocalYYC campaign has had over 2.9 million impressions of the content on City social media channels and 14,873 hashtag uses. Since reopening began in June, there was a 60% uptake in use of the hashtag, indicating growing support for local in the community as businesses reopen. Outside of City channels, the new gif stickers generated 1.6 million views in a month. These numbers show how Calgarians are embracing supporting local businesses. Since April 2020, awareness of all City-led COVID-19 business-facing initiatives have increased an average of 20%, with the highest being a 30% increase in awareness for the #SupportLocalYYC campaign. The COVID-19 pandemic has impacted business' views of trust in The City compared to previous opinions of trust. Notably, business trust in The City recently more than doubled to 43% in Q2 2020 and 40% in Q3 2020. With significantly more business panelists now saying they trust The City than in previous survey waves, this can likely be attributed in part to The City response to COVID. In 2019, perception of The City's communications with businesses saw consistent declines; however, a majority (62%) of businesses in 2019 agreed they were informed about "what's going on with The City of Calgary and the issues that affect them as business leaders." Although impacted by COVID, perceptions of communications and being informed are improving. To date, over 9,500 video inspections have been completed. From launching in March 2020 to end of July 2020, the calgary.ca/covid-business home page received 28,010 |

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| | <p>pageviews, with an average of approximately two minutes spent on the top pages within the site.</p> <ul style="list-style-type: none"> • On average, the online chat received over 500 license conversations per month from March to July 2020. • Since enabling extended temporary patios, we have seen 200 applications. |
| <p>Story behind the baseline:</p> <p>The efforts to be business friendly are continuous, as there are always opportunities for improvement. This is especially true post COVID-19 pandemic, with more businesses challenged to maintain operations than before, and a momentum created within The City of Calgary to better provide immediate and urgent support. Through the work led by The City of Calgary's Business and Local Economy team in partnership with business stakeholders, civic partners and cross-corporate partners, we continue to improve City services to foster Calgary's business environment, innovation ecosystem and help build the foundation for business success.</p> <p>The activities highlighted below illustrate the progress made in support of these objectives and our plans to continue that progress throughout 2020 and 2021.</p> | |
| <p>Activity highlights:</p> <p><u>Before COVID-19</u></p> <ul style="list-style-type: none"> • Piloted improved in-person counter support to help Calgary business owners start and open their businesses faster. • Proposed pop-up and interim businesses in any commercial area, eliminating lengthy approval processes and license restrictions to attract tenants to vacant spaces. • Confirmed Benefit Driven Procurement pilot projects to either explore below trade agreement threshold opportunities with small and medium-sized business, or pilot an RFP with Community Benefit weighting added to the evaluation for over threshold purchases. • Created three new Business Improvement Areas (BIA); Beltline, Crescent Heights, Bridgeland bringing the total to 15 supporting over 6,000 businesses. The Calgary Parking Reinvestment Program disbursed \$1.5 million through the BIAs for public space improvements. • Launched a tiered licence category for short-term rentals, enabling hosts to apply and receive a digital licence in one business day. More than 700 hosts have been able to provide uninterrupted service through short-term accommodations to visitors since launch. • Approved by Council, the Centre City Enterprise Area was made permanent with respect to change of use applications. This means for a large part of the Centre City, businesses can open in new spaces in existing buildings without a development permit. This has removed considerable risk and other City requirements in choosing a new location for a business. It also saves applicants on average 15 days in getting to revenue operations. • Finalized the first phase of improving the relationship with the Indemnified Contractors including a revised permit-to-permit model, improved valve processes, roles and responsibilities, and other City operational practices. | |

- Simplified the development agreement application process and related agreements for our industry customers. The changes will benefit customers by providing more predictable outcomes and cost certainty. As of January 2020, developers no longer need to work through three separate agreements – the Interim Indemnity Agreement and the Special Clauses Agreement will be rolled into one new Development Agreement, while the Master Development Agreement will be replaced with an online document called the Standard Terms and Conditions.
- Reduced barriers for new developers to enter the Calgary market, by implementing changes to The City’s Tiering and Securities framework. The City uses a Tiering and Securities framework to rank developers into tiers that determine the securities amount required before construction begins. The revisions provide a risk-managed approach to supporting new investment opportunities through easing securities requirements for developers who meet their performance requirements. The changes will allow developers to use money for other community investment instead of capital being locked into securities. The end goal is to support a robust development industry that addresses demand in Calgary’s new and existing communities.
- Clarified code requirements for micro distilleries not only for Calgary, but across Alberta. Requirements for micro distilleries are not mentioned in the National Building and Fire codes, which has created confusion on the part of business owners and municipal building and fire departments. City Administration from Calgary Building Services, Calgary Fire Department, members of the craft distilling industry, and building and fire authorities from across Alberta collaborated on this project.
- Announced the acceptance of bonds issued by a surety company as a form of security for Development Agreement obligations. Previously, only letters of credit issued by a bank were accepted. The City has taken this work one step further, now accepting Bonds as a form of security for Development Engineering – Indemnification Agreements, Roads - Indemnification Agreements and Shoring Agreements. If they wish to use a bond, developers will have more flexibility with their working capital. This will allow them to reinvest the money that had been tied up in a letter of credit into additional projects, which contributes to keeping Calgary’s economy going through these tough times. Calgary is one of the first large municipalities in Canada to provide this option for development obligation security.
- As of March 2019, all Building Permits can be applied for online. Significant improvements to online building permit application and review processes for Commercial Multi-Family projects are being rolled out before Q3 2020. These improvements will allow City officials to review and approve applications more efficiently and more quickly.

During COVID-19

- Advocated to the provincial and federal governments on financial supports and other reliefs to sustain businesses during the pandemic. This included a memo to the Government of Canada on rent relief crafted in partnership with the Mayor’s Office.
- Launched the online hub for businesses at calgary.ca/covid-business to pull together resources, tools, FAQs and latest updates for businesses. From launching in March 2020 to end of July 2020, the home page received 28,010 pageviews, with an average of approximately two minutes spent on the top pages within the site.

- Launched a support local campaign under the hash tag #SupportLocalYYC with [social influencers](#) to help support the message. This included an [online toolkit for businesses](#).
- Launched the [Be Kind to Business](#) campaign to continue to support businesses throughout the reopening process.
- Created videos to highlight businesses in Calgary that had gone above and beyond during the pandemic. Businesses featured included:
 - [Marathon Ethiopian restaurant](#)
 - [Fuse33 Makerspace](#)
 - [Naked Tea Leaf](#)
- Created a [“Here for You” video](#) to businesses and participated in a Calgary Chamber webinar and City of Calgary live townhall to keep businesses informed during relaunch.
- Approved by Council, the following immediate financial support measures:
 - Waived business license renewal fee for one year to reduce the financial burden on businesses. Waiving the renewal payment reaches almost 40,000 businesses in Calgary.
 - Waived taxi and limousine driver's licence renewal fees (2020 May 15 – 2021 May 14). Waiving the renewal payment would result in an average cost savings of \$141 for almost 5,000 taxi and limousine drivers.
 - Extended licence expiry dates for taxi and limousine driver's licences (expiring 2020 March – 2020 May).
 - Reduced 2020 Taxi Plate Licence Renewal fee and 2020 Limousine Plate Licence Renewal fee by 50 per cent, and extended renewal periods by an additional 90 days.
 - Waived licence reinstatement fees for drivers unable to submit the mechanical inspection form within the prescribed timeframe.
 - Waived fee for on-line Livery Driver Training Program.
 - Six-month relief efforts effective May 1, 2020 including:
 - Waived fees for change of use and home occupation (class 2) development permits, residential certificates of compliance and pre-application fees, to support businesses adapting to COVID-19.
 - Deferred fees for commercial building permits, development permits, subdivisions, land use amendments, outline plans and road closures. 75% of payment deferred to final stages of approval, offering financial flexibility of better cash flow management through projects.
 - Fee simplification through elimination of the set up front deposit, simplifying by applying one common fee schedule rate to all outline plans and land use amendments, and applying the deferral relief above.
 - Extensions on development and building permits offered to ensure existing approvals will not expire while businesses deal with the impacts of COVID-19.

- Waiving the fee for pre-application meetings. These meetings are with a multi-disciplinary team of subject matter experts including planners and engineers, to help customers prepare for their application; proactively ensuring the approvals process runs smoothly on the onset.
- Delayed property tax payments until Sept. 30, 2020 without a late payment penalty for citizens facing financial hardship because of COVID-19.
- Introduced Case Managers to develop guidelines to support business during the pandemic, specifically designed to support businesses pivoting their business model as they re-open.
- Accepted electronic submissions of documents for applicants enrolling in the Livery Driver Training Program.
- Developed a [guide to reopening a business](#) to support businesses during relaunch stage 1 and stage 2.
- Provided an education-first approach to assist and support businesses in complying with the Public Health Act orders and recommendations. Businesses were kept apprised on the state of the pandemic, social distancing measures and implementation and education of the mask bylaw via updates from the Business Sector Support Task Force and external communications efforts.
- Developed a new process to support local establishments for approvals of temporary patios on public lands, as well as additional measures to process applications for those on private property. Enabled a streamlined process for the temporary expansion of existing Outdoor Cafe Development Permits to support small businesses dealing with the impacts of COVID-19, and to assist with physical distancing. The new temporary process cut the approval time in half. Businesses were able to apply for their temporary extensions on June 16, 2020, with an expiry date of October 31, 2020.
- Approved by Council, amendments to the land use bylaw 1P2007 as follows:
 - Eliminated the requirement for permitted uses to meet parking requirements when going into an existing building in Industrial, Commercial and Mixed-Use Districts. Allowed speakers for outdoor cafes.
 - Eliminated the size maximum and distance required for an outdoor café near residential uses.
 - Increased the range of allowable Pop-Up Uses and Interim Uses.
 - Extended timelines for Special Function – Class 1.
 - Increased the 6 metre limit on outdoor merchandise displays for Retail and Consumer Service, Pop-Up Uses and Interim Uses.
- Introduced video inspections. Calgary Building Services ensured that the construction industry was not disrupted and also helped to prevent the spread of COVID-19 by reducing the number of person-to-person interactions. The introduction of video inspections has now enhanced the inspection experience by arranging inspections that are more private and convenient for customers.
- Developed eligibility guidelines, internal and external communications and processes in support of the Council approved March 18 – June 18 2020 utility payment deferral for water, waste and recycling customers. Over 9,000 commercial customers and non-profit organizations that met the criteria of having consumed less than 2,500m³ of water in 2019, were identified as eligible for payment deferral of their water, waste and recycling billing. Those that deferred payment have been offered the option of choosing

installment plans of either 3, 6, or 10 months to pay for their arrears. Larger commercial customers requesting installment plans for arrears are being referred by ENMAX to Customer Experience for case-by-case review.

- Deferred utility payment for eligible customers that have arrears and have not signed up for an installment plan will be automatically opted in to a 10-month plan.

Contributing to Innovation

- Launched 9 Block Program aimed to establish partnerships and foster collaboration to improve safety and vibrancy downtown.
- Alberta Transportation has an application to pilot automated vehicles on roadways.
- Moving forward with the online platform ShopHERE which focuses on small independent businesses and artists within a Business Improvement Area and other areas in Calgary that currently do not have the resources to build an online store. ShopHERE is only one part of a broader package of supports that will roll out over time, and is a first step toward more support for businesses wanting to get online. The initiative started with the City of Toronto and is being rolled out by Google across Canada for municipalities that can opt in.
- Leverage the Living Lab program to explore the City of Calgary as a first customer for technology companies.

Action plan:

- Continuing the Business Sector Task Force with an open agenda for businesses to keep the lines of communication open, and continue to support and implement changes to bylaws and policies.
- Developing a business registry to provide the organization with more accurate business data, enable the creation of baseline measures, and better communicate with the business community.
- Developing strategies and supports to keep our industrial land competitive.
- Continuing to promote The City as a one stop shop for our business customers, over the phone, at the counter or online.
- Developing customer journey mapping of key industries who interact with The City most to identify gaps in customer service and opportunities to further streamline City processes and remove barriers to entry.
- Supporting Supply's work on Benefits Driven Procurement to enable local businesses further opportunities for procurement.
- Supporting Green Line as the project reaches out and works with businesses throughout the next stages. Will seek to support businesses and identify impacts and potential risk mitigations.
- Continuing to support local businesses by expanding on the successful #SupportLocalYYC campaign. This campaign may transition as we move into recovery but the goals will remain the same – to support Calgary's business community and create connections and promote idea sharing within the business community.
- Improving the online information and experience for business on calgary.ca. I.e. a one-stop, online hub for business, by utilizing the success of the online hub for businesses created during COVID-19 (calgary.ca/covid-business), and learnings from the customer journey mapping.

- Continuing the workplan of the Business Advisory Committee, this committee of Council will continue to connect with the greater business community, prioritize service improvement recommendations, and provide additional guidance on opportunities for implementation.
- Eliminating the requirement for permitted uses to meet parking requirements when going into an existing building in Industrial, Commercial and Mixed-Use Districts.
- Piloting the expansion of the Centre City Enterprise area to all commercial properties to reduce processes and barriers of entry for businesses, and ease their planning to re-populate space after significant business closures due to COVID-19.
- Reviewing the Livery Transport Bylaw and associated fee schedule. With Council's endorsement, the proposed regulatory framework options will help guide Administration and shape the detailed bylaw and fee schedule, to be presented to Council in 2021 Q1. The proposed regulatory framework is designed to streamline regulations and operations for industry stakeholders, enhancing public and driver safety, and provide accessible, affordable and convenient choices for customers.
- Launching a Commercial Building Energy Benchmarking program in the second half 2020 to help large building owners measure and compare their energy use with other Calgary facilities. The City will be providing an energy advisor to help businesses review their energy use.
- Planning a Climate Symposium for March 2021, with focus on businesses and the public.
- Evaluating whether or not to make the development exemption for exterior renovations and additions less than 1,000 square metres a permanent component of the Centre City Enterprise Area.
- Continuing to support the "9 Block initiative" led by the Mayor's Office. Opportunities identified for collaboration when seeking to improve areas of downtown while supporting businesses who may be able to help revitalize an unused space by piloting quick solutions.
- Continuing to develop the film industry and other creative industries, The City and Calgary Economic Development will work collaboratively to support the sector and refresh the Operating Principles to support an efficient and effective approach to meet the creative industries' unique requirements. An annual review of all procedures and processes will be conducted by representatives of Calgary Economic Development and The City, and continuous improvement recommendations will be made accordingly.
- Continuing to build connections between The City of Calgary (procurement, smart cities, living lab) and the innovation ecosystem.
- Continuing the Business Sector Task Force with an open agenda for businesses to keep the lines of communication open, and continue to support and implement changes to bylaws and policies.

Develop Calgary as a living lab

| How much did we do? (Activities) <ul style="list-style-type: none"> 38 Living Labs projects to-date. Exploring Living Labs Phase 2 (co-creation models, designated living labs and City as a first customer). | How well did we do it? (Outcomes) <ul style="list-style-type: none"> Feedback on the Living Lab projects have been overwhelmingly positive. Ongoing conversations with possibility of resources assigned soon to plan and deliver second phase. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Story behind the baseline: On the path to developing and commercializing new technology, access to physical and digital infrastructure to test concepts and products is crucial. The City of Calgary is an excellent resource to support the growth and development of local companies and attract companies to our growing innovation ecosystem. Through access to public spaces, transportation corridors, data and digital infrastructure, The City provides companies the opportunity to test products in a real-life environment. The Living Labs program is a collaborative program with The City offering access to infrastructure and Calgary Economic Development providing business development support to companies. Living Labs is a great example of collaborating cross-corporately to provide direct support to companies that strengthen our local economy.</p> <p>Initiatives suggested in the Economic Strategy include:</p> <ul style="list-style-type: none"> Share and license City of Calgary data on a large scale Open City infrastructure to create wireless (5G ready) zones with industry partners Extend dark fibre footprint to business/industrial parks and transit-oriented development sites Explore new ways for adoption of technology and innovation to provide solutions to municipal challenges <p>The activities highlighted below illustrate the progress made in support of these initiatives and our plans to continue that progress throughout 2020 and 2021.</p> | |
| <p>Activity highlights: Ongoing availability of City assets for the Living Lab initiative.</p> <ul style="list-style-type: none"> The City now has over 600 km of dark fibre built throughout Calgary's four quadrants. The City has collaborated with major telecommunications and utilities companies to be 5G Ready by 2020. The City now has a process in place and is accepting applications for 5G hardware deployment. The City of Calgary offers over 600 open datasets online. | |
| <p>Action plan:</p> <ul style="list-style-type: none"> Further planning for delivery of Living Labs Phase 2 in collaboration with our business and entrepreneur community. Exploring potential of a City Experience Centre within Platform Innovation Centre with open and flexible programming to showcase City innovations, to host smart city conversations and build important relationships with the innovation community. | |

Kensington Manor Status Update

RECOMMENDATION(S):

That the Priorities and Finance Committee recommend that Council receive this report for the Corporate Record.

HIGHLIGHTS

- This report is to provide an update on the demolition of the Kensington Manor residential building located at 321 10 Street NW.
- What this means to Calgarians is increased public safety as Administration has taken an active role overseeing the demolition of an unsafe building.
- This matters to Calgarians because the demolition of the structurally compromised building will remove safety risk to people and property near the building.
- In June 2019, Council approved a budget request of \$3 million for the demolition.
- Administration projects coming within budget when the demolition is completed.
- Demolition completion is anticipated at the end of September 2020.
- On 2019 June 17, Council directed Administration to report back to Council through the Priorities and Finance Committee, six months after demolition is complete, or if there is a material change on site but in any event, not later than September 2020. For the complete previous Council direction from 2019 June 17, please see Attachment 1.
- Strategic Alignment to Council's Citizen Priorities: **A city of safe and inspiring neighbourhoods**

DISCUSSION

In the fall of 2019, Secure Energy was selected as the winning bidder and the contract was issued to them for the demolition of the Kensington Manor residential building. Asbestos abatement scope commenced shortly after and the abatement was completed in late March 2020. Removal of the brick façade from the building commenced in April 2020. While the façade was being removed, an additional 1,100 shoring posts were added to the existing 1,500 posts to provide additional support for the demolition equipment being hoisted to the roof for a top-down demolition. Demolition of the building structure commenced in June 2020 and will continue until completion. Backfill and grading will follow, and the site work is anticipated to be completed by the end of September 2020.

Council approved \$3 million in 2019 for the abatement, demolition, and final grading of the site. (Please see Attachment 1 for background information). The selected vendor was awarded the abatement and demolition contract in the amount of \$2.1 million plus contingencies and other fees. To date, several change orders have been requested and approved to address serious, unforeseen safety issues for a current purchase order

Kensington Manor Status Update

total of approximately \$2.6 million. When the demolition is completed, Administration anticipates coming within budget. (Please see Attachment 2 for financial details.)

All costs related to the demolition are added to the property tax roll, and payments by the property owner will be returned to Corporate Programs. So long as the property is privately owned, any development or improvement to the site would be the property owner's decision. Tax sales generally take place around the second quarter of each year. If the outstanding taxes remain unpaid, then Kensington Manor would be included in the 2021 sale by The City and funds from the sale will be used to pay back the taxes.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Administration has kept the community association, Business Improvement Area, immediate residential neighbours and businesses updated on the progress and demolition schedules.

IMPLICATIONS

Social

Citizens should not feel unsafe being in proximity to this building. The Municipal Government Act allows a jurisdiction to take needed action to safeguard the public.

Environmental

Public safety necessitated Administration taking on the role to ensure the safe and efficient abatement of hazardous material, demolition of the structure, and grading of the site. The building contained a large amount of asbestos which was removed and disposed of properly. A Public Protection Site Safety Plan was also required to ensure a high standard of practice to protect the public during demolition.

Economic

Since the costs to demolish Kensington Manor gets applied directly to the tax roll of the property, taxes take priority over all other financial positions in the land.

Service and Financial Implications

As this project was undertaken as public safety response under the Municipal Government Act section 546, all third-party costs incurred are recoverable and returned to Corporate Programs through the property tax roll, ultimately billed to the property owner.

Kensington Manor Status Update

Existing operating funding - one-time

\$20,000.00 administrative costs

Administration expects to recover the demolition costs through the property tax of the site and will take all steps necessary to reduce any financial risk to The City.

RISK

The key risk of a City-initiated demolition is financial. There is a risk that ongoing costs being incurred to maintain public safety (ie. maintaining the shoring of the building and ensuring the site is secured) will continue to rise due to construction and worker safety related delays.

ATTACHMENT(S)

1. Previous Council Direction and Background
2. Kensington Manor Demolition Financial Details as of 2020 July 10

Department Circulation

| General Manager (Name) | Department | Approve/Consult/Inform (Pick-one) |
|---------------------------|------------------------|--------------------------------------|
| Stuart Dalgleish | Planning & Development | Approve |

Previous Council Direction and Background

Previous Council Direction

The Kensington Manor - Building Safety Status and Plan (PFC2019-0739) report at the 2019 June 17 Combined Meeting of Council was approved with the following:

1. The request of a 2019/2020 one-time Calgary Building Services Operating budget increase, as identified in Attachment 2, to fund the full cost of demolishing the building located at 321 10 Street NW;
2. The cost of the demolition to be interim financed by the City's 2019 Corporate Programs savings to date, with anticipated full recovery from the property tax roll of 321 10 Street NW;
3. That the closed meeting discussion and Attachment 2 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act, until six months after the transaction has closed; and
4. Directing Administration to report back to Council through the Priorities and Finance Committee, six months after demolition is complete, or if there is a material change on site but in any event, not later than September 2020.

Background

The purpose of this report is to provide an update on the demolition of the Kensington Manor residential building located at 321 10 Street NW. This is a vacant seven storey building originally constructed in 1969 with commercial spaces on the main floor and 57 residential rental units up above. Kensington Manor was reviewed in 2017 by a structural engineer on behalf of the property owner for structural concerns related to the balconies. A larger and significantly more serious issue was discovered by the engineer related to the floors and the roof. On 2017 November 23, the engineer advised The City that the building was structurally compromised and the building was then evacuated.

In the absence of building remediation or demolition by the property owner, Administration determined that public safety warranted Administration to take an active role in the oversight and management of the safety concerns at this site and to oversee the demolition of the building.

Council approved a one-time operating budget increase of \$3,000,000 in June 2019 to cover expenditures related to the demolition of Kensington Manor. The cost of the demolition is financed by The City's 2019 Corporate Programs savings, with anticipated recovery from the property tax roll of 321 10 Street NW.

Kensington Manor Demolition Financial Details as of 2020 July 10

The following table provides a breakdown of the financial costs and budget associated with the demolition of the Kensington Manor building:

| Description | Project Costs | Council Approved Budget |
|--------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------|
| Original bid to abate, demolish and grade | \$ 2,092,725.35 | \$ 3,000,000.00 |
| Hazard assessment, testing and site monitoring | \$ 64,187.02 | |
| CoC Facility Management PM fees (estimate) | \$ 50,000.00 | |
| Sub-Total | \$ 2,206,912.37 | |
| Approved NOC #1 thru NOC #7 (Note: Contract adds 10% contingency and \$40,000 cash allowance = \$249,272.54) | \$ 369,853.13 | |
| Total costs as of 2020 July 10 | \$ 2,576,765.50 | |
| Project within Council approved budget by | | \$ 423,234.50 |

**Chief Financial Officer's Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0891
Page 1 of 5**

**Solutions for Achieving Value and Excellence (SAVE) Program Preliminary
Results and Actions**

RECOMMENDATION(S):

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee receive this report for the Corporate Record and discussion

HIGHLIGHTS

- The Solutions for Achieving Value and Excellence (SAVE) program supports The City's financial sustainability and is on track to identify and realize \$24 million in savings in 2021 and \$50 million in 2022, as directed by Council.
- What does this mean to Calgarians? Faced with a continued economic downturn and the impacts of COVID-19, The City must take bold and immediate action to innovate how we deliver services to help keep taxes affordable.
- Why does it matter? SAVE is a key driver of transformation within The City by encouraging innovation, enabling modernization and actively seeking ways to rethink how Administration works together to serve Calgarians.
- After collecting and reviewing more than 2,400 ideas from various sources, the SAVE program is currently developing more than two dozen priority business cases that will allow it to meet Council's target of \$24 million in strategic savings in 2021.
- The program is also targeting new or improved revenue streams, as directed by Council.
- Work on the business cases includes in-depth financial and operational analysis as well as engagement-informed consideration of citizen impacts.
- The program is actively managing several risks related to competing priorities and organizational culture within The City, and is working closely with leaders throughout the organization to ensure that the program remains on track.
- The program's completed business cases will be incorporated into the overall package delivered to Council during the November plan and budget deliberations.
- On 2020 April 6, Council approved the recommendations from SAVE Program Update PFC2020-0284, which included "that Council commit to trust the processes and endeavor to provide confidence to citizens and encouragement to staff".
- Strategic Alignment to Council's Citizen Priorities: **A well-run city**
- SAVE also has strong alignment with Administration's Rethink to Thrive strategy.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

On 2019 November 29, Council directed that the SAVE program "target a reduction in operating budgets in of an additional \$24 million in 2021 and \$50 million in 2022 in order to deliver modern and affordable municipal lines of service within our City mandate" (C2019-1052).

To help deliver the SAVE program, a Request for Proposal (RFP) for external consultants was put in market from 2020 January 15 to February 13. The successful proponent was Ernst and Young (EY), who have extensive expertise in public and private-sector enterprise transformation programs, including working with municipalities on cost savings and revenue generation.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0891
Page 2 of 5**

**Solutions for Achieving Value and Excellence (SAVE) Program Preliminary
Results and Actions**

As noted in the RFP and in subsequent program communications, including monthly updates to the Priorities and Finance Committee (PFC), the heart of the SAVE program is a “funnel” process: a robust, evidence-based approach for prioritizing the most promising savings and revenue ideas to develop into business cases that will feed into the November service plan and budget adjustments. This process is key to reaching SAVE’s financial targets and delivering wider program benefits such as cultural growth and an ongoing budget management mindset.

The SAVE funnel process includes three stages: ideas, opportunities and business cases (see www.calgary.ca/save for details). More than 2,400 wide-ranging ideas, including 1,600 ideas from employees, were collected and reviewed against prioritization criteria previously approved by the Administrative Leadership Team (ALT). The most promising ideas were developed in consultation with impacted service owners into opportunity statements for further review.

In 2020 July the ALT approved development of nearly 50 business cases. The SAVE program then prioritized work on more than two dozen of the approved business cases to meet the savings target for 2021. These are being actively developed in conjunction with service owners and their teams. For a list of the approved and active business cases, please see Attachment 2.

Service owners and ALT members are now sponsoring the business cases and it is the collective responsibility of both service owners and the SAVE team to achieve implementation.

When completed, the business cases will include detailed financial and operational information, as well as analysis of potential impacts on citizens. These details will inform Council’s decision-making for the Mid-Cycle Adjustments.

SAVE is being pursued in alignment with other major initiatives under way within The City. It supports Administration’s Rethink to Thrive Strategy and the goal of growing our culture to become a more modern and resilient municipality. In particular, SAVE helps to improve service value and reduce the cost of government by increasing service efficiency and effectiveness. In addition, SAVE provides a vehicle for new and effective practices introduced in response to COVID-19 to gain and maintain momentum. SAVE’s work also aligns with various recommendations of the Financial Task Force.

The program is on track to complete its currently active business cases and integrate them with the Mid-Cycle Adjustments process in November. After this milestone, the program will shift its focus to implementation and benefits realization, as well as development of the business cases geared toward the \$50 million savings target for 2022.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

A series of “financial conversations with citizens” were initiated by Administration in July and will run through the fall. Various financial topics will be covered, including SAVE, and will involve both statistically representative surveys and interactive engagement activities. Input received

Solutions for Achieving Value and Excellence (SAVE) Program Preliminary Results and Actions

will be used to inform the Mid-Cycle Adjustments package delivered to Council in November. A “What We Heard” report summarizing this input will also be shared prior to November.

In light of COVID-19, www.engage.calgary.ca/yourservices will be the primary vehicle for engagement, but citizens will also be able to submit feedback via Calgary 311. In addition, a multicultural marketing strategy will be executed to encourage Calgary's diverse population to participate in these financial conversations.

Starting on August 27, a targeted round of engagement was initiated on several SAVE initiatives with potential to directly impact citizen-facing services. In addition, the program team introduced SAVE to the Social Well-Being Advisory Committee in June and will continue engaging this Committee going forward. The results of these various engagements will be incorporated into the related SAVE business cases prior to their review by Council.

IMPLICATIONS

Social

The SAVE program is striving to find savings without adversely impacting citizens, especially the most vulnerable, and recognizes that its work may have broad impacts. It is incorporating social considerations into its analysis and also designing its public engagement to be as inclusive as possible, including outreach via multicultural and non-digital channels. Feedback from this engagement will inform the program's analysis.

Environmental

Several business cases currently being developed by the SAVE program include elements that will reduce The City's consumption of paper, electricity, and fuel, among other resources. Investigation of new work arrangements, including remote working, might also yield broader environmental benefits (e.g. reduced emissions from employee commuting). These and related impacts will be incorporated into the analysis within the various business cases.

Economic

By reducing the cost of local government, SAVE supports fiscal sustainability and the long-term economic resilience of The City. The program's mandate also aligns with several of the Financial Task Force's recommendations (e.g. on revenue generation). In addition, SAVE's emphasis on service improvement and modernization is a strong positive signal in support of ongoing efforts to improve Calgary's attraction and retention of investment and talent.

Service and Financial Implications

The SAVE program is designed to reduce base operating budgets that were previously approved through the One Calgary 2019-2022 Service Plans and Budget and amended during subsequent plan and budget adjustments. The program must achieve a reduction in operating budgets of at least \$24 million in 2021 and \$50 million in 2022 in order to deliver modern and affordable municipal lines of service within our City Mandate. Police services budgets and capital budgets are outside of the program's scope.

Operating budgets and service plans will not be directly impacted by SAVE until adjustments are reviewed and approved by Council as part of Mid-Cycle Adjustments process in November.

Solutions for Achieving Value and Excellence (SAVE) Program Preliminary Results and Actions

Other:

Expenditures related to execution of the program are currently on track. The RFP for the consultant was valued at up to \$3 million in one-time operating funds, and spending on this contract is closely monitored. Costs related to the complement of City staff working on the program, led by resources usually deployed to support the Zero-Based Review (ZBR) and One Calgary programs, remain stable and represent a further investment of around \$3 million per year from base operating budgets.

Costs for the time of many City staff across the organization supporting the program have not been estimated, as the work has generally been absorbed by existing teams and budgets given the priority of this work.

If the SAVE program had not been initiated, this energy and funding would have likely been used for other ZBR activities and service reviews, including the deployment of external consultants in targeted areas. Creation of a comprehensive, City-wide program like SAVE brings greater scale and structure to these activities, creates more awareness of best practice and continuous improvement, and allows the program to be leveraged for broader organization-wide transformation.

RISK

The SAVE program balances aggressive, centrally-driven timelines with complex analysis that impacts all areas of the organization. This results in a number of risks, which must be actively managed for the program to realize its financial and cultural benefits.

The city's historical culture and context create a challenge when it comes to implementing centralized initiatives. Business units are accustomed to having a high level of autonomy to deliver on their mandates, and their emphasis tends to be on incremental, more narrowly-focused initiatives instead of transformational, cross-corporate approaches.

In addition, timely, accurate, consistent, and easy-to-analyze corporate-wide data is not always available, making development of useful financial estimates a challenge. Also, the results of previous initiatives are not always tracked consistently, and full implementation of a standardized benefits realization approach (where one already exists) is needed.

Management of these risks is based on continued communication and engagement to ensure awareness of timelines and benefits, build support, and drive the necessary analysis. Where appropriate, best practices and lessons learned from similar programs are being incorporated. Strong reinforcement of the program by senior leaders of Administration has also been, and will continue to be, a primary management strategy. Cumulatively, these strategies have allowed the SAVE program to remain on track despite a challenging environment.

ATTACHMENTS

1. Background and Previous Council Direction
2. Business Cases Approved and Under Development

**Chief Financial Officer's Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0891
Page 5 of 5**

**Solutions for Achieving Value and Excellence (SAVE) Program Preliminary
Results and Actions**

Department Circulation

| General Manager | Department | Approve/Consult/Inform |
|------------------|----------------------------------------|------------------------|
| David Duckworth | City Manager's Office | Consult |
| Chris Arthurs | Deputy City Manager's Office | Consult |
| Katie Black | Community Services | Consult |
| Stuart Dalglish | Planning and Development | Consult |
| Dan Limacher | Utilities and Environmental Protection | Consult |
| Doug Morgan | Transportation | Consult |
| Michael Thompson | Green Line | Consult |

Background

Context

Faced with a continued economic downturn and the impacts of COVID-19, The City must take bold and immediate action to innovate how we deliver services to help keep taxes affordable. The Solutions for Achieving Value and Excellence (SAVE) program supports The City's financial sustainability and is on track to identify and realize \$24 million in savings in 2021 and \$50 million in 2022, as directed by Council.

Previous Council Direction

The SAVE program, previously known as the Strategy for Improving Service Value (SISV), was introduced to Council in 2019 July 16 (C2019-0883).

On 2019 July 29, Notice of Motion 2019-1011, Delivering Modern & Affordable Municipal Services in an Environment of Economic Constraint, directed Administration to seek proposals from external experts about services available to assist Council and Administration to achieve savings on the delivery of municipal services, capitalize on revenue generation opportunities, and identify short and longer-term efficiencies, all while considering Citizen Priorities and Council Directives within an environment of economic restraint.

On 2019 November 29 (C2019-1052), Council directed that the SAVE program identify strategies and tactics to reduce the responsibility of taxpayers for the remainder of the One Calgary cycle, including:

- Target a reduction in operating budgets of an additional \$24 million in 2021 and \$50 million in 2022 in order to deliver modern and affordable municipal lines of service within our City mandate;
- Target new or improved revenue streams for the City, including but not limited to Park'n'Ride fees, licensing fees and better investment income options;
- Ensure all current initiatives being undertaken related to savings and efficiency be wrapped into the above process going forward (including initiatives like Zero Base Reviews, any potential sub service reviews and staff consultations); and
- Present preliminary results and actions to the 8 September 2020 Priorities and Finance Committee to inform November 2020 budget deliberations.


Administration was to also provide regular updates through the Priorities and Finance Committee as a standing agenda item from December 2019 to September 2020.

In addition, Administration was to report back to the Priorities and Finance Committee (PFC) in Q1 of 2020 on components of the SAVE program, including anticipated activities and costs to undertake the scope of work identified in C2019-1011, Delivering Modern & Affordable Municipal Services in an Environment of Economic Constraint, which was passed unanimously by Council.

On 2020 April 6, Council approved the recommendations from SAVE Program Update PFC2020-0284, which included "that Council commit to trust the processes and endeavor to provide confidence to citizens and encouragement to staff".

On 2020 July 20, Council received the SAVE program's Core Service Review (C2020-0862) for the Corporate Record and discussion, and directed that it be held confidential pursuant to the *Freedom of Information and Protection of Privacy Act*.

SAVE Timeline

| | | |
|-------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| July 16, 2019 |  | C2019-0883 The SAVE program, previously known as the Strategy for Improving Service Value (SISV), was introduced to Council |
| July 29, 2019 | | Notice of Motion 2019-1011 Council directed Administration to seek proposals from external experts about services available to assist Council and Administration to achieve savings on the delivery of municipal services, capitalize on revenue generation opportunities, and identify short and longer-term efficiencies, all while considering Citizen Priorities and Council Directives within an environment of economic restraint. |
| November 29, 2019 | | C2019-1052 Council directed that the SAVE program identify strategies and tactics to reduce the responsibility of taxpayers for the remainder of the One Calgary cycle, including a reduction in operating budgets of \$24 million in 2021 and \$50 million in 2022 in order to deliver modern and affordable municipal lines of service within our City mandate. |
| April 6, 2020 | | PFC2020-0284 SAVE Program Update Council approved the recommendations which included “that Council commit to trust the processes and endeavor to provide confidence to citizens and encouragement to staff. |
| July 20, 2020 | | C2020-0862 SAVE Core Service Review Council received C2020-0862 for the Corporate Record and discussion, and directed that it be held confidential pursuant to the Freedom of Information and Protection of Privacy Act. |

Bylaws, Regulations, Council Policies

None

Business Cases Approved and Under Development

The following tables include the names and a brief description of the business cases that have been approved by the Administrative Leadership Team (ALT) for development. Please note that the names, numbers and descriptions of business cases are subject to change as work on them evolves.

Wave 1 (Focused on 2021)

| Activity | Description of Activity |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Cost reduction | |
| Budget process modernization | Modernize budget processes and guidelines for increased transparency and consistency |
| Bylaw enforcement | Implement a case management system to optimize response times |
| Civic census | Review the frequency, need and modernization options for civic census |
| Civic partner funding | Review the funding and governance of City partners |
| Discretionary expenditure optimization | Examine cost reduction related to discretionary expenditure activities |
| Duplicate and fragmented functions | Perform an organization structure review to optimize workforce planning |
| Energy budgeting | Review alternate method for setting budgets related to energy consumption as proposed in the Corporate Energy Plan |
| External counsel | Accelerate reduction of the use of external counsel |
| External memberships | Conduct a review of current external memberships |
| Financial reserves optimization | Review The City's reserves for potential optimization |
| Fire response service level | Review the implications for reducing Fire service levels |
| Fire wellness centre | Review the scope of responsibilities of the Fire Wellness Centre |
| Fleet optimization | Consolidate, standardize and improve fleet utilization |
| Span of control | Review The City's span of control and managerial layers in comparison to leading practices |
| Modernization | |
| Application Portfolio Management (APM) acceleration | Advance efforts to consolidate The City's software/applications |
| Category management and strategic sourcing | Expand category management and strategic sourcing capabilities |
| Contract compliance | Improve contract compliance activities to minimize the gap between the expected and actual value of contracts |
| Digital service enablement | Increase the digitization of City services |
| Future of work | Modernize work environment |
| Payroll modernization | Streamline the payroll process through existing improvements or automation |
| Process automation | Engage in a broad process automation program across The City |
| Revenue generation | |
| Calgary 911 Public Safety Answering Points (PSAP) optimization | Optimize how 911 calls are evaluated and dispatched |

| | |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Calgary 911 service offering | Increase the number of contracts to provide 911 services to other municipalities, districts and communities |
| Calgary Parking Authority (CPA) management of transit parking | Shift management of Transit parking to CPA |
| Cost recovery | Consider implementing new user fees and/or increasing user fee revenue |
| Data sales | Generate revenue by increasing the price of commercial property information reports and increasing self-serve access to data |

Wave 2 (Focused on 2022)

| Activity | Description of Activity |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Cost reduction | |
| Computer power management | Assess the 2015 pilot project data for feasibility of automating desktop shutdown overnight more widely across the organization |
| Corporate wide route planning | Review feasibility of adopting route planning to maximize scheduled maintenance |
| Council requests and reporting | Outline cost of responding to Council inquiries and requests |
| Energy efficiency investment | Review capital investments to reduce energy consumption in line with the Corporate Energy Plan |
| Rostering, scheduling and time tracking | Explore ways to manage overtime and compensation |
| Safety performance | Review options to implement strategies to improve safety performance |
| Tax Advisory temporary workforce | Explore alternate approaches to seasonal staffing in Tax Advisory Services |
| Transit service rationalization – C-Train car reduction | Modify transit services for 2021 and 2022 anticipated level of demand |
| Transit service rationalization – on-demand service | Replace existing low-performing Community Shuttle routes with On Demand service |
| Winter maintenance | Review reducing winter maintenance through prioritization and smart routing of plows |
| Modernization | |
| Chatbots | Look at the use of chatbot agents for automated responses to citizen requests |
| Revenue generation | |
| Advertising | Review options to increase advertising revenue in Transit and Streets |
| Asphalt and aggregate production | Review pricing of products from both Asphalt and Crusher Plants |
| Enmax dividend | Increase the target of dividend provided by Enmax to The City |
| Roads revenue | Examine revenue generating opportunities using existing Roads infrastructure |

Project Update on Tomorrow's Chinatown

RECOMMENDATION(S):

That the Priorities and Finance Committee receive the report and the associated attachments for the Corporate Record.

HIGHLIGHTS

- *Tomorrow's Chinatown* is a City-led project approved with financial support from the Council Innovation Fund. A condition of the funding was to report back with an update no later than Q3 2020. Access to funding was directed to the 2019 and 2020 fiscal years, but due to the COVID-19 pandemic the project timeline has been adjusted. It is anticipated that the project work will continue well into 2021.
- What does this mean to Calgarians? *Tomorrow's Chinatown* is a pilot project that is applying a new and different way of doing The City's planning and engagement work. As a pilot project it has the potential to change city-wide policies and procedures in how engagement for future local area planning is undertaken, and the role of culture in shaping community.
- Why does it matter? Chinatown is one of Calgary's most distinctive neighbourhoods with a long and deep history vital to the fabric of Calgary and important to residents, citizens and visitors. Chinatown's importance in recalling and reinforcing the history of Asian immigration to Calgary cannot be overstated. Moreover, Calgary Chinatown is located along a strategic gateway to downtown, and serves as a critical link to the Centre City communities of Eau Claire and East Village. New re-development opportunities in Chinatown have the potential to shift and diversify Calgary's new economy that builds on the foundation of an already established cultural hub and destination.
- Key areas of innovation enabled by the funding:
 - Development of a Request for Proposal (RFP) procurement process that included members of the community;
 - Creation of a combined Cultural Plan and Local Area Plan engagement process that responds to community input and enables community support in the delivery; and
 - Urban Alliance partnerships enabling academic researchers from the University of Calgary to inform the project's outcomes.
- Although minor refinements to specific budget items have taken place as information and project requirements were identified, no changes are proposed to the overall consulting budget in the amount of \$500,000.
- The greatest value in undertaking this project has been leveraged by the funding, which has allowed Administration to advance a unique, culturally sensitive and collaborative framework. This framework has enabled community guidance in a creative process of sharing and relationship building.
- On 2019 March 18, Council approved the project funding and the recommendations of PFC2019-0282 and PFC2019-0294 by: 1) approving the application for Council Innovation Funding for the Chinatown Cultural Plan and Area Redevelopment Plan in the amount of \$250,000; and 2) directing Administration to report back to PFC with a project update and how the funds were utilized no later than Q3 2020.
- Strategic Alignment to Council's Citizen Priorities: **A prosperous city**
- Background and Previous Council Direction is included as Attachment 1.

Project Update on Tomorrow's Chinatown

DISCUSSION

Tomorrow's Chinatown was approved with financial support from the Council Innovation Fund (CIF), and as such specific requirements for innovation have been incorporated into the project. This report is responding to Council direction tied to the funding, and offers updates on the areas of innovation, funding, timelines, and work in progress.

Areas of Innovation

Innovation has been a specific area of focus and attention for the project. To date eight specific areas of innovation have been noted. Administration continues to identify additional opportunities as the project progresses, and on a quarterly basis undertakes "lessons learned" sessions to document the learnings. Identified areas of innovation include:

- Procurement process improvements
- Combined engagement plan delivery and innovation
- Support of the Chinatown Artist-In-Residency program in partnership with The New Gallery
- New on-boarding process for community members on Advisory Groups
- Consultation with community stakeholders on project communications and participatory engagement
- Council-directed scope changes to address community needs
- Academic research and project support from three Urban Alliance partnerships
- Implementation of new technology to undertake consultation during COVID-19

Project funding

The \$500,000 approved consulting budget for *Tomorrow's Chinatown* project came from three City sources, being Planning & Development's 2019 and 2020 operating budget, Planning & Development's reserve funds, and the CIF application. A total of \$250,000 was allocated from Planning & Development's operating budget and reserve funds and the remaining balance came from the CIF application (PFC2019-0282).

Based on the project work completed to date, the approved consulting budget for the project is sufficient. No significant changes are expected to the overall budget. The table below highlights the progress made to date.

| | Approved Funding (2019-20) | Actual Spent (2019) | Actual Spent to-date (2019-2020) | Committed Costs (excluding paid) to date | Estimate at Completion (2021) | Projected Contingency |
|-------|----------------------------|---------------------|----------------------------------|------------------------------------------|-------------------------------|-----------------------|
| Total | \$500,000 | \$51,000 | \$139,000 | \$348,000 | \$487,000 | \$13,000 |

Project timelines

Four primary factors have impacted the original project timelines:

- Administration required approval of the project scope at the 2019 September 04 meeting of SPC on Planning and Urban Development before releasing the RFP for the Cultural Plan consultant.
- A unique project charter identifying a governance structure and formalized levels of authority was required prior to undertaking the project. This has ensured transparency and responsible decision-making.

**Planning & Development Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0922
Page 3 of 4**

Project Update on Tomorrow's Chinatown

- A one-of-a-kind RFP to hire the Cultural Plan consultant that involved community stakeholders in the decision-making process was developed and piloted. This process can now be used for future projects.
- With the declaration of the State of Local Emergency due to the COVID-19 pandemic, additional disruption to the tentative project timelines became apparent. In response, Administration pivoted to respond to the cancellation of all in-person public events and engagement. This meant that the recruitment and announcement of the Advisory Group was temporarily delayed. Moreover, the initial Advisory Group meeting was delayed by nearly three months.

Impacted timelines now show that the delivery of the draft Cultural Plan is expected in Q2 2021. The draft Local Area Plan is targeted for completion in Q3 2021. Refer to Attachment 2 for a more detailed breakdown of the revised timelines and updated consulting costs.

Work In Progress/Next Steps

- Three distinct project phases, being “Discover, Create, and Realize” are being used to deliver the project.
- An external community Advisory Group recruited through a City-wide application and nomination process is assisting with the project delivery. Meetings with the Advisory Group are on-going with four meetings held between June and August. Another 15 sessions have been tentatively identified extending into 2021.
- An on-going virtual lunch series called “Let’s Talk Culture!” has allowed the project to focus on additionally engaging youth, seniors and community advocates.
- Work is underway on the 2020 June 15 Council-supported streetscape masterplan for Centre Street and the 2020 July 20 James Short renaming Notice of Motion.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

This project update did not require engagement, but broader engagement is underway tied to the overall project deliverables.

IMPLICATIONS

Social

Tomorrow's Chinatown provides an opportunity to advance the goals and priorities captured in The City's 2016 Cultural Plan. This project responds to a more deliberate and formalized approach to include cultural planning and cultural elements in planning policy. Moreover, the project is developing and piloting new processes that will influence The City's approach to ethno-cultural engagement and develop cultural competency benefiting not only Chinatown, but also other communities city-wide.

Environmental

Tomorrow's Chinatown will deliver a new culturally-based Local Area Plan for Chinatown that will apply smart growth principles as they relate to sustainable, walkable, and complete

Project Update on Tomorrow's Chinatown

communities. The new Local Area Plan will establish a Land Use framework that responds to recent decisions made on the Green Line alignment and capitalize on the opportunity for station area place-making and transit-oriented development.

Economic

The economic strategy for Calgary, identifies "Place" as one of the four interconnected focus areas to an enduring and prosperous economy. Cultural activities play an important role in resilient cities that are able to attract talent and businesses because of the quality of place. Moreover, an updated policy framework provides certainty for growth and economic investment.

Service and Financial Implications

Tomorrow's Chinatown is included on the 2020 workplan for the City Planning and Policy Service Line and is part of the Downtown Strategy – Positioning Downtown for the New Economy. Any unused 2020 one-time operating budget for *Tomorrow's Chinatown* project in Community Planning, City Planning & Policy will be requested to be carried forward to 2021. It has no financial impact to the Service Line budget and specifically to the staffing costs as the project work is expected to be completed in 2021.

Existing operating funding - one-time

Any unused 2020 one-time budget will be requested to be carried forward as part of the mid-cycle adjustment process. The estimated amount is \$230,000.

Opportunity cost of pursuing the recommendation

Administration has considered the opportunity cost of undertaking this project, and any shift away from *Tomorrow's Chinatown* will result in an outdated policy plan that does not align with community expectations and Council's priority on A City of Safe and Inspiring Neighbourhoods. Not pursuing this work will also fail to realize the sunk cost and resources from the community volunteers, business support and on-going consulting work.

RISK

The work on *Tomorrow's Chinatown* has been a priority for a number of years and is well established. Recent Council-directed changes to the project's scope pertaining to Centre Street streetscape plan and the renaming of the James Short site are currently unfunded.

ATTACHMENT(S)

1. Background and Previous Council Direction
2. Anticipated Project Timelines and Consulting Budget

Department Circulation

| General Manager | Department | Approve/Consult/Inform |
|------------------------|------------------------|-------------------------------|
| Stuart Dalglish | Planning & Development | Approve |
| Katie Black | Community Services | Inform |

Background

Commenced in 2016, Chinatown Phase 1 work was undertaken with the purpose of assessing the need for a culturally-based Local Area Plan for one of Calgary's most culturally distinctive neighbourhoods. Phase 1 wrapped up in the summer of 2018 with unanimous support from Council, directing Administration to develop a Cultural Plan for Chinatown and integrate cultural considerations into a new Local Area Plan ([PUD2018-0514](#)).

On 2019 March 18, Council approved the overall funding framework ([PFC2019-0282](#) & [PFC2019-0294](#)) for Chinatown Phase 2 work to deliver the Chinatown Cultural Plan and the culturally-based Local Area Plan, hereon in referred to as *Tomorrow's Chinatown*. At their 2019 September 4 meeting, the SPC on PUD ([PUD2019-1108](#)) approved the final scope that allowed the project to commence with hiring the Cultural Plan consultant through a Request for Proposal (RFP) process.

Context

Tomorrow's Chinatown is a City-led project that is working together with community stakeholders to create the first ever area-based cultural plan and a new Local Area Plan (LAP) for Chinatown. The focus of the project is to ensure that Chinatown thrives to be a vibrant, culturally-rich place to live, visit, work, and do business for generations to come.

In 2016, the extensive engagement carried out about the future of Calgary's Chinatown highlighted concerns about the erosion of the unique cultural identity and viability of Chinatown, including but not limited to the built environment.

Through *Tomorrow's Chinatown* project, and specifically the culturally-informed Local Area Plan (LAP) a master plan for Calgary Chinatown will be developed to ensure that development proposals for Chinatown are evaluated against an updated policy that adequately addresses the unique history and cultural character of Chinatown. The new LAP will provide a consistent reference point and certainty to developers, community stakeholders and decision-makers.

Previous Council Direction

July 20, 2020

Council adopted Councillor Farrell's Notice of Motion (PFC2020-0802)

City Administration directed to through the Tomorrow's Chinatown project and with support from Arts and Culture, engage the Chinatown community to discuss the history of the Short site, the roles of James Short and the Anti-Chinese League in Chinatown's history, the relocation of Chinatown, and the resiliency of the Chinese community in Calgary; and Report back with new names for the Short Site that are recommended by the community through Tomorrow's Chinatown, with particular consideration of names recognizing historical Chinese Canadian contributions to Calgary, as well as with an action plan for further programming and/or physical installations that interpret the historical learnings from the community discussions

June 15, 2020

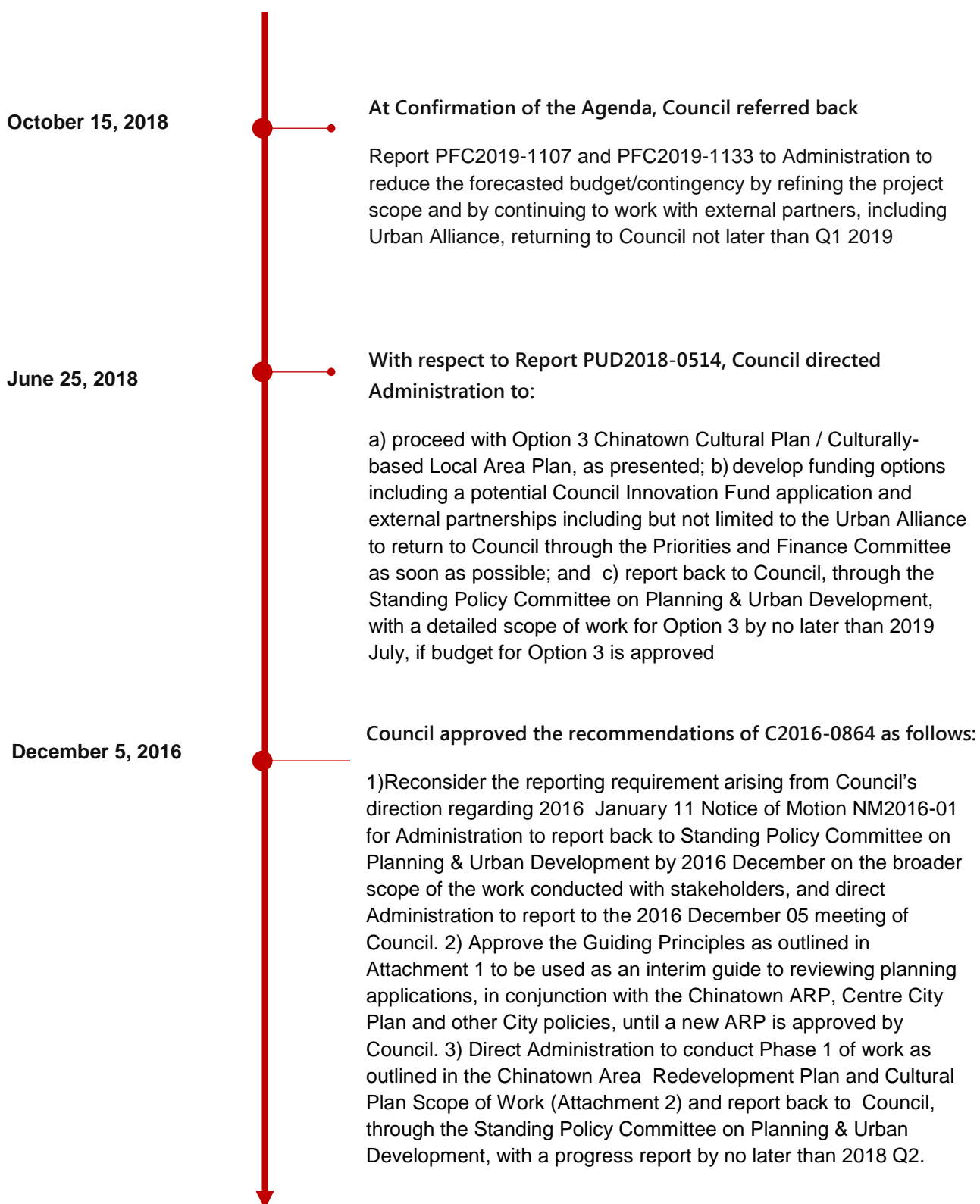
Council approved a Motion Arising from Councillor Farrell

Direct City Administration, in association with Green Line planning, Tomorrow's Chinatown local area planning, and the Main Streets program, to develop a streetscape masterplan for Centre St S (Centre Street Bridge to 4 Av S) to improve public realm, improve pedestrian safety, and integrate with future BRT infrastructure, with a funding strategy identified outside of the Green Line program

March 18, 2019

Council approved the project funding and the recommendations of PFC2019-0282 & PFC2019-0294 as follows:

1) Authorize the withdrawal of \$75,000 in 2019 and 2020 for a total of \$150,000 from the Planning and Development's Calgary Building Services Sustainment Reserve to secure funding for the Chinatown Cultural Plan and Local Area Plan; 2) Approve the overall funding framework for the Chinatown Cultural Plan and Local Area Plan from two City sources, being Planning & Development's 2019 and 2020 operating budget and the Council Innovation Fund application in an amount totaling \$500,000; and 3) Report back to Council, through the Standing Policy Committee on Planning & Urban Development, with a finalized scope of work by no later than Q3 2019.



Project Timelines and Costs

Table 1: Anticipated completion timelines and milestones*

| | 2020 | | | | 2021 | | | |
|-----------------------------------------------------------------------------------------------------|------|----|----|----|------|----|----|----|
| Project Milestones | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Urban Alliance projects 1. Culture & Identity 2. Demographics & Mobility 3. Sense of Place | | | 1 | 2 | 3 | | | |
| Background research – targeted interviews | X | X | X | | | | | |
| Advisory Group Meeting | | X | X | X | X | X | | |
| Broader and city-wide engagement | | | X | X | X | | | |
| Cultural Resource Map | | | | X | | | | |
| Draft Cultural Plan | | | | | | X | | |
| Land Use Concept Plan | | | | | | X | | |
| Draft Local Area Plan | | | | | | | X | |
| Approval of Plans | | | | | | | | X |

*Timelines are subject to change

Consulting costs to deliver *Tomorrow's Chinatown* are outlined in Table 2. The overall projects costs will be higher once internal costs have been factored, and this figure is estimated to be approximately \$750,000. This is comparable to other Local Area Plan projects undertaken in the past – with the added benefit of a Cultural Plan informing the Local Area Plan.

Table 2: Anticipated Chinatown Consulting Costs 2020-2021

| PROJECT EXPENSE | ESTIMATED COST |
|---------------------------------------------------------------------------------------------------------------------------|------------------|
| Cultural Plan | \$160,000 |
| *Local Area Plan | \$38,000 |
| Urban Alliance Partnership | \$69,000 |
| Communications & Engagement Implementation | \$170,000 |
| Translation Services | <u>\$50,000</u> |
| Total | \$487,000 |
| Project Contingency | \$13,000 |
| Total consulting costs including contingency | \$500,000 |
| *Note: the Urban Alliance partnership will assist with the delivery of the Local Area Plan and policy development. | |

**Returning Officer's Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0965
Page 1 of 3**

Amendments to the Election Bylaw

RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council give three readings to the proposed Bylaw, as set out in Attachment 1, to amend Bylaw 35M2018.

HIGHLIGHTS

- The Election Bylaw needs to align with provincial legislation governing municipal elections.
- What does it mean to Calgarians? Ensuring that the Election bylaw is current and aligns with legislation promotes Calgarians' confidence in the Returning Officer's planning and execution of elections.
- Why does it matter? Amending the Election Bylaw at this time allows the Returning Officer to prepare information and services for candidates and electors in advance of the 2021 October 18 General Election.
- Municipal council and school board elections are governed by the *Local Authorities Election Act* (the Act). The Act permits Council to pass bylaws to provide authority and govern various aspects of a general election, by-election or plebiscite.
- In addition to the Election Bylaw, other bylaws have been previously passed by Council over time under the authority of the Act. For ease of reference, the Returning Officer recommends consolidating all relevant election-related bylaws into the Election Bylaw.
- On 2018 December 11, the *Act to Renew Local Democracy in Alberta* (Bill 23) was passed, amending the Act. On 2020 July 21, the *Local Authorities Election Amendment Act* (Bill 29) was passed, further amending the Act. As a result, the Returning Officer recommends amendments to the Election Bylaw to align with the amended Act.
- In addition to recommended Election Bylaw amendments required to align with the Act, minor amendments to address typographical errors and improve accuracy are recommended.
- The Election Bylaw was most recently amended at the 2018 June 25 Regular Meeting of Council, in preparation for the 2018 Olympic Plebiscite.
- Strategic Alignment to Council's Citizen Priorities: A well-run city.

DISCUSSION

Currently, the Election Bylaw (Bylaw 35M2018) addresses a number of provisions required to administer a general election, by-election and plebiscite in keeping with the current election program.

The Returning Officer recommends Election Bylaw amendments to align with Bill 23 and Bill 29 amendments to the Act, address typographical errors and improve the Bylaw's accuracy.

For ease of reference, consolidation of separately-enacted bylaws related to nomination signatures (Bylaw 31M2007) and nomination deposits (30M2007) into the Election Bylaw is also recommended. Bylaws related to the early receipt of nominations (Bylaw 10M92) and rotation of ballots (Bylaw 37M80) are moot and should be repealed.

**Returning Officer's Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0965
Page 2 of 3**

Amendments to the Election Bylaw

Attachment 2 is a table summarizing the recommended amendments. Attachment 3 is the Election Bylaw (office consolidation), incorporating recommended amendments in underline for ease of reference.

Should Council adopt the recommended amendments, Elections Calgary will issue required communications to advise candidates and electors of applicable Election Bylaw changes.

The Ministry of Municipal Affairs was consulted in the development of the recommended amendments to the Election Bylaw.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

Not Applicable

Environmental

Not Applicable

Economic

Not Applicable

Service and Financial Implications

The cost of communications required to inform candidates and electors about changes to the Election Bylaws will be absorbed within the existing operating budget.

Existing operating funding - base

RISK

If the recommended amendments are not adopted, the Elections Bylaw will not align with current legislation.

ATTACHMENTS

1. Proposed Wording for a Bylaw to amend the Elections Bylaw 35M2018
2. Summary of Recommended Amendments
3. Underline of Election Bylaw 35M2018 showing recommended amendments

**Returning Officer's Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0965
Page 3 of 3**

Amendments to the Election Bylaw

Department Circulation

| General Manager (Name) | Department | Approve/Consult/Inform (Pick-one) |
|---------------------------|------------|--------------------------------------|
| | | |
| | | |
| | | |
| | | |

Proposed Wording for a Bylaw to amend the Elections Bylaw 35M2018

1. Bylaw 35M2018, the Elections Bylaw, as amended, is hereby further amended.
2. In the preamble:

- (1) the following is deleted:

“AND WHEREAS Council, being a local authority as defined in the *Act*, deems it desirable that voting stations for an election be open at 8 a.m.;”

and replaced with the following:

“AND WHEREAS Council, being an elected authority as defined in the *Act*, deems it desirable that voting stations for an election be open at 8 a.m.;”;

and

- (2) after:

“AND WHEREAS section 4 of the Calgary Election Regulation AR 293/2009 provides that section 78(5) of the *Act* does not apply in the case of an elector who is blind and directs that:

- (a) the deputy shall provide at advance vote stations on an as-required basis blind voter templates that will allow the elector to vote entirely unassisted; and
 - (b) the returning officer shall ensure that advertisements for advance voting stations contain statements that blind voter templates will be available only at advance voting stations and will not be available on election day;”

the following is added:

“AND WHEREAS section 27(2) of the *Act* allows an elected authority in a city with a population of at least 10,000 to specify a required number of electors to sign the nomination of a candidate for office as a member of the Council of The City Calgary, and that number must be at least 5 and not more than 100;

AND WHEREAS, Council is desirous that the minimum number of electors required to sign nomination papers be 100.

AND WHEREAS section 29 of the *Act* provides that an elected authority may by bylaw require every nomination be accompanied by a deposit in an amount fixed in the bylaw;

AND WHEREAS under sections 2 and 3 of the *Act* The Calgary Board of Education and the Roman Catholic Separate School District No. 1 have entered into an agreement for The City of Calgary to conduct joint elections;

AND WHEREAS under sections 2 and 3 of the *Act*, the elected authority conducting the election has the power to pass bylaws where a joint election agreement has been made;

AND WHEREAS Council is desirous that the deposit be \$500 for the office of Mayor of the City of Calgary and \$100 for all other offices of the City of Calgary, Calgary Board of Education and Calgary Roman Catholic Separate School District No.1;

AND WHEREAS section 28(1.1) of the *Act* authorizes a elected authority to pass a bylaw by December 31 of the year before a year in which a general election is to be held, to allow a returning officer to establish one or more locations, in addition to the local jurisdiction office, where a deputy may receive nominations;

AND WHEREAS section 37(3) of the *Act* authorizes a elected authority to pass a bylaw by June 30 of a year in which a general election is to be held allowing the returning officer of the elected authority to designate more than one voting station for each subdivision and the location of those voting stations for that election;

AND WHEREAS section 84(2.3) of the *Act* provides that an elected authority may by bylaw provide that a single ballot may be used for the office of chief elected official, the offices of councillors and the offices of school representatives or trustees;

AND WHEREAS section 13(2.1) of the *Act* requires an elected authority to appoint a substitute returning officer by June 30 of the year in which the election occurs or, for a by-election, in the resolution or bylaw that fixes the day for the by-election;

AND WHEREAS section 147.32 of the *Act* provides that every candidate or a person acting on behalf of the candidate shall issue a receipt for every contribution accepted in a form acceptable to the local jurisdiction;

AND WHEREAS section 177 of the *Act* provides that a third party shall issue receipts in the form and manner approved by the local jurisdiction for every advertising contribution accepted by the third party;”.

3. In section 2, the following is added after subsection 2(e) as subsection 2(e.1):

“(e.1) “*candidate*” means an individual who has been nominated to run for election in a local jurisdiction as member of *Council* or school board trustee;”.

4. The following is added after subsection 4(2) as subsection 4(3):
- “(3) The *Returning Officer* is hereby delegated the authority to prescribe procedures and other forms governing the enumeration of electors and any other methods of compiling and revising a permanent electors register.”.

5. The following is added after section 4 as sections 4.1 to 4.5:

“PART 2.1 – SUBSTITUTE RETURNING OFFICER

- 4.1 The *Returning Officer* is hereby delegated the authority to appoint a substitute returning officer.

PART 2.2 - NOMINATIONS

Nomination Signatures

- 4.2 The minimum number of electors required to sign the nomination papers of a *candidate* for office as a member of the *Council* is 100.

Nomination Deposit

- 4.3 (1) Every nomination paper required by the *Act* which nominates a *candidate* for election as a:
- (a) member of *Council* other than the Mayor; or
 - (b) school board trustee;
- must be accompanied by a deposit in the amount of \$100 in cash, certified cheque or money order.
- (2) Every nomination paper required by the *Act* which nominates a *candidate* for election to the office of Mayor must be accompanied by a deposit in the amount of \$500 in cash, certified cheque or money order.
- (3) If the deposit is made by certified cheque or money order it must be drawn in favour of The City of Calgary.
- (4) The deposit shall be taken in to general revenue unless the circumstances provided for in section 30(4) of the *Act* prevail in which case it shall be returned to the *candidate* after a *candidate* has been declared elected.

Locations Where Nominations may be received

- 4.4 (1) The *Returning Officer* is hereby authorized to establish one or more locations where a deputy may receive nominations.

- (2) The *Returning Officer* must publish on The City's website a list of all locations where nominations may be received.

PART 2.3 – VOTING STATIONS

- 4.5 The *Returning Officer* is hereby authorized to designate more than one *voting station* for each voting subdivision and the location of such *voting stations*."
6. Subsection 6.2(4)(c) is deleted.
7. Section 8 is renumbered as subsection 8(1) and the following is added as subsection 8(2):
- "(2) The *Returning Officer* may use a single ballot for the office of chief elected official, the offices of councillors and the offices of school representatives or trustees."
8. (1) Section 17 is renumbered as subsection 17(1).
- (2) In subsection 17(1)(a), the words "subsection 14(4)" are deleted and replaced with "section 13".
- (3) The following is added as subsection 17(2):
- "(2) Despite subsection (1), *ballot* boxes for special *ballots*, institutional and advance vote *voting stations* may be opened on *election day* prior to the close of regular *voting stations* for the purpose of inserting *ballots* into the *tabulator*. The steps set out in subsection (1) otherwise are applicable to special *ballots* and *ballots* from institutional and advance vote *voting stations*."
9. After section 19, the following is added as sections 19.1 and 19.2:

"PART 5.1 – CAMPAIGN CONTRIBUTION RECEIPTS

- 19.1 (1) Every *candidate* or a person acting on behalf of the *candidate* must issue a receipt for every contribution accepted.
- (2) A receipt issued pursuant to subsection (1) must include the following information:
- (a) date of contribution;
- (b) name of individual contributor;
- (c) address of individual contributor; and
- (d) amount contributed.

PART 5.2 – THIRD PARTY ADVERTISING CONTRIBUTION RECEIPTS

- 19.2 (1) A third party must issue receipts for every advertising contribution accepted by the third party.
- (2) A receipt issued pursuant to subsection (1) must include the following information:
- (a) date of contribution;
 - (b) name of contributor;
 - (c) address of contributor; and
 - (d) amount contributed.
- (3) In this section, “third party” and “advertising contribution” have the meaning as set out in the *Act*.”.
10. The following bylaws are hereby repealed:
- (a) Bylaw 30M2007, The Nomination Deposit Bylaw;
 - (b) Bylaw 31M2007, The Nomination Signature Bylaw;
 - (c) Bylaw 10M92, Being a Bylaw of The City of Calgary for the Early Receipt of Nominations; and
 - (c) By-Law 37M80, A By-Law of the City of Calgary respecting the Rotation of Names on the Ballot Paper for Electors under The Municipal Election Act and The School Election Act.
11. This Bylaw comes into force on the day it is passed.

Summary of Recommended Amendments to Election Bylaw

| Bylaw consolidations | | | |
|-----------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Current Bylaw Number | Short title of Current Bylaw | Description | Recommendation |
| Bylaw 10M92 | Early receipt of nominations | <p>Bylaw 10M92 provided for early receipt of nominations on nomination day. Bill 23 amended the Act to provide for a nomination period (e.g., 2021 January 4 through 2021 September 20 in the 2021 October 18 general election).</p> <p>On nomination day, the Act permits nominations to be received until 12 p.m. (noon). As a result, Bylaw 10M92 is moot.</p> | Repeal Bylaw 10M92. |
| Bylaw 30M2007 | Nomination deposits | <p>Bylaw 30M2007 requires a deposit of \$500 to register a nomination for the office of Mayor and \$100 for Councillor and all school board trustee offices. The Act permits a maximum nomination deposit of \$1,000.</p> | <p>Following a municipal scan, no changes to nomination deposit amounts are recommended.</p> <p>Incorporate into Bylaw 35M2019 and repeal Bylaw 30M2007.</p> |

| Bylaw consolidations | | | |
|-----------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Current Bylaw Number | Short title of Current Bylaw | Description | Recommendation |
| Bylaw 31M2007 | Required nomination signatures | Bylaw 31M2007 provides that 100 electors are required to sign the nomination papers of a Mayoral or Councillor candidate. The Act provides that the bylaw may establish a minimum of 5 and not more than 100 electors to sign the nomination papers of a Mayoral or Councillor candidate. | <p>Following a municipal scan, no changes to required nomination signatures are recommended.</p> <p>School boards may pass their own bylaw respecting required nomination signatures.</p> <p>Incorporate into Bylaw 35M2019 and repeal Bylaw 31M2007.</p> |
| Bylaw 37M80 | Rotation of names on ballot | <p>Bylaw 37M80 requires the rotation of names on a ballot for hand-count elections. With the introduction of vote tabulator technology and the requirement to administer the Senate Election on behalf of the Province in keeping with the <i>Senate Election Act</i>, rotation of names on a ballot is no longer possible.</p> <p>As a result, Bylaw 37M80 is moot.</p> | Repeal Bylaw 37M80. |

| Bill 23 and Bill 29 provisions | | |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Theme | Description | Explanation |
| Substitute returning officer | A substitute returning officer is required to be appointed by June 30 in a general election year to fulfill the Returning Officer's responsibilities due to their illness, absence or incapacity. | In keeping with similar, existing authority for the Returning Officer to designate required election officials, it is recommended the Returning Officer (includes an Acting Returning Officer) be delegated authority to appoint a substitute returning officer. |
| Contribution receipts | The Act requires the City to prescribe the form of receipts for candidate and third party advertisers required for every contribution accepted. | The bylaw prescribes required content to be included on receipts, giving flexibility for candidates and third party advertisers to choose the type of receipt they will source and pay for on their own. |
| Permanent register of electors | With the introduction of a permanent register of electors accessed through a data sharing agreement with Elections Alberta, administrative procedures and forms will be required to manage the register in a secure, efficient and responsive manner. | To ensure procedures and forms are timely and meet the needs of Elections Calgary's elector data management system and City data security requirements, it is recommended that the Returning Officer be delegated authority to prescribe procedures and other forms governing the enumeration of electors and any other methods of compiling and revising a permanent electors' register. |
| Locations where nominations may be received | The Act provides that the Returning Officer may establish one or more locations where nominations may be received. | Given that Elections Calgary operates facilities outside of the Municipal Complex, is recommended that this authority be granted to the Returning Officer to determine where nominations may be received and to require the Returning Officer to list locations where nominations may be received on the City's website. |

| Bill 23 and Bill 29 provisions | | |
|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Theme | Description | Explanation |
| Voting Stations in voting subdivisions | The Act provides that the Returning Officer may designate more than one voting station in a voting subdivision. | This provision will assist in circumstances where the appropriate size, layout, access, parking or availability of voting stations is limited. This flexibility is particularly important to support social distancing. |
| Composite ballot | The Act provides for the Returning Officer to use a composite ballot (i.e., Council and school board races are contained on a same ballot face by ward). | Using a composite ballot facilitates an easier voter experience, expedites the process to issue ballots and saves substantial printing costs. Recent regulatory change permits the Senate election to be included on the municipal ballot face. |
| Processing special (mail-in), institutional and advance ballots through tabulator on election day | The Act permits ballots from special (mail-in), institutional and advance ballots to be processed through tabulators on election day (as applicable). | Provision will expedite the production of results after 8 p.m. on election day. Elections Calgary will provide notice to candidates when and where this process will occur. |

| Minor amendments | |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of Change | Description |
| Typographical correction | Second whereas clause reference: “local authority” changed to “electoral authority”. |
| New definition added | New definition of “candidate”. |
| Typographical correction | Section 17.(1)(a). Reference to subsection 14(4) changed to subsection 13. |
| Reflect current practice | Remove authority to submit special (mail-in) ballot requests by telecopier or facsimile machine. This recommendation reflects the infrequent use of these technologies based on experience in Olympic Plebiscite. |

BYLAW NUMBER 35M2018 (Office Consolidation)

**BEING A BYLAW OF THE CITY OF CALGARY
TO CONDUCT ELECTIONS**

* * * * *

(Amended by 40M2018)

WHEREAS subsection 46(2) of the *Local Authorities Election Act*, R.S.A. 2000, c.L-21 (the “*Act*”) provides that an elected authority may, by a bylaw passed prior to June 30 in a year in which an election is to be held, provide that voting stations may be open before 10:00 a.m.;

AND WHEREAS Council, being an ~~local authority~~ elected authority as defined in the *Act*, deems it desirable that voting stations for an election be open at 8 a.m.;

AND WHEREAS section 49 of the *Act* provides that a municipality may by bylaw:

- (a) direct the secretary to prepare a permanent electors register of residents in the municipality who are entitled to vote in elections;
- (b) prescribe procedures and other forms governing the enumeration of electors and any other methods of compiling and revising a permanent electors register; and
- (c) provide for the use of the permanent electors register to create a list of electors who are entitled to vote in an election’

AND WHEREAS Council deems it advisable that a permanent electors register be prepared;

AND WHEREAS section 84 of the *Act* provides that an elected authority may by bylaw provide for the taking of votes from electors by means of voting machines, vote recorders, or automated voting systems, and the bylaw must prescribe the form of ballot, directions for marking the ballot, directions for procedures for the taking of votes, the examination of ballots by machine or otherwise to declare them void, counting of votes, and recounting by machine or other means;

AND WHEREAS Council deems it desirable to authorize the use automated voting system for elections and to provide for the procedures for their use;

AND WHEREAS section 73 of the *Act* provide that an elected authority may by resolution provide for the holding of an advance vote;

AND WHEREAS subsection 180(3) of the *Municipal Government Act*, R.S.A. 2000, c. M-26, provides that where Council is authorized under any enactment to do something by resolution, it may also be done by bylaw;

AND WHEREAS Council deems it desirable to provide for the holding of an advance vote;

AND WHEREAS subsection 80(1) of the *Act* provides that an elected authority may authorize the returning officer to designate the location of one or more institutional voting stations for an election;

AND WHEREAS subsection 77.1(2) of the *Act* provides that an elected authority may, by resolution passed prior to nomination day, provide for special ballots and provide the method by which a person may apply to receive a special ballot;

AND WHEREAS subsection 77.2(3.1) of the *Act* provides that an elected authority may by resolution set a time and date earlier than the closing of the voting stations on election day for when a special ballot must be received by a returning officer;

AND WHEREAS section 4 of the Calgary Election Regulation AR 293/2009 provides that section 78(5) of the *Act* does not apply in the case of an elector who is blind and directs that:

- (a) the deputy shall provide at advance vote stations on an as-required basis blind voter templates that will allow the elector to vote entirely unassisted; and
- (b) the returning officer shall ensure that advertisements for advance voting stations contain statements that blind voter templates will be available only at advance voting stations and will not be available on election day;

(40M2018, 2018 September 24)

AND WHEREAS section 27(2) of the *Act* allows an elected authority in a city with a population of at least 10,000 to specify a required number of electors to sign the nomination of a candidate for office as a member of the Council of The City Calgary, and that number must be at least 5 and not more than 100;

AND WHEREAS, Council is desirous that the minimum number of electors required to sign nomination papers be 100;

AND WHEREAS section 29 of the *Act* provides that an elected authority may by bylaw require every nomination be accompanied by a deposit in an amount fixed in the bylaw;

AND WHEREAS under sections 2 and 3 of the *Act* The Calgary Board of Education and the Roman Catholic Separate School District No. 1 have entered into agreements for The City of Calgary to conduct joint elections;

AND WHEREAS under sections 2 and 3 of the *Act*, the elected authority conducting the election has the power to pass bylaws where a joint election agreement has been made;

AND WHEREAS Council is desirous that the deposit be \$500 for the office of Mayor of the City of Calgary and \$100 for all other offices of the City of Calgary, Calgary Board of Education and Calgary Roman Catholic Separate School District No.1;

AND WHEREAS section 13(2.1) of the *Act* requires an elected authority to appoint a substitute returning officer by June 30 of the year in which the election occurs or, for a by-election, in the resolution or bylaw that fixes the day for the by-election;

AND WHEREAS section 28(1.1) of the *Act* authorizes an elected authority to pass a bylaw by December 31 of the year before a year in which a general election is to be held, to allow a returning officer to establish one or more locations, in addition to the local jurisdiction office, where a deputy may receive nominations;

AND WHEREAS section 37(3) of the *Act* authorizes an elected authority to pass a bylaw by June 30 of a year in which a general election is to be held allowing the returning officer of the elected authority to designate more than one voting station for each subdivision and the location of those voting stations for that election;

AND WHEREAS section 84(2.3) of the *Act* provides that an elected authority may by bylaw provide that a single ballot may be used for the office of chief elected official, the offices of councillors and the offices of school representatives or trustees;

AND WHEREAS section 147.32 of the *Act* provides that every candidate or a person acting on behalf of the candidate shall issue a receipt for every contribution accepted in a form acceptable to the local jurisdiction; and

AND WHEREAS section 177 of the *Act* provides that a third party shall issue receipts in the form and manner approved by the local jurisdiction for every advertising contribution accepted by the third party.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

PART 1 – TITLE, DEFINITIONS AND APPLICATION

Short Title

1. This Bylaw may be cited as the “Election Bylaw”.

Definitions

2. In this Bylaw:
 - (a) “*Act*” means the *Local Authorities Election Act*, R.S.A. 2000, c.L-21;
 - (b) “*automated voting system*” means the tabulators, memory storage devices, remote accumulation systems, printers, computers and software used to count votes and generate election results electronically;
 - (c) “*auxiliary ballot box*” means a separate compartment in a ballot box into which electors place their marked ballots that have not been read by the tabulator;
 - (d) “*ballot*” means a paper listing the names of *candidates* standing for election, and questions or bylaws posed to electors, with places for electors to mark their choices;
 - (e) “*ballot account*” means the form prescribed pursuant to the Local Authorities Forms Regulation, AR 106/2007;

- (e.1) “candidate” means an individual who has been nominated to run for election in a local jurisdiction as member of *Council* or school board trustee;
- (f) “*Council*” means the municipal council for The City of Calgary;
- (g) “*counting centre*” means a secured area within the City’s Election and Census Office at #8 Novatel Skyline Bldg. 1103-55 Avenue NE Calgary AB, T2E 6W1, or such other location designated by the *Returning Officer*;
- (h) “*election*” means election as defined in the *Act*;
- (i) “*election day*” means election day as defined in the *Act*;
- (j) “*register tape*” means a printed record generated by a *tabulator* which shows the votes cast for each election and the total votes cast’
- (k) “*Returning Officer*” means the person appointed as a returning officer pursuant to section 13 of the *Act*
- (l) “*secrecy sleeve*” means an open ended envelope used to cover a marked *ballot* that conceals the elector’s choices but reveals the initials of the deputy who issued the ballot to the elector;
- (m) “*secretary*” means secretary as defined in the *Act*;
- (n) “*tabulator*” means a device with a memory storage component into which marked ballots are inserted which automatically counts the votes on the *ballot* for an *election*;
- (o) “*voting station*” means a voting station as defined in the *Act*.

Application

3. (1) This Bylaw applies to all *elections* in the City of Calgary that are governed by the *Act*.
- (2) If there is any conflict between a provision of this Bylaw and a provision of the *Act*, the latter prevails.

PART 2 – PERMANENT ELECTORS REGISTER

4. (1) The secretary is hereby directed to prepare a permanent electors register of residents in the City who are entitled to vote in *elections*.
- (2) The *Returning Officer* may use the permanent electors register to create a list of electors who are entitled to vote in an *election*.
- (3) The *Returning Officer* is hereby delegated the authority to prescribe procedures and other forms governing the enumeration of electors and any other methods of compiling and revising a permanent electors register.

PART 2.1 – SUBSTITUTE RETURNING OFFICER

4.1 The *Returning Officer* is hereby delegated the authority to appoint a substitute returning officer.

PART 2.2 - NOMINATIONS

Nomination Signatures

4.2 The minimum number of electors required to sign the nomination papers of a *candidate* for office as a member of the *Council* is 100.

Nomination Deposit

4.3 (1) Every nomination paper required by the *Act* which nominates a *candidate* for election as a:

(a) member of *Council* other than the Mayor; or

(b) school board trustee;

must be accompanied by a deposit in the amount of \$100 in cash, certified cheque or money order.

(2) Every nomination paper required by the *Act* which nominates a *candidate* for election to the office of Mayor must be accompanied by a deposit in the amount of \$500 in cash, certified cheque or money order.

(3) If the deposit is made by certified cheque or money order it must be drawn in favour of The City of Calgary.

(4) The deposit shall be taken in to general revenue unless the circumstances provided for in section 30(4) of the *Act* prevail in which case it shall be returned to the *candidate* after a *candidate* has been declared elected.

Locations Where Nominations may be received

4.4 (1) The *Returning Officer* is hereby authorized to establish one or more locations where a deputy may receive nominations.

(2) The *Returning Officer* must publish on The City's website a list of all locations where nominations may be received.

PART 2.3 – VOTING STATIONS

4.5 The *Returning Officer* is hereby authorized to to designate more than one *voting station* for each voting subdivision and the location of such *voting stations*.

PART 3 – VOTING STATION HOURS

5. *Voting stations* shall be kept open continuously on *election day* from 8 a.m. until 8 p.m.

PART 4 – ADVANCE VOTE

6. (1) The *Returning Officer* is hereby authorized to hold an advance vote on any vote to be held in an *election*.
- (2) The *Returning Officer* must determine the days and hours when the advance vote is to be held.

PART 4.1 – INSTITUTIONAL VOTING STATIONS

- 6.1 Pursuant to section 80 of the *Act*, the *Returning Officer* is hereby authorized to designate the location of one or more institutional voting stations for an *election*.
(40M2018, 2018 September 24)

PART 4.2 – SPECIAL BALLOTS

- 6.2 (1) The use of special ballots for an *election* is hereby authorized.
- (2) For a general election, as that term is defined in the *Act*:
 - (a) the *Returning Officer* is directed to accept applications for special ballots commencing on August 1 of the year of a general election and ending at noon on *election day*; and
 - (b) special ballots must be received by the *Returning Officer* no later than 4:00 p.m. on *election day*.
- (3) For a by-election, as that term is defined in the *Act*, or for a vote on a bylaw or question the *Returning Officer*:
 - (a) is directed to accept applications for special ballots
 - (b) is authorized to set the time period during which applications for a special ballot will be accepted; and
 - (c) is authorized to set the date and time by which special ballots must be received.
- (4) Applications for special ballots may be made:
 - (a) in writing;
 - (b) by telephone;
 - ~~(c) by telecopier or facsimile machine;~~
 - (d) in person;
 - (e) by e-mail; and
 - (f) through a publicly accessible website maintained by The City of Calgary.

PART 4.3 – BLIND AND VISUALLY IMPAIRED VOTERS

- 6.3 (1) In this section, “*electronic ballot marking device*” means an electronic device that has an audio instruction and vote confirmation component and Braille-embossed voting buttons that is used by blind or visually impaired voters to mark a ballot.
- (2) The *Returning Officer* is directed:
- (a) to provide *electronic ballot marking devices* for blind and visually impaired voters during the advance vote; and
 - (b) to ensure that advertisements for advance voting stations contain statements that *electronic ballot marking devices* will be available only at advance voting stations and will not be available on election day.

(40M2018, 2018 September 24)

PART 5 – AUTOMATED VOTING SYSTEM PROCEDURES

Automated Voting System

7. (1) *Council* hereby authorizes the use of *automated voting systems* for *elections*, as deemed appropriate by the *Returning Officer*.
- (2) The voting procedures outlined in this Bylaw must be followed for *elections* employing an *automated voting system*, except for the special *ballot* process unless otherwise stated.

Form of Ballot

8. (1) The *Returning Officer* is *hereby* authorized to determine the form of ballot to be used in an election where an *automated voting system* is employed.
- (2) The *Returning Officer* may use a single ballot for the office of chief elected official, the offices of councillors and the offices of school representatives or trustees.

Testing of Tabulators

9. If an *automated voting system* is used for an *election*, including special *ballots*, the *Returning Officer* must test all *tabulators* in advance of the *election* to ensure that they are functioning correctly, and once tested, memory units cleared and the *tabulators* physically secured until they are used for the *election*.

Issuance of Ballots

10. Prior to issuing a *ballot*, a deputy must ensure that:

- (a) the elector is voting at the correct *voting station*;
- (b) the elector produces identification as required by the *Act*;
- (c) the elector makes the statements prescribed by the *Act*;
- (d) the voting register is completed; and
- (e) if the City is conducting an *election* for the school boards, the elector is asked if the elector is a resident of the Calgary Board of Education or the Calgary Separate School District No. 1; and
- (f) the *ballot* issued to the elector is initialed by the deputy.

Marking of ballot

- 11. (1) Upon receiving a *ballot*, the elector must enter the voting compartment alone to mark the *ballot*, or with an assistant as permitted by the *Act*.
- (2) Despite subsection (1), the elector may bring a minor child into the voting compartment.
- 12. After the elector has marked his or her *ballot* indicating one choice for each election with an “X”, or other legible mark that clearly indicates the elector’s choice, the elector will place the marked *ballot* in the *secrecy sleeve* provided with the ballot and proceed to the *ballot box*.

Deposit of ballot into tabulator

- 13. The deputy at the *ballot box* must ensure:
 - (a) that the *ballot* was initialed by a deputy; and
 - (b) the *ballot* is inserted directly into the *tabulator* from the *secrecy sleeve*, without revealing the elector’s choices on the *ballot*.

Ballot marked incorrectly

- 14. (1) If the elector makes an *inadvertent* error in marking a *ballot*, the elector will return the original *ballot* to a deputy, and may request a replacement *ballot*.
- (2) When an elector returns a *ballot* with an inadvertent error on it, a deputy will mark the returned *ballot* as “SPOILED” and if the elector requests a replacement *ballot*, a deputy will provide a replacement *ballot* to the elector.

Tabulator errors

- 15. (1) If a *ballot* is rejected by a *tabulator*, a deputy will advise the elector to obtain a replacement *ballot*, and if the elector:

- (a) requests a replacement *ballot*, the original *ballot* will be marked “SPOILED”;
 - (b) declines to obtain a replacement *ballot*, the original *ballot* will be marked “REJECTED”.
- (2) A deputy will retain the SPOILED and REJECTED *ballots* separate from each other, and from all other *ballots*.
- (3) If the *tabulator* fails or malfunctions, electors will insert their marked *ballots* into the *auxiliary ballot box*.
- (4) The *auxiliary ballot box* will remain closed until the voting station closes, at which time two deputies in the presence of one another and any *candidates*, scrutineers or official agents present, will open the *auxiliary ballot box* and insert the *ballots* from the *auxiliary ballot box* into the *tabulator*, but if the *tabulator* rejects a *ballot*, and it is possible to ascertain the votes on the ballot, a deputy will:
 - (a) prepare a replacement *ballot* duplicating the elector’s choices, and mark it “DUPLICATE”;
 - (b) mark the word “SPOILED” on the original *ballot*;
 - (c) mark a serial number on both the duplicate *ballot* and the original *ballot*; and
 - (d) insert the replacement *ballot* into the *tabulator*.

Failure of Tabulator or Automated Voting System

16. If a *tabulator* or the *automated voting system* fails, the *Returning Officer* may direct that:
- (a) *ballots* from any or all *voting stations* be counted manually at the *voting station*; or
 - (b) *ballot boxes* be delivered to the *counting centre* and *ballots* so delivered be counted using *tabulators* at the *counting centre* in the same manner as prescribed for counting *ballots* from the *auxiliary ballot box*; and
 - (c) give such other directions as may be required for the proper conduct of the *election*.

Post-vote Procedures

17. (1) After a *voting station* closes, except as modified for special *ballot*, institutional and advance vote *voting stations*, the presiding deputy must ensure that the following functions are performed:
- (a) *ballots* from the *auxiliary ballot box* are inserted into the *tabulator* in the manner set out in subsection 14(4) 13 for counting;
 - (b) after the votes from the *auxiliary ballot box* are counted, the *tabulator* is secured such that no other *ballots* can be inserted into it
 - (c) two *register tapes*, or as many as may be directed by the *Returning Officer*, are produced from the *tabulator*;
 - (d) *register tapes* are certified by two deputies;
 - (e) one *register tape* is posted on the door or other conspicuous place at the entry to the *voting station*;
 - (f) election results are transmitted to the *Returning Officer* in the manner prescribed by the *Returning Officer*;
 - (g) unused *ballots* are counted;
 - (h) *ballots* that are marked SPOILED or REJECTED are placed in separately sealed packages;
 - (i) all election materials from the *voting station*, except for the *ballot account*, and voting registers with objections noted on them, into a ballot transport box for delivery to the *counting centre*; and
 - (j) the prescribed *ballot account* is completed, and a copy of the certified *register tape* is attached to it.
- (2) Despite subsection (1), ballot boxes for special ballots, institutional and advance vote voting stations may be opened on election day prior to the close of regular voting stations for the purpose of inserting ballots into the tabulator. The steps set out in subsection (1) otherwise are applicable to special ballots and ballots from institutional and advance vote voting stations.

Recount

18. If in accordance with the *Act*, the *Returning Officer* directs a recount the following procedure will be followed:
- (a) *tabulators* will be placed in the *counting centre*;
 - (b) in the presence of two deputies, the *Returning Officer*, scrutineers, *candidates* and official agents, the *tabulators* will be cleared, and the opening *register tape* showing a zero count produced;
 - (c) *ballots* cast for the *election* being recounted will be removed from the *ballot box* and inserted into the *tabulators* for counting;

- (d) after the *tabulators* have recounted all votes, two *register tapes*, or as many as directed by the Returning Officer, will be certified by two deputies;
- (e) the *Returning Officer* will consider the number of votes to which an objection was noted, and declare the result in accordance with the provisions of the Act.

Paper ballot system

19. Despite the voting procedures for *automated voting systems* set out in this Part, the *Returning Officer* may choose to conduct an *election* using a paper *ballot* system instead of an *automated voting system*, in which case the procedures for such *elections* prescribed by the *Act* must be followed.

PART 5.1 – CAMPAIGN CONTRIBUTION RECEIPTS

19.1 (1) Every *candidate* or a person acting on behalf of the *candidate* must issue a receipt for every contribution accepted.

(2) A receipt issued pursuant to subsection (1) must include the following information:

(a) date of contribution;

(b) name of individual contributor;

(c) address of individual contributor; and

(d) amount contributed.

PART 5.2 – THIRD PARTY ADVERTISING CONTRIBUTION RECEIPTS

19.2 (1) A third party must issue receipts for every advertising contribution accepted by the third party.

(2) A receipt issued pursuant to subsection (1) must include the following information:

(a) date of contribution;

(b) name of contributor;

(c) address of contributor; and

(d) amount contributed.

(3) In this section, “third party” and “advertising contribution” have the meaning as set out in the *Act*.

PART 6 - GENERAL

Repeal

20. Bylaw 8M86, Being a Bylaw of The City of Calgary to Direct the City's Returning Officer to Prepare a List of Electors for Municipal General Elections, is hereby repealed.

20.1 Bylaw 22M98, Being a Bylaw of The City of Calgary for the Establishment of Institutional Voting Stations for Municipal Elections, is hereby repealed.

(40M2018, 2018 September 24)

Coming into force

21. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON 2020 OCTOBER 5

READ A SECOND TIME ON 2020 OCTOBER 5

READ A THIRD TIME ON 2020 OCTOBER 5

(Sgd.) N.Nenshi
MAYOR

(Sgd.) J. Fraser
ACTING CITY CLERK

**City Manager's Office Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0967
Page 1 of 3**

Electronic Voting Implementation Update

RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council adopt the Electronic Voting Framework contained in Attachment 2.

HIGHLIGHTS

- Consistent with Council's expectations, the City Clerk's Office has worked to ensure that an electronic voting (e-voting) option is ready in September 2020.
- What does this mean to Calgarians? E-voting will allow Councillors' votes to be displayed during a meeting. It will also allow citizens to access voting data through the Open Data catalogue, facilitating empirical research of voting.
- Why does it matter? E-voting improves citizen access to Councillor decisions, strengthening the transparency and accountability of government.
- As it will impact Council's legislative procedure, Council's endorsement of the framework for, and the timing of e-voting, is required.
- The proposed approach to e-voting leverages existing technologies and tools, and offers the same user experience for Members, whether participating in-person or remotely.
- Training sessions have been prepared as part of the proposed implementation and will be rolled out in 2020 September, for full implementation by 2020 October 7.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Voting using electronic means is an effective way to capture Members' votes during meetings. An electronic voting module is available within the existing electronic meeting management software (eSCRIBE), and the City Clerk's Office has been exploring the potential use of this module and assessing a number of options for implementation.

Discussions with external vendors and other municipalities were undertaken during the assessment phase. Simultaneously, an investigation into the installation of presentation screens at each Councillor workstation in the Chamber and the Engineering Traditions (committee room in Old City Hall) was completed.

Implementation options, which included custom-built panels, configuration of buttons on existing panels, or existing hardware devices (i.e., Surfaces, iPads) were assessed against meeting requirements, ease of use, and cost.

On the basis of this assessment, the City Clerk's Office is recommending that Council implement electronic voting through the eSCRIBE module, using existing devices. Members will log into eSCRIBE from their Surface devices for the duration of the meeting and will be presented with a pop-up vote box, when activated by the Clerk, to cast their votes on an item-by-item basis. Details of the framework are outlined in Attachment 2.

This option would provide the same voting process for Members participating remotely as those attending a meeting in person, and is intended to be presented through the same device already utilized by Members for paperless agendas. This approach would also allow Members to

**City Manager's Office Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0967
Page 2 of 3**

Electronic Voting Implementation Update

continue to use Microsoft Teams to view presentations and motions on the screen in front of them.

The recommended approach for e-voting through eSCRIBE is the least costly option, with an estimated cost of \$7500, largely allocated to purchase several backup devices for contingency. The other options assessed were significantly more costly, ranging from \$35,000 - \$82,000 for hardware and software. The continued use of Teams by Members participating remotely and in person would also eliminate the need for the purchase and installation of a stand-alone presentation screen at each Councillor workstation in the Chamber.

In anticipation of implementing electronic voting, Council made changes to the Procedure Bylaw in 2019 to allow for votes to be carried out in this way. As outlined in Attachment 2 and consistent with the Procedure Bylaw, the City Clerk's Office is recommending that e-voting be used for all votes, with the exception of 'general consent', and 1st and 2nd Bylaw readings. Where an e-vote result shows that three or more Members indicate their opposition to a motion, a Roll-Call vote must be taken. The data set of Council's votes would be provided to the Open Data portal to be made available to the public.

Training would be provided to all Members, including citizen Members of Calgary Planning Commission and Audit Committee, during the weeks of September 21 and 28. The first use of e-voting would be expected to occur on 2020 October 7.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

N/A

Environmental

N/A

Economic

N/A

Service and Financial Implications

**City Manager's Office Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0967
Page 3 of 3**

Electronic Voting Implementation Update

Implementation of electronic voting for Council and Committee meetings ensures that technology investments are being maximized, and that greater information is made available to the public. The 'Council and Committee Support' service will continue to seek out ways to use technology to support meetings of Council and Committee while also facilitating public access to the legislative process.

The proposed approach minimizes the budget impact by leveraging existing technologies and hardware. Any expenditures associated with the implementation of this option would be funded from existing base operating funding.

Existing operating funding - base

\$7,500

An estimated \$7500 is required from existing operating budgets, largely for the purchase of back-up devices for Members attending meetings in-person.

RISK

There are few risks associated with pursuing the proposed approach. There is a risk associated with not proceeding, which would delay maximizing the investment already made in eScribe.

ATTACHMENTS

1. Previous Council Direction, Background
2. Electronic Voting Framework

Department Circulation

| General Manager (Name) | Department | Approve/Consult/Inform (Pick-one) |
|---------------------------|------------|--------------------------------------|
| | | Choose an item. |
| | | Choose an item. |
| | | Choose an item. |
| | | Choose an item. |

Background

Authority for Council to adopt Electronic Voting in Council and Committee meetings was established in Procedure Bylaw 35M2017, as amended (24M2019, 2019 June 17).

Previous Council Direction

Electronic Voting in Council and Committee Meetings

| DATE | REPORT # | TITLE & DIRECTION |
|------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3/10/2020 | PFC2020-0326 | Briefing: Update on the Implementation of Electronic Voting. Next update in Summer 2020. |
| 6/17/2019 | PFC2019-0591 | Procedure Bylaw Amendments Council approved amendments to the Procedure Bylaw, including establishing guidelines for electronic voting in Council and Committee meetings. Further, Council directed Administration to return to the Priorities and Finance Committee in Q3 with an accurate cost estimate and implementation timeline for a hardware solution for electronic voting, for approval. |
| 10/15/2018 | C2020-1218 | Notice of Motion: Reforming Council's Closed-Door Meetings Council referred Notice of Motion C2020-1218 to Administration to be incorporated into the work for the C2018-0405 Notice of Motion (from April 5). |
| 4/5/2018 | C2018-0405 | Notice of Motion: Ensuring Efficiency, Transparency and the Appropriate Use of Closed Meetings for Council Business Council approved the resolution as follows: Administration be directed to bring forward a report to Council, through the Priorities and Finance Committee, no later than Q4 2018. |

Electronic Voting in eSCRIBE Framework

Use of electronic voting:

Electronic voting would be used in every meeting of Council or Council Committee, including: Standing Policy Committees; Audit Committee; Priorities and Finance Committee; Intergovernmental Affairs Committee, Gas, Power and Telecommunications Committee, and the Calgary Planning Commission.

Electronic Voting would be used for every vote taken, with the following exceptions:

- 1) Where agreement is by General Consent
- 2) Bylaws requiring three readings:
To balance transparency and efficiency, bylaws will use a combination of electronic and voice votes, as follows:
 - a. an electronic vote will be taken for the report recommendation, any amendments, and third reading;
 - b. a voice vote will be taken for first, second and authorization for third readings.

Where an e-vote result shows that three or more Members indicate their opposition to a motion, a Roll-Call vote must be taken. [Procedure Bylaw s. 119(4)]

Casting votes electronically:

All participants will log-in to eSCRIBE (either through the App or the Web-portal) and select the current meeting. The Clerk will open the vote on each item when prompted by the Chair, and each participant will be presented with a vote box containing the wording of the motion, and 'Yes' and 'No' options. Each participant will then select and submit their vote.

Any Member who, for whatever reason, is unable to cast an electronic vote may cast a voice vote, which will be registered by the meeting Clerk. [Procedure Bylaw s.199(3)]

Vote outcome display:

Once all votes have been entered, the Clerk will close the vote and display the results on the screen in the Chamber, which will also be broadcast to the public live stream and through Teams. The vote will not be final until declared by the Chair. [Procedure Bylaw s.199(2)]

Vote Record:

The results from e-voting will display in minutes like those collected by a roll-call vote. Both the names and the number of Members who voted either 'For' or 'Against' will be captured in the minutes.

When the meeting minutes are published to the web, the vote record will also be made available on Open Calgary – The City of Calgary’s open data portal (<https://data.calgary.ca>).

Implementation:

Electronic voting would be implemented for Committee meetings starting on 2020 October 7 with the SPC on Planning and Urban Development (PUD). E-voting would then be used for all Council and Committee meetings thereafter, including the 2020 October 26 Organizational Meeting of Council.

Training:

Training would be provided for Members of Council and citizen members of Committees.

Capital Investment Application Recommendations for Municipal Stimulus Program

RECOMMENDATION(S):

That the Priorities and Finance Committee (PFC) recommends that Council:

1. Approve The City's investments proposed for Municipal Stimulus Program (MSP) funding, and approve the capital budget, as identified in Attachment 1, contingent on Government of Alberta's approval of The City's applications; and
2. Direct Administration to submit the City of Calgary Municipal Stimulus Program applications to the Government of Alberta on or before 2020 October 1.

HIGHLIGHTS

- On 2020 July 28 the Government of Alberta (GoA) announced additional funding for infrastructure investments as part of Alberta's Recovery Plan to help with the COVID-19 recovery. The City's share of the \$500 million Municipal Stimulus Program (MSP) is \$152.8 million for capital investments to be completed in 2020 and 2021. Submissions are due on or before 2020 October 1.
- The MSP is intended to provide funding that will create and sustain local jobs, enhance provincial competitiveness and productivity, position communities to participate in future economic growth, reduce municipal red-tape and promote job-creating private sector investment.
- What does this mean to Calgarians? Local job creation, new and improved infrastructure, an increase in Affordable Housing, more equitable services, reduction in operating costs, economic diversification support for the downtown, alignment with The City's Growth and Change Strategy and a more resilient, competitive and attractive city.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city. All Citizen Priorities are reflected in the proposed investments.
- Infrastructure Calgary supports one of the six main goals of the new Rethink to Thrive strategy (C2020-0699), which looks to optimize financial management of operating and capital budgets and reduce the cost of government by optimizing capital planning and infrastructure investment.

DISCUSSION

On 2020 July 28 the GoA announced additional funding for infrastructure investments as part of Alberta's Recovery Plan to help with the COVID-19 recovery. The City's share of the \$500 million MSP is \$152.8 million for capital investments in 2020 and 2021.

The primary objective of the MSP is to sustain and create local jobs, enhance provincial competitiveness and productivity, position communities to participate in future economic growth, reduce municipal red-tape and promote job-creating private sector investment.

A maximum of five applications may be submitted, with municipalities encouraged to submit fewer applications to minimize administrative and reporting requirements. Applications are due on or before 2020 October 1, and all funds must be spent by 2021 December 31. MSP funding is limited to investments that would not go forward in the absence of support through the MSP in 2020 and 2021. MSP eligibility is similar to the Municipal Sustainability Initiative (MSI) eligibility,

Capital Investment Application Recommendations for Municipal Stimulus Program

with some modifications (e.g. excludes categories and activities with minimal contribution to economic recovery). Investments that previously applied for MSI and/or GTF are not eligible for MSP funding, but investments that have applied for MSI and/or GTF in 2020, or are in the process of applying, are eligible. Eligible investment categories include construction, betterment, rehabilitation and non-routine maintenance of roads, bridges, water and wastewater systems, public transit, and recreation.

The City's unfunded, shovel-worthy investments were reviewed against GoA's MSP guidelines and the Infrastructure Calgary Prioritization Stimulus Criteria approved by Council on 2020 May 11 (C2020-0524). Additional considerations by Service Owners in supporting the proposed investments included investment support of Council approved policy and strategic direction, current work program and ability to resource and deliver the project, especially in COVID-19 context, and ability to expend all the MSP funds supporting it by 2021 December 31.

The resulting investments were discussed and voted on by the Infrastructure Calgary Steering Committee and resulted in the recommended investments for proposed submission to the MSP (Attachment 1). On 2020 September 3, ALT discussed the potential investments and recommended that the proposed investments attached to this report be advanced to PFC.

After exploration and discussion of different approaches to the applications, Infrastructure Calgary recommends an asset class approach to group projects within the maximum of five applications. This meets the GoA's direction that each application result in a clearly defined asset. The asset classes recommended by Infrastructure Calgary are: Facility Revitalization & Renewal, Transportation, Water Infrastructure and Parks & Open Spaces. Multiple investments are bundled within each of these asset classes. Please see Attachment 2 for detailed investment information.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Administration has had several conversations with the GoA as these recommendations were being developed to clarify MSP guidelines. Administration also conversed with The City of Edmonton to understand how they are approaching their MSP applications and share information.

Recommended capital investments are often the result of considerable public consultation. Public engagement results from 2017-2019 conducted for One Calgary was used to help inform capital priorities given the quick timelines between stimulus announcement and the submission date of 2020 October 1. Public engagement consulted includes One Calgary Roll-Up Engagement & Research Insights that help set Council Directives; Value Characteristics, Service Targets, Service Plan Previews; and the 2019 Citizen Satisfaction Survey. Infrastructure Calgary continues to work with Customer Service & Communications on opportunities to engage and conduct citizen research, e.g. the Economic Perspectives survey which was in field

Capital Investment Application Recommendations for Municipal Stimulus Program

2020 May 15. Asset management plans also play a significant role in identifying capital priorities.

IMPLICATIONS

Social, Environmental and Economic Implications

On 2020 May 11, the Infrastructure Calgary Prioritization Stimulus Criteria were approved by Council (C2020-0524) to help prioritize investments should stimulus funding be provided. The criteria were drafted to encourage social, environmental and economic considerations and were used to help guide and evaluate the MSP eligible investments recommended in Attachment 1.

- Creates jobs and stimulates the economy
- Contributes to a resilient city
- Enables economic diversification
- Enhances long-term value of assets and reduces operating cost
- Attracts investment and supports the growth and change strategy
- Facilitates equitable services
- Supports post COVID-19 service environment

Alignment to Council Policy for proposed MSP investments can be found in Attachment 2.

Social

The MSP investments recommended were evaluated for their ability to facilitate equitable services. Some of the investments proposed for MSP funding speak to social improvements, e.g., the Glenbow Museum Revitalization updates the physical infrastructure of the building to ultimately be more inclusive, accessible, and environmentally sustainable. The inclusion of Affordable Housing – redevelopment of existing units and addition of new units - is important in avoiding closures and providing new housing for many Calgarians.

Environmental

Many of the investments proposed for MSP funding encourage environmental stewardship, e.g., solar garden initiative, river access upgrades, biodiversity implementation and naturalization of existing parks and open spaces and to help achieve reduced operating costs. There is also investment for drainage improvement in established communities to reduce the risk of flooding and improve resiliency against the impacts of climate change.

Economic

The COVID-19 pandemic has significantly disrupted health, livelihoods and the economy. The primary objective of the MSP is to sustain and create local jobs, enhance provincial competitiveness and productivity, position communities to participate in future economic growth, reduce municipal red-tape and promote job-creating private sector investment. Together, The City's recommended investments for proposed submission to the MSP are expected to generate an estimated 882 jobs, as calculated using the Calgary Region Input-Output Model (CRIOM) developed by Corporate Economics.

Capital Investment Application Recommendations for Municipal Stimulus Program

Service and Financial Implications

Administration recommends conditional capital budget, contingent on successful MSP applications. Administration will be monitoring impacts to the approved Service Plans and Budgets and will prioritize investments to optimize the MSP funding in 2020 and 2021.

The capital budget increase in 2020 and 2021 will total \$154,842 thousand, with \$152,831 thousand funded from the MSP and the remainder from off-site levies. An effort was made to consider all Citizen Priorities. Service breakdown is provided in Attachment 1.

There is no impact to the 2020 and 2021 operating budgets. Infrastructure Calgary and Service Owners were mindful in preparing their potential submissions of how potential MSP funded investments could impact operating budgets. Under the MSP, assets must not require operating funding from the province, and investments must not result in municipal tax increases. None of the recommended investments in Attachment 1 will require operating funding from the province or a property tax increase to fund operating costs of capital.

New capital funding request

\$154,842 thousand sourced from MSP and Off-Site Levy (OSL).

Opportunity cost of pursuing the recommendation

This is stimulus funding for projects that wouldn't otherwise go forward in 2020 or 2021. There is no opportunity cost (i.e., this is an incremental opportunity, it does not displace other investments).

RISK

Municipalities will lose access to any portion of their allocation that is not committed to an accepted investment submitted as of 2020 October 1. The disposition of any uncommitted funding after 2020 October 1 will be at the discretion of the Minister of Municipal Affairs. It is important that The City submit their applications on or before 2020 October 1.

Construction of eligible MSP projects must begin in calendar year 2020 or 2021. Projects do not need to be complete by the end of 2021, but MSP funds must be expended by the end of 2021. It is critical that all funds associated with investments approved under the MSP are spent by 2021 December 31 or the provincial funding will be lost. For projects that are started but do not fully expend the approved MSP funding for the project, The City will be required to find alternate funding sources to complete the project.

Infrastructure Calgary continues to monitor issues and risks, including the impact of the COVID-19 pandemic on capital delivery, and supports appropriate mitigation measures, working with the corporate Integrated Risk Management team to address the principle corporate risks, include the Infrastructure Management risk.

ATTACHMENT(S)

1. 2020-2021 Capital Budget Increase for the Municipal Stimulus Program (MSP) funded investments – For Approval
2. Municipal Stimulus Program (MSP) application Investment Summaries

**Deputy City Manager's Office Report to
Priorities and Finance Committee
2020 September 8**

**ISC: UNRESTRICTED
PFC2020-0894
Page 5 of 5**

**Capital Investment Application Recommendations for Municipal Stimulus
Program**

Department Circulation

| City/General Manager (Name) | Department | Approve/Consult/Inform (Pick-one) |
|--------------------------------|------------------------|--------------------------------------|
| David Duckworth | City Manager's Office | Approve |
| Chris Arthurs | DCMO | Approve |
| Carla Male | CFOD | Approve |
| Dan Limacher | UEP | Approve |
| Doug Morgan | Transportation | Approve |
| Katie Black | Community Services | Approve |
| Stuart Dalglish | Planning & Development | Approve |
| Michael Thompson | Green Line | Approve |

2020-2021 Capital Budget Increase for Municipal Stimulus Program (MSP) funded investments - FOR APPROVAL
(\$000s)

Purpose: To provide capital budget increases for MSP funded investments for Council approval

| Asset Class | Service | Budget ID | Budget ID Name | 2020 | 2021 | Total ¹ | Explanation of Capital Budget Requests |
|-----------------------------------------|--------------------------------|-----------|--------------------------------------------------------|------|--------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Facility Revitalization & Renewal | | | | | | | |
| | Affordable Housing | 489_000 | Affordable Housing Redevelopment | - | 5,500 | 5,500 | New budget request of \$5,500 thousand for city owned affordable rental housing (as per community wide advocacy strategy) including purchase of distressed assets to provide immediate rental housing and help Tourism industry stabilize vacancy. Funding from Municipal Stimulus Program (\$5,500 thousand) is contingent on receiving provincial approval. |
| | Affordable Housing | 489_014 | Lifecycle Maintenance | - | 9,300 | 9,300 | New budget request of \$9,300 thousand for repair and regeneration of City and CHC owned affordable housing including building and unit upgrades, building envelope, environmental efficiency & operating cost reduction. Funding from Municipal Stimulus Program (\$9,300 thousand) is contingent on receiving provincial approval. |
| | Affordable Housing | 489_AHS | Increase Affordable Housing Supply | - | 5,200 | 5,200 | New budget request of \$5,200 thousand for creating 80 new housing units with leveraged Federal dollars. Feasibility, planning and construction of new city owned rental housing as part of ten year capital plan. Funding from Municipal Stimulus Program (\$5,200 thousand) is contingent on receiving provincial approval. |
| | Economic Development & Tourism | 633_002 | Civic Partners Infrastructure Grant | - | 18,924 | 18,924 | New budget request of \$18,924 thousand to revitalize the Glenbow Museum's current building and address deferred maintenance; upgrade City Owned, Partner Operated Facilities; and maintenance and upgrade to Telus Spark Facility. Funding from Municipal Stimulus Program (\$18,924 thousand) is contingent on receiving provincial approval. |
| | Facility Management | 480772 | NW Travellers Building / Jack Singer / Public Building | 500 | 11,000 | 11,500 | New budget request of \$11,500 thousand for stabilization of the structural foundation of the North West Travellers Building; exterior and interior structural rehabilitation of two heritage buildings to support community economic development & tourism and downtown revitalization; Jack Singer/Public Building to complete rehabilitation design and critical repair. Funding from Municipal Stimulus Program (\$11,500 thousand) is contingent on receiving provincial approval. |
| | Infrastructure Support | 819_234 | Sustainable Infrastructure Capital Program (SICP) | - | 3,970 | 3,970 | New budget request of \$3,970 thousand to build the Renfrew Community Solar Garden (a solar park rated at 1.3 MW DC on City land). The project will be owned and operated by the Renfrew community. The Telus Spark facility will be the electricity off-taker for the solar generated electricity. Funding from Municipal Stimulus Program (\$3,970 thousand) is contingent on receiving provincial approval. |
| | Infrastructure Support | 751_001 | Fiber Optics | - | 6,000 | 6,000 | New budget request of \$6,000 thousand for continuation of the Council-approved Fiber Infrastructure Strategy. Fiber infrastructure connects all City services, buildings, and assets. Funding from Municipal Stimulus Program (\$6,000 thousand) is contingent on receiving provincial approval. |
| | Recreation Opportunities | 448000 | Seasonal Air-Supported Dome at Shouldice Athletic Park | - | 3,715 | 3,715 | New budget request of \$3,715 thousand for the construction of a seasonal air supported dome over one of the artificial turf fields at the Shouldice Athletic Park, supporting year long recreation activity and increased revenues. Funding from Municipal Stimulus Program (\$3,715 thousand) is contingent on receiving provincial approval. |
| Total Facility Revitalization & Renewal | | | | 500 | 63,609 | 64,109 | |

| Asset Class | Service | Budget ID | Budget ID Name | 2020 | 2021 | Total ¹ | Explanation of Capital Budget Requests |
|----------------------------|-----------------------|-----------|----------------------------------------|-------|---------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Parks & Open Spaces | | | | | | | |
| | Parks & Open Spaces | 500_006 | Park Upgrades | 600 | 8,000 | 8,600 | New budget request of \$8,600 thousand for Eau Claire Public Realm Redevelopment. The program will include the 3rd avenue walking and wheeling, new and improved pedestrian crossings and infrastructure along Riverfront, and the redevelopment of the new Eau Claire Plaza Phase 1. Funding from Municipal Stimulus Program (\$8,600 thousand) is contingent on receiving provincial approval. |
| | Parks & Open Spaces | 500_008 | Park Lifecycle | 1,000 | 15,000 | 16,000 | New budget request of \$16,000 thousand for lifecycle/upgrade of infrastructure that is in failing or poor condition; river access upgrades, biodiversity implementation and naturalization of existing parks and open spaces. Funding from Municipal Stimulus Program (\$16,000 thousand) is contingent on receiving provincial approval. |
| Total Parks & Open Spaces | | | | 1,600 | 23,000 | 24,600 | |
| Transportation | | | | | | | |
| | Public Transit | 481409 | 52 St. BRT Phase 1 - Route 23 Upgrades | 500 | 12,639 | 13,139 | New budget request of \$13,139 thousand for implementation of a north-south rapid transit service on 52 Street E between Saddletowne LRT Station and the South Health Campus. Funding from Municipal Stimulus Program (\$11,129 thousand) is contingent on receiving provincial approval and Developer & Other Contributions (\$2,010 thousand). |
| | Streets | 481358 | Critical Infrastructure Renewal | - | 22,500 | 22,500 | New budget request of \$22,500 thousand for additional investments on major roadways to complete required lifecycle maintenance, betterment and rehabilitation of streets. Funding from Municipal Stimulus Program (\$22,500 thousand) is contingent on receiving provincial approval. |
| Total Transportation | | | | 500 | 35,139 | 35,639 | |
| Water Infrastructure | | | | | | | |
| | Stormwater Management | 897_000 | Drainage Facilities & Network | - | 30,494 | 30,494 | New budget request of \$30,494 thousand for community drainage improvement investment in established communities to reduce the risk of flooding and improve resiliency against the impacts of climate change. Funding from Municipal Stimulus Program (\$30,494 thousand) is contingent on receiving provincial approval. |
| Total Water Infrastructure | | | | - | 30,494 | 30,494 | |
| Total for Approval | | | | 2,600 | 152,242 | 154,842 | |

Note:
1. Figures may not add due to rounding

Calgary



Attachment 2 MSP Application Briefings PFC3030-0894.docx

Municipal Stimulus Program (MSP) Application Briefings



Table of Contents

| | |
|--------------------------------------------------------------------------|-----------|
| Introduction | 3 |
| Briefing 1: Facility Revitalization & Renewal | 4 |
| Briefing 2: Parks & Open Spaces | 9 |
| Briefing 3: Transportation | 12 |
| Briefing 4: Water Infrastructure (Community Drainage Improvement) | 16 |

Introduction

On 2020 July 28 the Government of Alberta (GoA) announced additional funding for infrastructure investments as part of Alberta's Recovery Plan to help with the COVID-19 recovery. The City's share of the \$500 million Municipal Stimulus Program (MSP) is \$152.8 million for capital investments in 2020 and 2021. The MSP is intended to provide funding that will create and sustain local jobs, enhance provincial competitiveness and productivity, position communities to participate in future economic growth and reduce municipal red-tape and to promote job-creating private sector investment.

Administration recommends the bundles of investments on the following pages for submission to the MSP program. Each bundle represents one proposed application. While the investments themselves have been chosen based on their alignment to Council's approved criteria (2020 May 11 (C2020-0524)) and their contribution to improving quality of life for Calgarians, they are grouped below by asset class to satisfy program guidelines and maximize chances of application approval. The briefings on the following pages include - Facility Upgrade & Renewal, Transportation, Water Infrastructure and Parks & Open Spaces.



Briefing 1: Facility Revitalization & Renewal

| | |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Investment Description | <p>Facility Upgrade/Renewal Projects will revitalize City facilities and associated networks, increasing the life of City assets, services offered, and levels of connectivity (fibre) to attract investment and support economic recovery. Projects that are within this bundle and their associated value include:</p> <p>Affordable Housing will repair and regenerate City and CHC owned affordable housing assets including construction of new units, building and unit upgrades, building envelope, environmental efficiency & operating cost reduction</p> <p>Glenbow Revitalization will start the revitalization of interior and exterior of the Glenbow Museum</p> <p>Telus Spark Upgrades will renovate interior exhibits, upgrade dome theatre, build main floor café and build solar generation in the parking lot at TELUS Spark.</p> <p>Northwest Travellers Building will receive investment to stabilize the foundation Jack Singer/Public Building will receive interior and exterior investments to improve access and to address phase 1 exterior rehabilitation.</p> <p>Civic Partner Infrastructure Grant – Upgrade projects will upgrade Partner facilities (e.g. Heritage Park, Calgary Zoo, Hangar Museum, Fort Calgary, Vecova) to increase accessibility, reduce energy use and extend building life.</p> <p>Fiber Infrastructure project will continue building the City's telecommunication infrastructure per the Council-approved Fibre Infrastructure Strategy.</p> <p>Shouldice Air Supported Dome - includes the installation of a seasonal air-supported structure over an existing artificial turf fields at the Shouldice Athletic Park. It will provide much needed indoor practice and play space in Northwest Calgary</p> |
| Investment Objectives – Alignment to MSP Guidance | <p>This investment aligns directly with all MSP guidelines:</p> <ul style="list-style-type: none"> • Sustain and create local jobs through investment in facility upgrades and revitalization of existing facilities. • Enhance provincial competitiveness and productivity through investment in economic development and tourism industries. • Position communities to participate in future economic growth by providing increase safe and affordable housing units. <p>Reduce municipal red-tape to promote job-creating private sector through investment in alternative energy sources.</p> |

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| Alignment to Council Criteria | <p>Enhance asset value and reduce operating costs: investment to increase the useful life of assets, energy efficiency improvements and to address health and safety</p> <p>Creates Jobs: Creates temporary jobs to renovate facilities, the investment will involve design and construction phases in order to rehabilitate the interior and exterior of key City facilities</p> <p>Contributes to a resilient city: through provision of safe housing for low income households reducing city operating costs and allowing for field sports to be organized year-round and not be dependent on the weather.</p> <p>Facilitates equitable service: through the development of affordable housing in multiple communities and addressing a critical shortage of available indoor amenities for field sports practice and play.</p> <p>Shovel-ready: Design and construction are ready to commence and can be completed with MSP funding, which will allow the projects to complete Q4 2021.</p> <p>Supports Post COVID service – such as Telus Spark galleries which will be designed to limit hands on interactions</p> <p>Enables economic diversification – through housing people and increasing productivity potential for labor, as well as research and training in the delivery of renewable energy solutions</p> |
| Eligibility (Capital Project Activities) | <p>Construction and Development, Betterment: the investment will involve design and construction to rehabilitate the interior and exterior of key City facilities and extend the useful lives of the assets</p> <p>General Government and Administration: the investment will improve telecommunication infrastructure within the city</p> <p>Non-Routine Maintenance: Repair or replacement of individual parts of an infrastructure asset's major components or systems</p> |
| Functional Category | <p>Parks, Recreation, Sports and Other Community Facilities</p> <p>General Government and Administration</p> <p>Public Health and Welfare</p> |
| Description of Activities | <p>Exterior and interior structural rehabilitation of two heritage buildings to support community economic development & tourism and downtown revitalization: Jack Singer/Public Building \$500,000 in 2020 and \$6M in 2021 to complete rehabilitation design and critical repair; and Northwest Travellers Building \$5M in 2021 to stabilize the structural foundation.</p> <p>Shouldice Dome project will proceed with the design and construction of a seasonal air-supported dome over one of the three artificial turf fields at the Shouldice Athletic Park.</p> <p>Addition of Fibre telecommunication critical conduit and fibre optic cables, which will increase City of Calgary fibre network providing resiliency to the backbone of the city's telecommunications infrastructure</p> <p>Glenbow Museum Project will include interior renovations - decanting, asset demolition and relocation, temporary environmental controls, selective demolition, mechanical and electrical demolition. Exterior construction commencing spring 2021 include, exterior precast panel removal, partial roofing removal and replacement, exterior building hoarding and public safety precautions. Upgrade Civic Partner</p> |

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| | <p>Infrastructure building components to increase accessibility, improve energy efficiency and extend building life (example facilities include Heritage Park, Calgary Zoo, Hangar Museum, Fort Calgary, Vecova)</p> <p>TELUS Spark Upgrade, will renovate existing galleries creating a digital immersive environment, renovate and upgrade Dome Theatre and build a café on main floor.</p> <p>Solar installation will involve the completion of detailed design and the entire project will require six months to complete from the start of detailed design, permitting, construction, through commissioning.</p> <p>Repair and regeneration of 520 City and CHC owned affordable housing units including building and unit upgrades, building envelope, environmental efficiency upgrades & operating cost reductions</p> <p>Feasibility, planning and construction of 145 new city owned rental housing units as part of ten-year capital plan.</p> <p>Purchase of distressed assets for 80 new city owned affordable rental housing (as per community wide advocacy strategy) including purchase of distressed assets to provide immediate rental housing and help Tourism industry stabilize vacancy levels</p> | | |
| Resulting Capital Asset(s) | <p>Glenbow Revitalization will result in a renewal of exterior of building, modernization of systems such as HVAC, and renovation of interior of building.</p> <p>Telus Spark projects will upgrade and modernize exhibits such as the Dome Theatre projection system, virtual exhibits and solar generation in parking lot.</p> <p>Civic Partner Infrastructure Grant – Upgrade projects will upgrade Partner operated facilities to increase accessibility, reduce energy use, upgrade systems such as HVAC and audio systems.</p> <p>The Northwest Travellers Building will have its foundation stabilized, phase 1 of the Jack Singer/Public Building will receive urgent interior and exterior investments to improve access</p> <p>The Shouldice Dome project will provide a seasonal air-supported structure and associated foundations and anchoring systems.</p> <p>Addition of Fiber-Optic telecommunication critical asset infrastructure, which will increase City of Calgary fibre network.</p> <p>Affordable Housing Redevelopment will provide building and unit upgrades and enhancements in addition to planning and phase 1 implementation for the regeneration of city owned portfolio ending their life cycle.</p> | | |
| Location(s) | Bowness, Renfrew, Downtown Commercial Core, Bridgeland, City-wide Locations | | |
| Estimate Start Date | On Approval | Estimate End Date | December 31 st 2021 |
| Service(s) | <p>Recreation Opportunities</p> <p>Affordable Housing</p> <p>Economic Development & Tourism</p> <p>Arts and Culture</p> <p>Facility Management</p> <p>IT Solutions & Support</p> | | |
| | <p>The resulting impact on operating budgets will be negligible, and in some cases will reduce operating requirements. In the case of the Shouldice dome investment, revenue generated is expected to have a positive impact on operating budget.</p> | | |

Capital Budget Increases (\$000s)

| Description | Investment Category | Total | 2020 | 2021 |
|-------------------------------------------------------|---------------------|---------------|------------|---------------|
| Affordable Housing Redevelopment | Program | 20,000 | | 20,000 |
| Civic Partner Infrastructure Grant – Upgrade Projects | Program | 2,324 | | 2,324 |
| Telus Spark Upgrades | Project | 6,570 | | 6,570 |
| Glenbow Revitalization | Project | 14,000 | | 14,000 |
| North West Travellers Building | Project | 5,000 | | 5,000 |
| Jack Singer/Public Building | Project | 6,500 | 500 | 6,000 |
| Fiber Infrastructure | Program | 6,000 | | 6,000 |
| Shouldice Dome | Project | 3,715 | | 3,715 |
| Facility Revitalization & Renewal Total | | 64,109 | 500 | 63,609 |

Benefits

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| Jobs Created | 360 |
| Service Benefit | <p>Preliminary results using Calgary Recreation's Triple Bottom Line Cost Benefit Analysis tool (in development) indicate investment in the Shouldice Dome could yield an annual economic benefit of up to \$70,000 in health care cost avoidance and quality of life improvement.</p> <p>Operational savings due to reduction in required managed data services.</p> <p>Improvements to cultural attractions including Glenbow Museum and TELUS Spark offers new and relevant offerings to Calgarians and visitors, and increases tourism and community space available for arts, culture, science, and other programming including the integration of the solar garden into the exhibit and education program.</p> <p>Safe housing for low income households, people housed increases productivity potential for labor and reduces city operating costs</p> |
| Specific Service Levels / Performance Measures impacted | <p>Investments may positively impact Economic Development and Tourism performance measures including Cultural Attraction Attendance, Funds Contributed by Partners, and Economic Impact of Convention Centre Delegates, increased attendance to arts and culture activities as well as increased availability of recreation services to a year-round service provision.</p> <p>Service performance results for 2019 – 2022 include increasing the mitigation and adaptation actions implemented while increasing climate resilience awareness in Calgary</p> <p>Upgrades to 520 units and redevelopment of buildings at the end of life cycle</p> |
| Policy Benefits | <p>The proposed investments support The City's policy objectives including those embedded in:</p> <p>Calgary in the New Economy: An economic strategy for Calgary</p> <p>Sport for Life Policy</p> <p>Recreation Master Plan</p> |

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| | <p>Fiber Infrastructure Strategy</p> <p>Indoor Sport Amenity Strategy Update</p> <p>Climate and Resilience Strategy</p> <p>Cultural Plan for Calgary</p> <p>Investing in Partnerships Policy</p> <p>Community Affordable Housing Advocacy Plan</p> <p>Corporate Affordable Housing Strategy</p> <p>This program also supports policies and strategies stewarded by Civic Partners including Calgary Arts Development Authority's Living a Creative Life, and Tourism Calgary's Destination Strategy.</p> |
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Briefing 2: Parks & Open Spaces

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| Investment Description | <ul style="list-style-type: none"> • Eau Claire Public Realm Improvements: Eau Claire Plaza & Public Realm is a space that is well utilized by locals in the immediate community and also attracts a regional draw. With the growing number of residents and the diversity of social economic groups that live in Eau Claire and the surrounding area there is a need for a public space that accommodates all ages, groups and abilities. This in turn will create a more inclusive and resilient community. The Plaza is currently out-dated. With the adjacent flood barrier work occurring, not updating the plaza and surrounding area would result in less usable space. Investment in this project will eliminate this loss of important outdoor amenity space for locals. • Park Infrastructure & Urban Conservation Lifecycle: Rehabilitation and betterment of Parks' infrastructure that is in failing or poor condition, redevelopment of existing regional parks, river access upgrades, protection and restoration of important cultural landscape assets, biodiversity implementation and naturalization of existing parks and open spaces. |
| Investment Objectives – Alignment to MSP Guidance | <p>Investment will create approximately 160 immediate construction related jobs. Additionally, the investment made into Eau Claire Plaza and the other regional parks that are planned to be redeveloped/upgraded with this funding will attract adjacent development activity to occur, which results in both more construction jobs, and ongoing jobs with the attraction of new office, retail, and recreational services.</p> <ul style="list-style-type: none"> • Will enhance provincial competitiveness and productivity as it will attract more visitors for events, create new jobs and assist in the sustainment of existing local jobs. • This investment will help position communities to participate in future economic growth as access to equitable and enhanced park spaces is a key factor for many people when choosing where to live. Similarly, parks and open spaces are essential to maintaining and improving health and wellness outcomes for communities. • This investment will promote private sector partnerships as it will support Calgary Parks in attracting and matching more private sponsorship opportunities for park redevelopments and upgrading existing playgrounds to fully accessible/inclusive playgrounds. |
| Alignment to Council Criteria | <ul style="list-style-type: none"> • Will directly create approximately 160 new jobs for the duration of the program • Enables economic diversification by employing construction, architectural and engineering related services • Will enhance the long-term value of park assets while reducing operating costs as this program primarily seeks to replace/upgrade park assets that are in critical/failing condition • Will facilitate equitable services as a significant portion of these funds will go towards upgrading existing playgrounds to fully accessible/inclusive playgrounds, and enhancing park spaces that serve underserved communities, vulnerable populations allows for equal access for all • Contributes to the creation of a resilient city establishing more biodiversity and naturalization of existing parks and open spaces |
| Eligibility (Capital Project Activities) | <ul style="list-style-type: none"> - Construction and Development - Betterment - Rehabilitation - Non-Routine Maintenance |

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| Submission Category | Resilience, Accessibility & Inclusion, Downtown, Economic Development, Economic Development & Tourism | | |
| Functional Category | Parks, Recreation, Sports, and Other Community Facilities | | |
| Description of Activities | By the end of 2021 Calgary Parks' will complete several park and open space upgrades including: replacement of playgrounds with accessible playgrounds, enhancement of cultural landscapes, sports field upgrades, detailed design and phase 1 construction of 4 regional park redevelopments, biodiversity implementation and naturalization of existing open spaces, river access upgrades, and community park infrastructure upgrades. It is expected that 2 of the 4 regional park redevelopment projects will continue beyond 2021. The remaining phases of these projects will be funded via corporate reserves. | | |
| Resulting Capital Asset(s) | Naturalized & biodiverse open spaces, play structures, benches/seating, tables, fencing & gates, lighting, bollards, boat launches, signage, sports fields, hard surfaces, promenade surface, irrigation systems, natural infrastructure (trees, landscaping, etc) | | |
| Location(s) | Beltline, Crescent Heights, Cranston, Eau Claire, Downtown, Inglewood, Kensington/Sunnyside, Lakeview, Lynwood/Millican Estates, Marlborough, Ogden, Tuscany | | |
| Estimate Start Date | October 2020 | Estimate End Date | December 2021 |
| Service(s) | Parks & Open Space | | |
| Operating Budget Impacts | None anticipated for this funding. | | |

Capital Budget Increases (\$000s)

| Description | Investment Category | Total | 2020 | 2021 |
|--------------------------------------------------|---------------------|---------------|--------------|---------------|
| Eau Claire Public Realm Improvements | Program | 8,600 | 600 | 8,000 |
| Park Infrastructure & Urban Conservation Upgrade | Program | 16,000 | 1,000 | 15,000 |
| Parks & Open Spaces Total | | 24,600 | 1,600 | 23,000 |

Benefits

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| Jobs Created | This program will directly create 160 new jobs for the duration of the program |
| Service Benefit | <ul style="list-style-type: none"> • One Calgary- Parks & Open Spaces- Service Targets <ul style="list-style-type: none"> ○ Citizen Satisfaction- Currently sits at 93% satisfaction. By enhancing various parks & open spaces this investment will contribute to maintaining or improving citizen satisfaction with parks, playgrounds and open spaces ○ Parks Asset Condition Ratings- currently sits at 92%. By replacing and enhancing existing park assets, safety risks can be mitigated, and citizen satisfaction will also likely increase. ○ Naturalization- currently 2 hectares of open space are naturalized per year. With the help of this investment, Calgary Parks will be able to |

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| | <p>maintain or improve upon this target. By naturalizing existing open spaces this reduces long-term maintenance costs, sequesters carbon and improves biodiversity by controlling weeds and planting native plants</p> |
| <p>Specific Service Levels / Performance Measures impacted</p> | <ul style="list-style-type: none"> • Centre City Plan: This funding request supports the Centre City Plan as it attracts investment to the downtown, improves the safety and equity of our park space, and services events and tourism for Calgary. • Climate Change Strategy • Parks Service Delivery Priorities: <ul style="list-style-type: none"> ○ S4. Partnerships Management- Leverage opportunities with partners ○ S5. Inclusion: Work to deliver inclusive programs and services with or contractually for regional neighbours • Parks Policy & Strategy Priorities: <ul style="list-style-type: none"> ○ P3. Biodiversity Implementation- meeting naturalization target for Calgary's open space ○ P3. Water Management Strategy • Parks Asset Priorities: <ul style="list-style-type: none"> ○ A2. Infrastructure- continue to plan, invest in and maintain infrastructure and assets that support service delivery, deliver a optimum credible level of service, and contribute to the quality of life of citizens • Other Parks Strategic Plans Impacted: <ul style="list-style-type: none"> ○ Centre City Parks: Open Space Management Plan ○ Cultural Landscape Strategic Plan ○ ImagineParks ○ Natural Area Management Plan ○ Off-Leash Area Management Plan ○ Open Space Plan ○ Our BiodiverCity ○ Urban Park Master Plan |
| <p>Policy Benefits</p> | <ul style="list-style-type: none"> • Biodiversity Policy: will assist in achieving targets set out in the Biodiversity Policy • Cultural Landscapes Policy: this investment will contribute to the protection and enhancement of important cultural landscapes throughout the city • Greater Prince's Island Park Master Plan: The investment in the Eau Claire Public Realm will contribute to this master plan • Open Space Plan Policy: this investment will assist in achieving targets set out in the Open Space Plan Policy • The Urban Park Master Plan & Policy: 4 regional parks are planned to be redeveloped in part with the help of this investment • Water Management Strategic Plan & Policy: various water management capital priorities will be realized with this investment |

Briefing 3: Transportation

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| Investment Description | <p>The investment in transportation assets would provide:</p> <ul style="list-style-type: none"> • Critical improvements to infrastructure including bikeways, roadways and pedestrian and vehicle bridges • Queue jumps, signal upgrades and some road widening on 52 St SE to support the bus Route 23 to pre-MAX BRT service |
| Investment Objectives – Alignment to MSP Guidance | <p>Sustain and create local jobs; The construction and rehabilitation of the transportation assets will create local jobs in both the construction and consulting industries.</p> <p>Enhance provincial competitiveness and productivity: Improvements to our transportation network, including our cycling and pedestrian network, increase our reliability and create amenities making the City of Calgary a desirable place to live and work.</p> <p>Position communities to participate in future economic growth: Several of the projects provide improved connectivity to the SE Industrial area of Calgary, improving goods movement and access for workers. This will enhance productivity by reducing travel times and increasing the desirability of Calgary's SE Industrial area as a regional hub.</p> <p>Operating of assets must not require operating funding from the province or increase tax: Many of these projects reduce the operating budget through reductions in necessary maintenance as well as saving money in the long term by preventing major road rehabilitation (i.e. a full rebuild of the pavement and substructure) from being required. It is anticipated that the overall effect will be net zero or result in an overall reduction in operating budget.</p> <p>MSP funding is limited to projects that would not go forward in the absence of support through the stimulus program: The projects identified in the Transportation bundle would not be able to be progressed due to reductions in overall funding levels and in particular, reductions to capital programs that occurred in the last budget cycle. Stimulus funds would allow for unfunded projects to be brought forward from future years.</p> |
| Alignment to Council Criteria | <ul style="list-style-type: none"> • Creates many local jobs in the private sector for construction and consulting services. • Contributes to creating a resilient City by providing repairs to essential infrastructure including the 5th Avenue flyover. • Enables economic diversification by supporting a Non – Oil and gas sector and a regional hub in Calgary's SE Industrial Area. • Enhances the long-term value of assets and reduces operating costs by providing maintenance to critical assets to prevent future major repair projects and reducing operating budget. • Attracts investment and supports the growth and change strategy by providing much access to The City's developing industrial areas and propelling other important projects. One of these projects is on our Off-site |

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| | <p>levy funded list mitigating the potential timeline risks associated with the MSP funding.</p> <ul style="list-style-type: none"> • Facilitates equitable service by improving a key Transit corridor and supporting an upcoming BRT project. Creates equal access and benefits to all road users and provides improvements to pedestrian bridges and cyclist facilities. • Supports the post COVID 19 service environment by improving access to an area of the City that has been an essential service during the pandemic and improving the overall quality of the transportation network. |
| Eligibility (Capital Project Activities) | <p>The capital project activities that will be completed with the funds, in accordance with Schedule 2 of the MSP guidelines, are:</p> <ul style="list-style-type: none"> - Construction and Development - Betterment - Rehabilitation |
| Functional Category | <p>The functional category is 3a) Municipal Roadways, Bridges and Related Facilities and Equipment.</p> |
| Description of Activities | <p>Critical Infrastructure Renewal: Includes the design and construction of several pavement and bridge rehabilitation projects including bikeway resurfacing (on-street). The program will not continue beyond 2021.</p> <p>52 St BRT Phase 1 – Route 23 Upgrades: Improvements include bus queue jumps, signal upgrades and road widening from 130 Ave to Mackenzie Towne to improve transit efficiency along Route 23. The remaining phases would include constructing Max stations and increasing service to complete the currently proposed BRT network. Phase 1 is to be completed by the end of 2021 and has some contributing funding from the off-site levy.</p> |
| Resulting Capital Asset(s) | <p>Resulting capital assets are as follows:</p> <ul style="list-style-type: none"> - Queue jump lanes, signal upgrades and road widening on 52 St E - New pavement on MacLeod Tr from Glenmore to Canyon Meadows - New pavement on Blackfoot Tr from 58 Av to Southland Dr - Potential bikeway resurfacing locations are listed below but may be amended as the projects proceed: <ul style="list-style-type: none"> o 11 St SW from 12 Ave to 17 Ave SW o 3 Ave SW from 8 St SW to 1 St SE o 15 Ave SW from 11 St SW to 1 St SE o 12 Ave SW from 19 St to 15 St SW & 19 St SW from 10 Ave to 12 Ave SW - Rehabilitation of Anderson/Macleod Tr Pedestrian Bridge - Rehabilitation of 5 Ave Flyover /Bow River Bridge |
| Location(s) | <ul style="list-style-type: none"> - 52 St E: Saddletowne LRT Station to the South Health Campus <ul style="list-style-type: none"> o Wards 5, 10, 9, 12, o Signal improvements: Rundle, Pineridge, Marlborough, Marlborough Park, Forest Lawn, Penbrooke Meadows, Forest Lawn Industrial, Erin Woods, 09Q, Eastfield, Foothills, Starfield, Great Plains, South Foothills, Section 23, East Shepard Industrial, Mckenzie Towne, New Brighton, Auburn Bay, Mahogany, Seton, Rangeview o Road widening from 130 Ave SE to Mckenzie Towne Ave SE: Mckenzie Towne, New Brighton - MacLeod Tr: Glenmore Tr to Canyon Meadows Drive <ul style="list-style-type: none"> o Wards 11, 13, 9, 14 o Kingsland, Fairview Industrial, Fairview, Haysboro, Acadia, Southwood, Willow Park, Canyon Meadows, Lake Bonavista, - Blackfoot Tr SE: 58 Av to Southland Dr |

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| | <ul style="list-style-type: none"> ○ Wards 9, 11 ○ Manchester Industrial, Burns Industrial, Fairview Industrial, Fairview, East Fairview Industrial, Acadia - Bikeway resurfacing – Various locations <ul style="list-style-type: none"> ○ Wards 7, 8, 11 ○ Beltline, Downtown Commercial Core, Eau Claire, Chinatown, Sunalta, Scarboro, - Anderson/Macleod Tr Pedestrian Bridge <ul style="list-style-type: none"> ○ Ward 11 ○ Southwood, Willow Park - 5 Ave Flyover /Bow River Bridge <ul style="list-style-type: none"> ○ Wards 7, 9 ○ Bridgeland/Riverside, Downtown East Village | | |
| Estimate Start Date | Nov 2020 | Estimate End Date | Dec 2021 |
| Service(s) | Public Transit, Streets | | |
| Operating Budget Impacts | <ul style="list-style-type: none"> - Queue jump lanes, signal upgrades and road widening on 52 St E - negligible - New pavement on MacLeod Tr from Glenmore to Canyon Meadows - decrease - New pavement on Blackfoot Tr from 58 Av to Southland Dr - decrease - Bikeway resurfacing – decrease or negligible depending on other improvements included at the same time - Rehabilitation of Anderson/Macleod Tr Pedestrian Bridge – decrease - Rehabilitation of 5 Ave Flyover /Bow River Bridge – decrease <p>Overall the operating cost will be reduced or be a net zero impact.</p> | | |

Capital Budget Increases (\$000s)

| Description | Investment Category | Total | 2020 | 2021 |
|---------------------------------|---------------------|---------------|------------|---------------|
| 52 St E Transit Improv | Project | 13,139 | 500 | 12,639 |
| Critical Infrastructure Renewal | Program | 22,500 | | 22,500 |
| Transportation Total | | 35,639 | 500 | 35,139 |

Benefits

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| Jobs Created | 192 |
| Service Benefit | <p>The benefit to Public Transit will be in increasing reliability for transit users and reducing travel time on a key transit route. It will also improve the attractiveness by providing convenient, accessible, easy to use transit service. The improvements will also reduce bus idle time in traffic, reducing GHG emissions.</p> <p>The benefit to Streets will be in improving reliability with infrastructure that is in good repair and free from potholes with a smooth riding surface for cyclists and other road users. The program will improve safety so that the customer is and perceives themselves to be protected from danger, risk or injury. The Streets improvements also helps to achieve our responsiveness objective by providing projects that respond to the needs of the community. Overall improvements to our</p> |

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| | pavement condition helps to achieve our asset management goals in keeping our pavement quality high in order to reduce our maintenance and lifecycle budgets. |
| Specific Service Levels / Performance Measures impacted | Public Transit: Reliability – On-time performance; Reduce emissions – Bus GHG Emissions Streets: Reliability – Pavement Condition |
| Policy Benefits | <p>The investment in the 52 St E – Route 23 Upgrades furthers all three of the core principles of the RouteAhead policy by developing Route 23 to pre-Max BRT levels of service and increasing the desirability of Transit achieving the goals of the CTP. The Critical Infrastructure Renewal Program also achieves multiple goals of the CTP, mainly ensuring our transportation infrastructure is well managed.</p> <p>RouteAhead Core Principles:</p> <ol style="list-style-type: none"> 1. Customer Experience: Make it easy to use; Safe, accessible, clean, convenient, comfortable and reliable. <i>By providing improved, reliable service.</i> 2. Network Planning: Match transit to land use; focus investment on increasing ridership. <i>By investing in a route that feeds multiple business sectors.</i> 3. Financing Transit: Take care of and optimize use of what we own. <i>By improving an existing route with high ridership.</i> <p>CTP Transportation goals:</p> <ol style="list-style-type: none"> 1. Align transportation planning and infrastructure investment with city and regional land use directions and implementation strategies. <i>By supporting the RouteAhead strategy and the development of the SE Industrial Area and South Health Campus.</i> 2. Promote safety for all transportation system users. <i>By maintaining critical infrastructure at a key point in its lifecycle and encouraging use of transit and cycling modes.</i> 3. Provide affordable mobility and universal access for all. <i>By providing improved transit mobility.</i> 4. Enable public transit, walking and wheeling as the preferred mobility choices for more people. <i>By improving transit mobility and bikeways.</i> 5. Promote economic development by ensuring the efficient movement of workers and goods. <i>By improving service to key employment areas.</i> 6. Advance environmental sustainability. <i>By reducing greenhouse gas emissions from buses idling in traffic improving infrastructure to encourage ridership on bikeways.</i> 7. Ensure transportation infrastructure is well managed. <i>By maintaining critical infrastructure at a key point in its lifecycle.</i> |

Briefing 4: Water Infrastructure (Community Drainage Improvement)

Investment Description

The Community Drainage Improvement (CDI) Program was established to mitigate overland flooding issues and improve the resiliency against the impacts of climate change. Communities developed prior to 1990 have the greatest need for stormwater infrastructure upgrades, especially in light of climate change impacts that are causing more frequent high intensity rainfalls and subsequent localized flooding; presenting immediate safety concerns and property damage.

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| Investment Objectives – Alignment to MSP Guidance | <p>Construction of the projects beginning in 2020-2021: CDI construction is underway with additional communities on a prioritized wait-list to be completed.</p> <p>MSP funding is limited to projects that would not go forward in the absence of support through the stimulus program: With changes to the level of external funding available, the progress of the CDI investment has been delayed and many identified projects remain unfunded. Additional external funding would allow CDI investments on the wait-list to further advance.</p> <p>Eligible project categories include construction, betterment, rehabilitation and non-routine maintenance: CDI would be considered a betterment of the level of service the City of Calgary can offer to mitigate the risk of property damage from overland flooding.</p> <p>Operating of assets must not require operating funding from the province or increase tax: Additional operating budget will not be required and it is anticipated that the improvements will reduce the frequency of overland flooding and operational responses/cost.</p> <p>Sustain and create local jobs: The successful delivery of the CDI will require the hiring of contractors.</p> <p>Position Communities to Participate in Future Economic Growth: Investment into improving the drainage in established communities will support further redevelopment in existing areas.</p> |
| Alignment to Council Criteria | <p>Resilient City: Reduce localized flooding and improve flood resiliency and reduces environmental impacts.</p> <p>Enhance asset value and reduce operating costs: investment to increase stormwater system capacity and reduce the need for operational response to localized flooding, and impact to homeowners/businesses.</p> <p>Creates Jobs: Creates temporary jobs to build infrastructure, while providing permanent savings to citizens and businesses by mitigating flood damages.</p> |

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| | <p>Attracts Investments and Supports Growth: Investment to increase capacity to meet current stormwater design standards will improve drainage in communities and attract further inner city investment.</p> <p>Facilitates Equitable Service: Serves underserved communities, to provide a stormwater management level of service that is similar to other, newer communities.</p> <p>Economic Diversification: Directly support non O&G industry by creating jobs for contractors and enables future redevelopment in these communities,</p> | | |
| Eligibility (Capital Project Activities) | <p>Construction and Development, Betterment: CDI will involve the engineering design and construction in order to enhance the stormwater service potential and capacity. By bettering the capacity of the stormwater system to address localized flooding, a decrease in the frequency and cost associated with emergency operational response and property damage is expected.</p> | | |
| Submission Category | <p>Resilience: Providing resiliency in response to increased frequency in overland/localized flooding due to climate change.</p> <p>Economic Development: Directly support non O&G industry by creating jobs for contractors and enables future redevelopment in these communities,</p> | | |
| Functional Category | 3e) Stormwater Drainage System and Facilities | | |
| Description of Activities | <p>Funding will be used to advance CDI projects that exist within a prioritized wait-list. Design work is currently underway. Should funding be made available projects would be able to advance to the construction phase. The CDI is a multi year initiative and will continue beyond the MSP funding timeframe of 2021. The funding source after such time will be from the Utility rate and the MSP funding will allow for the projects within the wait-list to be expedited.</p> | | |
| Resulting Capital Asset(s) | Storm Trunk upgrade, conveyance upgrade, onsite storage facilities | | |
| Location(s) | Calgary Northwest Inner City (Kensington, Sunnyside, Tuxedo, Lower Mount Royal, Parkhill, Scarboro and Killarney) | | |
| Estimate Start Date | January 2021 | Estimate End Date | Ongoing |
| Service(s) | Stormwater | | |
| Operating Budget Impacts | <p>Operating of assets must not require operating funding from the province or increase tax: Additional operating budget will not be required and it is anticipated that the improvements will reduce the frequency of overland flooding and operational responses/cost.</p> | | |

Capital Budget Increases (\$000s)

| Description | Investment Category | Total | 2020 | 2021 |
|-----------------------------------|---------------------|---------------|------|---------------|
| Community Drainage Improvement | Program | 30,494 | | 30,494 |
| Water Infrastructure Total | | 30,494 | | 30,494 |

Benefits

Jobs Created

166. Creates temporary jobs to build infrastructure, while providing permanent savings to citizens and businesses by mitigating flood damages.

Service Benefit

CDI would be considered a betterment of the level of service and community resilience the City of Calgary can offer to protect property and Calgarians from overland flooding.

Specific Service Levels / Performance Measures impacted

Properties at risk of localized flooding for 1 in 100 return period

NOTICE OF MOTION

RE: FULFILLMENT OF PROVIDING SERVICES TO HAMLET OF
SHEPARD AND SURROUNDING AREA

COUNCILLOR KEATING

WHEREAS, The City annexed the Hamlet of Shepard in 2007

AND WHEREAS, The annexation committee stated they would receive services within an acceptable amount of time

AND WHEREAS, 13 years later there has been no movement for services

AND WHEREAS, there is a large industrial development to the north of Shepard and the Hamlet of Shepard have no water, sewer, or waste management services.

AND WHEREAS, A large recreation park planned on the north edge of the Hamlet of Shepard, which may not proceed without services.

NOW THEREFORE BE IT RESOLVED, That Utilities and Corporate Services develop an estimate of the costs and a preliminary plan to provide services to this area

AND FURTHER BE IT RESOLVED, The City and, or The Mayor's Office, write a letter to Provincial Government, with the possibility of using COVID-19 stimulus funds to upfront the costs of servicing this area,

AND FURTHER BE IT RESOLVED, That the user hook-up fees would be repaid to the provincial government.

AND FURTHER BE IT RESOLVED, The City and/ or Utilities and Corporate Management investigate other areas of that could be combined for a holistic approach.

NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: Fulfillment of Providing Services to Hamlet of Shepard and Surrounding Area

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

☐

X Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

| |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial and Other Resource Capacity |
| Utilities and Corporate Services develop an estimate of the costs and a preliminary plan to provide services to this area Asking Provincial Government, to use COVID-19 stimulus funds to upfront the costs of servicing this area, User hook-up fees would be repaid to the provincial government. |
| Legal / Legislative |
| N/A |

| Technical Content |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| N/A |
| Procedural (Including reasons for confidentiality) |
| N/A |
| Other Considerations |
| The annexation committee stated they would receive services within an acceptable amount of time. 13 years later there has been no movement for services. Services needed to proceed with other developments, including recreation field/ park. |
| Urgency Rationale |
| N/A |