



## AGENDA

### INTERGOVERNMENTAL AFFAIRS COMMITTEE

November 12, 2020, 9:30 AM  
IN THE COUNCIL CHAMBER

Members

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

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

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

*Members may be participating remotely.*

1. CALL TO ORDER
2. ELECTION OF VICE-CHAIR
3. OPENING REMARKS
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
  - 5.1. Minutes of the Regular Meeting of the Intergovernmental Affairs Committee, 2020 October 15
6. CONSENT AGENDA
  - 6.1. DEFERRALS AND PROCEDURAL REQUESTS  
None
  - 6.2. BRIEFINGS
    - 6.2.1. Federation of Canadian Municipalities (FCM) Update – November 2020, IGA2020-1275

- 6.2.2. Alberta Urban Municipalities Association (AUMA) Update – November 2020, IGA2020-1279
- 6.2.3. Calgary Metropolitan Region Board – October 2020 Board Meeting Update, IGA2020-1255
- 6.2.4. Calgary Metropolitan Region Board - October 2020 Governance Committee Meeting Update, IGA2020-1254
- 6.2.5. Calgary Metropolitan Region Board – October 2020 Land Use and Servicing Committee Update, IGA2020-1256

7. POSTPONED REPORTS  
*(including related/supplemental reports)*

None

8. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 8.1. Advocacy Update - November 2020 (Verbal), IGA2020-1288
- 8.2. 2021 Government of Alberta Budget Submission, IGA2020-1232
- 8.3. Regional Transportation Update: Bow Valley Passenger Rail Project – Memorandum of Understanding, IGA2020-1280
- 8.4. COVID-19 Community Affordable Housing Advocacy Plan update & Rapid Housing Initiative, IGA2020-1291

9. ITEMS DIRECTLY TO COMMITTEE

- 9.1. REFERRED REPORTS  
None
- 9.2. NOTICE(S) OF MOTION  
None

10. URGENT BUSINESS

11. CONFIDENTIAL ITEMS

- 11.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None
- 11.2. URGENT BUSINESS

12. ADJOURNMENT



## MINUTES

### INTERGOVERNMENTAL AFFAIRS COMMITTEE

**October 15, 2020, 9:30 AM  
IN THE COUNCIL CHAMBER**

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

**ABSENT:** Councillor R. Jones (Personal)

**ALSO PRESENT:** A/General Manager C. Arthurs (Remote Participation)  
Deputy City Clerk T. Mowrey  
Legislative Advisor J. Palaschuk

1. **CALL TO ORDER**

Mayor Nenshi called the Meeting to order at 9:32 a.m.

2. **OPENING REMARKS**

Mayor Nenshi provided opening remarks and a traditional land acknowledgement.

**ROLL CALL:** Councillor Chahal, Councillor Demong, Councillor Carra, Councillor Farkas, Councillor Woolley, and Mayor Nenshi.

**Absent for Roll Call:** Councillor Jones.

3. **CONFIRMATION OF AGENDA**

**Moved by** Councillor Carra

That the Agenda for today's meeting be amended by adding a new Item of Urgent Business:

- 9.1 Provincial Relations Update (Verbal), IGA2020-1194

**MOTION CARRIED**

**Moved by** Councillor Carra

That the Agenda for the 2020 October 15 Regular Meeting of the Intergovernmental Affairs Committee be confirmed, **as amended**.

For: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION CARRIED**

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Intergovernmental Affairs Committee, 2020 September 03

**Moved by** Councillor Carra

That the Minutes of the 2020 September 03 Regular Meeting of the Intergovernmental Affairs Committee be confirmed.

For: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION CARRIED**

5. CONSENT AGENDA

**Moved by** Councillor Carra

That the Consent Agenda be approved as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

5.2.1 Federation of Canadian Municipalities (FMC) Update – October 2020, IGA2020-1145

5.2.2 Alberta Urban Municipalities Association (AUMA) Update – October 2020, IGA2020-1147

5.2.3 Calgary Metropolitan Region Board - September 2020 Board Meeting Update, IGA2020-1138

5.2.4 Calgary Metropolitan Region Board – September 2020 Land Use and Servicing Committee Update, IGA2020-1137

5.2.5 City of Calgary – Rocky View County Intermunicipal Committee September 2020 Meeting Update, IGA2020-1129

5.2.6 City of Calgary-Foothills County Intermunicipal Committee-September 2020 Meeting, IGA2020-1127

For: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION CARRIED**

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Annexation from Foothills County – Resource and Timelines, IGA2020-1153

By General Consent, Committee postponed Item 7.1, Report IGA2020-1153, to be dealt with in the Closed Meeting portion of today's meeting.

Administration in attendance during the Closed Meeting discussions with respect to Report IGA2020-1153:

Clerks: T. Mowrey and D. Williams. Advice: C. Arthurs, N. Younger, and M. Sheldrake.

**Moved by** Councillor Carra

That with respect to Report IGA2020-1153, Recommendations 1 and 2 be approved, as follows:

That the Intergovernmental Affairs Committee recommends that Council:

1. For the purpose of formally initiating the annexation process, confirm the boundaries of the annexation from Foothills County as shown in confidential Attachment 2;

2. Direct Administration to:

- a. consider opportunities for resolving road issues with Foothills County as part of the annexation process;
- b. report back to Intergovernmental Affairs Committee throughout the annexation process with updates, as required; and

Against: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION DEFEATED**

By General Consent the Lost Recommendations be forwarded to Council.

**Moved by** Councillor Carra

That with respect to Report IGA2020-1153, Recommendations 3 and 4 be approved, as follows:

That the Intergovernmental Affairs Committee recommends that Council:

3. Direct that the contents of Attachment 2 remain confidential pursuant to sections 16 (disclosure harmful to the business interests of a third party) and 21 (disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2022 October 15.

4. And further, that the Closed Meeting discussions remain confidential pursuant to sections 16 (disclosure harmful to the business interests of a third party) and 21 (disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

For: (5): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, and Councillor Woolley

Against: (1): Councillor Farkas

**MOTION CARRIED**

7.2 Entering into the Cooperative Stormwater Management Initiative (CSMI) Cooperative, IGA2020-1175

A presentation entitled "Cooperative Stormwater Management Initiative (CSMWI), IGA2020-1175" was distributed with respect to Report IGA2020-1175.

By General Consent, Committee postponed Item 7.2, Report IGA2020-1175, to be dealt with in the Closed Meeting portion of today's meeting.

Administration in attendance during the Closed Meeting discussions with respect to Report IGA2020-1175:

Clerks: T. Mowrey and D. Williams. Advice: C. Arthurs, D. Shearer, and M. Van Ham.

**Moved by** Councillor Carra

That with respect to Report IGA2020-1175, the following be approved:

That the Intergovernmental Affairs Committee recommend that Council direct Administration to:

1. Finalize negotiations and formally enter into the Cooperative Stormwater Management Initiative (CSMI) Cooperative, contingent on Rocky View County Council and the Western Irrigation District Board doing the same, within the next 6 months;
2. Provide CSMI updates as part of the annual Integrated Watershed Management Update to the Standing Policy Committee on Utilities and Corporate Services and as a periodic regional update to the Intergovernmental Affairs Committee, as needed; and
3. Direct that the contents of Attachments 3 and 4 remain confidential pursuant to Sections 16 (Disclosure harmful to the business interests of a third party), 21 (Disclosure harmful to intergovernmental relations), 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 2021 October 15.

4. And further, that the Closed Meeting discussions remain confidential pursuant to sections 16 (disclosure harmful to the business interests of a third party), 21 (disclosure harmful to intergovernmental relations) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

For: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION CARRIED**

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

9.1 Provincial Relations Update (Verbal), IGA2020-1194

By General Consent, Committee postponed Item 9.1, Report IGA2020-1194, to be dealt with in the Closed Meeting portion of today's meeting.

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report IGA2020-1194:

Clerks: T. Mowrey and D. Williams. Law: D. Mercer. Advice: D. Shearer, N. Kuzmak, A. Chan, J. Clarke, M. Sheldrake, M. Van Ham, N. Younger, J. Abdul, M. Atkinson, T. Hopkins, F. Lakha, A. McIntyre, M. Surgenor-Sands, and N. Zoldak.

**Moved by** Councillor Demong

That with respect to Verbal Report IGA2020-1194, the following be approved:

The Intergovernmental Affairs Committee direct that the Closed Meeting discussions remain confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

For: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION CARRIED**

10. CONFIDENTIAL ITEMS

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 21 (Disclosure harmful to intergovernmental relations), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting at 10:12 a.m., in

the Council Boardroom, to discuss confidential matters with respect to the following items:

- 7.1 Annexation from Foothills County - Resource and Timelines, IGA2020-1153
- 7.2 Entering into the Cooperative Stormwater Management Initiative (CSMI) Cooperative, IGA2020-1175
- 9.1 Provincial Relations Update (Verbal), IGA2020-1194
- 10.1.1 Intermunicipal Update (Verbal), IGA2020-1144

For: (5): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, and Councillor Farkas

**MOTION CARRIED**

Committee reconvened in Public Meeting at 11:35 a.m. with Mayor Nenshi in the Chair.

**Moved by** Councillor Carra

That Committee rise and report on items 7.1, 7.2, 9.1, and 10.1.1.

**MOTION CARRIED**

#### 10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

##### 10.1.1 Intermunicipal Update (Verbal), IGA2020-1144

A confidential presentation was distributed with respect to Confidential Verbal Report IGA2020-1144.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report IGA2020-1144:

Clerks: T. Mowrey and D. Williams. Law: D. Mercer. Advice: D. Shearer, N. Kuzmak, A. Chan, J. Clarke, M. Sheldrake, M. Van Ham, N. Younger, J. Abdul, M. Atkinson, T. Hopkins, F. Lakha, A. McIntyre, M. Surgenor-Sands, and N. Zoldak.

**Moved by** Councillor Carra

That with respect to Verbal Report IGA2020-1144, the following be approved:

1. That the Intergovernmental Affairs Committee receive the confidential distribution for the Corporate Record; and
2. Direct that the Closed Meeting discussions and distribution remain confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2030 October 15.

For: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION CARRIED**

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Councillor Carra

That this meeting adjourn at 11:48 a.m.

**MOTION CARRIED**

The following items have been forwarded to the 2020 November 02 Combined Meeting of Council:

CONSENT:

- Annexation form Foothills County - Resource and Timelines, IGA2020-1153
- Entering into the Cooperative Stormwater Management Initiative (CSMI) Cooperative, IGA2020-1175

The next Regular Meeting of the Intergovernmental Affairs Committee is scheduled to be held 2020 November 12 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

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CHAIR

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ACTING CITY CLERK



# BRIEFING

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Item # 6.2.1

Deputy City Manager's Office Briefing to

Intergovernmental Affairs Committee  
2020 November 12

ISC: UNRESTRICTED  
IGA2020-1275

## Federation of Canadian Municipalities (FCM) Update – November 2020

### PURPOSE OF BRIEFING

To provide information on recent and upcoming Federation of Canadian Municipalities (FCM) activities and events.

### SUPPORTING INFORMATION

#### FCM welcomes new President, Table Officers and Board of Directors

At last month's virtual Annual General Meeting (AGM), FCM members elected a new President: Garth Frizzell, a councillor from the City of Prince George, British Columbia. The new FCM Table Officers elected at the AGM are rounded out by:

- President Garth Frizzell, Councillor, City of Prince George, BC
- First Vice-President Joanne Vanderheyden, Councillor, Middlesex County, ON
- Second Vice-President Darren Hill, Councillor, Saskatoon, SK
- Third Vice-President Scott Pearce, Mayor, Township of Gore, QC
- Past President Bill Karsten, Councillor, City of Halifax, NS

In taking up his post, President Frizzell indicated that his top priority ensuring that members have the tools they need to protect their residents and to keep vital services running strong through a second wave of COVID-19. President Frizzell also noted that “we’ll also need to double down on our efforts to position municipalities at the heart of this country’s recovery. FCM has already secured critical support for local leaders on the front lines. If we’re going to take the next step—to truly build stronger and more resilient communities in the wake of the pandemic—we’ll have to work together like never before.”

Councillor Woolley remains The City of Calgary’s representative on the FCM Board of Directors.

#### New FCM Partnership with StatsCan

The COVID-19 pandemic has underscored the critical need for all levels of government to work more closely together to ensure data about local economic conditions, socioeconomic and health impacts, and other key indicators are being used to address the needs of communities. Last week, FCM announced a new partnership with Statistics Canada aimed at sharing timely and reliable data to empower communities and enrich the daily lives of Canadians.

City of Calgary staff are participating in this work to both improve local-level and locally relevant StatsCan data, and enhance access to municipally-held data. Initial priorities include improving local-level data on the impacts of COVID-19 (e.g. local labour market performance, housing security, and vulnerable populations) and developing comparable measures on municipal finances.

# BRIEFING

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Item # 6.2.1

## 2020 Sustainable Communities Conference

The 2020 Sustainable Communities Conference was held virtually late last month. This was the first time that FCM had endeavoured to hold a virtual conference, and it was deemed a resounding success, including three days of interactive workshops, training sessions, and facilitated networking spaces attended by over 500 sustainability leaders from across Canada.

# BRIEFING

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Item # 6.2.2

Deputy City Manager's Office Briefing to

Intergovernmental Affairs Committee  
2020 November 12

ISC: UNRESTRICTED  
IGA2020-1279

## Alberta Urban Municipalities Association (AUMA) Update – November 2020

### PURPOSE OF BRIEFING

The City of Calgary (The City) is an active member within the Alberta Urban Municipalities Association (AUMA) and this briefing memo is a monthly update to the Intergovernmental Affairs Committee (IGA) on their activities and The City's work within the AUMA on provincial issues.

### SUPPORTING INFORMATION

#### AUMA Board Update

- The AUMA Board met on October 22 and 23, 2020. Board orientation was conducted and the AUMA appointed volunteers to their Standing Committees and their external and internal boards.
- AUMA Board discussed and approved the priorities for the AUMA Standing Committees for the 2020-2021 year. These include:
  - For the Executive Committee's advocacy priorities to work on in 2021 are:
    - The New Local Government Fiscal Framework;
    - Federal Infrastructure Funding programs in cooperation with the Infrastructure & Energy Committee; and
    - Red Tape Reduction & investigating 'Alternative Service Delivery' options with the Government of Alberta.
  - Infrastructure & Energy Committee will focus on:
    - Federal Infrastructure Funding programs;
    - Broadband;
    - Assets Management;
    - Energy Issues; and
    - Identifying and elevating issues related to economic development or recovery to the Economic Resiliency and Recovery Taskforce.
  - Municipal Governance will focus on:
    - The 'Future of Municipal Governance' project;
    - Province's new assessment model;
    - Province's on-going MGA Review;
    - Municipal-Indigenous Relations;
    - Monitor impact of changes to Local Authorities Elections Act (LAEA); and
    - Identifying and elevating issues related to economic development or recovery to the Economic Resiliency and Recovery Taskforce.
  - Safe and Healthy Communities will focus on:
    - Justice and Policing systems including...
      - The Police Act Review;
      - Advising the Alberta Police Advisory Board;
      - Participating in the Provincial Police Service consultation;

# BRIEFING

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Item # 6.2.2

- Advocating for adequate funding of provincial victim services units.
    - Improvements to Mental Health & Addictions system;
    - Monitor implementation of Provincial and Federal Affordable Housing strategies;
    - Advocacy on root-causes of crime, health, and social issues and support community recovery from COVID-19 pandemic;
    - Welcoming and inclusive communities; and
    - Identifying and elevating issues related to economic development or recovery to the Economic Resiliency and Recovery Taskforce.
  - Sustainability and Environment will focus on:
    - Modernizing Alberta's Recycling Regulatory Framework through...
      - Advocacy on EPR (focus on paper & packaging);
      - Advocacy for a permanent agriculture plastics recycling program;
      - Preparing input into federal single-use plastics policy; and
      - Expansion of current recycling programs.
    - Climate Change Adaptation and Mitigation;
    - Continued red rape reduction; and
    - Identifying and elevating issues related to economic development or recovery to the Economic Resiliency and Recovery Taskforce.
- The majority of AUMA's priorities are in alignment with Council's direction.
  - Also discussed the draft 2021 AUMA Committee Calendar.

## Other Events

AUMA Executive Committee had their annual meeting with the City of Edmonton's Council on October 21, 2020.

Motion 510, submitted by Stony Plain-Spruce Grove MLA Searle Turton, requesting the Government of Alberta to examine implementing a Province-wide Extended Producer Responsibility (EPR) Program passed unanimously in the Alberta Legislature on October 26, 2020. The successful passage of the motion was due in no small part to the on-going advocacy of The City and the AUMA on this issue, led by Councillor Demong and City of Calgary Waste and Recycling Services. AUMA staff will follow up with the Ministry of Environment regarding their possible next steps on the issue.

## Upcoming AUMA Events

- The Rural Municipalities Association (RMA) is holding their fall convention on November 3 to November 4, 2020. AUMA will have observers at their virtual convention.
- The next AUMA Executive meeting is set for November 19, 2020.
- The next AUMA Board meeting is set for November 26, 2020.

# BRIEFING

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Item # 6.2.3

Deputy City Manager's Office Briefing to  
Intergovernmental Affairs Committee  
2020 November 12

ISC: UNRESTRICTED  
IGA2020-1255

## **Calgary Metropolitan Region Board – October 2020 Board Meeting Update**

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### **PURPOSE OF BRIEFING**

The purpose of the briefing is to update the Intergovernmental Affairs Committee on the work of the Calgary Metropolitan Region Board (CMRB) from their meeting on October 16, 2020. Cllr. Carra represented The City at the meeting.

### **SUPPORTING INFORMATION**

- The CMRB Chair updated the Board on the extension of the timeline to complete the Growth and Servicing Plans. The Minister of Municipal Affairs granted a two-month extension from January 1, 2021 to March 1, 2021. This is two months shorter than what was requested by the Board. The consultant will adapt their work to this new timeline.
- The consultant provided an update on the public engagement process, which is set to take place from November 2 to November 27. Public engagement will not be impacted by the shortened project timelines.
- The CMRB Chief Officer provided a summary of in-person meeting options, which included meeting in municipal council chambers, and specifically in Calgary City Council Chambers. It was decided that the Board would reconsider meeting in person in December. The Board acknowledged that online meetings have worked better than expected.
- The CMRB brought forward the 2021 Board and Committee schedule. With the timelines to complete the Growth and Servicing Plans officially set to be March 1, 2021, the 2021 Board and Committee schedule must be revised to ensure adequate time for the Board to meet and discuss the Growth and Servicing Plans before a final Board vote in February 2021. The meeting schedule will be brought back to the Board in November.
- The CMRB Chair and Chief Officer provided an update on their meeting with the Minister Allard, the Minister of Municipal Affairs. The Minister is interested in attending a Board meeting in November or December.



# BRIEFING

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Item # 6.2.4

Deputy City Manager's Office Briefing to

Intergovernmental Affairs Committee

2020 November 12

ISC: UNRESTRICTED

IGA2020-1254

## Calgary Metropolitan Region Board - October 2020 Governance Committee Meeting Update

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### PURPOSE OF BRIEFING

The purpose of the briefing is to update the Intergovernmental Affairs Committee on the work of the Calgary Metropolitan Region Governance Committee, which met on 2020 October 22.

Councillor Chahal represented The City of Calgary at the meeting.

### SUPPORTING INFORMATION

The Committee supported the Q1 and Q2 2020 actuals and a new policy recommended for Board approval titled *"Policy on External Stakeholder Participation in CMRB Initiatives"*.

The Committee past the following Calgary motions relating to the Draft 2021 Budget:

- The 2021 Budget be sent back to CMRB Administration to develop a multi-year forecast in order to have a better understanding of the longer-term impacts to the reserve funds and the anticipated reduction in Provincial funding.
- Develop guidance or principles on how to use the reserve fund.

In the long standing matter of establishing an appeal or dispute resolution mechanism, the Committee received information on CMRB Administrative proposal to establish an expert independent appeal body to consider appeals. Calgary's representative encouraged the Committee to consider the value of consensus seeking and the role of alternative dispute resolution mechanisms. The Committee agreed that the only Board decisions that should be appealable are those relating to Interim Regional Evaluation Framework (IREF)/ Regional Evaluation Framework (REF) decisions.

The Governance Committee authorized CMRB Administration to explore:

- The creation of a pool of knowledgeable experts to hear appeals of CMRB Decisions.
- The option of a mediated solution, and report back to the December 2020 meeting of the Governance Committee.



# BRIEFING

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Item # 6.2.5

**Deputy City Manager's Office Briefing to**

**Intergovernmental Affairs Committee**

**2020 November 12**

**ISC: UNRESTRICTED**

**IGA2020-1256**

## **Calgary Metropolitan Region Board – October 2020 Land Use and Servicing Committee Update**

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### **PURPOSE OF BRIEFING**

The purpose of the briefing is to update Intergovernmental Affairs Committee on the work of the Calgary Metropolitan Region Board (CMRB), Land Use and Servicing Committee from their meeting on 2020 October 29. Councillor Carra represented The City at the Committee.

### **SUPPORTING INFORMATION**

- The Committee received an update from the Growth Plan consultant on the approach to complete the Growth and Servicing Plans by 2021 March 1. The approach is iterative and includes regional administration discussions on policy areas that would be followed by workshops of elected officials and regional administration. There are three rounds of this process to complete discussion on all of the policy areas. The Committee approved the approach proposed by the consultant to complete the Growth and Servicing Plans.
- The Committee received an update on the process for phase two of public engagement. Public engagement was proposed to occur between November 2 and November 27. Some Committee members expressed concerns regarding phase two of public engagement. The Committee voted to allow more time for member municipalities to provide feedback on the process and voted to initiate public engagement from November 5 to November 27.
- The Committee received the Phase 1 Public Engagement What We Heard report and voted to send the report to the Board for approval.
- CMRB Administration provided an update on the process to update the Regional Evaluation Framework (REF). Specific changes include reducing timelines in the REF, adjusting principles and enabling administration to express a municipality's desire to challenge a plan. The Committee supported the proposed changes to the REF and advancing the work to the Board for final approval.
- The Committee received a draft data sharing framework that guides the sharing of data generated by a study, process, report or similar, that is produced by or for the CMRB. The Committee supported advancing the work to the Board for final approval.



**Deputy City Manager's Office Report to  
Intergovernmental Affairs Committee  
2020 November 12**

**ISC: UNRESTRICTED  
IGA2020-1232  
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## **2021 Government of Alberta Budget Submission**

### **RECOMMENDATION(S):**

That the Intergovernmental Affairs Committee requests the Mayor submit a letter based on Attachment 1 to the Minister of Treasury Board and Finance as The City of Calgary's recommendations for Budget 2021.

### **HIGHLIGHTS**

- Advocating to the Government of Alberta for The City's priorities may result in greater success in obtaining funding for essential programs and services
- What does this mean to Calgarians? A budget letter is a way for The City of Calgary to formally ask the Government of Alberta to consider The City's priorities when it develops the next provincial budget
- Why does it matter? The City relies on Government of Alberta funding for many essential programs and projects
- The City's budget priorities are all items that have previously been advocated to the Government of Alberta: Affordable Housing; Downtown Strategy; Assessment Reform
- Strategic Alignment to Council's Citizen Priorities: A prosperous city

### **DISCUSSION**

The Government of Alberta announced that it will table a budget in February 2021. Public consultation was launched on 2020 October 14. Input will be gathered through an online survey, three telephone town halls in November and December, a "build a budget" tool, and open submissions by email. Consultation will close on 2020 December 4.

The Mayor customarily submits a letter on behalf of The City so that its views can be considered as part of the budget development process.

Attachment 1 provides Administration's recommendations for priorities in the 2021 budget. Given the significantly difficult economic situation in Calgary, and Alberta, The City's budget priorities are limited to areas of urgent need and items where previous requests or commitments have been made:

- 1) Affordable Housing
- 2) Downtown Strategy
- 3) Assessment

### **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

Content for the budget letter was compiled in consultation with subject matter experts across The City.

Deputy City Manager's Office Report to  
Intergovernmental Affairs Committee  
2020 November 12

ISC: UNRESTRICTED  
IGA2020-1232  
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## **2021 Government of Alberta Budget Submission**

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### **IMPLICATIONS**

#### **Social, Environmental and Economic Implications**

The identified advocacy priorities include items that promote social wellbeing (affordable housing); and the economy (downtown strategy and assessment reform).

#### **Service and Financial Implications**

Advocating for The City's provincial budget priorities may result in greater success in obtaining the operating dollars needed to fund programs and projects that are critical to Calgarians.

### **RISK**

There is no identified risk in making a budget submission to the Government of Alberta.

### **ATTACHMENT(S)**

1. Proposed content for Government of Alberta Budget Submission

#### Department Circulation

General Manager	Department	Approve/Consult/Inform

Proposed Content for Government of Alberta Budget Submission

Affordable Housing

The strain of the economic crisis has amplified existing non-market housing challenges in Calgary. More than 100,000 households are forecast to be in housing need by 2025. Over the course of the pandemic, The City collaborated with more than 40 housing sector stakeholders to facilitate the COVID-19 Community Affordable Housing Advocacy Plan for Calgary. The Plan proposes a multi-sector approach to create 5,400 new affordable homes, including supportive housing spaces, over three years.

The Plan would move Alberta towards eliminating functional homelessness and will leverage federal investment to address Calgary's supply gap. The Plan highlights the urgency of housing as a key factor underpinning individual and community health in the context of COVID-19, and focuses on: stimulating Calgary's struggling economy through the activation of stranded building assets; the immediate build of 22 shovel-ready non-profit projects; and, support for the construction, tourism development and real estate sectors. These 22 projects include The City's own pending capital request with the Ministry of Seniors and Housing.

An immediate residential construction investment of \$450M across the identified 22 non-profit affordable housing construction projects will create 2,800 jobs, with overall economic activity generated in the region of \$765M. In addition to these significant economic boosts, ending homelessness saves public systems \$70K to \$135K per person, per year. For Calgary, housing 600+ individuals who are currently homeless would result in system savings of between \$42M - \$81M per year.

An investment of **\$298.45M** into Calgary's non-market housing sector will improve the lives, and resiliency, of vulnerable Albertans. Of this, \$118.7M would be immediately invested into shovel-ready capital projects with \$150M used to increase access to housing for 3,000 Canadian families living in Calgary over the next four years. Approximately two-thirds of the 5,400 homes would not require ongoing support after the initial capital outlay.

Downtown Strategy

Downtown is the economic and cultural heart of Calgary, and when our Downtown thrives, so does the rest of the city. It's vitally important for The City and the community to invest its support in planning and creating a liveable, thriving and caring core. To help support Calgary's economic recovery, we've created a downtown strategy that brings together our civic and community partners through coordinated and collaborative work. We encourage the Government of Alberta to partner with and invest in our efforts to supporting Alberta's entrepreneurs and job creators, attracting investment, growing trade, strengthening Alberta's key sectors and ensuring Alberta has an innovative and competitive business environment. Investments in The City's Opportunity Calgary Investment Fund is one way the province

could immediately support our downtown while delivering on our shared commitment to economic diversification.

I would also like to extend an invitation to your government to appoint a representative to The City's Economic Resilience Task Force, comprised of local business leaders and other community members and charged with identifying how they and The City can support economic recovery, a task that can only be achieved in collaboration between all orders of government.

#### Assessment Reform & Broader Fiscal Reform

As you know, and despite our efforts to support the downtown, the massive erosion in the value of Calgary's downtown office towers has resulted in a corresponding shift in property taxes to businesses outside the downtown core. This has only been exacerbated by the COVID-19 pandemic as many office workers continue to work from home. The City has used every tool at its disposal to address this challenge, making significant reductions to our operating budget, allocating hundreds of millions of dollars to cap business tax increases, and redistributing the tax burden between homeowners and businesses.

But the real source of the problem is beyond our control. The City is therefore calling on your government to engage The City in conversations about legislative reforms to the provincial law that establishes the annual market value assessment system to ensure greater fairness, consistency and transparency for businesses and citizens. Given that the challenges facing municipalities in this province vary from place to place, we would also urge your government to consider the use of the City Charter to pursue these conversations and changes.

At the same time, we would also urge your government to engage in broader conversations about fiscal reform. The COVID-19 pandemic has exposed fundamental cracks in the intergovernmental fiscal framework. The massive operating gap created in The City of Calgary is a symptom of The City's over-reliance on a single source of revenue even while responsibilities have continued to expand. The provincial contribution to close this gap in 2020 is an important and appreciated effort, but the challenges will continue into 2021 and beyond. We can either continue to paper-over these challenges with band-aid solutions, or we can start a conversation about more meaningful change to address the root cause. We encourage the province to join us at the table with the Government of Canada in a conversation about this real reform. All three orders of government have a role to play.

Transportation Report to  
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IGA2020-1280  
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## Regional Transportation Update: Bow Valley Passenger Rail Project – Memorandum of Understanding

### ADMINISTRATION RECOMMENDATION(S):

That the Intergovernmental Affairs Committee recommends that Council support the Memorandum of Understanding that establishes the “Bow Valley Corridor Alliance”, an alliance of First Nations and municipalities along the proposed rail route from Calgary to Banff Townsite.

### HIGHLIGHTS

- It is beneficial to have alignment and collaboration amongst municipalities along the proposed passenger rail line.
- What does this mean to Calgarians? The City of Calgary is prepared and engaged with regional municipalities to bring coordinated dialogue on the proposed project.
- Why does it matter? Future transportation projects could be impacted by the proposed project. The City relies on Government of Alberta funding for some major transit projects.
- This work is outside the scope of the Calgary Metropolitan Regional Board (CMRB).
- There is no commitment from The City of Calgary, just information sharing at this time.
- Strategic Alignment to Council’s Citizen Priorities: A city that moves
- Background and Previous Council Direction is included as Attachment 1.

### DISCUSSION

On 15 June 2020, Administration provided Council a briefing on Alberta Transportation’s (AT) announcement that it signed a memorandum of understanding with the Canada Infrastructure Bank (CIB) to assess the feasibility of a new passenger rail service between Calgary and Banff. (Attachment 1).

A business case is currently being developed by consultants retained by CIB and AT to review the project for investment potential, with their analysis expected in early 2021.

In response and to advance the interest of key stakeholders, a draft Memorandum Of Understanding (MOU) was drafted that establishes an alliance of First Nations and municipalities along the proposed trail route from Calgary to Banff Townsite. The draft MOU (Attachment 2) is currently being reviewed by the First Nations of Stoney Nakoda and municipal governments of Banff, Canmore, and Cochrane.

### 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

The content for this MOU was compiled in consultation with subject matter experts in Intergovernmental and Corporate Strategy (ICS).

Transportation Report to  
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## Regional Transportation Update: Bow Valley Passenger Rail Project - Memorandum of Understanding

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### IMPLICATIONS

#### Social, Environmental and Economic Implications

The identified advocacy priorities include items that promote an environmental benefit (light rail transit), and the economy (potential for increased tourism).

#### Service and Financial Implications

It is unknown at this time the potential financial and operating impacts to The City of Calgary if the proposed passenger rail were to proceed to construction. There is currently no commitment or expectation of funding from The City of Calgary.

### RISK

The MOU can help mitigate risk that may arise if The City of Calgary and other impacted municipalities and First Nations are at a disagreement in advocacy to AT, CIB and private investors regarding the proposed rail service between Banff and Calgary.

### ATTACHMENT(S)

1. Previous Council Background
2. Bow Valley Passenger Rail Project MOU

Department Circulation

General Manager	Department	Approve/Consult/Inform

**Attachment 1**  
**IGA2020-1257**

**Transportation Briefing to  
Combined Meeting of Council  
2020 June 15**

**ISC: UNRESTRICTED  
C2020-0574**

## **Regional Transit Update**

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### **PURPOSE OF BRIEFING**

The purpose of this briefing is to provide an update on the Bow Valley Passenger Rail project.

On 09 June 2020, the Alberta government, through Alberta Transportation (AT), announced it has signed a memorandum of understanding with the Canada Infrastructure Bank (CIB) to assess the feasibility of a new passenger rail service between Calgary and Banff.

This work is not a commitment to invest in the project. A business case will be created by a consulting team selected by CIB and AT for review for investment. Administration will continue to provide input to help guide project outcomes.

### **SUPPORTING INFORMATION**

#### **Background**

On 2019 February 27, the Town of Banff released the Calgary-Bow Valley Mass Transit Feasibility Study which reviewed the possibility of introducing a mass transit service between the Calgary area and the Bow Valley. The study reviewed:

- Bus and rail options;
- High-level infrastructure and fleet requirements;
- An operations plan; and
- A regulatory framework for the introduction of mass transit.

The study confirmed that mass transit (bus and rail) is feasible; however, capital and operating costs are significant. A copy of the full report can be found at <https://banff.ca/1029/Mass-Transit-Feasibility-Study>

#### **Principles**

While The City of Calgary supports mobility choices to the Bow Valley, competing priorities within Calgary do not currently make it feasible to provide capital and operating support to the bus and rail options outlined in the report.

In 2019, IGA2019-0669—Bow Valley Mass Transit Feasibility-Next Steps, presented two-principles to guide Administration's participation:

#### **Advocacy Principles:**

1. Mass transit between Calgary and the Bow Valley should not compete with existing and future infrastructure projects and funding in Calgary; and
2. The project should benefit Calgarians from a triple-bottom-line (social, environmental, economic) perspective.

In addition, the passenger rail should not negatively impact Calgary's current and future transit service offerings.

## Next Steps

CIB and AT have engaged a consulting team to assess the technical and commercial feasibility of passenger rail service between Calgary International Airport and Banff via downtown Calgary. The outcome of this work will be to develop a business case that will help inform and determine CIB and AT investment in this project.

Work will include:

- Refinement of the existing feasibility study refinement of the existing feasibility study between downtown Calgary and Banff; and
- Development and refinement of the alignment and it's feasibility between Calgary International Airport and downtown Calgary via the Nose Creek right of way.

Administration will continue to monitor route development and assess the impacts of transit ridership and connections to the airport.

This work is outside the scope of the Calgary Metropolitan Region Board (CMRB). Members may be engaged specific to their interface along the corridor.

Calgary Transit will continue to provide input and participate in the ongoing discussions to shape and provide input on mobility options between Calgary and the Bow Valley. There is still no commitment from The City of Calgary, just information sharing for this study.

Once the business case has been developed and shared with Administration, Administration will provide an update to Council which is estimated for the end of Q3 2020.

**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**[PARTICIPANT LIST]**

**WHEREAS**

The Government of Canada, The Government of Alberta, and the Canadian Infrastructure Bank (CIB) have signed a Memorandum of Understanding to conduct a feasibility study for passenger rail service between Calgary International Airport and Banff National Park, and that

The CIB in collaboration with Alberta Transportation will identify capital and operating costs, train station locations along the route, land requirements and associated costs, and that

The public policy and financial investment issues with respect to the passenger rail service are complex and thus require coordinated responses from all stakeholders in the Bow Valley Corridor; and that

The proposed passenger rail service will have specific social, economic, and environmental impacts for the communities and residents along the rail route in the Bow Valley Corridor between Calgary International Airport and Banff National Park, and that

The proposed passenger rail service will have a vital role in both the region's and the province's long-term prosperity, as well as increase the mobility and connectivity of residents and visitors while reducing vehicular traffic and congestion on the Trans-Canada Highway and in the local communities, and that

All Albertans, individually and collectively, share responsibility for building and sustaining the heritage, history, and prosperity of the First Nations, communities, and residents in the Bow Valley Corridor on behalf of present and future generations, and that

The participants to this agreement are committed to serve the residents of the Bow Valley Corridor by promoting the well-being of the local economy and ensuring vibrant, healthy, and safe communities for visitors and residents alike, and that

The Government of Alberta intends to structure the proposed passenger rail service as a public-private partnership to attract investment, transfer risks and drive performance, and that

Effective cooperation between the communities in the Bow Valley corridor, and other stakeholders enhances certainty and predictability of performance, and promotes public confidence in government through sound, transparent planning.

## **THEREFORE**

The participants to this Agreement seek to work collaboratively and cooperatively with the Province of Alberta, the CIB and potential private investors regarding the proposed rail service to promote a sustainable and barrier-free economy that supports strong viable communities, equal opportunity for all, while protecting and preserving a clean, healthy environment.

## **PURPOSE**

This Memorandum of Understanding establishes the “Bow Valley Corridor Alliance” (the Alliance), an alliance of First Nations and municipalities along the proposed rail route from Calgary to Banff Townsite.

The Alliance supports the proposed development of passenger rail service subject to understanding both the benefits and opportunities to the communities, residents, and businesses as well as associated costs and risks.

The Alliance will advocate for the development of, and responsible stewardship with respect to the operation of passenger rail service between Calgary International Airport and the Banff Townsite.

The participants in the Alliance acknowledge and respect the autonomy and unique identity of each participant and will cooperate and collaborate through all stages of the process regarding the development of the passenger rail service and, where possible, will speak with a single voice.

## **VISION**

The participants in the Alliance share a vision that the restoration of passenger rail service in the Bow Valley Corridor should protect and enhance the environment and promote the natural beauty of the region, highlight the heritage, history and culture of the First Nations and adjacent communities, while providing a fair and equitable return to investors and community stakeholders.

## **MISSION**

The Alliance seeks to advance the restoration of a financially sustainable and environmentally friendly passenger rail service between Calgary and Banff that will deliver economic and community development opportunities in support of the First Nations, national park and all communities in the corridor.

## **PROCESS**

**MEETINGS:** In furtherance of the vision and mission of the Alliance, meetings between the parties shall be held on a regular basis and may be called by any participant in the Alliance at the convenience of all participants.

The scheduling of the meetings, including their frequency, location, timing, and identity of participants, is to be mutually agreed to by the participants subject to approval of the meeting agenda. In developing a meeting agenda, participants may suggest specific priority issues or proposed policy initiatives for discussion.

Where possible, the Alliance will consult, confirm, and develop evidence-based and mutually agreed to positions in response to emerging issues, engagement opportunities, and in response to any matters as determined necessary by any one of the participants.

Resolutions and minutes of each meetings will be distributed on a timely basis to all participants of the Alliance.

## **IMPLEMENTATION**

The participants agree that advancing the vision and mission of the Alliance requires a cooperative and collaborative relationship between all participants based on mutual respect, trust, and a commitment to open and transparent communications, and whenever possible evidence and facts over opinions. Accordingly, the participants shall cooperate in the development, distribution, and sharing of all relevant information.

## **CONSENSUS**

The goal of the Alliance is, whenever possible, to speak in a single voice on issues of mutual concern with respect to the restoration of passenger rail service. Nonetheless, disagreements are inevitable. Where the dispute cannot be amicably resolved, the dissenting participant has the right to express their opinion without repercussions or threat to the integrity of Alliance.

## **COSTS**

The participants shall bear their own costs as they relate to enabling the work of the Alliance, including Administrative teams and members.

## **TERM**

It is anticipated that the Alliance will result in a long-term relationship between the participants until a fully operational, efficient, and effective passenger rail service is established in the Bow Valley Corridor between Calgary and Banff.

## **DISSOLUTION AND TERMINATION**

Any participant may terminate their ongoing involvement in the Alliance by providing 90-days written notice.

The Alliance may be dissolved by a two-thirds vote following a motion to do so in accordance with the termination procedures outlined in Robert's Rules of Order Newly Revised.

**SIGNATURE BLOCK**

This Memorandum of Understanding becomes effective on the last date of signature.

[Listing of names and signatures of all Alliance participants.]

DRAFT

## COVID-19 Community Affordable Housing Advocacy Plan update & Rapid Housing Initiative

### RECOMMENDATIONS:

Administration recommends that Intergovernmental Affairs Committee receive this report for information.

### HIGHLIGHTS

- *Calgary's COVID-19 Community Advocacy Plan Advocacy Plan* (the Plan), approved by Intergovernmental Affairs on 23 July 2020, identified opportunities to seek Federal and Provincial investment to create 5,400 new affordable housing units in the next three years, supporting economic recovery and vulnerable populations. Specifically, the Plan identified the need to support 600 Calgarians experiencing homelessness into safe, secure housing.
- In response to advocacy from cities and the Federation of Canadian Municipalities, Canada Mortgage and Housing Corporation (CMHC) announced details of their Rapid Housing Initiative (RHI) on 27 October 2020. RHI is intended to create new homes and stimulate the economy through the conversion of existing buildings (including office space and hotels); the construction of modular housing; the rehabilitation of previously lost units; as well as the acquisition of land for the creation of new permanent affordable housing. There are two streams of funding available: Major Cities and Project. The Major Cities stream represents a unique opportunity for bi-lateral partnership.
- Through the Major Cities' stream, Calgary stands to receive a minimum of \$24.6M in grant-based funding. This grant-based funding allows for funding of up to 100% of a capital project and does not require matching. Given the nature of the supportive housing to be created, Administration intends to distribute these capital funds to non-profit housing organizations for the development of permanent affordable housing units serving vulnerable populations, including those exiting homelessness. A Contribution Agreement between the City and CMHC must be signed no later than 27 November 2020 to receive the funding which will flow through to non-profits.
- **What does this mean to Calgarians?** The funding received through the Rapid Housing Initiative will support the sector in creating no less than 116 new units of permanent affordable housing.
- **Why does this matter?** The City, acting as a conduit for RHI funding, supports development of non-market housing by non-profit organizations, which in turn helps to address homelessness and the ability of Calgarians experiencing vulnerabilities to have a safe home, and to effectively manage subsequent waves of COVID-19 infection.
- The non-profit housing sector will inform the development of Calgary's RHI Investment Plan, which will outline proposed capital projects. This Investment Plan will be used to negotiate and finalize RHI allocations to Calgary with CMHC. Provisions of RHI are such that funds available for Calgary projects, beyond the base \$24.6M, are not yet known.
- To distribute RHI funding to the sector, through various agreements (see Recommendation 2), authorized by Council, between The City and non-profit developers of permanent affordable housing will be required to confirm the parties' roles and

## COVID-19 Community Affordable Housing Advocacy Plan update & Rapid Housing Initiative

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responsibilities and pass on all of The City's obligations within the RHI program to the non-profit developers.

- Under approved Council direction via Foundations for Home: Calgary's Corporate Affordable Housing Strategy (CAHS), Administration will enable community non-profit housing providers to maximize the RHI opportunity, by offering, but not be limited to, a single point of City contact for RHI, access to housing incentive programs, and enhanced expedited planning approval processes.
- **Strategic Alignment for Council's Citizen Priorities:** A prosperous City.

### DISCUSSION

In Calgary, 84,000 households are earning less than \$60,000 annually and paying more than 30% on shelter. This means nearly one in five Calgary households are struggling with shelter costs and 42,000 households are at risk of becoming homeless due to spending more than 50% of their gross income on shelter costs. A City goal, as per the CAHS, is to increase the supply of affordable housing to ensure people at all income levels can live and work in our city. This work also includes supporting and removing barriers for the non-market housing sector to create new units for vulnerable Calgarians. Calgary's COVID-19 Community Advocacy Plan (the Plan), developed with the support of more than 40 stakeholders from across the housing sector, calls for both immediate and longer term actions to re-house people exiting homelessness and to scale up the nonprofit sector through the acquisition of surplus stock. The Plan targeted 600 new permanent supportive housing units, a goal that was identified by Calgary Homeless Foundation (CHF) as a transformative target.

CMHC's \$1B Rapid Housing Initiative (RHI) has the objective to create 3,000 units across the country aimed to "address urgent housing needs of vulnerable Canadians by rapidly creating new affordable housing." This funding directly supports the CAHS and the Plan by providing a much-needed grant-based capital investment.

RHI criteria focus on the following key parameters: (1) vulnerable populations, including a focus on people experiencing homelessness; (2) projects must be delivered within one year with all funds to be dispersed by 31 March 2021; (3) rent level should be no greater than 30% of gross income and must be maintained at this level for a minimum of 20 years; (4) accessibility and energy efficiency targets will be applied to appropriate projects; (5) the funding can be applied to standard affordable housing rentals, transitional housing, and permanent supportive units; (5) projects must have a minimum of five units or beds; (6) provide long-term tenancy.

### Next Steps

The City will act as a conduit between the non-profit housing sector and CMHC to distribute RHI funds committed through the Major Cities Stream (at minimum \$24.6M for Calgary), using an open and collaborative process to identify and assess the state of readiness for proposed RHI projects. Using the data collected, the Affordable Housing team will work, one-on-one with housing providers, to identify projects which may be eligible based on CMHC's criteria. Calgary's RHI Investment Plan will be shared with CMHC and, as CMHC finalizes its funding envelope for Calgary, projects will be confirmed.

Administration will work with CMHC to negotiate all definitive documents and agreement(s) and take all actions required to conclude the Canada Mortgage and Housing Corporation's (CMHC)

## **COVID-19 Community Affordable Housing Advocacy Plan update & Rapid Housing Initiative**

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Rapid Housing Initiative (RHI) contribution agreement(s). Once this is complete, Administration will then work with CMHC to negotiate agreements (for example Housing Agreement(s) etc.) with non-profit organizations for projects approved by CMHC and then proceed to Council for approval, if applicable, to obtain approval for such agreements pursuant to the terms and conditions CMHC's Rapid Housing Initiative (RHI).

### **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

Public communication and engagement was not required as part of this report. However, since the announcement of RHI, Affordable Housing has undertaken one-on-one conversations with more than 12 housing providers and/or homeless service providers, and hosted a group meeting to pass on program details, identify interest, understand need, and identify a preliminary list of potential projects. Through these discussions the sector has informally identified opportunities to develop approximately 720 new units. A formal project intake process is underway. Consultations have started with Calgary Neighbourhoods, Real Estate & Development Services; Corporate Finance, Law and Calgary Approvals Coordination to provide notification about RHI; identify opportunities for support; identify legal and professional service constraints and, ultimately, design a comprehensive RHI support offer to enable non-profit housing providers to create new homes through RHI.

### **IMPLICATIONS**

#### **Social**

The City will be actively supporting the development of permanent affordable housing through RHI which will directly impact people exiting homelessness by being re-housed. This is directly contributing to removing barriers to access and inclusion for vulnerable Calgarians.

#### **Environmental**

CHMC's requirements for environmental efficiency would be applied specifically to modular projects during the approval process which involves achieving a minimum 25% decrease in energy consumption and greenhouse gas (GHG) emissions outlined in the 2015 National Energy Code for Buildings (NECB) or the 2015 National Building Code (NCB). In addition to this, for projects that are re-using existing assets, there will be reduced impact on traffic, transportation of goods and site preparations.

#### **Economic**

Affordable housing supports economic resilience by providing homes in close proximity to employment areas and transportation networks so that people can easily access jobs. Affordable housing is also an important factor for businesses looking to locate in Calgary, to

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**COVID-19 Community Affordable Housing Advocacy Plan update & Rapid Housing Initiative**

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ensure they can attract and retain a local workforce. Affordable housing developments contribute to a prosperous city through the creation of jobs and wealth. Through RHI specifically, the acquisition and conversion of vacant and distressed hotel and office properties offers benefit to struggling sectors of the economy. Every \$1 invested in residential housing construction generates \$0.79 in regional GDP. Each investment of \$160,000 in residential housing construction creates approximately one regional job.

**Service and Financial Implications**

**No anticipated financial impact**

\$0

Supporting non-profit organizations to develop new affordable housing is a key component of the Corporate Affordable Housing Strategy and essential to delivering Affordable Housing service to Calgarians. This report is not seeking any operating or capital budget approvals. The funding provided under the RHI is a grant-based capital contribution which would, in future, be passed on to non-profit housing providers via housing agreements.

**RISK**

There is a potential risk that The City may need to return the contribution provided by CMHC, in whole or in part, if the contribution is not distributed within the set timeline or in the event of a default by The City or the non-profit organizations, including but not limited to the inability to deliver or uphold the RHI criteria for the entire term of the Contribution Agreement.

**ATTACHMENT(S)**

1. Attach 1 – COVID-19 Community Advocacy Plan Overview - IGA2020-1291
2. Attach 2 – CMHC Rapid Housing Initiative Overview - IGA2020-1291

**Department Circulation**

General Manager	Department	Approve/Consult/Inform
Jill Floen	General Counsel	Consult
Carla Male	Chief Financial Officer	Inform
Chris Arthurs	Deputy City Manager	Inform

## COVID-19 Community Affordable Housing Advocacy Plan

### Why Here, Why Now

#### ECONOMIC CASE

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

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

#### AFFORDABLE HOUSING DEFICIT

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

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

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

#### THE CALGARY OPPORTUNITY

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

### Stakeholder Engagement

#### COVID-19 HOUSING PROVIDERS' COMMITTEE

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

Representatives are from organizations that serve the following sub-populations: Calgarians experiencing homelessness; senior Calgarians; Indigenous people; families.

The committee also includes organizations and associations representing: non-market rental housing and homeownership; market rental landlords; private sector builders and developers; provincial and federal government.

#### COVID-19 COMMUNITY AFFORDABLE HOUSING ADVOCACY PLAN

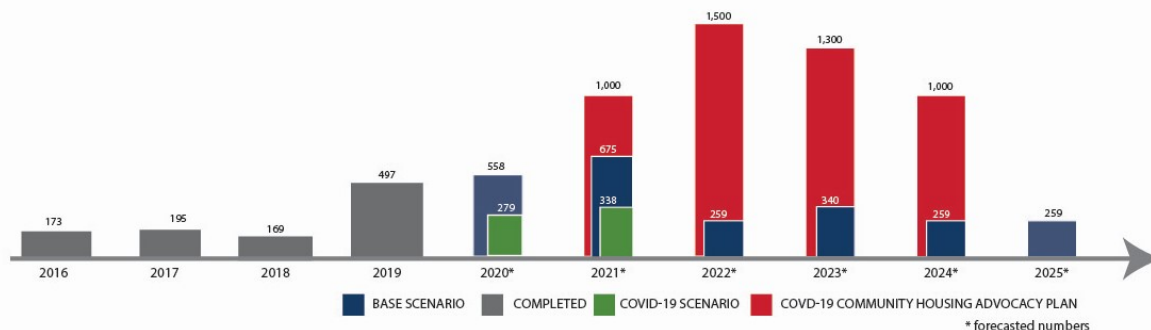
The COVID-19 Community Affordable Housing Advocacy Plan has been developed with the perspective that housing underpins health and safety and is an essential component of a strong economy.

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

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

## Non-Profit Housing Development Scenarios

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



## 22 Shovel-Ready Projects

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

22 shovel-ready projects

+

3,300 units delivered through partnership over 3 years

=

5,100 NEW NON-PROFIT UNITS BUILT & ACQUIRED

## Two Streams

Streams are interdependent & concurrent:

### STREAM 1:

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

### STREAM 2:

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

**Nearly  
12,000\*  
Calgarians  
are home.**

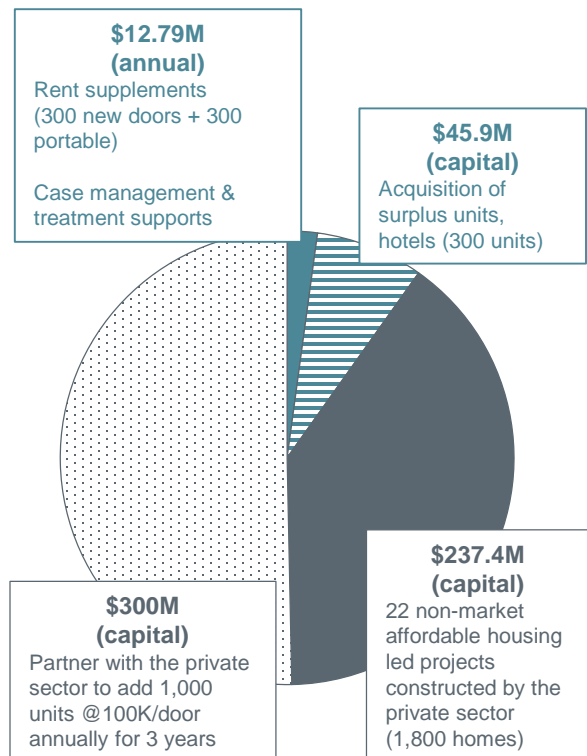
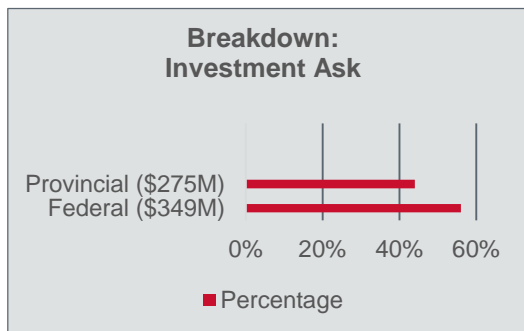
\*Includes new units, rent supplements. 2.2 people per household.

## The Ask: Provincial & Federal Investment

### LEGEND:

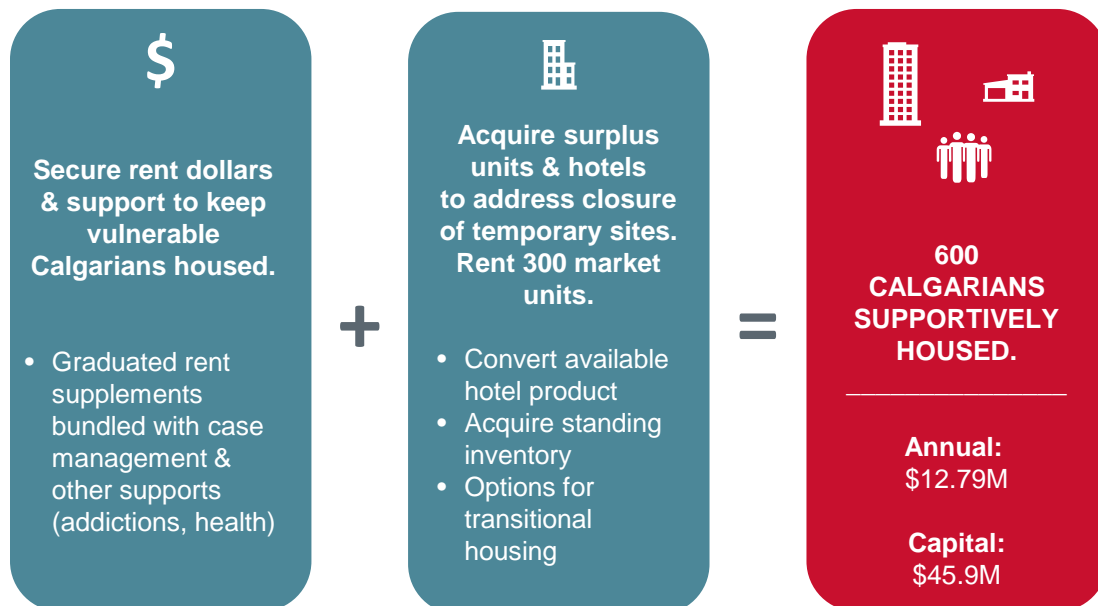
**STREAM 1:**  
Secure supportive housing for  
600+ Calgarians

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



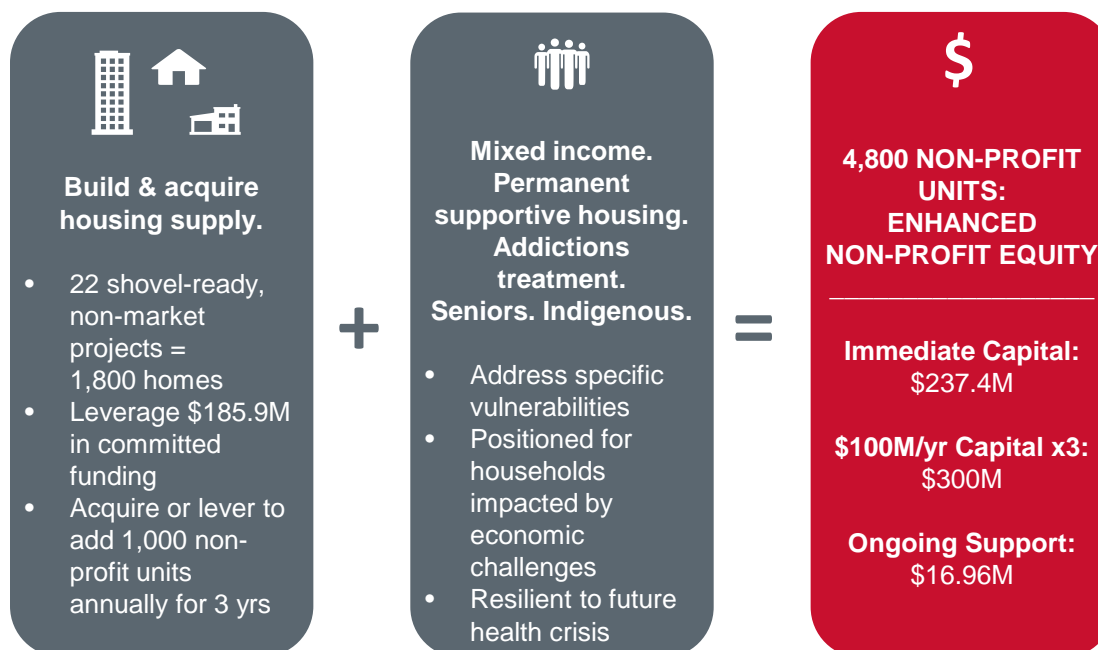
## Stream 1

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



## Stream 2

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





## Rapid Housing Initiative



## OVERVIEW

The Rapid Housing Initiative (RHI) provides funding to expedite the delivery of affordable housing units to vulnerable people and populations targeted under the National Housing Strategy (NHS), especially those affected by COVID-19.

Funding is available through two separate streams. For the first stream, RHI will expedite funds to municipalities with highest need. For the second stream, an application portal will be open to governments, Indigenous governing bodies and organizations, and non-profit organizations where applications will be prioritized based on the strength of the application. The initiative targets rapid housing and delivery of units within 12 months.

## OUTCOMES

The initiative provides:

- A total of \$1 billion in capital contributions.
- Funding to help support the creation of up to 3,000 new permanent affordable housing units. More units may be created if other resources are leveraged.
- Affordable housing for vulnerable people in severe housing need specifically people at risk of or experiencing homelessness, or living in temporary shelters because of the COVID-19 pandemic.
- Support for immediate housing needs with the goal:
  - To commit all funds before March 31, 2021.
  - To ensure housing is available within 12 months.
- Long-term, permanently affordable housing for a minimum of 20-years.

# FUNDING

CMHC will contribute up to 100% of funding to cover eligible residential construction costs. (CMHC will not fund non-residential costs).

## Purpose of Funding

Eligible recipients will receive funding for one of three eligible forms of housing listed below:

### New Construction (only Modular):

- Support the construction of a modular multi-unit rental project, which includes the acquisition of the land.

Modular is defined as housing units that are partially or fully built in off-site (e.g. a factory, warehouse, or similar facility) by a qualified manufacturer and delivered to the site in whole or in parts and installed on an appropriately zoned and serviced lot. This may range between single, scattered units up to larger multi-unit housing projects.

### Conversions/Rehabilitations:

- Support the acquisition and conversion of a non-residential building to an affordable rental project.
- Support the acquisition of an existing building in state of disrepair or abandoned for the purpose of rehabilitation where units were previously lost from the housing stock.

## Two Funding Streams

Funding will be committed under two separate streams of \$500M in allocated contributions (Major Cities Stream and Projects Stream).

### Major Cities Stream: Immediate Support for Identified Municipalities

Identified municipalities will receive a pre-determined allocation based on the severity of the housing need in the subject market. Municipalities will be expected to create a minimum number of units with the allocated funding related to local market costs.

Municipalities will be encouraged to take a community benefits approach and push for projects targeting women, and the urban Indigenous population.

**Projects Stream: Application-Based Process**

Provinces, territories, municipalities, Indigenous governing bodies and organizations, as well as non-profit organizations are eligible to apply for funding. CMHC will accept applications starting October 27 and ending December 31, 2020. CMHC will review the applications and will prioritize applications based on program criteria.

CMHC reserves the right to prioritize strong applications prior to the closing of the intake window.

Additional windows will take place if needed.

## PROJECTS STREAM

### Eligibility and Criteria

#### ***Property Type and Size requirements***

- Standard rental, transitional, permanent supportive housing, single room occupancy and seniors housing (excludes delivery of healthcare)
- Must have a minimum of five units or beds (flexibilities will be available for projects in the North, on-reserve or in remote locations)
- Minimum contribution request of \$1M
- Primary use is residential
- Permanent housing (long-term tenancy, 3 months or more)

#### ***Eligibility Requirements***

Eligible applicants:

- Municipal, Provincial, and Territorial Governments including their agencies
- Indigenous governing bodies and organizations
- Non-profit organizations

Property Management Experience:

- Non-profit and Indigenous Organization applicants must have a minimum of 5 years demonstrated experience operating a housing project of similar type and size as the proposed project with similar tenancy (in lieu, a formal property management contract with a professional third party firm or alternate as approved by CMHC).

Construction Management Experience:

- Non-profit and Indigenous Organization applicants must have successfully completed within the last 5 years a similar project on time and within budget. Alternatively, recipients must enter into a fixed price contract with a general contractor who has experience building projects of similar size, cost, building form and construction type in the same market area. Proponents must have a demonstrated ability to withstand unexpected increases in construction cost.

For newly formed groups, alternate covenants, collateral and mitigation may be considered.

## ***Mandatory Minimum Requirements***

### **Expediency**

Proponents will be required to achieve occupancy within 12 months of the approval of their investment plan (Major Cities Stream) or the effective date of the contribution agreement with CMHC (Projects Stream).

Flexibility to the delivery within the 12-month timeline may be available for projects located on-reserve, northern and remote housing or where seasonality is a factor for construction or reasonable delays due to the COVID-19 pandemic.

### **Financial Viability**

Non-profits and Indigenous Organizations must provide confirmation of secured operational funding sufficient to cover the ongoing monthly operating and programming expenses. Such confirmation must be in the form of a letter from the government or organization providing the funding or copy of the contribution agreement confirming the terms and conditions of the agreement.

### **Affordability**

All units must serve and be affordable (household is paying less than 30% of gross income on housing costs) to targeted people and populations who are vulnerable and who are also, or otherwise would be, in severe housing need or people experiencing or at high risk of homelessness as described below. Affordability must be maintained for a minimum of 20 years.

**Homelessness:** When an individual, family or community is without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.

**Populations at imminent risk of homelessness:** When individuals or families whose current housing situation will end in the near future (for example, within 2 months) and for whom no subsequent residence has been established.

## ***Energy Efficiency and Accessibility***

### **1. Major Cities Stream:**

#### **Energy Efficiency**

- Modular construction projects expected to meet a minimum energy efficiency of 5% or more above the energy efficiency standards as set out in the 2015 National Energy Code for Buildings (NECB) or meet the local/regional standard, whichever is higher.
- Conversions/rehabilitations are not required to meet a minimum requirement above code for energy efficiency.

#### **Accessibility**

- Modular construction projects must exceed the accessibility requirements of their jurisdiction by providing an additional 5% of accessible units above the local requirements.
- Conversions/rehabilitations are not required to meet a minimum requirement above code for accessibility.

### **2. Projects stream:**

#### **Energy Efficiency**

- The RHI will give priority to modular construction projects that can exceed the energy efficiency standards as set out in the 2015 National Energy Code for Buildings (NECB) or local/regional standard (whichever is higher)

#### **Accessibility**

- Modular construction projects that can exceed the local accessibility requirements in their jurisdiction will be given greater priority.

### **Target Populations**

All affordable units must be dedicated to people and populations who are vulnerable and targeted under the National Housing Strategy (NHS), especially people experiencing or at risk of homelessness or living in temporary shelters because of the COVID-19 pandemic. These population groups include:

- Homeless people or those at risk of homelessness
- Women and their children fleeing domestic violence
- Black Canadians
- Indigenous peoples
- Racialized groups
- Seniors
- Young adults
- People with disabilities
- People dealing with mental health and addiction issues
- Veterans
- LGBTQ2+
- Recent immigrants or refugees

RHI will request that municipalities receiving funds under the Major Cities Stream have projects targeting women and urban Indigenous population and to take a community benefit approach to the development of their projects.

## PRIORITIZATION CRITERIA

In addition to meeting mandatory minimum requirements, the RHI will further prioritize projects based on the following criteria:

1. **Need:**
  - Located in areas of highest need (Including Indigenous Land, Northern Housing and projects located in remote communities).
2. **Duration of confirmed Subsidy:**
  - Incremental scoring provided for confirmed subsidy from a Municipality/Province or Territory or Indigenous governing body.
3. **Cost Sharing/Support from another level of government:**
  - Funding or waivers that lower the construction budget and/or funding required from the RHI. Support can be provided in a form such as, but not limited to, grants, contributions, concessions on property taxes and/or concessions on levies, waiver of development cost charges or other provincial/municipal fees, waiver of community amenity contributions, land donation, etc.
4. **Expediency:**
  - Project is completed and/or available for occupancy earlier than the minimum requirement of 12 months.
5. **Land Status**
  - Land that is either owned in fee simple or leasehold interest where the lease term is greater than 20 years or land that is under an agreement of purchase and sale.
6. **Duration of Affordability:**
  - Projects that provide a duration of affordability going beyond the minimum 20-year affordability period.
7. **Energy Efficiency:**
  - Modular projects that exceed the energy efficiency standards as set out in the *2015 National Energy Code for Buildings (NECB)* or local/regional standard whichever is higher.
8. **Accessibility:**
  - Modular projects that exceed the local accessibility requirements in their jurisdiction (by percentage of additional accessible units).
9. **People or populations who are vulnerable:**
  - Projects specifically targeting Black Canadians, women and their children and/or Indigenous People.

These criteria are prioritized over regional concerns. Please consult with your **Specialist** to discuss your project.

## Advancing

Advancing is not subject to the project generating a percentage of potential rental revenues.

### ***Major cities stream:***

The full contribution will be advanced once both CMHC and the Municipality duly execute the contribution agreement.

### ***Projects stream:***

For other levels of government, the full contribution will be advanced once both CMHC and the government duly execute the contribution agreement.

For non-profit and Indigenous Organizations, a Quantity Surveyor or alternate qualified consultant approved by CMHC will release funds through construction draws with supporting documentation.

## Security Type

The contribution will be unsecured unless security is deemed necessary by CMHC, at its sole discretion.

## Reserve Requirements

None required unless deemed necessary by CMHC, at its sole discretion.

## Documentation Requirements

Refer to RHI Documentation Requirements.

20200715-002



[cmhc.ca/RapidHousing](https://cmhc.ca/RapidHousing)