



AGENDA

INTERGOVERNMENTAL AFFAIRS COMMITTEE

December 10, 2020, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Mayor N. Nenshi, Chair
Councillor G-C. Carra, Vice-Chair
Councillor G. Chahal
Councillor P. Demong
Councillor J. Farkas
Councillor 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. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1. Minutes of the Regular Meeting of the Intergovernmental Affairs Committee, 2020 November 12
5. CONSENT AGENDA
 - 5.1. DEFERRALS AND PROCEDURAL REQUESTS
 - 5.1.1. Deferral of Bearspaw Tri-Lateral Task Force in response to IGA2019-0809 to the Intergovernmental Affairs Committee no later than 2021 April 15, IGA2020-1418
 - 5.2. BRIEFINGS
 - 5.2.1. Federation of Canadian Municipalities Update – December 2020, IGA2020-1398

5.2.2. Calgary Metropolitan Region Board – November 2020 Board Meeting Update, IGA2020-1359

5.2.3. Calgary Metropolitan Region Board - November 2020 Governance Committee Meeting Update, IGA2020-1393

6. POSTPONED REPORTS

(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. Alberta Urban Municipalities Association (AUMA) Update – December 2020 (Verbal), IGA2020-1407

7.2. Municipal Measurement Index Update (Verbal), IGA2020-1416

7.3. Chestermere-Calgary Transit Project, IGA2020-1354

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS

None

8.2. NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES

INTERGOVERNMENTAL AFFAIRS COMMITTEE

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

PRESENT:

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

ALSO PRESENT:

A/General Manager Christine Arthurs
(Remote Participation)
Legislative Coordinator M. A. Cario
Legislative Advisor A. de Grood

1. CALL TO ORDER

Mayor Nenshi called the Meeting to order at 9:37 a.m.

2. ELECTION OF VICE-CHAIR

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

3. OPENING REMARKS

Mayor Nenshi provided opening remarks and a traditional land acknowledgement.

ROLL CALL:

Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Woolley, and Mayor Nenshi.

4. CONFIRMATION OF AGENDA

Moved by Councillor Gondek

That the Agenda for today's meeting be amended by adding the following item of Urgent Business:

By adding the following item as Urgent Business:

- 10.1 Calgary Community Court (Verbal), IGA2020-1325

MOTION CARRIED

Moved by Councillor Woolley

That the Agenda for today's meeting be amended by adding the following item of Urgent Business:

By adding the following item as Urgent Business:

- 10.2 FCM Update (Verbal), IGA2020-1327

MOTION CARRIED

Moved by Councillor Carra

That the Agenda for today's meeting be amended by adding the following item of Confidential Urgent Business:

By adding the following item as Confidential Urgent Business

- 11.2.1 Regional Update (Verbal), IGA2020-1326

MOTION CARRIED

Moved by Councillor Carra

That the Agenda for the 2020 November 12 Regular Meeting of the Intergovernmental Affairs Committee be confirmed, ~~as amended~~.

MOTION CARRIED

5. CONFIRMATION OF MINUTES

5.1 Minutes of the Regular Meeting of the Intergovernmental Affairs Committee, 2020 October 15

Moved by Councillor Carra

That the Minutes of the 2020 October 15 Regular Meeting of the Intergovernmental Affairs Committee be confirmed.

MOTION CARRIED

6. CONSENT AGENDA

Moved by Councillor Carra

That the Consent Agenda be approved as follows:

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

MOTION CARRIED

7. POSTPONED REPORTS

None

8. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 8.1 Advocacy Update - November 2020 (Verbal), IGA2020-1288

A presentation entitled "Advocacy Update - November 2020" was distributed with respect to Report IGA2020-1288.

Moved by Councillor Carra

That with respect to Verbal Report IGA2020-1288, the following be approved:

That the Intergovernmental Affairs Committee receive the presentation for the Corporate Record.

For: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

- 8.2 2021 Government of Alberta Budget Submission, IGA2020-1232

A presentation entitled "Government of Alberta Budget Submission" was distributed with respect to Report IGA2020-1232.

Moved by Councillor Carra

That Report IGA2020-1232 be referred to Administration for updates, to return with a report to the Intergovernmental Affairs Committee on 2020 December 10.

For: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

By General Consent, Committee reconsidered its decision to return with a report to the Intergovernmental Affairs Committee on 2020 December 10 with respect to Report IGA2020-1232.

Moved by Councillor Farkas

That with respect to Report IGA2020-1232, the following be approved:

That the Intergovernmental Affairs Committee direct Administration to reframe this report as per today's discussion and present it to the Priorities and Finance Committee as soon as possible.

For: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

8.3 Regional Transportation Update: Bow Valley Passenger Rail Project – Memorandum of Understanding, IGA2020-1280

By General Consent, Committee postponed Item 8.3, Report IGA2020-1280, to be dealt with at the Call of the Chair.

A presentation entitled "Bow Valley Passenger Rail Project: Regional Transportation Update" was distributed with respect to Report IGA2020-1280.

Moved by Councillor Carra

That with respect to Report IGA2020-1280, the following be approved:

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.

For: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

8.4 COVID-19 Community Affordable Housing Advocacy Plan update & Rapid Housing Initiative, IGA2020-1291

A presentation entitled "COVID-19 Community Affordable Housing Advocacy Plan Update & Rapid Housing Initiative" was distributed with respect to Report IGA2020-1291.

Moved by Councillor Gondek

That with respect to report IGA2020-1291, the following be approved:

That the Intergovernmental Affairs Committee receive this report for the Corporate Record.

For: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Committee then returned to the Agenda to deal with Item 8.3.

9. ITEMS DIRECTLY TO COMMITTEE

9.1 REFERRED REPORTS

None

9.2 NOTICE(S) OF MOTION

None

10. URGENT BUSINESS

10.1 Calgary Community Court (Verbal), IGA2020-1325

Moved by Councillor Gondek

That with respect to Report IGA2020-1325, the following be approved:

That Committee:

Request the Mayor to consult with the Chair of the Calgary Police Commission and develop a letter to be sent to the Minister of Justice and Solicitor General advocating for the Calgary Community Court concept.

For: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

10.2 FCM Update (Verbal), IGA2020-1327

Councillor Woolley presented verbal updates and was thanked by Committee.

11. CONFIDENTIAL ITEMS

Moved by Councillor Carra

That pursuant to Sections 21 (Disclosure harmful to intergovernmental relations) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting at 11:24 a.m., in the Council Boardroom, to discuss confidential matters with respect to the following Item:

- 11.2.1 Regional Update (Verbal), IGA2020-1326

For: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Committee reconvened in Public Meeting at 12:08 p.m. with Mayor Nenshi in the Chair.

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

Moved by Councillor Carra

That Committee rise and report.

MOTION CARRIED

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Committee suspended Section 78(2)(a) of the Procedure Bylaw in order to complete the agenda prior to the noon recess.

11.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

11.2 URGENT BUSINESS

11.2.1 Regional Update (Verbal), IGA2020-1326

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report IGA2020-1326:

Clerks: M.A. Cario and A. Degrood. Advice: C. Arthurs, K. Cote, N. Younger, J. Clarke, A. McIntyre, D. Corbin, and M. Surgenor-Sands.

Moved by Councillor Carra

That with respect to Verbal Report IGA2020-1326 the following be approved:

That the Intergovernmental Affairs Committee direct the Closed Meeting discussions be held confidential pursuant to Sections 21 (Disclosure harmful to intergovernmental relations) and 24 (Advice from officials) 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

Against: (1): Councillor Gondek

MOTION CARRIED

12. ADJOURNMENT

Moved by Councillor Carra

That this meeting adjourn at 12:12 p.m.

MOTION CARRIED

The following items have been forwarded to the 2020 December 14 Combined Meeting of Council:

CONSENT:

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

The next Regular Meeting of the Intergovernmental Affairs Committee is scheduled to be held 2020 December 10 at 9:30 a.m.

CONFIRMED BY COMMITTEE

CHAIR

ACTING CITY CLERK

UNCONFIRMED

BRIEFING

Page 1 of 1

Item # 5.2.1

Deputy City Manager's Office Briefing to
Intergovernmental Affairs Committee
2020 December 10

ISC: UNRESTRICTED
IGA2020-1398

Federation of Canadian Municipalities Update – December 2020

PURPOSE OF BRIEFING

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

SUPPORTING INFORMATION

Advocacy Days and Recovery Recommendations

FCM's annual Advocacy Days took place between November 16 and 27. Normally, this would be an opportunity for the Board of Directors to gather in Ottawa to meet with parliamentarians and party leadership from all of Canada's major federal parties. This year, due to the COVID-19 pandemic, Advocacy Days were instead held online.

Although the Board held fewer meetings with parliamentarians than in a typical year, it nevertheless managed to host representatives of five federal parties to hear how key decision-makers would work with municipalities and to share FCM's recently released recommendations for Canada's COVID-19 recovery (the Big City Mayor's Caucus was also able to share these same recommendations in a series of meetings with key Cabinet Ministers in the week prior).

A copy of these recommendations, entitled *Building Back Better Together* is attached (Attachment 1). Briefly, the recommendations show how municipalities are ready to work with the federal government to kickstart Canada's economy and put people back to work. They make the case that municipalities are uniquely capable of doing that in ways that will drive progress on key national goals, from achieving net-zero emissions and universal internet access to ending chronic homelessness.

Of particular interest to The City of Calgary is the recommendation that the Government of Canada continue to work with the FCM's Western Economic Solutions Task Force (WEST) to "support a truly nationwide economic recovery." This recommendation and the work of WEST responds directly to input from The City of Calgary and other western municipalities, and calls for such things as a doubling the budget of Western Economic Diversification Canada, and the creation of a new Energy Transition Community infrastructure Fund to help municipalities in energy-producing regions diversify their economies. See pages 16-17 in Attachment 1 for more information on these WEST-based recommendations.

ATTACHMENT

1. Building Back Better Together



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS



Building back better together

Municipal recommendations for
Canada's post-COVID recovery

November 2020

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Federation of Canadian Municipalities

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www.fcm.ca

Ce document est aussi disponible sous le titre
Reconstruire en mieux, ensemble

Building back better starts now

COVID-19 changed everything. Seemingly overnight, it throttled our economy and confined millions of Canadians to their homes. Federal and municipal leaders alike moved swiftly to protect people, businesses and communities. And we all found ourselves reflecting on what really matters: safety, connection, quality of life. This shared experience continues to remind us how *vulnerable* we can be—but also how *capable*, when we work together.

When it comes time to drive Canada's post-COVID recovery, it won't be enough to return to the status quo. Canadians will want us to build their country back *better*. After seeing inequality on such vivid display in these tough times, they'll want an *inclusive* recovery whose benefits are widely shared. They'll want a country that's more *sustainable* and resilient to the next threat, be it a virus or climate change. And they've shown they're willing to embrace bold leadership—when it's focused on building better lives and better communities.

That makes this a generational opportunity for our governments to come together to drive Canada forward—and municipalities are ready. The Federation of Canadian Municipalities (FCM) unites 2,000 cities and communities of all sizes, representing more than 90 percent of Canadians. These front-line local leaders turn national investments into real outcomes—in the places where people live, work and raise their family. FCM itself is a proven implementation partner with substantial program infrastructure and decades of expertise in funding delivery.

Today, we are ready to work with the federal government to kickstart Canada's economy

and put people back to work. Municipalities are uniquely capable of doing that in ways that will drive progress on key national goals, from achieving net-zero emissions and universal Internet access to ending chronic homelessness. And that work starts now, even as we continue working flat-out to keep Canadians safe from COVID-19. We can work together to tackle today's urgent pandemic challenges, with solutions that deliberately lay ground for tomorrow's recovery.

No order of government succeeds alone in this country. But together in partnership, we can drive the inclusive, green recovery Canadians deserve. Because we really are in this together.



Garth Frizzell
FCM President



Carole Saab
FCM CEO



Building an inclusive recovery

This pandemic has laid bare how unequally people thrive or struggle. While tackling inequality in this country is a long-term challenge, Canada's economic recovery can be a meaningful turning point on that path to a more inclusive future.

Canadians have seen so many faces of inequality on vivid display in these times—whether it's people without homes forming tent encampments near vital services, seniors facing startling infection rates in long-term care, or the disproportionate impact of the pandemic on women and on Indigenous,

Black and racialized Canadians. These are not new realities; these are intensified signs of persistent inequality. And kickstarting Canada's post-COVID economy is a chance to build a country where safety and opportunity are more inclusively shared.

Driving that inclusive Canadian recovery requires a multi-dimensional approach, bold federal leadership and strong partners on the ground. Those partners include local governments across the country—the ones working closest to people's daily lives, hopes and challenges. We stand ready to contribute once again, starting in priority areas where local expertise is indispensable to meaningful progress.

Most urgently, Canada's recovery is an opportunity to end the scourge of homelessness that pre-dates the pandemic but is so harshly intensified by it. We can do this by significantly scaling up steps that federal and municipal governments have already started taking together. And we can move quickly to expand truly affordable housing options for Canadians—especially for those living in inadequate or overcrowded housing—a critical first step in addressing inequality in our cities and communities.

Housing investment works

- Every dollar spent on housing and supports for those who are chronically homeless saves \$2.17 in costs related to health care, the justice system, shelters and other supports. (*Homeless Hub*)
- A 2011 five-city study of 990 people who were homeless and living with mental illness placed per-capita costs of services consumed at \$53,133. Supportive housing builds better lives and saves money. (*Mental Health Commission of Canada—At Home/Chez Soi*)
- Each dollar invested in dedicated-site supportive housing in British Columbia generated nearly \$5 in social and economic value, according to a 2018 study. (*BC Housing*)
- Each dollar invested by the Société d'habitation du Québec—the agency responsible for affordable/social housing—generated \$2.30 more for Quebec's economy in a 2011 study. (*Canadian Housing Renewal Association*)
- Every dollar government invested in residential building construction in Ontario boosted Canada's GDP by \$1.52, according to 2014 study. (*Mowat Centre*)
- Average costs to operate shelters bed in Toronto have doubled with COVID-19. Moving 3,000 people into permanent supportive housing could save \$15 million per month. (*City of Toronto*)
- In 2019, there were 1.3 million jobs across Canada in home construction, renovation, and repair—making the sector one of our largest employers. (*Canadian Home Builders' Association*)



Ending homelessness: targeted action

From leasing motels to retooling arenas as COVID-safe shelter space, municipalities have moved swiftly to protect Canadians with no home of their own, including many living with mental illness and substance use challenges. The new federal Rapid Housing Initiative (RHI) responds to FCM's call for more sustainable solutions, and two emergency top-ups to the community-based Reaching Home homelessness initiative are helping as well.

RHI funds will help community housing providers put available buildings, land and modular housing to work for up to 3,000 vulnerable Canadians—as permanent supportive or deeply affordable housing. It also provides an effective federal-municipal partnership model that could be scaled up soon to meet the ambition voiced in the Throne Speech—to end chronic homelessness in our cities and communities.

Recommendations:

- **Quickly scale up the Rapid Housing Initiative (RHI)** by allocating \$7 billion for no less than 24,000 additional supportive and deeply affordable housing units over the National Housing Strategy's seven remaining years. With 3,000 units committed through the existing RHI, this is a path to achieving the goal of ending chronic homelessness, currently experienced by at least 27,000 Canadians. Keys to success: maintain the RHI's efficient delivery model (including a direct allocation to cities), and support stick-built construction as well as acquisition and modular-housing opportunities.
- **Grow the Reaching Home initiative** by adding \$282 million annually, or approximately \$2 billion over seven years.

This will empower cities and communities to develop and deliver the local systems, supports and services needed to end homelessness—essential complements to the physical homes to be developed by a scaled-up RHI. This additional funding should specifically include an expansion of the rural/remote stream of Reaching Home

- **Prioritize the provision of existing Canada Housing Benefit rent subsidies** to people experiencing homelessness, providing a critical stopgap until they can access permanent housing through RHI. For a subset with less complex needs, this subsidy may provide a sufficient path out of homelessness into the rental housing market.



Preventing homelessness: housing solutions

Our governments are working together to tackle the growing disconnect between income and rent levels, especially through the National Housing Strategy (NHS). But the pandemic has exposed the sheer depth of Canada's housing crisis and the work that still lies ahead. For millions of Canadians already paying too much of their income on shelter, any shock or layoff can put tremendous strain on family life.

Beyond throttling savings for retirement or kids' education, the affordable housing shortage collides with other factors to drive too many Canadians toward homelessness. That is why durably ending homelessness includes preventing the flow *into* homelessness. And that is why growing and protecting the affordable housing supply—in particular for Canadians living in inadequate or overcrowded housing—should be a centrepiece of an inclusive Canadian recovery.

Recommendations:

- **Launch a non-market housing construction program** targeting 90,000 new units of mixed-income, multi-unit housing over the seven remaining years of the NHS (\$15 billion). These should be owned/operated by the community housing sector, whose mission-driven approach best assures housing security, needed density and permanent deep affordability. And to address overcrowding faced by larger households, family-sized units should be included. Keys to success include streamlined access to deeper grants to get shovels in the ground quickly; a commitment to deeper sustained affordability; flexibility to adjust per-unit costing if construction costs grow significantly; and an explicit goal of bolstering the sector's financial position so it is better equipped to meet future repair and development needs.

 - We specifically recommend targeting 20,000 of these units (\$3.3 billion of the total) for Indigenous households in cities and communities, through an initiative developed in consultation with the **Indigenous housing** sector.
 - In **Quebec**, this initiative should flow funds directly to existing provincial “non-market” housing programs (which support municipal agencies, non-profits and cooperatives), in cities that participate in such programs.
- **Strengthen Canada's existing affordable housing supply**, both non-profit and market rental:

 - **Enable community housing providers to acquire existing low-rent market rental properties** to ensure rents remain relatively affordable (targeting 10,000 units over three years at a cost of \$585 million), by developing a new stream of the Rapid Housing Initiative.

Recommendations continue next page.



- **Protect and improve social/affordable housing** by investing an additional \$600 million over 4–5 years through the Green Municipal Fund’s Sustainable Affordable Housing initiative—to energy-retrofit up to 11,000 units, lowering emissions and operating costs
 - **Improve and preserve market rental housing** by launching a CMHC-delivered program providing tax incentives and grants to encourage landlords to repair and energy-retrofit 35,000 units over seven years (\$1.75 billion), without increasing rents beyond or provincial guidelines, whichever is lower, for 20 years.
- **Expedite existing NHS commitments** by 1) accelerating approval for funding applications already received; 2) allocating all uncommitted funding within existing program envelopes to specific projects within 12 months; and 3) making more low/no-cost land available to community providers by doubling the Federal Lands Initiative (costing \$140 million over seven years), empowering municipalities to identify surplus federal lands, and ensuring the Canada Lands Company prioritizes affordable housing.
 - **Expand municipal tools and housing innovation** through an intergovernmental approach aimed at addressing barriers that often prevent cities and communities from considering the wide range of levers that could help increase housing choice, affordability and low-carbon outcomes.



Strengthening community infrastructure

Investing in community, cultural and recreational infrastructure promotes social inclusion along with economic growth. By increasing access to services, these facilities help to reduce poverty as well as social and geographic disparities. From seniors' and recreation centres to parks and libraries, these are venues for face-to-face interaction and support. Right across the country, this is glue that holds communities together.

Increasingly, municipalities are establishing community hubs that intentionally integrate services and amenities under one roof—efficiently generating positive social, economic and health outcomes. They are designed by communities and accessible to all, particularly underserved and marginalized populations. And they underline how job-creating investments in community infrastructure can be a centrepiece of an inclusive recovery.

Recommendation:

- **Invest directly in community, culture and recreation infrastructure** through the proposed Municipal Economic Recovery Fund (see “Strengthening Today’s Direct Funding Tools”).





Building a green recovery

We have a generational opportunity to protect Canadians and their communities from inevitable effects of climate change—while setting Canada on a clear path to achieving a net-zero emissions economy by 2050.

Day by day, COVID-19 reminds us what vulnerability means. Canadians everywhere want to emerge from this pandemic with a country that's more resilient to the next threat—be it a virus or extreme weather—and with leaders

who tackle milestone challenges proactively. Municipalities are ready to work with the federal government to answer that call, starting with bold action on climate change.

Across the country, local governments are on the front lines as floods, wildfires and new climate extremes threaten families and businesses, costing our economies billions each year. We're also on the forefront of delivering solutions to keep people safe and to reduce greenhouse gas (GHG) emissions. And Canada's recovery is an opportunity to scale up these local solutions for nation-building progress.

Progress starts with expanding the public transit systems that are so integral to the transportation modal shift we'll need to reach net-zero. Now is the time to enable Canada's next generation of transit expansions with a permanent transit fund. For additional deep GHG reductions, FCM's proven Green Municipal Fund can deploy recovery funds directly to the municipal front lines—to drive ambitious building retrofits, vehicle-fleet upgrades, natural climate solutions and more.

Green investment works

- Every dollar invested in local infrastructure boosts Canada's real Gross Domestic Product by \$1.20–1.60. (*Conference Board of Canada, Finance Canada*)
- Every dollar invested in public transit generates \$3 in economic growth—and reclaims more of the \$15 billion in productivity we're losing each year to traffic congestion. (*Canadian Urban Transit Association, Conference Board of Canada*)
- Every dollar invested in climate adaptation saves \$6 in future costs—at a time when annual property damage costs from extreme weather have already risen from \$405 million (1983–2008 average) to \$1.8 billion in 2018. (*National Institute of Building Sciences, Insurance Bureau of Canada*)
- Proposed new investments through FCM's Green Municipal Fund would create 26–41,000 person-years of employment over a 3-year period, rising to 51–81,000 over five years. That represents GDP boosts of \$2.5–4 and \$5–8 billion, respectively. (*EnviroEconomics methodology*)
- Investments in energy efficiency retrofits have been proven to create 16–30 direct and indirect jobs for every \$1M invested. (*Task Force for a Resilient Recovery*)



Modernizing public transit

Transit is the backbone of livable, competitive cities—and key to the modal shift in transportation that we'll need to reach net-zero emissions. The allocation-based transit stream of the Investing in Canada Infrastructure Plan has been a game-changer for system expansions. It also forms a template for the Permanent Transit Fund the federal government envisions, and FCM welcomes the Thone Speech's renewed ambition to move forward on transit.

The Safe Restart Agreement recognizes transit's vital role in daily life, and we need to ensure operating cost pressures continue to be addressed for the duration of the pandemic. Moving forward, municipalities are ready to make transit growth and modernization a centrepiece of Canada's recovery. If we layer on bold investment in zero-emission vehicles, this is a winning strategy for GHG reductions, along with manufacturing job growth.

Recommendations:

- **Continue to provide public transit operating funding through the duration of the pandemic** to ensure financial viability and high-quality service going forward, building on the funding delivered to transit agencies through the Safe Restart Agreement.
- **Enable major transit expansions by launching the promised Permanent Transit Fund.** Work with FCM to design this new funding mechanism for transit expansion and state of good repair, and expedite its implementation to give municipalities the assurance and predictability required to plan the next generation of transit projects.
- **Accelerate the adoption of low and zero-emission transit vehicles (ZEV) across Canada** to drive deeper emission reductions and manufacturing job growth.
- FCM estimates that \$2.7 billion in federal grant funding will support replacing half the 14,000 diesel buses currently on the road with fully electric or other ZEV models by 2030, reducing annual GHG emissions by 10.5 MT.
- Near-term federal grant funding as part of the economic recovery should complement the role of the Canada Infrastructure Bank and support a full range of costs—including garage facilities, charging/refueling infrastructure, system interconnection, and planning and design—that will lay the foundation for a full transition to ZEV transit.
- **Support rural and regional transportation** by creating a new federal funding program—\$350 million over three years—for eligible capital costs for inter-city and regional mobility services across the country.



Scaling up community climate action

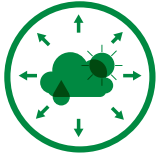
Municipalities are increasingly setting ambitious climate targets and leading on reducing greenhouse gas (GHG) emissions. With cities and communities influencing half of all emissions, scaling up local action is key to achieving net-zero emissions by 2050. And we can strengthen Canada's green recovery by leveraging the proven delivery mechanism that is FCM's federally-endowed Green Municipal Fund (GMF).

Since 2000, GMF has brought life to 1,360 local sustainability projects, inspiring many more. Its mature administrative infrastructure includes a peer-reviewed project evaluation and investment financing structure, with robust performance monitoring and governance accountability. Funding recovery through GMF will create jobs while making measurable progress toward Canada's 2030 and 2050 climate targets.

Recommendations:

- **Rapidly deliver \$2.5 to \$5 billion of economic recovery funding directly to the municipal sector** to help communities finance and scale proven climate change mitigation and resilience solutions. FCM's Green Municipal Fund is positioned to deliver up to \$2.5 billion over 2–3 years and up to \$5 billion over 4–5 years.
- **Target new GMF funding to six priority areas to drive measurable GHG reductions:** 3.2 MT in 2030, for a cumulative reduction of 25 MT by 2030, achieved through programming over the next five years.

1. Support deep energy retrofits and clean energy generation in 200–300 arenas or recreation/community centres.
2. Improve the environmental performance of 7,000–11,000 new and existing social and affordable housing units.
3. Build up to 2,600 km of multi-use active transportation pathways, 50 pedestrian bridges and 100 multi-modal transportation interventions like bike share, e-bike and cargo bike initiatives.
4. Deploy 3,500–8,000 new zero-emission and low carbon vehicles in core municipal and community service functions (over and above federal investments in zero-emission transit and school buses).
5. Support 30–50 projects to capture municipal landfill gasses, divert organics and reduce plastics and other waste.
6. Plant 50 million trees and fund other natural infrastructure like parks, wetlands and rain gardens.



Strengthening community resilience

Municipalities are on the front lines of new climate extremes, making the most of tools available to protect homes, businesses and communities. The federal Disaster Mitigation and Adaptation Fund (DMAF) has been key, but the \$2B available for 2018–2028 is already almost fully committed. Research by FCM and the Insurance Bureau of Canada estimates the need for local adaptation investment at no less than \$5 billion per year.

Municipalities are ready to do more, and unlocking that potential now will deliver significant stimulus as we gird communities against the next flood or fire. Municipalities of all sizes are also increasingly turning to natural infrastructure, parks and protected areas to improve residents' access to nature, support biodiversity, and improve overall community resilience. Canada's recovery phase presents an opportunity to ramp up our work together—to answer Canadians' call for a more resilient country coming out of this pandemic.



Recommendations:

- **Drive more local adaptation projects** by doubling the proposed new federal investment in DMAF to \$2 billion, and accelerating it to a three-year window—seizing this moment to create jobs while strengthening the climate resilience of more communities.
- **Enable municipalities to acquire land for parks, protected areas and natural infrastructure**, leveraging DMAF and other federal programs.
- **Optimize DMAF to support communities of all sizes** by eliminating the \$20 million project eligibility floor that excludes many smaller, rural and remote communities—as well as natural infrastructure projects.



Building a resilient partnership

The COVID-19 experience sheds light on deep vulnerabilities in our social, health, economic and intergovernmental systems. Canada's recovery must boost our resilience on all these fronts—and that includes the resilience of our deepening federal-municipal partnership.

Canada's orders of government come to the table with unique strengths and limitations. The federal government has a mandate to promote a national vision and fiscal flexibility to back it up. Local governments bring unmatched

expertise in Canadians' daily realities and they turn investments into outcomes on the ground. Together in partnership, we are building better lives for Canadians in communities of all sizes.

However, the tools and authorities available to local leaders simply do not match the modern role municipalities now play in supporting Canadians and our economy. When weeks into pandemic restrictions, cities and communities find themselves on the brink of insolvency—facing stark decisions about essential service cuts—then it's clear there's a problem to solve. To honour the lessons of this pandemic, Canada's recovery is the right

moment to resolve to modernize the municipal toolbox in this country.

Moving forward now is about preparing municipalities to carry Canadians through the next major disruption—and indeed, the next phase of this pandemic. But it's also about empowering the governments closest to Canadians to do more to improve people's quality of life, in good times as well as bad.



Ensuring immediate stability

Municipalities are working flat-out to protect Canadians, from [rebalancing streets](#) to leasing motels as COVID-safe shelters. But with costs rising against falling revenues—and no ability to run deficits—they've faced a crisis of non-recoverable financial losses. By answering FCM's call for emergency operating funding, the Safe Restart Agreement recognizes municipalities and transit systems as key to Canada's pandemic response and recovery. And we welcome the Throne Speech's commitment to continue supporting communities: to avoid major service disruptions, municipalities will require additional operating support as the pandemic stretches through 2021.

Recommendations:

- **Protect frontline services, public transit and the municipal role in recovery** by proactively working with provinces, territories and municipalities (through FCM) on successor arrangements to the Safe Restart Agreement, which must include funding support for municipal operations and public transit through 2021.





Strengthening today's direct funding tools

Municipalities own 60 percent of the public infrastructure that supports Canada's economy and quality of life, and it requires continual renewal. Our best tool for that has been the federal Gas Tax Fund (GTF), which directly and predictably empowers municipalities to move projects forward. Some 18–26 percent of Canada's roads, bridges and water systems need upgrades, and half of our community, culture and recreation infrastructure is more than 25 years old. Building on this direct funding tool will deliver rapid job-creating stimulus, build better lives for Canadians—and double down on a consistently productive pillar of our federal-municipal partnership.

Recommendations:

- ▶ **Double the GTF allocation for three years through a new investment: the *Municipal Economic Recovery Fund***—to rapidly deliver infrastructure stimulus funding and job growth for Canadians.

Combined with the existing GTF, annual transfers would reach \$4.4 billion in direct, effective stimulus investment.

Partnering on national challenges

With the frontline insight that local governments bring to the table, our orders of government can strengthen Canada's recovery by working together to tackle a full range of challenges with national impact.



Universal Internet access

When millions of Canadians could not move online for work or school, it underscored the digital divide that holds back so many rural and remote communities. Substantial federal investment is needed to achieve basic CRTC Internet service standards by expanding backbone and last-mile infrastructure, both fixed and mobile. FCM welcomed the recent launch of an expanded Universal Broadband Fund (UBF) plus financing through the Canada Infrastructure Bank's Growth Plan. Now the priority is to deliver funding as quickly and efficiently as possible to meet the urgent need for rural connectivity—and achieve the goal of truly universal Internet access.

- **Maximize investment outcomes by ensuring effective coordination** among Internet service providers; the local government sector through FCM; provincial/territorial governments; and federal departments and agencies delivering broadband funding (e.g. ISED, CRTC, INFC and the CIB).
- **Deliver on the commitment to expedite funding delivery** through streamlined application processes and a one-window intake.
- **Continue to measure and report on progress** and regularly reassess the timelines and level of public investment required to achieve the urgent goal of connecting all Canadians.



Western economic solutions

Well before the pandemic, communities across Western Canada were facing very real economic uncertainty. That's why rural and urban municipal leaders joined forces last fall to launch FCM's Western Economic Solutions Taskforce (WEST). This April's \$1.7 billion federal investment to clean up orphaned and inactive oil and gas wells was a direct response to a WEST recommendation. Continuing to work with WEST will support a truly nationwide economic recovery—while concretely recognizing the expertise that municipalities bring to national challenges.

- As part of the federal government's plan to transition to net-zero GHG emissions by 2050, create a new **Energy Transition Community Infrastructure Fund** that helps municipalities in energy-producing regions diversify their economies by investing in local and regional infrastructure projects.
- **Support communities on the road to net-zero** by (a) investing in R&D, non-emitting power, industrial efficiency and methane/carbon capture to reduce the emissions intensity of Canada's energy exports; (b) positioning Canada to be a top global hydrogen exporter; and (c) working with FCM to future-proof the manufacturing, natural resource and agricultural sectors.

Recommendations continue next page.

- To support trade and economic growth, expand the **National Trade Corridors Fund** by \$1 billion over three years. And to improve rail safety in our communities and contribute towards compliance with the Grade Crossing Regulations, invest \$100 million through the **Rail Safety Improvement Program**.
- Scale up the impact that **Western Economic Diversification Canada** is having and set up the Grow West Strategy for success by doubling the agency's budget from \$200 to \$400 million for each of the next three years.



Ensuring long-term municipal resilience

Mere weeks into the pandemic, municipalities and transit systems were forced to the brink of cutting back essential services that Canadians rely on. A first tranche of emergency funding ultimately came through the Safe Restart Agreement, but months of uncertainty exposed the sheer precariousness of the municipal financial foundation. Long before this pandemic, it was clear that the tools and authorities available to municipal leaders do not match their modern role in supporting Canadians and our economy. To honour the lessons of this pandemic—to build better lives for Canadians—we'll need to move forward faster to modernize them.

Recommendations:

- **Commit to a dialogue with FCM on municipal resilience**, including steps required to modernize municipal finances and authorities, to align with local governments' contemporary role in Canadians' daily lives and national economy.



About FCM

The Federation of Canadian Municipalities is the national voice for Canada's local governments.

FCM unites 2,000 municipalities of all sizes, representing more than 90 percent of Canadians. That gives us unparalleled capacity to convene Canada's local order of government, and to help design and implement municipal-federal initiatives that build better lives for Canadians.

Municipal leaders work with FCM to collaborate on solutions that boost our economy and quality of life. We have a track record of constructively shaping federal policy—from the Gas Tax Fund to the National Housing Strategy to the Investing in Canada Infrastructure Plan. Every year, FCM staff and its elected board of directors connect hundreds of times with federal officials at all levels, from policy specialists to the Prime Minister.

We're driving local solutions to national challenges.

FCM's **Big City Mayors' Caucus** (BCMC) convenes 22 large Canadian cities. BCMC mayors meet to drive action on national challenges—from affordable housing to cannabis legalization. Similarly, FCM's **Rural Forum** is a powerful advocate for rural communities and provides local governments in rural areas with greater access to FCM and federal decision-makers.

For more than 30 years, FCM has partnered with the Government of Canada to deliver **national and international programs**. These programs are building municipal capacity on everything from climate resilience and asset management to reconciliation with Indigenous peoples.

Since 2000, FCM's **Green Municipal Fund (GMF)** has brought life to more than 1,360 sustainability initiatives. In 2019, the Government of Canada entrusted nearly \$1 billion more to scale up GMF's drive to boost cost-saving energy efficiency in communities across the country.

Budget 2019 also reinvested in FCM's Municipal Asset Management Program (MAMP), which helps communities optimize long-term planning to make infrastructure dollars go further. Similarly, our Municipalities for Climate Innovation Program (MCIP) provides funding, training and tools to municipal practitioners and local sustainability leaders.

FCM's international programming brings Canadian expertise to municipalities in Africa, Asia, Latin America, the Middle East, the Caribbean and Eastern Europe—and fresh ideas back to Canadian local governments.





Local governments are on the front lines of daily life and commerce.

Canadians benefit every day from the services and infrastructure managed by local governments. Their work drives economic prosperity, promotes citizen engagement and makes our communities livable.

Municipal responsibilities include:

- 60 percent of Canada's public infrastructure
- local policing and public safety measures
- local transportation, including road maintenance and public transit
- local social services and housing
- water and wastewater services
- waste management and recycling
- sustainability initiatives
- parks, recreation, libraries and culture
- public health, including school outreach programs and community vaccinations

Shared municipal-federal priorities include:

- job creation
- economic growth and productivity
- infrastructure renewal and expansion
- housing affordability
- disaster mitigation and climate adaptation
- environmental and climate stewardship
- immigrant and refugee settlement
- partnership and reconciliation with Indigenous peoples
- emergency management
- community safety
- crime prevention

Whether they are big cities that serve as hubs for business, innovation and tourism, or smaller communities that serve our resource, agricultural and manufacturing sectors, municipalities help drive Canada's long-term prosperity.



BRIEFING

Page 1 of 1

Item # 5.2.2

**Deputy City Manager's Office Briefing to
Intergovernmental Affairs Committee
2020 December 10**

**ISC: UNRESTRICTED
IGA2020-1359**

Calgary Metropolitan Region Board – November 2020 Board Meeting Update

PURPOSE OF BRIEFING

The purpose of the briefing is to update Intergovernmental Affairs Committee on the work of the Calgary Metropolitan Region Board from their meeting on 2020 November 20. The Mayor represented The City at the meeting with support from Councillor Carra.

SUPPORTING INFORMATION

- CMRB Administration updated the Board on Bill 48, the Red Tape Reduction Implementation Act and described the implications for the CMRB. The CMRB is still required to complete the Growth and Servicing Plans by 2021 March 1 and submit them to the Minister of Municipal Affairs.
- HDR | Calthorpe updated the Board on the process to complete the Growth and Servicing Plans, including adjustments to the policy approach for growth management. This was accepted for information by the Board.
- The Board received an update on the timelines to complete the Growth and Servicing Plans from HDR | Calthorpe. The process will further enhance the involvement of regional administration in the process. This was accepted for information by the Board.
- The CMRB brought forward the 2021 Board and Committee schedule for decision. The Board approved the addition of two optional Board meetings, one in January and one in February, to discuss the draft Growth and Servicing Plans. The Board may vote on Growth and Servicing Plans as soon as 2021 February 19, though the vote could be deferred to 2021 February 26.
- 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 Board supported the proposed changes to the REF.
- The Board received a verbal update from Mayor Genung on the Board Chair Recruitment Sub-Committee. A consultant has been hired and will begin conducting interviews shortly.
- CMRB Administration requested guidance from the Board on post Growth Plan priorities that should be pursued in 2021. The Mayor expressed The City's support for pursuing a regional economic development plan, which was one of the suggested priorities by the CMRB Administration. Ultimately, the Board voted on a motion that they receive the preliminary 2021 Board Priorities for information and that CMRB Administration distribute a survey and report back to the Board during the March 2021 meeting.

BRIEFING

Page 1 of 1

Item # 5.2.3

**Deputy City Manager's Office Briefing to
Intergovernmental Affairs Committee
2020 December 10**

**ISC: UNRESTRICTED
IGA2020-1393**

Calgary Metropolitan Region Board - November 2020 Governance Committee Meeting Update

PURPOSE OF BRIEFING

The purpose of the briefing is to update Intergovernmental Affairs Committee on the work of the Calgary Metropolitan Region Governance Committee from their meeting on 2020 November 26. Due to budget deliberations, Councillor Chahal was unable to attend; however, Administration observed the meeting.

SUPPORTING INFORMATION

The Committee supported bringing the proposed multiyear budget (including forward to 2023) to the Board for approval. The budget assumes a significant draw down on the reserve fund. This draw down is necessary without drastic changes to expenditures or securing other sources of revenue such as a membership requisition.

The Committee also reviewed the possible principles for a Reserve Funds Policy has been drafted. CMRB investigated and report that best practise would be to maintain a reserve fund to cover financial obligations in event of disruption. Feedback from the Committee was received and a revised version will be considered at a future Governance Committee meeting.

The Committee authorized the Chief Officer to restart work on developing a fair and equitable membership funding framework for the CMRB to be finalized no later than December 2021. The purpose of the framework would be to provide for member contributions towards the operation of the Calgary Metropolitan Region Board.

Mayor Marshall Chalmers (City of Chestermere) was elected as Vice Chair. The election of a new Vice Chair was required due to the passing of Foothills County Councillor Larry Spilak.

The Committee directed CMRB Administration to move forward with maintaining and publically posting recordings of meetings.

The Committee approved a motion to extend Chair Sheard's contract to 2021 March 1, if required. It was indicated that a new Chair may be appointed before the end of the year. Some overlap to facilitate smooth transition may be desirable.

The Committee authorized Administration to continue work on a dispute resolution mechanism.

Chestermere-Calgary Transit Project

RECOMMENDATIONS:

That the Intergovernmental Affairs Committee recommend that Council:

1. Direct Administration to proceed with negotiations for a regional transit service agreement between The City of Chestermere and The City of Calgary for Calgary Transit to provide a limited transit service connection to Chestermere that is cost-neutral, to The City of Calgary.
2. Return to the Intergovernmental Affairs Committee with an update on negotiations with the City of Chestermere by Q1 2021.
3. Request that Mayor Nenshi send a letter to the Mayor of the City of Chestermere confirming Calgary's willingness to enter negotiations.

HIGHLIGHTS

- Chestermere City Council is requesting The City of Calgary proceed with negotiations for Calgary Transit to provide an extension to the MAX Purple bus route with a few stops in Chestermere.
- What does this mean to Calgarians? This would mean that Calgary Transit (CT) would extend service into Chestermere supporting Calgarians ability to move throughout the city and into Chestermere. Service would start with 2 trips in the AM peak and 2 trips in the PM peak with 80 to 160 one-ways trips expected per day.
- Why does this matter: The extension of service helps build regional partnerships, establishing ourselves as a regional service provider and increasing our customer base. The extension is supported in our City's high-level policy documents (MDP, CTP, RouteAhead) while maintaining cost neutrality to Calgary Transit.
- The agreement for transit service is expected to be cost neutral to Calgary Transit, with no subsidization from Calgary taxpayers.
- Calgary Transit will ensure alignment with municipal protocols and the service is appropriately sized and scalable.
- This initiative would need to align closely with the upcoming regional planning work and all City of Calgary agreements.
- Administration provided an update to Council on 2020 June 18 that the possible implementation of an intermunicipal transit connection between Calgary and Chestermere is still feasible for 2021 as originally planned.
- Strategic Alignment to Council's Citizen Priorities: A city that moves
- Background and Previous Council Direction is included as Attachment 1.

Chestermere-Calgary Transit Project

DISCUSSION

On 2020 October 20, Chestermere City Council directed their administration to proceed with next steps on a transit connection with The City of Calgary, with a focus on a hybrid MAX Purple extension service option with multiple stops in Chestermere. This decision was based on the Chestermere Calgary Transit Feasibility Study outlined in Attachment 1.

Following Chestermere's Council direction, the Mayor of Chestermere has sent His Worship, Mayor Nenshi and Calgary City Council a letter confirming The City of Chestermere's commitment to jointly work to advance negotiations. The project has been added to Chestermere's 2020 and 2021 work plans and they request a reciprocal letter of commitment to allow for formal negotiations to proceed (Attachment 2).

If recommendations are approved by Calgary City Council, The Mayor, on behalf of Council, is requested to send a letter to the Mayor of Chestermere to initiate negotiations between Calgary and Chestermere for CT to provide cost-neutral and limited transit service to Chestermere.

It is the intention of Administration to return to Committee by Q1 2021 with the Heads of Agreement for approval. This agreement will outline the key terms of a proposed agreement between The City of Chestermere and The City of Calgary and form the basis of a formal agreement.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Calgary Transit has been working closely with Chestermere's administration and the project consultant, HDR, by providing data, analysis, and operating information that was used, in part, to create the Transit Feasibility Study.

IMPLICATIONS

Social, Environmental and Economic Implications

Rapid Transit is an important contributor to the City meeting Council's approved GHG reduction target of 80 percent below 2005 by 2050. Rapid transit projects are also key contributors to social inclusion and economic vitality. The Social, Environmental and Economic Implications are summarized in Attachment 3.

**Transportation Report to
Intergovernmental Affairs Committee**

**ISC: UNRESTRICTED
IGA2020-1354
Page 3 of 3**

Chestermere-Calgary Transit Project

Service and Financial Implications

No anticipated financial impact

Calgary Transit is to provide service that is cost-neutral, with no negative impacts to City resources, nor impact Calgary Transit's current or future transit service within Calgary.

RISK

There is a risk in proceeding with negotiations in advance of the completion of the Calgary Metropolitan Regional Board Growth Plan which is anticipated to have a regional transit component.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Chestermere Request for Formal Negotiation of Transit Service Agreement
3. Social, Environmental and Economic Implications

Department Circulation

General Manager	Department	Approve/Consult/Inform
Doug Morgan	Transportation	Approve
Stuart Dalglish	Planning and Development	Inform

Background

Calgary and Chestermere staff, along with Chestermere's consultant HDR, have been working collaboratively since October 2019 on a Feasibility Study for an intermunicipal transit connection between Calgary and Chestermere, with Calgary Transit as a potential service provider.

Context

Chestermere Committee of the Whole (COW) received the Chestermere Calgary Transit Feasibility Study on 2020 October 13 for discussion.

The Feasibility Study comprises five phases with key findings:

1. Context and Background Review

The background review found support for a regional transit connection in the Calgary Transportation Plan, RouteAhead, and the Calgary Metropolitan Region Board Transit Background Report. The peer review concluded regional transit to Chestermere is comparable in distance, population, and operating logistics to existing successful regional service in Beaumont, Fort Saskatchewan, Spruce Grove and Airdrie.

2. Service and Routing Options

The Feasibility Study focused on three service options. Chestermere Council directed exploration of the first two service options. The project team added the third option, which represents a hybrid. All options begin in downtown Calgary, follow the MAX Purple route and transitway, and extend to Chestermere along Chestermere Blvd. All options consist of two, two-way trips during the morning peak and two, two-way trips during the evening peak to maximize revenue potential. The three options are:

- Formal express route to downtown Calgary with several stops in Chestermere;
- Peak-period extension of Calgary Transit's MAX Purple route with a single Chestermere stop; and
- Hybrid Calgary Transit MAX Purple extension with several stops in Chestermere.

3. Ridership Estimates

HDR developed ridership estimates using Calgary Transit express routes with a similar travel time and population to Chestermere, the phase one peer review, and the 2017 East-West Regional Transit Feasibility Planning Survey. Estimates indicate Chestermere will generate 40 to 80 inbound passenger trips per day.

4. Cost and Revenue Estimates

Calgary Transit provided cost estimates based on the principle of full cost recovery. The values represent inclusive gross annual operating costs, and do not include reductions to total cost paid after accounting for fare revenue, or any additional costs Chestermere may incur.

Service Option	Gross Annual Operating Cost Estimate
MAX Purple Extension, Single Chestermere Stop	\$120,000 – 140,000
Express with Multiple Chestermere Stops	\$290,000 – 335,000

MAX Purple Extension with Multiple Chestermere Stops	\$170,000 -195,000
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Chestermere may choose the regular Calgary Transit fare (\$3.50) or charge a premium fare (\$5.00) similar to Calgary Transit's airport service. Based on ridership and revenue recovered from fares, Calgary Transit will charge Chestermere the net cost.

On 2020 October 20, Chestermere City Council directed their administration to proceed with next steps on a transit connection with The City of Calgary, with a focus on a hybrid MAX Purple extension service option with multiple stops in Chestermere.

Following on Chestermere City Council direction, the Mayor of Chestermere has sent Mayor Nenshi and Calgary City Council a letter confirming the City of Chestermere's administrative commitment to jointly, with The City of Calgary, advance the transit service agreement negotiations. The project has been added to their 2020 and 2021 work plans and they request a reciprocal letter of commitment to allow for formal negotiations to proceed.

Previous Council Direction

Chestermere-Calgary Transit Project Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
6/18/2020	IGA2020-0676	Chestermere-Calgary Regional Transit Feasibility An update outlined timing and next steps: "If Calgary and Chestermere City Councils direct their Administrations to proceed with the Regional Transportation Feasibility Project, Administrations for both cities will begin negotiation and development of a transit service agreement including operating costs and cost recovery. The possible implementation of a regional transit connection between Calgary and Chestermere is still feasible for 2021 as originally planned."
9/19/2019	IGA2019-1194	Calgary and Chestermere – Update on Regional Transit Discussions (Verbal) That the Intergovernmental Affairs Committee direct Administration to continue discussions with Chestermere Administration exploring the possibility of transit service between Calgary and Chestermere and report back to IGA with an update on discussions by Q2 2020.
2/4/2019	VR2018-0121	City of Calgary, City of Chestermere Direction (Verbal) To begin discussions with Chestermere Administration exploring the possibility of transit service between Calgary and Chestermere and report back to IGA with an update on discussions in Q4 2019.

November 5, 2020

Mayor and Council
The City of Calgary
800 Macleod Trail S.E.

Re: Requesting formal negotiation of a transit service agreement

Dear Mayor Nenshi and City of Calgary Council Members,

The purpose of this letter is to express the City of Chestermere's commitment to enter formal negotiations with Calgary Transit on a transit service agreement for a new connection between Calgary and Chestermere, and to request a similar letter of commitment from the City of Calgary.

As you are aware, Chestermere City Council accepted the Transit Feasibility Report for information on October 20, 2020, which confirms the feasibility of providing a public transit connection between Calgary and Chestermere. Council directed staff to begin formal negotiations with the City of Calgary to determine final costs for an extension of Calgary Transit's Max Purple route from Calgary to Chestermere, with several stops within Chestermere.

Chestermere is committed to working collaboratively with the City of Calgary and believes this project will benefit the residents and businesses of both our municipalities.

This letter confirms the City of Chestermere's administrative commitment to jointly, with the City of Calgary, advance the Transit Feasibility Study negotiations. The project has been added to our 2020 and 2021 workplans, and a reciprocal letter of commitment would allow the formal negotiations to proceed.

Sincerely,



Marshall Chalmers
Mayor



Bernie Morton
Chief Administrative Officer

CC:

John Popoff, Director, Community Growth and Infrastructure Services
Jeff Gibeau, Senior Manager, Community Growth and Infrastructure Services
Sara Alinaghi Pour, Municipal Planner, Community Growth & Infrastructure Services



Attachment 3 - Social, Environmental and Economic Implications

Social

Extending rapid transit projects creates an equitable distribution of transit services. Increasing the accessibility of the transportation system and the amount of travel by walking, cycling and transit allows all Calgarians to more fully participate in work and social activities. Public transit provides choice, expanded opportunity to move and connect with the community, with a more convenient and socially inclusive mode of travel. Calgary Transit is not seeking to be a regional service provider but to ensure an integrated transit experience in the region that improves attractiveness and encourage mode choice. This extension would increase travel opportunities for Calgarians using Low Income Transit Pass and encourage equity in the region while reducing duplicate services and fleets.

Environmental

Transit projects contribute to a significant reduction in greenhouse gases (GHG) and will help the City meet the Council approved GHG reduction strategy of 15 Mt CO₂e by 2050. A 25 per cent expansion of transit contributes 2.1 Mt CO₂e to the reduction of GHG. Continuing to promote high-quality transit helps shift Calgarians out of single occupancy vehicles into lower or no emissions modes. The City of Calgary uses a wind power contract for the LRT network, enabling zero-emissions door-to-door travel in Calgary for CTrain customers. A single bus can carry as many people as 41 cars; with emissions per passenger-kilometre close to one quarter the level of cars. Calgary Transit buses are clean-burning, use compressed natural gas or premium quality low sulphur diesel fuel and are maintained for continuous efficient performance. The Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) work collectively to align land uses with the transportation networks to reduce the impact of travel on the environment by curbing land consumption, protecting air and water quality, and reducing energy consumption.

Economic

Transit connects customers to employment and education centres that support improved economic development, business growth and place-making. Providing transit service plays a key role in Calgary's overall mobility plan and supports economic resilience by embracing participation for all. It should be noted that some funding programs look positively on services that cover more than one jurisdiction and this may increase Calgary's ability to apply for funding opportunities. In addition to the direct transit customer benefits, public transit benefits the broader community by:

- helping revitalize corridors and main streets,
- costs efficiency for service and fleet
- increasing customer service through effective transfers, fare payment and integration,
- connecting employers to an expanded workforce,
- supporting redevelopment, particularly at Transit Oriented Developments, and
- providing Calgarians with a cost-efficient alternative of movement to all parts of the city.