



AGENDA

SPC ON UTILITIES AND CORPORATE SERVICES

December 16, 2020, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor W. Sutherland, Chair
Councillor P. Demong, Vice-Chair
Councillor G. Chahal
Councillor D. Colley-Urquhart
Councillor J. Davison
Councillor D. Farrell
Councillor S. Keating
Mayor N. Nenshi, Ex-Officio

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
<http://video.isilive.ca/calgary/live.html>*

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

*Public wishing to speak are invited to contact the City Clerk's Office by email at
publicsubmissions@calgary.ca. to register and to receive further information.*

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1. Regular Minutes of the Standing Policy Committee on Utilities and Corporate Services, 2020 October 26

- 4.2. Regular Minutes of the Standing Policy Committee on Utilities and Corporate Services, 2020 September 16

5. CONSENT AGENDA

5.1. DEFERRALS AND PROCEDURAL REQUESTS

- 5.1.1. Deferral Request on Variable Stormwater Rate Structure Implementation Plan in response to UCS2018-0884 deferred to no later than 2022 June, UCS2020-1434

5.2. BRIEFINGS

- 5.2.1. Status of Outstanding Motions and Directions – Q4 2020, UCS2020-1425

6. POSTPONED REPORTS

(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1. Corporate Land Strategy Update, UCS2020-1307

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS

None

8.2. NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 10.1.1. Summary of Real Estate Transactions for the Third Quarter 2020, UCS2020-1415
Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*

Review by 2021 January 29

- 10.1.2. Summary of Green Line Real Property Transactions for the Third Quarter 2020, UCS2020-1417
Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of*

Privacy Act.

Review by 2029 February 12

10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES

SPC ON UTILITIES AND CORPORATE SERVICES

October 26, 2020, Immediately upon adjournment of the SPC on Transportation and Transit IN THE COUNCIL CHAMBER

PRESENT: Councillor W. Sutherland, Chair
Councillor P. Demong, Vice-Chair (Remote Participation)
Councillor G. Chahal (Remote Participation)
Councillor D. Colley-Urquhart (Remote Participation)
Councillor J. Davison (Remote Participation)
Councillor D. Farrell (Remote Participation)
Councillor S. Keating
Mayor N. Nenshi, Ex-Officio

ALSO PRESENT: Deputy City Clerk T. Mowrey
Legislative Advisor G. Chaudhary

1. CALL TO ORDER

The Deputy City Clerk called the meeting of the Standing Policy Committee on Utilities and Corporate Services to order at 10:47 a.m.

2. ELECTION OF CHAIR

Following nomination procedures, Councillor Sutherland was elected Chair of the Standing Policy Committee on Utilities and Corporate Services, by acclamation.

3. ELECTION OF VICE-CHAIR

Following nomination procedures, Councillor Demong was elected Vice-Chair of the Standing Policy Committee on Utilities and Corporate Services by acclamation.

4. ELECTION OF COMMITTEE DESIGNATE TO GREEN LINE COMMITTEE

Following nomination procedures, Councillor Sutherland was elected Designate to the Green Line Committee, by acclamation.

5. ADJOURNMENT

Moved by Councillor Demong

That this meeting adjourn at 10:48 a.m.

MOTION CARRIED

The next Regular Meeting of the Standing Policy Committee is scheduled to be held on 2020 November 17 at 9:30 a.m.

CHAIR

ACTING CITY CLERK

UNCONFIRMED



MINUTES

SPC ON UTILITIES AND CORPORATE SERVICES

**September 16, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor W. Sutherland, Chair
Councillor P. Demong, Vice-Chair (Remote Participation)
Councillor G. Chahal (Remote Participation)
Councillor D. Colley-Urquhart (Remote Participation)
Councillor S. Keating (Remote Participation)
Councillor G-C. Carra (Remote Participation)

ABSENT Councillor D. Farrell (Personal)
Councillor R. Jones (Personal)

ALSO PRESENT: A/General Manager C. Arthurs
Legislative Advisor G. Chaudhary
Legislative Advisor L. Gibb

1. CALL TO ORDER

Councillor Sutherland called the Meeting to order at 9:36 a.m.

ROLL CALL:

Councillor Sutherland, Councillor Demong, Councillor Colley-Urquhart, and Councillor Keating

Absent from Roll Call: Councillor Carra (joined the meeting remotely at 9:37 a.m.), Councillor Chahal (joined the meeting remotely at 9:41 a.m.), Councillor Jones, and Councillor Farrell

2. OPENING REMARKS

Councillor Sutherland provided opening remarks.

3. CONFIRMATION OF AGENDA

Moved by Councillor Demong

That the Agenda for the 2020 September 16 Regular Meeting of the Standing Policy Committee on Utilities and Corporate Services be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Standing Policy Committee on Utilities and Corporate Services, 2020 July 22

Moved by Councillor Colley-Urquhart

That the Minutes of the 2020 July 22 Regular Meeting of the Standing Policy Committee on Utilities and Corporate Services be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Colley-Urquhart

That the Consent Agenda be approved as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

5.2.1 Status of Outstanding Motions and Directions – Q3 2020, UCS2020-1003

5.2.2 Nose Creek Watershed Water Management Plan Implementation Update, UCS2020-1005

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Source Water Protection Policy, UCS2020-1007

A presentation entitled "Source Water Protection Policy UCS2020-1007" was electronically displayed and distributed with respect to Report UCS2020-1007.

The following speakers addressed Committee with respect to Report UCS2020-1007:

1. Mark Bennett, Bow River Basin Council
2. Flora Giesbrecht, Elbow River Watershed Partnership
3. Dr. Bryanne Aylward, The Nature Conservancy of Canada
4. Norine Ambrose, Cows and Fish Alberta Riparian Habitat Management Society
5. Max Fritz, Western Sky Land Trust
6. Marina Krainer, Ghost Watershed Alliance Society

Moved by Councillor Demong

That with respect to Report UCS2020-1007 the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services recommend that Council:

1. Approve the Source Water Protection Policy; and
2. Direct Administration to determine how the Source Water Protection Policy and associated plans can be integrated into city and regional planning and development policy.

MOTION CARRIED

7.2 Calgary's Accelerated Lead Service Pipe Removal and Mitigation Plan, UCS2020-0377

A presentation entitled "Calgary's Accelerated Lead Service Pipe Removal and Mitigation Plan UCS2020-0377" was electronically displayed and distributed with respect to Report UCS2020-0377.

Moved by Councillor Colley-Urquhart

That with respect to Report UCS2020-0377 the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services recommend that Council direct Administration to:

1. Work with customers to replace verified lead service lines on public and private property, excluding all pipes and fixtures downstream of the water meter or basement foundation; and
2. Collect repayment for the private service replacement from property owners.

MOTION CARRIED

7.3 Alberta Collaborative Extended Producer Responsibility Study Report, UCS2020-0887

A presentation entitled "Alberta Collaborative Extended Producer Responsibility Study UCS2020-0887" was electronically displayed and distributed with respect to Report UCS2020-0887.

Moved by Councillor Demong

That with respect to Report UCS2020-0887 the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services recommends that Council reaffirm its support for Extended Producer Responsibility (EPR) and direct Administration to continue advocating for EPR in collaboration with other Alberta municipalities, industry and affected stakeholders.

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

Moved by Councillor Carra

That pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, Committee move into Closed Meeting at 10:44 a.m. in the Council Boardroom to consider confidential matters with respect to the following items:

- 10.1.1 Proposed Acquisition – (Cougar Ridge) – Ward 06 (470 85 ST SW, UCS2020-1011;
- 10.1.2 Proposed Lease and License (Dover) – Ward 09 (19 and 150 Gosling WY SE), UCS2020-1012;
- 10.1.3 Proposed Sale (Residual Ward 09 – Sub Area) – Ward 09 (800 84 ST NE), UCS2020-1009;
- 10.1.4 Proposed Method of Disposition – Manchester and Elboya, UCS2020-1008; and
- 10.1.5 Summary of Green Line Real Property Transactions for the Second Quarter 2020, UCS2020-1013.

MOTION CARRIED

Committee moved into Public Meeting at 11:43 a.m. with Councillor Sutherland in the Chair.

ROLL CALL

Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Demong, Councillor Keating, and Councillor Sutherland.

Moved by Councillor Demong

That Committee rise and report.

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 10.1.1 Proposed Acquisition – (Cougar Ridge) – Ward 06 (470 85 ST SW, UCS2020-1011

A confidential presentation was electronically displayed with respect to Report UCS2020-1011.

Administration in attendance during the Closed Meeting discussions with respect to Report UCS2020-1011:

Clerks: G. Chaudhary and L. Gibb. Advice: S. McClurg. Law: B. Graham. Observers: C. Arthurs, C. Berry, J. Yuen, K. Ripley, M. Reid, M. Trimble, F. Snyders.

Moved by Councillor Demong

That with respect to Report UCS2020-1011 the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services recommend that Council:

1. Authorize the Recommendation as outlines in Attachment 2; and
2. Direct that the Recommendations, Report and Attachments remain confidential pursuant to Section 23 (Local public body confidences), 24 Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* until the transaction has been closed.

MOTION CARRIED

10.1.2 Proposed Lease and License (Dover) – Ward 09 (19 and 150 Gosling WY SE), UCS2020-1012

A confidential presentation was electronically displayed with respect to Report UCS2020-1012.

A Revised Attachment 2 was distributed with respect to Report UCS2020-1012.

Administration in attendance during the Closed Meeting discussions with respect to Report UCS2020-1012:

Clerks: G. Chaudhary and L. Gibb. Advice: C. Arthurs, R. Dupuis, S. McClurg, C. Berry, J. Halfyard, G. Wohlberg, J. Rumer, J. Duggan Law: B. Graham. Observer: F. Snyders.

Moved by Councillor Carra

That with respect to Report UCS2020-1012 the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services recommend that Council:

1. Authorize the Recommendation as outlined in **Revised Attachment 2**; and
2. Direct the Recommendation, Report and Attachments remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and

other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* until the lease is executed.

MOTION CARRIED

10.1.3 Proposed Sale (Residual Ward 09 – Sub Area) – Ward 09 (800 84 ST NE), UCS2020-1009

Administration in attendance during the Closed Meeting discussions with respect to Report UCS2020-1009:

Clerks: G. Chaudhary and L. Gibb. Advice: C. Arthurs, C. Berry, S. McClurg, T. Benson, CA. Beswick, M. Sciore, M. Trimble, G. Wohlberg, J. Yuen, J. Halfyard, R. Dupuis. Law: B. Graham. Observer: F. Snyders.

Moved by Councillor Carra

That with respect to Report UCS2020-1009 the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services recommend that Council:

1. Authorize the Recommendations as outlined in Attachment 2; and
2. Direct the Report, Recommendation and Attachments remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* until the sales transaction has closed, except for Attachments 4 and 5b, which shall remain confidential.

MOTION CARRIED

10.1.4 Proposed Method of Disposition – Manchester and Elboya, UCS2020-1008

Administration in attendance during the Closed Meeting discussions with respect to Report UCS2020-1008:

Clerks: G. Chaudhary and L. Gibb. Advice: C. Arthurs, C. Berry, S. McClurg, T. Benson, M. Trimble, J. Yuen, C. Berwick, J. Duggan, R. Dupuis, J. Halfyard, M. Sciore. Law: B. Graham. Observer: F. Snyders.

Moved by Councillor Chahal

That with respect to Report UCS2020-1008 the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services recommend that Council:

1. Authorize the Recommendation as outlined in Attachment 2;
2. Direct the Recommendation, Report and Attachments 1, 2 and 3 remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to

economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* until the sales transactions have closed; and

3. Direct that Attachments 4 and 5 remain confidential pursuant to Section 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

10.1.5 Summary of Green Line Real Property Transactions for the Second Quarter 2020, UCS2020-1013

Administration in attendance during the Closed Meeting discussions with respect to Report UCS2020-1013:

Clerks: G. Chaudhary and L. Gibb. Advice: J. Moisan. Law: B. Graham. Observers: C. Arthurs, C. Berry, J. Cullen, F. Snyders.

Moved by Councillor Keating

That with respect to Report UCS2020-0466 the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services recommend that:

1. Administration hold the Report confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, until the report is published in the Council Agenda; and
2. Council direct that the Attachment be held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* unless The City is required to disclose pursuant to the *Expropriation Act (Alberta)*, to be reviewed 2029 February 12.

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Demong

That this meeting adjourn at 11:50 a.m.

MOTION CARRIED

The following items have been forwarded to the 2020 October 05 Combined Meeting of Council:

CONSENT:

- Source Water Protection Policy, UCS2020-1007
- Calgary's Accelerated Lead Service Pipe Removal and Mitigation Plan, UCS2020-0377
- Alberta Collaborative Extended Producer Responsibility Study Report, UCS2020-0887

CONFIDENTIAL CONSENT

- Proposed Acquisition – (Cougar Ridge) – Ward 06 (470 85 ST SW, UCS2020-1011
- Proposed Lease and License (Dover) – Ward 09 (19 and 150 Gosling WY SE), UCS2020-1012
- Proposed Sale (Residual Ward 09 – Sub Area) – Ward 09 (800 84 ST NE), UCS2020-1009
- Proposed Method of Disposition – Manchester and Elboya, UCS2020-1008; and
- Summary of Green Line Real Property Transactions for the Second Quarter 2020, UCS2020-1013

The next Regular Meeting of the Standing Policy Committee on Utilities and Corporate Services is scheduled to be held on 2020 October 21 at 1:00 p.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

BRIEFING

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Item # 5.2.1

Utilities & Environmental Protection Briefing to

SPC on Utilities and Corporate Services
2020 December 16

ISC: UNRESTRICTED
UCS2020-1425

Status of Outstanding Motions and Directions – Q4 2020

PURPOSE OF BRIEFING

This briefing note summarises the status of the Department of Utilities and Environmental Protection's outstanding motions and directions for Standing Policy Committee (SPC) on Utilities and Corporate Services (UCS) as of 2020 December 16.

SUPPORTING INFORMATION

On 2007 February 06, the Personnel and Accountability Committee approved PAC2007-05 Status of Outstanding Motions and Directions, directing Administration to bring forward as an item of business to each Standing Policy Committee, a list of tabled and referred motions and reports for each committee; such lists to be reviewed by each Standing Policy Committee on a quarterly basis.

There are no current or future capital or operating budget implications associated with this status report.

ATTACHMENT

1. Attachment 1 – Status of Outstanding Motions and Directions – Q4 2020

Status of Outstanding Motions and Directions – Q4 2020



ITEM	DATE OF REQUEST	APPROVAL	SUBJECT	MEETING DATE
Water Customer Assistance Program Pilot	2018 Nov 19	UCS2018-1193	Administration to proceed with a project to conduct customer billing data collection and analysis to determine the need for a Water Customer Assistance Program Study and report back to Council no later than Q1 2020 on results and recommendations for next steps. <i>*Deferred to Q1 2021 (as per C2020-0390)</i>	2021 Q1
Scoping Report for Privatization of up to 25% of Residential Black Cart Collection Services	2019 Nov 18	C2019-1467	Direct Administration to: <ul style="list-style-type: none"> Report back to the SPC on UCS no later than April 2020 on the scoping and development of a RFP to contract out up to 25% of residential black cart collection services/ and Report back to the SPC on UCS no later than Q4 2020 on the results of the RFP and a timeline for an implementation goal of Q1 2022 <i>*Deferred to Q1 2021 (as per C2020-0390)</i>	2021 Feb 24
Annual Corporate Environmental Management Performance	2019 May 15	UCS2019-0460	Direct Administration to change environmental and safety performance reporting frequency from biannual to annual and provide separate corporate performance reports on the following service lines going forward as part of One Calgary: <ul style="list-style-type: none"> Environmental management. Organizational health, safety and wellness. <i>*Deferred to Q2 2021 (as per C2020-0698)</i>	2021 Q2

Status of Outstanding Motions and Directions – Q4 2020 Continued



ITEM	DATE OF REQUEST	APPROVAL	SUBJECT	MEETING DATE
OHSW Service Line Impacts and Response to COVID-1	2020 Jul 22	UCS2020-0446	Report back in Q4 2020 with a summary of the OHSW service line impacts and response to the COVID-19 pandemic. <i>*Deferred to Q2 2021 (as per C2020-0698)</i>	2021
Single Use Items Reduction Strategy and Implementation Plan	2019 May 15	UCS2019-0370	Administration to develop a single-use items reduction strategy and implementation plan to return to Committee with a strategy no later than Q3 2020. <i>*Will be proposing a deferral to Q1 2021.</i>	2021 Q1
Bowness Barrier Recommendations	2020 Apr 15	UCS2020-0372	Administration to report back to SPC on UCS no later than Q4 2020 with recommendations regarding the Bowness barrier project. <i>*Deferred to Q2 2021 (as per C2020-0698)</i>	2021 Q2
Detailed Pilot Plan for Variable Set-Out for the Black Cart Program	2018 Dec 18	UCS2019-1142	Administration to report back to the SPC on UCS no later than Q2 2021 with results from the review of customer behaviour and a detailed pilot plan including proposed pilot communities, rates that will be piloted, a detailed cost estimate, and a plan for funding the pilot.	2021 Q2
Annual Water Efficiency Plan update	2005 December 12	UE2005-55	Administration to report back to the SPC on Utilities and Corporate Services annually with updates on progress towards "30 in 30" goal.	2021 Q2
	2019 Dec 18	UCS2019-1539	Report on water security annually as part of the Water Utility update to the Standing Policy Committee on UCS	

Status of Outstanding Motions and Directions – Q4 2020 Continued



ITEM	DATE OF REQUEST	APPROVAL	SUBJECT	MEETING DATE
Flood Resiliency and Mitigation annual report	2014 Dec 02	PFC2015-0777	Administration to report back to the SPC on Utilities and Corporate Services annually on progress related to the recommendations from the Expert Management Panel on River Flood Mitigation. (Expert panel recommendation 6f).	2021 Q2
Annual Organizational Health, Safety and Wellness Performance	2019 May 15	UCS2019-0460	Direct Administration to change environmental and safety performance reporting frequency from biannual to annual and provide separate corporate performance reports on the following service lines going forward as part of One Calgary: <ul style="list-style-type: none"> • Environmental management. • Organizational health, safety and wellness. 	2021 Q3
Fullfillment of Providing Services to Hamlet of Shepard and Surrounding Area	2020 Sept 14	PFC2020-0995	NOW THEREFORE BE IT RESOLVED, That Utilities and Corporate Services develop an estimate of the costs and a preliminary plan to provide services to this area. AND FURTHER BE IT RESOLVED, The city and/ or Utilities and Corporate Mangement investigate other areas of that could be combined for a holistic approach. <i>*timeline not specified</i>	

Status of Outstanding Motions and Directions – Q4 2020 Continued



ITEM	DATE OF REQUEST	APPROVAL	SUBJECT	MEETING DATE
Extra Strength Surcharge Parameters for Wastewater	2018 Jul 30	UCS2018-0884	Administration to report back on rates and limits for wastewater extra strength surcharge parameters no later than 2020 November. <i>*PFC2020-1140 Directed Administration to report back on rates and limits for wastewater extra strength surcharge parameters by Q2 2022</i>	2022 Q2
Variable Stormwater Rate Structure	2018 July 30	UCS2018-0884	Administration to develop an implementation plan for a variable stormwater rate structure and report back to Council by Q4 2020 for potential implementation for the 2023 to 2026 business cycle. <i>*Will be proposing a deferral to Q2 2022 at Dec. 16 2020 UCS meeting.</i>	2022
Water, Wastewater and stormwater rates for 2023-2026	2018 July 30	UCS2018-0884	Administration to develop water, wastewater and stormwater rates for 2023-2026 that recover 100% of the cost of service for each customer class.	2022

Corporate Land Strategy Update

RECOMMENDATION:

The Standing Policy Committee on Utilities and Corporate Services recommends that Council endorse the Corporate Land Strategy framework and direct Administration to report back on the outcomes achieved through the use of the framework no later than Q1 2022.

HIGHLIGHTS

- This report updates Council on the Corporate Land Strategy (the Strategy) and provides the framework for delivery, including the governance and decision-making methodologies to support Administration in actively managing and realizing strategic land decision-making for The City.
- What does this mean to Calgarians? Assurance that The City is making consistent, collaborative and transparent decisions to maximize land value for The Corporation and citizens.
- Why does it matter? Decisions around land will be defined by clear Corporate considerations and robust evaluation frameworks that consider business unit service delivery needs, promoting public policy objectives, real estate opportunities and the multi-generational needs of Calgarians.
- The Strategy is not a new policy for The City. It is a framework delivering a portfolio-based approach to making land decisions under a defined corporate governance structure, aligned implementation standards and data-driven decision methodologies that balance Corporate and community objectives with financial sustainability of The City's land management and land development operations.
- The Strategy is grounded in the overarching principle that land is a valuable public asset and guided by Council-approved principles (see Attachment 1), The City will seek to unlock value from its land assets to deliver corporate priorities, community benefit, generate financial return, and avoid costs where possible.
- The Strategy will balance the highest and best use of land in real estate terms and leverage Corporate and other Triple Bottom Line (TBL) opportunities while considering the varying benefits and risks for citizens.
- Administration is collaborating across business units and with key decision-makers to define and continually advance the development of the framework.
- Administration will refine decision model tools, align procedures, assess appropriate governance structures and develop necessary standards to guide in the overall management of the land portfolio.
- The Strategy aligns with Council's citizen priority of a well-run city.
- Background and Previous Council Direction is included as Attachment 1.

Corporate Land Strategy Update

DISCUSSION

Over the past five years, Administration and more specifically Real Estate & Development Services (RE&DS) has evolved its land management practices. In 2015, Administration Leadership Team (ALT) approved the Corporate Land Management Framework (CLMF), which became a central and the fundamental approach for managing City land. After implementing and working with the Framework, several stakeholders, including Council, identified the need for a more robust and holistic approach for making optimized land decisions. The concept of a Corporate Land Strategy was initially presented as that holistic approach, during the 2018 One Calgary budget deliberations. As Administration and program leadership changed, it became clear that the Strategy needed to be implemented across The City rather than remaining a RE&DS-only initiative.

A Corporate Approach to Making Strategic Land Decisions

In the past, without malice, land decisions have not always considered all relevant factors and data, nor involved all affected parties. Having consulted with business unit stakeholders and completed a review of industry best practice, it was determined that a portfolio-based decision-making approach would best address corporate-wide needs. A good portfolio approach for land can be broken down into the following four areas:

Right Land	Right Place	Right Time/Price	Right Use
<ul style="list-style-type: none"> ✓ Have we looked at all our land inventory? ✓ Have we looked at what is on the market? ✓ Does the land we have provide for all our needs? 	<ul style="list-style-type: none"> ✓ Is this land in the appropriate area for the services required? ✓ Are we in the best position to take advantage of a land opportunity? 	<ul style="list-style-type: none"> ✓ Have we considered what the financial constraints and opportunities are for this land right now, in 5 years and long term? 	<ul style="list-style-type: none"> ✓ Have we considered the benefits this land could bring to all the various land stewards? ✓ Have we created consistent and measurable reviews for how best to use the land?

A Corporate Governance Structure

RE&DS provides real estate and land development services for The City, and operates largely, as a self-funded entity dependent on land transactions proceeds. To employ a broader cross-corporate decision-making approach, in conjunction with achieving real estate outcomes, governance options were investigated with the following qualities:

- collaborative decision-making - One City, One Voice;
- longer term corporate perspectives;
- the ability to weigh trade-offs; and
- the capacity to be accountable for recommending a course of action.

Corporate Land Strategy Update

Administration investigated the scope and membership of existing Corporate committees related to land, facility management, citywide planning, growth management, infrastructure assets, and financial sustainability. The Strategy proposes leveraging the land stewardship mandate, excellent working relationship and the trust built over the years of the Corporate Land Committee (CLC). This governance model includes optimizing current Director-level decision-making, the Manager-level Corporate Land Administration-Team (CLA-T), with accountability to the Executive Leadership Team (ELT) (see Attachment 2). It was also decided that members of the CLA-T and CLC would act as advisors and provide overall direction for the Strategy. This approach has proven very successful as these members have drawn upon their experience and specialized knowledge to determine what factors need to be considered when making quality land decisions. CLC membership is being reviewed to represent broader corporate objectives, citizen value and economic, social and environmental outcomes. It will also support decision-making on maximizing value of City land assets through real-estate transactions and land development projects.

Decision Methodology and Tools

Administration is currently piloting two new models to support consistent Corporate decision-making and transparent reporting on how recommendations are made.

1. Cash Flow Model - to compare net cash flow outcomes (including revenues, benefits and expenses) for alternative options for the acquisition, disposition, or development of a strategic land asset. It will establish a base “real estate” solution for consideration against other corporate opportunities for the land.
2. Corporate Benefits Model - to identify, document and compare various municipal interests for a land asset, quantify TBL opportunities and weigh benefits.

Examples of how these models will support decision-making and report results are included in Attachment 3.

Going forward, a work plan is under development with the following three key items to be delivered in 2021:

1. **Strategy Implementation** - Through the end of 2021 the Strategy will ensure alignment of operational processes and standards to the Principles while remaining innovative, flexible and nimble to respond to this fluid and changing environment. Implementation will provide opportunity to evaluate the success of the collaborative model, the expanded governance structure, and the decision-making models.
2. **Effective Land Decision-making and Reporting** - We will be establishing a dashboard of effectiveness for land decisions and reporting to ELT and Council with results-based accountability.
3. **Learning (Pilot) Project** - The Richmond Green Optimization Project will be leveraged to allow Administration to prove decisions models, framework and governance.

Deputy City Manager's Office Report to
SPC on Utilities and Corporate Services
2020 December 16

ISC: UNRESTRICTED
UCS2020-1307
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Corporate Land Strategy Update

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

☒ Public Communication or Engagement was not required

Administration has focussed engagement on internal Business Units that steward land and those that define the broader policy objectives for The City. This work is continuing to refine the decision models, decision processes and reporting outputs to ensure that a full Corporate perspective is represented and brought into future land decisions.

IMPLICATIONS

Social, Environmental and Economic Implications

The Corporate Land Strategy promotes the leveraging of City land to support broader social, environmental and economic objectives. The proposed governance structure, decision frameworks and tools allow these opportunities to be identified and considered in conjunction with broader real estate and financial considerations (see Attachment 4). This would also promote the broader input of land opportunities and risk into other Corporate decision points, which typically may not consider the value of land assets.

Service and Financial Implications

Existing capital funding - one-time

Financial resources to support delivery of the tools and procedures are included in Program 698 – Corporate Land Management Framework.

RISK

Land decisions are complex, multi-generational, and involve a multitude of City stakeholders, all with varying needs and demands. To ensure a framework is created to meet these needs, Administration will leverage the existing Corporate Land Committee governance model for guidance and take an iterative approach to build the toolset that will further support informed decision making. This approach will evolve the toolset in iterations, thereby adapting to meet those needs as they are identified.

ATTACHMENTS

1. Previous Council Direction, Background
2. Corporate Land Strategy - Proposed Governance Model
3. Executive Summary – Decision Model example
4. Strategic Alignment

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform
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**Deputy City Manager's Office Report to
SPC on Utilities and Corporate Services
2020 December 16**

**ISC: UNRESTRICTED
UCS2020-1307
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Corporate Land Strategy Update

Executive Leadership Team	ELT	Inform
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Previous Council Direction, Background

Context

The Corporate Land Strategy (CLS) is an Administration initiated program to coordinate and align land management programs within the organization and to bring greater corporate perspective to The City's land decisions. A Corporate Land Strategy (CLS) is need to:

- Recognize land as a valuable public asset to be managed well to provide maximum benefit
- Establish transparent standards and procedures to manage City lands.
- Clarify roles and responsibilities within Administration to deliver land services.
- Ensure a sustainable financial model for The City's land programs and funding reserves.
- Ensure broader Corporate objectives are considered in land decisions.
- Align land decisions with other Corporate strategic direction.

Guiding Principles

In 2020 January, Administration brought forward the Corporate Land Strategy Guiding Document report. Council approved the document and the project's five Guiding Principles:

1. **Citizen Value** - Land management decisions consider economic, environmental, social and cultural values to ensure balanced benefits to citizens.
2. **Transparent and Accountable** - Land management decision-making processes are clear, consistent and communicated.
3. **Coordinated and Collaborative** - Land decisions are made collectively to reflect our One City, One Voice culture, and are managed internally and externally to capitalize on our broad range of expertise.
4. **Evidence Based and Timely** - Appropriate decisions are made in consideration of Council directions, professional real estate and market analysis, best practices, land inventory data, technical feasibility and the financial sustainability of programs.
5. **Reliable and Flexible** - Decisions will use consistent and repeatable processes with the flexibility to respond to rapid technological, customer, societal and organizational changes.

The Guiding Document also identified Phase 2 work to be developed and brought back to SPC on UCS by 2020 December. That work was to include the following components:

- Governance
- Standards
- Roles & Responsibilities
- Decision methodology

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
7/22/2020	UCS2020-0832	Deferral Request - Corporate Land Strategy – Guiding Document (UCS2019-1579) Council deferred the report to deliver the Corporate Land Strategy to the Standing Policy Committee on Utilities and Corporate Services to no later than 2020 December 16.
1/13/2020	UCS2019-1579	Corporate Land Strategy – Guiding Document Council directed Administration to deliver the Corporate Land Strategy to the Standing Policy Committee on Utilities and Corporate Services by 2020 July 31.
9/30/2020	UCS2019-1178	Deferral Request Corporate Land Strategy Guiding Document (UCS2019-0663) Council deferred the report to no later than 2019 December 18.
5/27/2020	UCS2019-0663	Calgary's Strategic Approach to Managing City Land Update Council received the report for information and directed Administration to report back to SPC on Utilities and Corporate Services no later than 2019 September 30 with the Guiding Document.
11/19/2018	UCS2018-1141	Corporate Land Strategy – Information Report Council received the report for information.

Corporate Land Strategy – Proposed Governance Model

Reporting Relationship, Role & Membership

Executive Leadership Team (ELT)

Governance body on Administration policy, receives reports from Corporate Land Committee



Corporate Land Committee (CLC)

This group consists of current Directors in land stewarding Departments. They provide directional oversight of policy, standards on processes and guidance for land management. Their role and scope will be expanded as required to bring broader Corporate public policy perspectives to strategic City land decisions, including Economic development, Environment, Social and Community, Strategic land use, redevelopment and City Growth. Current Director roles included in CLC are:

- Director Real Estate & Development Services (Chair)
- Director Facilities Management
- Director Transportation Planning
- Director Parks
- Director Water Resources
- Director Finance
- Chair, Corporate Land Administration Team (CLAT)



Corporate Land Administration – Team (CLA-T)

This group consists of managers representing land stewarding Business Units who provide technical advice, decision-making and recommendations to CLC on land management strategies and practices, funding and transactions. They also enable and support other members to bring broader perspectives on planning and growth to corporate land recommendations. The CLA-T may be further supplemented as required to include other corporate needs and opportunities in City, including Economic Development, Environment, Social and Community. Current manager roles included in CLA-T are:

- RE&DS – Chair, CLAT
- RE&DS
- Facility Management
- Transportation Infrastructure
- Calgary Roads
- Calgary Transit
- Recreation
- Water Resources
- Finance
- Calgary Parks
- Waste & Recycling Services
- Calgary Fire Dept
- Calgary Housing – Affordable Housing
- Community Planning (Advisory)
- Calgary Growth Strategies (Advisory)

Multiple Land Decision Summary

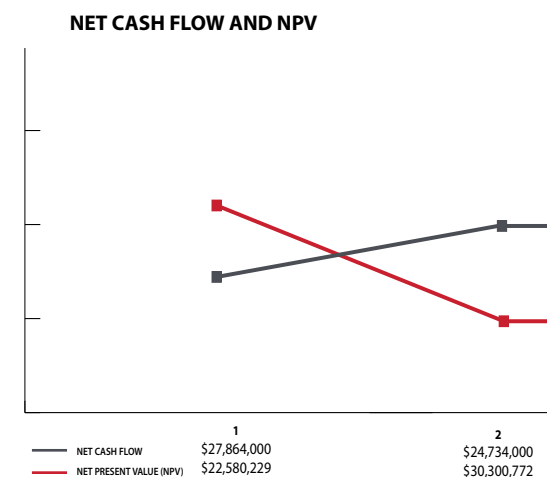
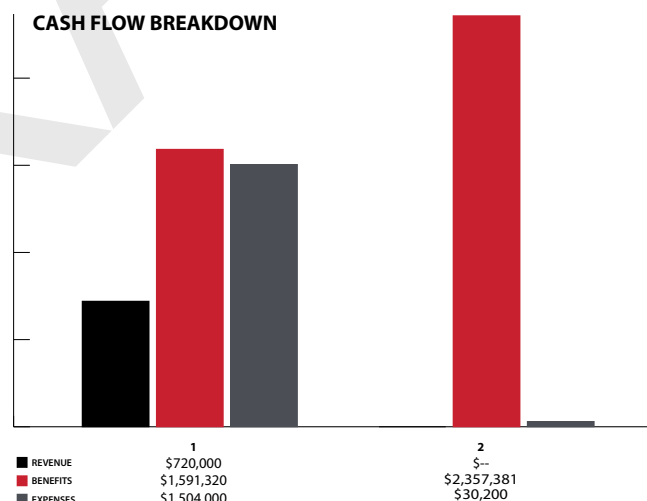
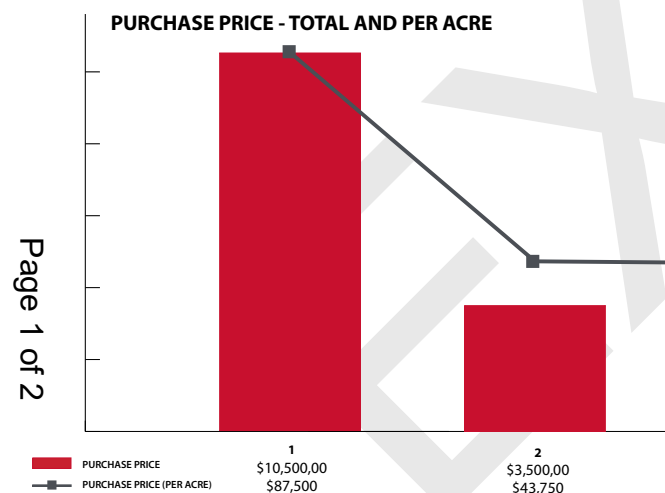
Request: Site selection for future cemetery in SE Calgary

Review Summary: Multiple land locations were considered and this outline presents the top two. The purpose of this report is to seek approval for the proposed Preferred Option 1, together with the buildings and improvements. The total estimated cost of \$10.5 Million which includes the proposed purchase price, acquisition fees and estimated additional costs. The funds will be available in Real Estate & Development Services Revolving Fund Program.

	Option 1: 10620 Peigan TR SE (PREFERRED)	Option 2: 4725 Glenmore TR SE (SECONDARY)
Parcel Size (acres)	120	80
Building Size (sq ft):	54,694	54,694
Purchase Date:	2021 January	2021 January
Purchase Price:	\$10.5 Million	\$3.5 Million
Purchase Price per acre:	\$87,500	\$43,750
Revenue:	\$720,000	N/A
Benefits:	\$1,591,320	\$2,357,381
Expenses:	\$1,504,000	\$30,022
Net Cash Flow:	\$(27,864,000)	\$(24,734,000)
Discount Rate (annual):	7%	7%
Net Present Value (NPV):	\$(22,580,229)	\$(30,300,772)



Note: Detailed analysis was completed using the Corporate Land Strategy framework and is available upon request.



Alternate Land Use Decision Summary

Request: Proposed acquisition to alleviate current capacity issues at Spring Gardens

Review Summary: Multiple land uses were considered and this outline presents the top two. The purpose of this summary is to seek approval for proposed Scenario 1, to acquire and reconfigure Spring Gardens (SG) Operations Workplace Centres (OWC) in year 4. The City can create a more efficient regional OWC that would also be economically advantageous as The City would rely less on existing satellite sites or the need to acquire and/or lease additional land.

Scenario 1:
Acquire & reconfigure
in year 4

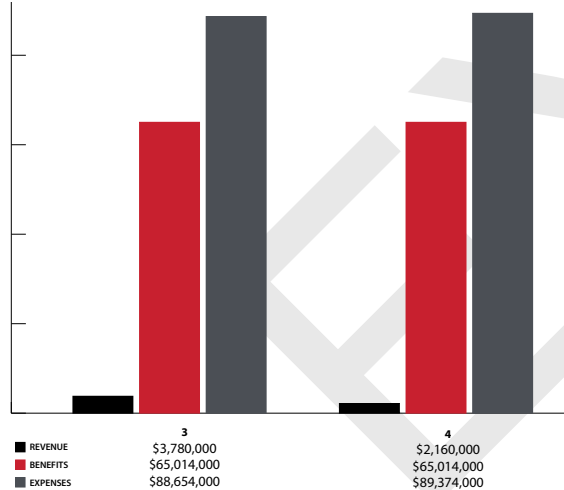
Scenario 2:
Acquire & reconfigure
in year 7

Parcel Size (acres)	11.8	11.8
Building Size (sq ft):	54,694	54,694
Purchase Date:	N/A	N/A
Purchase Price:	\$N/A	\$N/A
Purchase Price per acre:	\$XX	\$43,750
Revenue:	\$3,780,000	\$2,160,000
Benefits:	\$65,014,000	\$65,014,000
Expenses:	\$88,654,000	\$89,374,000
Net Cash Flow:	\$(19,860,000)	\$(22,200,000)
Discount Rate (annual):	7%	7%
Net Present Value (NPV):	\$(25,532,627)	\$(22,005,620)

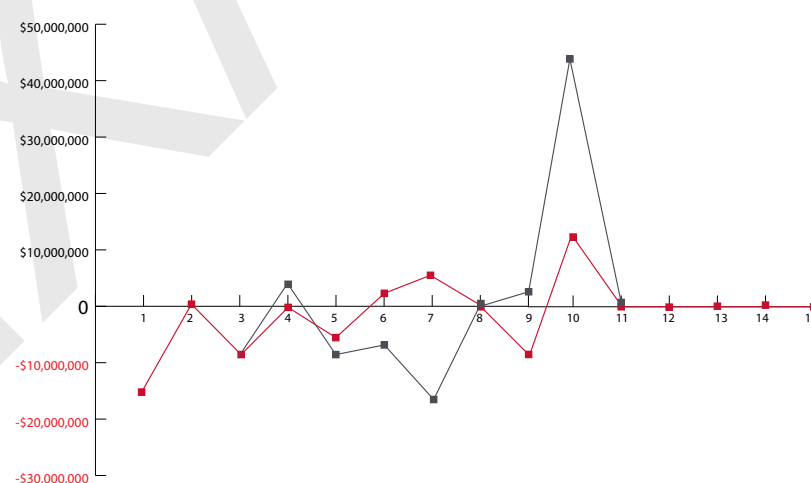


Note: Detailed analysis was completed using the Corporate Land Strategy framework and is available upon request.

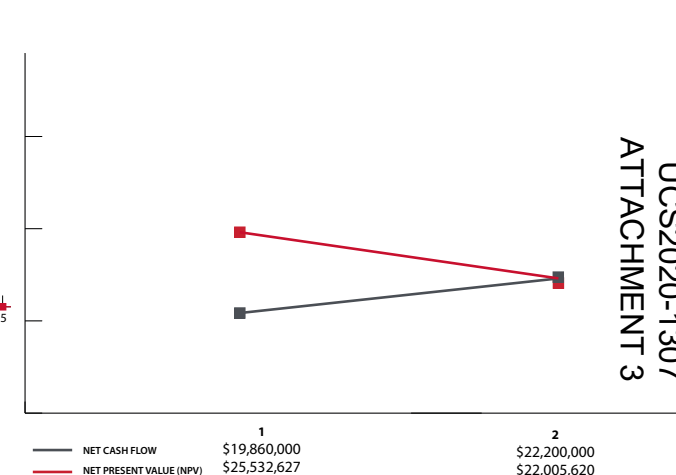
CASH FLOW BREAKDOWN



CASH FLOW OVER TIME



NET CASH FLOW AND NPV



Strategic Alignment

The Corporate Land Strategy (CLS) aligns with other strategic initiatives and fiscal priorities of The City.

Council Priorities

The Corporate Land Strategy aligns with Citizen Priorities for a “Well-run City”. It provides the framework, processes and tools for Administration to actively manage The City’s land portfolio and guide land decisions to leverage maximum value.

Rethink to Thrive Strategy

- Supports the roll-out of a collaborative approach by identifying and leveraging corporate decision-making.

SAVE (Solutions for Achieving Value and Excellence) Program

- Aligns with the strategic approach to meet the City’s fiscal challenges
- Supports collaboration to ensure land assets are being promoted to maximize value to The Corporation and citizens.
- Reduce costs and time to make decisions by aligning with current governance and integrating with current land processes.

Economic Resilience Task Force

- Corporate Land Strategy will support Administration’s consideration of how City land assets and real estate opportunities can be leveraged to foster medium and long-term financial and economic resilience from COVID-19 and ongoing economic shocks.

Municipal Development Plan/Calgary Transportation Plan

- Land and location considerations are critical to delivering the strategic objectives of the Municipal Development Plan and Calgary Transportation Plan. Assessing The City’s land inventory, real estate market, and development feasibility in conjunction with these policy objectives will better support achievement of these community goals.