



AGENDA

STRATEGIC MEETING OF COUNCIL

March 15, 2021, 9:30 AM
IN THE COUNCIL CHAMBER

SPECIAL NOTES:

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

Council Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. ITEMS FROM OFFICERS AND COMMITTEES
 - 5.1. Fee Waiver Authorization for COFLEX Initiatives, C2021-0336
 - 5.2. COVID-19 Update (Verbal), C2021-0368
 - 5.3. Calgary in the New Economy (Verbal), C2021-0387
 - 5.4. Annexation from Foothills County – Resource and Timelines, IGA2020-1153
Attachment 2 held confidential pursuant to Sections 16 (Disclosure harmful to the business interests of a third party) and 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2022 October 15
6. CONFIDENTIAL ITEMS
 - 6.1. ITEMS FROM OFFICERS AND COMMITTEES
 - 6.1.1. Regional Strategy Report Back and Update, IGA2020-1253
Held confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2031 February 18
7. ADJOURNMENT

Fee Waiver Authorization for COFLEX Initiatives

RECOMMENDATION(S):

That Council provide Administration the one-time authority through the COFLEX program to waive fees that would otherwise be required by previously approved bylaws, and that this authority be granted for the following COFLEX initiatives:

- Livery Transport Services Renewal - Waive taxi and limousine driver renewal fees and reduce plate licence renewal fees by 50 per cent;
- Plus 15 Commercial Use of Easement – Waive annual fees collected from Plus 15 Commercial Use of Easement Agreements.

HIGHLIGHTS

- Granting authority to Administration to waive fees for two COFLEX initiatives will let The City provide rapid funding relief for a range of businesses that continue to be impacted by the COVID-19 pandemic.
- **What does this mean to Calgarians?** The City is able to direct COFLEX funding to support hard-hit businesses in Calgary while avoiding any direct financial impact to The City or taxpayers.
- **Why does this matter?** Helping to reduce the financial burden on businesses during the pandemic stabilizes Calgary's economy now, and will help speed Calgary's recovery after the pandemic.
- The COFLEX program was approved by Council in 2020 November, giving Administration the flexibility to quickly allocate relief funding from the Municipal Operating Support Transfer (MOST) grant provided by the Government of Alberta and Government of Canada.
- Along with a range of other initiatives, several COFLEX applications have been approved by Administration that involve waiving fees for businesses that continue to be impacted by COVID-19.
- Previously approved bylaws and fee schedules for two of these COFLEX initiatives do not grant Administration the authority to waive the fees, and require Council approval.
- Other relief options outside COFLEX continue to be considered, including Phased Tax and Business Grant programs.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Since the start of the COVID-19 pandemic, Administration has worked to provide a rapid response to the impacts of the pandemic when possible. Council approval of the COVID-19 Governance Structure guided Administration to:

- Be responsible partners to help “flatten the curve” and protect human safety.

**COVID Executive Response Group (CERG) Report to
Strategic Meeting of Council
2021 March 15**

**ISC: UNRESTRICTED
C2021-0336
Page 2 of 4**

Fee Waiver Authorization for COFLEX Initiatives

- Support our employees.
- Maintain appropriate City of Calgary services to our community.
- Prepare for the resilience of our organization and our community.

Administration implemented a range of actions in 2020. Examples include temporary on-street patios and waiving fees for heavily impacted groups such as livery transport services. In some cases, such as fee waivers for livery services, the financial shortfall was funded from reserves, while other costs were absorbed within existing budgets.

In November 2020 Council approved the COFLEX program, as outlined in Attachment 1. This has enabled Administration to implement a flexible and nimble approach to optimize the MOST funding and ongoing COVID-19 expenditures. The COFLEX program focuses on four areas to achieve maximum benefit:

- **Coping with COVID** – the City is nimble in helping our people, community & businesses
- **Supporting our Partners** – the City lends a hand to our civic & community partners
- **Preparing for Uncertainty** – the City is proactive & flexible in its pandemic response
- **Planning for Life After COVID** – the City is ready to move quickly to ‘reactivate Calgary’

The Executive Leadership Team (ELT) has delegated responsibility for approving COFLEX applications to the COVID Executive Response Group (CERG), which reviews applications on a weekly basis to ensure that COFLEX funds are allocated quickly.

Several initiatives have applied for COFLEX funding in order to avoid further depleting existing reserves, or impacting base operating budgets. Administration currently does not have the authority through bylaw to unilaterally waive fees for two of the approved COFLEX initiatives.

- Livery Transport Services Renewal Waiver
 - Waiving 100% of driver license renewal fees and 50% of plate renewal fees
- Plus 15 Commercial Use of Easement Agreement Fees
 - Waiving fees for portions of Plus 15s leased by businesses

Additional details about these COFLEX initiatives is provided in Attachment 2.

Administration is recommending that one-time authority be granted to waive these fees via resolution. While this is not the typical recommended approach, it is favored in this case as the most expedient solution.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

☐ Public Engagement was undertaken

**COVID Executive Response Group (CERG) Report to
Strategic Meeting of Council
2021 March 15**

**ISC: UNRESTRICTED
C2021-0336
Page 3 of 4**

Fee Waiver Authorization for COFLEX Initiatives

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

CERG membership includes representation from the Business & Local Economy team in the City Manager's Office, which provides regular insights into the needs of local businesses in Calgary. For the COFLEX initiatives requiring Council approval, Administration is in regular contact with the taxi and limousine industry as well as businesses leasing space on Plus 15s. When fees were reduced in 2020, the taxi and limousine industry provided positive feedback that this gesture from The City was supported and appreciated since trips have dropped as much as 78%.

IMPLICATIONS

Social

The COFLEX initiatives described in the Discussion section support individual businesses / service providers by reducing business costs. For Livery Transport Services, non-plate holders will save \$141, while plate holders will save \$506 (limo) to \$597 (taxi) in renewal fees this year.

These COFLEX initiatives will also increase the opportunity for citizens to engage in responsible social and retail interactions.

Environmental

Not Applicable.

Economic

The COFLEX initiatives described in the Discussion section support economic recovery by improving resilience for local businesses and building short-term certainty for businesses to begin investing in Calgary's future.

Service and Financial Implications

No anticipated financial impact

For each of the initiatives described in the Discussion section, the financial impact of fee waivers will be fully offset through COFLEX program funding. Funding for the program is derived from a combination of the MOST grant program and operational savings achieved through The City's COVID response. As a result there will be no net budget impact.

CERG has approved the following COFLEX funding for the fee waiver initiatives requiring Council approval:

- Livery Transport Services Renewal Waiver - \$1,406,000
- Plus 15 Commercial Use of Easement Fees - \$200,000

RISK

Without Council authorization, the Livery Transport Services and Plus 15 easement initiatives either would not be able to proceed, or would be significantly delayed. This would prevent The

**COVID Executive Response Group (CERG) Report to
Strategic Meeting of Council
2021 March 15**

**ISC: UNRESTRICTED
C2021-0336
Page 4 of 4**

Fee Waiver Authorization for COFLEX Initiatives

City from providing timely and important financial relief to a range of businesses that continue to be impacted by the COVID-19 pandemic.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Summary of COFLEX Initiatives Involving Fee Waivers

Department Circulation

General Manager	Department	Approve/Consult/Inform
Doug Morgan	Transportation	Approve
Katie Black	Community Services	Consult

20 November 2020

To: Office of the Mayor, Members of Council

From: Chair, Relaunch Working Group

RE: COFLEX Program

This memo summarizes the recommendations of the Relaunch Working Group to ensure The City continues to maintain a flexible response for the remainder of the pandemic. The updated approach is referred to as the COFLEX Program and will enable Administration to optimize both the Municipal Operating Support Transfer (MOST) funding and ongoing corporate COVID19 expenditure management to address the ongoing uncertainty around the pandemic. Continuing advocacy efforts to secure additional Federal or Provincial resources beyond the 31 March 2021 timeframe of the MOST grant will be necessary to continue the COFLEX Program as the pandemic evolves.

Overview

Since Calgary began to be impacted by the COVID pandemic in March, Council has enabled Administration to maintain a flexible and nimble approach to scale services in response to changing demands and public health orders, as well as to implement innovative ideas such as adaptive roadways and public realm patios. Administration has also worked quickly and effectively to support over 5,000 employees to work from home while continuing to deliver services to Calgarians.

On 16 March 2020, City Council endorsed the City's COVID-19 governance structure to support four objectives:

1. Be responsible partners to help “flatten the curve” and protect human safety.
2. Support our employees.
3. Maintain appropriate City of Calgary services to our community.
4. Prepare for the resilience of our organization and our community.

To support ongoing municipal operations through the pandemic, a total of \$202 million in Provincial MOST funding has been allocated to The City of Calgary. Of this, \$72 million has been allocated to Calgary Transit to help address existing and projected operating gaps due to reduced ridership and initial social distancing restrictions. The revenue table shows a significant revenue variance for 2020 and 2021.

The eligibility period for COVID impacts to qualify for MOST funds is between 1 April 2020 and 31 March 2021, which appears to align well with the significant second wave of the pandemic currently underway in Calgary. Administration will use all the funding by 31 March 2021, with priority on meeting operational deficit needs.

Ongoing uncertainty around the duration and severity of the pandemic means that more Federal or Provincial support will likely be required beyond MOST's March 2021 funding timeframe.

	2020 Revenue Gap (forecast)	2021 Revenue Gap (forecast)
Calgary Transit	\$101.9 M	54.5 M
Other Variances	\$141.7 M	\$98.0M
Total Revenue Variance	\$243.6 M	\$152.5M
Total COVID19 Revenue Variance	\$396.1 M	
MOST	\$202.0 M	

Administration has been responsible to mitigate this revenue shortfall through temporary expenditure reductions. Regular updates have been provided to Council on those reductions.

Administration seeks Council direction to continue to manage the variances including the offset of the MOST funding. In addition to offsetting expenditures in existing service there are needs in the community for additional response. To respond to those needs Administration proposes the COFLEX Program, which represents a desire to be nimble and flexible during the continued pandemic.

COFLEX Program Structure

Efforts will be required in all four COFLEX focus areas simultaneously due to the uncertain and rapidly changing conditions of the pandemic. Blending flexibility with The City's prudent expenditure management approach, the criteria in each focus area will be used to ensure that any funding, whether from MOST or other future sources, is optimized to achieve maximum benefit.

COPING with COVID

The City is a nimble, constructive facilitator to help our people, community, and businesses safely cope during the pandemic.

Criteria to allocate funding:

- 1) Improves resilience for local businesses through Q1 2021 and beyond
- 2) Enables responsible social interactions
- 3) Generates optimism and a sense of community

SUPPORTING our PARTNERS during COVID

The City lends a hand to our civic & community partners, enabling them to continue serving Calgarians during and after the pandemic.

Criteria to allocate funding:

- 1) Directly supports operations of partners experiencing significant financial challenges
- 2) Provides support to partners ineligible for Federal or Provincial relief programs
- 3) Enables continuation of existing & successful support programs (e.g. the Emergency Resilience Fund)

PREPARING for UNCERTAINTY around COVID

The City is proactive and flexible in its response if the length or severity of the pandemic are worse than expected.

Criteria to allocate funding:

- 1) Improves data collection and analytics to guide real-time decisions
- 2) Implements actions that increase the resilience of City services for multiple possible pandemic outcomes
- 3) Enables socially and financially sustainable changes in daily behaviour by citizens and

PLANNING for LIFE with / after COVID

The City is ready to move quickly to reactivate the city, its citizens and economy after the height of the pandemic.

Criteria to allocate funding:

- 1) Enables permanent implementation of COVID pilot programs, or new City services, that will generate value
- 2) Builds short-term certainty for businesses to begin investing in Calgary's future
- 3) Rebuilds public confidence in City services

When allocating MOST funding within the COFLEX Program, Administration will also take into consideration the Province's recommended use areas: revenue declines, increased staffing and labour

costs, COVID-related capital expenditures, unpaid property taxes, including distribution to other parties for these purposes.

With a strong and established network of internal and external stakeholders, the Relaunch Working Group will steward the COFLEX Program on behalf of The City of Calgary. CEMA will continue to provide a sustained response and enhanced monitoring in close collaboration with the Relaunch Working Group.

The COFLEX Program is aligned with The City's Infectious Disease Management Plan (IDMP), which outlines the roles and responsibilities of different orders of government in a pandemic event. For The City of Calgary, this includes "a responsibility to continue to provide services that promote and maintain the health and safety of Calgarians." COFLEX initiatives are designed to support the physical and mental wellbeing of Calgarians throughout the pandemic. The COFLEX Program also supports The City's Business Continuity Plan and Resilience Strategy.

The combination of the proposed COFLEX Program, available MOST funding, and any future COVID funding sources will provide Administration with the flexibility needed to respond quickly to changing pandemic conditions. Without this approach, The City would be more constrained in its ability to adapt to the ongoing uncertainty around COVID, and would be less able to support our citizens, businesses, and our civic and community partners in a timely fashion.

Next Steps

Following approval of the COFLEX Program approach by Council during the 2020 mid-cycle budget adjustments, Administration will begin supporting initiatives meeting the criteria in the COFLEX focus areas. Careful consideration will be given on when funds should be released to ensure that MOST funding is distributed effectively between now and 31 March 2021. Any additional funding sources secured for the COFLEX Program will enable initiatives to be implemented beyond this timeframe.

RECOMMENDATIONS [Approved November, 2020]

Administration recommends that Council:

1. Approve the COFLEX Program including focus area criteria.
2. Authorize Administration to allocate the MOST funding in areas of greatest need, based upon the provincial and federal criteria.
3. Direct Administration to brief Council monthly on the overall financial management strategy, including use of MOST funds, monthly until April 2021.

Doug Morgan, P.Eng, MBA
A/General Manager, Transportation
The City of Calgary
T 403-268-5637

SUMMARY OF FEE WAIVERS REQUIRING APPROVAL

COFLEX Initiative	Description	Approved Funding	Status
Livery Transport Services Renewal Waiver	Waiving taxi and limousine driver licence renewal fees and reducing plate licence renewal fees by 50 per cent until 2022 May 14 benefits almost 4,300 local taxi and limousine drivers and approximately 1,900 taxi plate holders by responding to the immediate need for financial relief due to significant reduction in trips due to the pandemic. Administration charges these fees through the Livery Transport Bylaw 6M2007 and require Council consent to waive and reduce them.	\$1,406,000	Continuation of initiative from 2020. COFLEX funding avoids further depleting reserves.
Plus 15 Commercial Use of Easement Agreement Fees	These agreements are required when businesses lease portions of the Plus 15 public access easements located in buildings. Typical leases include restaurants, coffee shops, daycares, retail kiosks, etc. There are twenty-three Plus 15 Commercial Use of Easement Agreements and the fees associated with these agreements will be waived for 2021. Any fees for new agreements executed in 2021 will also be waived. This supports business relief and users of the Plus 15 network. Administration charges these fees through the 2020 Planning and Development Fee Schedule and require Council consent to waive them.	\$200,000	New initiative for 2021.

**Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2020 October 15**

**ISC: UNRESTRICTED
IGA2020-1153
Page 1 of 6**

Annexation from Foothills County – Resource and Timelines

RECOMMENDATIONS:

That the Intergovernmental Affairs Committee recommends that Council:

- 1) For the purpose of formally initiating the annexation process, confirm the boundaries of the annexation from Foothills County as shown in confidential Attachment 2;
- 2) Direct Administration to:
 - a) consider opportunities for resolving road issues with Foothills County as part of the annexation process;
 - b) report back to Intergovernmental Affairs Committee throughout the annexation process with updates, as required; and
- 3) Direct that the contents of Attachment 2 remain confidential pursuant to Sections 16 (Disclosure harmful to the business interests of a third party) and 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2022 October 15

RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2020 OCTOBER 15:

That Council:

- 1) Direct that the contents of Attachment 2 remain confidential pursuant to Sections 16 (disclosure harmful to the business interests of a third party) and 21 (disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2022 October 15; and
- 2) And further, that the Closed Meeting discussions remain confidential pursuant to Sections 16 (disclosure harmful to the business interests of a third party) and 21 (disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

Excerpt from the Minutes of the Combined Meeting of Council, held 2021 January 18:

“Moved by Councillor Farrell

Seconded by Councillor Keating

That the Consent Agenda be adopted, as follows:

7.1 DEFERRALS AND PROCEDURAL REQUESTS

- 7.1.1 Defer Report IGA2020-1153, Annexation from Foothills County– Resource and Timelines, to return to Council no later than Q1 2021, C2021-0120

...

MOTION CARRIED”

**Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2020 October 15**

**ISC: UNRESTRICTED
IGA2020-1153
Page 2 of 6**

Annexation from Foothills County - Resource and Timelines

Excerpt from the Minutes of the Combined Meeting of Council, held 2020 November 02:

“This Item was postponed to the 2021 February 01 Strategic Meeting of Council during Confirmation of Agenda.”

Excerpt from the Minutes of the Regular Meeting of the Intergovernmental Affairs Committee, held 2020 October 15:

“Moved by Councillor Carra

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

That the Intergovernmental Affairs Committee recommends that Council:

1. For the purpose of formally initiating the annexation process, confirm the boundaries of the annexation from Foothills County as shown in confidential Attachment 2;
2. Direct Administration to:
 - a. consider opportunities for resolving road issues with Foothills County as part of the annexation process;
 - b. report back to Intergovernmental Affairs Committee throughout the annexation process with updates, as required; and

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

MOTION DEFEATED

By General Consent the Lost Recommendations be forwarded to Council.”

HIGHLIGHTS

- Prior to initiating the annexation process with Foothills County, several items require confirmation and/or Council’s direction or awareness, including boundaries, budget, and the potential for compensation to Foothills County.
- What does this mean to Calgarians? Annexations increase the city’s land base, but they are complex and resource-heavy processes to undertake.
- Why does it matter? Confirming critical details in the initial stages will provide a stronger foundation for this work as it proceeds.
- This report seeks: confirmation of the annexation area and integration of direction provided by the Intermunicipal Committee into the annexation project. The report also acknowledges the likely need for compensation to Foothills County, with the amount determined through the negotiation process.
- Administration has determined that this work should be undertaken as part of the 2021 workplan and will require Administrative resources from across the Corporation as well as consulting support for the preparation of an Environmental Site Assessment and Financial Impact of Annexation Analysis

**Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2020 October 15**

**ISC: UNRESTRICTED
IGA2020-1153
Page 3 of 6**

Annexation from Foothills County - Resource and Timelines

- The resources to conduct this work will come from reprioritized 2021 workplans and operating budgets in the Deputy City Manager's Office and Planning and Development, and will depend on additional support from multiple departments and services to complete.
- On 2020 July 27, Council approved a motion directing "Administration to enter into annexation negotiations with Foothills County Administration on the Sirocco lands and Anthem United Landowners." (Attachment 1)
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

This report will provide Council with the opportunity to confirm critical details prior to commencing this work.

1) Confirm Annexation Area

To formally initiate the annexation process with Foothills County, Administration requests confirmation of Council's preferred lands for the potential annexation. These lands would be considered the starting point for annexation discussions and additional lands could be added (or lands removed) because of the public consultation process and the direct negotiation between the municipalities. Confidential Attachment 2 indicates the potential annexation area and is one of the options previously before Council.

In preparation of this report, Administration engaged with the owners of the Sirocco Golf Course and county residential parcels to the north of the golf course. The landowners confirmed their preferences are aligned to the map shown in Confidential Attachment 2.

Should this potential annexation area be confirmed by Council it will be a starting place for discussions with Foothills County. It is anticipated that other landowners will seek having their lands annexed through this process. Further adjustments to the annexation area may be made as both negotiations with Foothills County and public engagement proceed. Other adjustments may also be made through decisions of the Government of Alberta or the Municipal Government Board as they consider this matter.

For this report, the map has been made confidential. Council may elect to release the map publicly as part of their decisions on this matter. In either case, the map will become public upon initiation of the annexation process.

2) Resourcing

Annexations are substantive processes and resources are required to support the annexation negotiating team (members of Council), prepare the annexation agreement, facilitate public and stakeholder consultation, etc. Minimal technical planning work is undertaken as part of the annexation as most technical studies are not required until an Area Structure Plan (ASP) is commenced. Attachment 3 outlines work as outlined by Council in terms of timing and resourcing requirements.

Administration does not presently have adequate staff resources to undertake this work but can allocate staff for 2021.

Annexation from Foothills County - Resource and Timelines

Based on previous annexations and a desire to complete the project in a timely manner, it is estimated that the equivalent of approximately 3.0 FTE is required to run the process. During the balance of 2020, Administration will determine a specific work and resourcing allocation plan, which may result in the identification of additional resource needs. Upon allocation of resources and consulting funding, Administration intends to undertake the majority of the work in early 2021 in hopes of completing much of the annexation process prior to the 2021 municipal elections.

At this time, staff resources are fully committed to other priorities in the remainder 2020. The required resources would need to be allocated through a 2021 work plans and all accommodations will be made to reprioritize staff resources. Additionally, it is estimated that a minimum of \$100 thousand is required to support this work for technical consulting studies, engagement and communications, and contingency (given the unpredictable nature of annexations). This cost will be covered by the Deputy City Manager's Office 2021 operating budget.

Administration will present the 2021 City Planning & Policy work plan to the SPC on Planning & Urban Development in 2021 Q1. It is anticipated that other City Planning and Policy work will need to be deferred to accommodate the annexation work.

3) Developer-funded annexations

The City of Calgary has developed a program for developer-funded Area Structure Plans (ASP). In this program, Administration develops ASPs with costs offset by plan area landowners. In theory, a similar process could be used to offset some or all the costs to undertake the work identified in this report, with the exclusion of compensation to Foothills County (see #4 below).

However, ASPs and annexations are not analogous. They are very different processes and are governed by different legislation. Annexations are a matter between The City and the County, with the final decision resting with the Minister of Municipal Affairs. Developer-funded annexations have not occurred anywhere in Alberta, and there is some question as to The City's legal authority to charge a fee for this service.

Annexations also present additional risks to The City. For example, they are much more open processes with annexation lands subject to change throughout the process. Annexations are focussed on the needs of the municipalities rather than setting the stage for future development. Given these factors, Administration does not consider the developer-funded model appropriate for an annexation.

The project of developing a developer funded annexation process is also not currently resourced and would delay the work from starting on the Foothills annexation.

4) Compensation to Foothills

It is anticipated that Foothills County will seek compensation from The City as part of any annexation. The amount is unknown and will depend on factors that emerge through the negotiations. Administration will report back with a cost amount and a recommended funding source once a terms of agreement with Foothills has been reached. Council will be ultimately asked to confirm the terms of compensation as part of the annexation agreement. Compensation will be in addition to any costs described through this report.

5) Direction provided by Intermunicipal Committee

Annexation from Foothills County - Resource and Timelines

The City and Foothills County Administration have jointly identified the need to look at roads along and near the shared municipal boundary to ensure that these roads are within the most appropriate municipality. At the 2020 September 11 City of Calgary – Foothills County Intermunicipal Committee (IMC) meeting, the IMC passed the following motion:

Councillor Alger moved that the Foothills County and Calgary IMC recommend that the roads matters identified through the proposed Joint Roads Project, as moved at the January 24, 2020 meeting of the IMC be addressed as appropriate through the Annexation Project. This will facilitate continuation of mutually beneficial discussions and resolution of relevant roads issues.

The purpose of the motion is to provide guidance to Administration of Calgary and Foothills that identified roads issues should be considered as part of the forthcoming annexation process. Opportunities to achieve better outcomes for both Foothills and Calgary will be explored and form part of annexation discussions.

6) Next Steps

With the approval of this report, Administration will be able to formally initiate the annexation process with Foothills County. A Terms of Reference for the Annexation Negotiation Committee is expected to be brought to the next meeting of the Calgary – Foothills Intermunicipal Committee. The Terms of Reference will also identify the number of members of each Council that will be appointed to the Committee. Once endorsed by the IMC, the Terms of Reference will be brought to both Councils for approval and appointment of members. Initial Administration work will be initiated prior to the appointment of the Committee.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Significant landowner and stakeholder engagement will be required as part of the annexation process.

IMPLICATIONS

Social

Not applicable in this update report.

Environmental

Not applicable in this update report.

Economic

Not applicable in this update report.

Service and Financial Implications

**Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2020 October 15**

**ISC: UNRESTRICTED
IGA2020-1153
Page 6 of 6**

Annexation from Foothills County - Resource and Timelines

Administration resources and required consulting work will be addressed as part of the 2021 budget.

It is likely that additional future budget, in an unknown amount, will be needed for compensation to Foothills County.

Existing operating funding - one-time

\$0

Opportunity cost of pursuing the recommendation

- In a time of limited budgets, allocating resources towards annexation will mean that other projects be delayed or postponed.

RISK

Known risks at this early start-up stage of the annexation process include:

- The addition of this project to the City Planning & Policy Service Line's 2021 Workplan may necessitate adjustments to other initiatives on that workplan if required to provide the required resources
- Annexation processes are unpredictable. Annexation could take much longer and require more resources than anticipated in this report.
- The City may or may not have the legal authority to charge a developer for annexation process
- If a developer funded process is ultimately established, it may set a precedent for further developer-initiated annexations.
- Financial compensation payable to Foothills County is anticipated. The amount will remain uncertain until an annexation agreement is reached.

ATTACHMENTS

1. Previous Council Direction, Background
2. CONFIDENTIAL - Potential Annexation Area (Intermunicipal Committee Discussion)
3. Foothills Annexation Resourcing Requirements

Department Circulation

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

Previous Council Direction

On 2020 July 27, Council approved the following with respect to Report IGA2020-0640:

That Council:

1. File Administration recommendation 1.
2. Thank Foothills County Council for their letter of support to proceed with the Sirocco Annexation as previously passed by them July 3, 2019, and, Foothills County's Administration capacity to undertake an annexation negotiation process in 2020/21;
3. Acknowledge the extensive analysis that has been undertaken to date by City Administration and their consultants including but not limited to:
 - a. Site characteristics;
 - b. Environmentally sensitive areas;
 - c. Archeological sites;
 - d. Policy analysis of all the Intermunicipal Development Plan (IDP)/Municipal Development Plan (MDP)/Calgary Transportation Plan (CTP)/Sirocco Area Structure Plan(ASP) and the Calgary Metro Regional Growth Plan plans and policies exist;
 - e. Municipal Non-Statutory Development Guidelines;
 - i. Calgary Parks Plans/Policies
 - ii. Wetland Conservation Plans
 - iii. Environmental Reserves
 - iv. Sirocco/Foothills Lands Annexation Analysis
 - f. 9 Technical Studies;
 - i. Stormwater
 - ii. Pine Creek Drainage Study
 - iii. Sanitary Trunks
 - g. Development Servicing
 - i. Water
 - ii. Sanitary
 - iii. Storm
4. Direct the City of Calgary Administration to enter into annexation negotiations with Foothills County Administration on the Sirocco lands and Anthem United Landowners;
5. In view of limited City of Calgary financial constraints during this period of economic uncertainty, direct Administration to initiate next steps with Foothills County, Sirocco and Anthem United Landowners to determine how the following next steps for annexation will be undertaken along with associated resource requirements to complete:
 - a. Transportation Network Assessment;
 - b. Sanitary Servicing Study;
 - c. Water Services Study;
 - d. Stormwater Servicing Review;
 - e. Environmental Constraints Analysis;

- f. Growth Study;
- g. Public Consultation with Final Report.

And report back through Intergovernmental Affairs no later than Q4 2020.

6. Direct that IGA2020-0640, Attachments 2,3,4,5,9 &10, and the presentation and discussion, remain confidential pursuant to Sections 16 (Disclosure harmful to the business interests of a third party), 21 (Disclosure harmful to intergovernmental relations), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2020 December 31.

Foothills Annexation Resourcing Requirements

Items a-g	Work required at Annexation stage	Who undertakes this work?
a. Transportation Network Assessment	<i>Not required at Annexation stage*</i>	n/a
b. Sanitary Servicing Study	<i>Not required at Annexation stage*</i>	n/a
c. Water Services Study	<i>Not required at Annexation stage*</i>	n/a
d. Environmental Constraints Analysis	<i>Not required at Annexation stage*</i>	n/a
e. Environmental Constraints Analysis	A Phase 1 Environmental Site Assessment (ESA) is recommended. Additional work may be necessary upon review of findings of Phase 1 ESA and / or changes to the annexation area as the process proceeds	This highly technical work is done by an external consultant. Final report reviewed by Administration (ESM). <i>Estimate: \$10K</i>
f. Growth Study	<i>Not required at Annexation stage*</i>	n/a
g. Public Consultation with Final Report	Requires a minimum of 3 public engagement sessions; more may be needed depending on issues identified through the annexation process	Administration. Cost will depend on the level of engagement ultimately required. <i>Estimate \$25K for Communications and Engagement</i>
Financial Impact of Annexation Analysis**	Report to examine the financial condition of the two municipalities and assess the financial impacts of the proposed annexations	This is specialized work done by an external consultant. <i>Estimate: \$50K</i>
Project Management, based on Option 1**	Overall management of process, including supporting the annexation negotiating team, preparing the annexation agreement, facilitating public and stakeholder consultation, etc.	Administration

*This work would be undertaken at the Area Structure Plan stage, which would occur once the land has been officially annexed and Council makes the decision to proceed with Planning work.

** This work was not identified in Council's motion, however it needs to be undertaken through the annexation process

Clerks Note to
Strategic Meeting of
Council 2021 March 15

ISC: UNRESTRICTED
IGA2020-1253

Regional Strategy Report Back and Update, IGA2020-1253

RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2021 FEBRUARY 18:

That Council

1. Adopt the Confidential Recommendations contained in Report IGA2021-1253; and
2. Direct that this Report, Recommendations, Attachments, Presentation, and Closed Meeting discussion remain confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2031 January 21.

Excerpt from the Minutes of the Intergovernmental Affairs Committee, held 2021 February 18:

“Administration in attendance during the Closed Meeting discussions with respect to Confidential Report IGA2020-1253:

Clerks: J. Palaschuk and D. Williams. Law: H. Oh and D. Mercer. Advice: D. Shearer, N. Kuzmak, C. Arthurs, L. Cote, M. Surgenor-Sands, S. Dalgleish, N. Younger, N. Zoldak, A. McIntire, D. Corbin, M. Sheldrake, A. Eaton, M. Atkinson, C. Ferguson, and M. Van Ham.

Moved by Councillor Carra

That with respect to Report IGA2020-1253, the following be approved:
That Intergovernmental Affairs Committee:

1. Forward the Report, **amended** Recommendations, Attachments, and Presentation to the 15 March 2021 Strategic Meeting of Council, to be accompanied by Report IGA2020-1153, Annexation from Foothills County Resource and Timelines; and
2. Direct that this Report, **amended** Recommendations, Attachments, Presentation, and Closed Meeting discussion remain confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the Freedom of Information and Protection of Privacy Act, to be reviewed 2031 January 21.

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

MOTION CARRIED”