



REVISED AGENDA

PRIORITIES AND FINANCE COMMITTEE

March 16, 2021, 9:30 AM
IN THE COUNCIL CHAMBER

Members

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

SPECIAL NOTES:

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

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

Council Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1. Minutes of the Regular Meeting of the Priorities and Finance Committee, 2021 February 16
5. CONSENT AGENDA
 - 5.1. DEFERRALS AND PROCEDURAL REQUESTS
 - 5.1.1. Deferral Request – Reporting on Re-examination of City Asset Names Process to Q4 2021, PFC2021-0284
 - 5.1.2. Deferral Request - Updates to the Procedure Bylaw due Q1 2021 to return on 20 July 2021, PFC2021-0226

5.1.3. Deferral Request - Resilient Calgary Strategy Update and Report Back (PFC2019-0617) to 2021 April 27, PFC2021-0310

5.2. BRIEFINGS

5.2.1. Status of Outstanding Motions and Directions, PFC2021-0352

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. Calgary Mental Health and Addiction Community Strategy and Action Plan, PFC2021-0112

7.2. Growth and Development Climate Framework, PFC2021-0121

7.3. Mitigating the Impacts of Severe Weather Events in Calgary, PFC2021-0194

7.4. Benefit Driven Procurement Update, PFC2021-0395

7.5. Enabling Construction of Calgary Catholic School District Rangeview High School, PFC2021-0324

7.6. Attainable Homes Calgary Corporation Loan Guarantee, PFC2021-0177

7.7. Calgary Municipal Land Corporation New Borrowing and Loan Bylaws, PFC2021-0176

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS
None

8.2. NOTICE(S) OF MOTION

REVISED MATERIALS

8.2.1. *Notice of Motion - Encouraging Street Play, PFC2021-0417*

REVISED MATERIALS

8.2.2. *Notice of Motion - Storm Pond Safety, PFC2021-0416*

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 10.1.1. A New Direction for Public Art Q1 2021 Update (Verbal), PFC2021-0334
Held confidential pursuant to Sections 23 (Local public body confidences) and 25
(Disclosure harmful to economic and other interests of a public body) of
the *Freedom of Information and Protection of Privacy Act*.

10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**February 16, 2021, 9:30 AM
IN THE COUNCIL CHAMBER**

- PRESENT:**
- Mayor N. Nenshi, Chair
 - Councillor S. Chu, Vice-Chair (Remote Participation)
 - Councillor G-C. Carra (CPS Chair) (Remote Participation)
 - Councillor J. Davison (T&T Chair) (Remote Participation)
 - Councillor J. Gondek (PUD Chair) (Remote Participation)
 - Councillor W. Sutherland (UCS Chair) (Remote Participation)
 - Councillor E. Woolley (Audit Chair) (Remote Participation)
 - Councillor G. Chahal (Remote Participation)
 - Councillor D. Colley-Urquhart (Remote Participation)
 - Councillor J. Farkas (Remote Participation)
 - Councillor D. Farrell (Remote Participation)
 - Councillor S. Keating (Remote Participation)
- ALSO PRESENT:**
- City Solicitor and General Counsel J. Floen (Remote Participation)
 - A/General Manager C. Arthurs (Remote Participation)
 - Acting General Manager K. Black (Remote Participation)
 - General Manager S. Dalgleish (Remote Participation)
 - Chief Financial Officer C. Male (Remote Participation)
 - A/General Manager D. Morgan (Remote Participation)
 - A/City Clerk J. Fraser
 - Legislative Advisor J. Palaschuk

1. CALL TO ORDER

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

2. OPENING REMARKS

Mayor Nenshi provided opening remarks and a traditional land acknowledgement.

ROLL CALL

Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Sutherland, Councillor Woolley, and Mayor Nenshi.

3. CONFIRMATION OF AGENDA

Moved by Councillor Davison

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

- 9.1 Notice of Motion - Advocating for Vaccination Prioritization of the City of Calgary's Critical Infrastructure Workers, PFC2021-0282

MOTION CARRIED

Moved by Councillor Colley-Urquhart

That the Priorities and Finance Committee refer Item 7.2, Report PFC2021-0260, back to Administration to resolve outstanding work, to return to the 2021 March Coordinating Committee of the Councillor's Office Meeting.

MOTION CARRIED

By General Consent, the Agenda for today's meeting be amended by bringing forward Items 7.1, 7.8, and 7.9 to be dealt with immediately following the Consent Agenda.

Moved by Councillor Chu

That the Agenda for the 2021 February 16 Regular Meeting of the Priorities and Finance Committee be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2021 January 12

Moved by Councillor Chu

That the Minutes of the 2021 January 12 Regular Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Chu

That the Consent Agenda be approved as follows:

- 5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

- 5.2 BRIEFINGS

- 5.2.1 Status of Outstanding Motions and Directions, PFC2021-0212

5.2.2 The City of Calgary's Privacy Management Program 2020 Annual Report, PFC2021-0118

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Mount Royal University – AI Digital Twin for Trucks, PFC2021-0025

The following documents were distributed with respect to Report PFC2021-0025:

- A presentation entitled "Council Innovation Fund Application for Mount Royal University - Artificial Intelligence Digital Twin Trucks"; and
- A letter of support from the Alberta Motor Transport Association.

Dr. Rajbir Bhatti, Mount Royal University, addressed Committee with respect to Report PFC2021-0025.

Moved by Councillor Chahal

That with respect to Report PFC2021-0025, the following be approved:

That the Priorities and Finance Committee:

1. Recommend Council approve this application of the Council Innovation Fund for Mount Royal University's Artificial Intelligence Digital Twin for Trucks Program in the amount of \$50,000; and
2. Direct Administration to report back to the Priorities and Finance Committee indicating how the money was spent and outcomes of the project within 12 months of its end date, as per the Council Innovation Fund Terms of Reference.

For: (12): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, and Councillor Keating

MOTION CARRIED

Committee dealt with Items 7.8 and 7.9, before returning to the Agenda to deal with Item 7.3 and subsequent Items.

7.2 Expense Investigation Follow Up – Councillor Magliocca Ward 2 Hosting, PFC2021-0260

This Item was referred back to Administration during Confirmation of Agenda.

7.3 Update on Moving to an External Operator for City Golf Courses, PFC2021-0045

This Item was dealt with after Item 7.9.

A presentation entitled "Update on Moving to an External Operator for City Golf Courses" was distributed with respect to Report PFC2021-0045.

Moved by Councillor Davison

That with respect to Report PFC2021-0045, the following be approved:

That the Administration recommendations be filed and the following be approved:

The Priorities and Finance Committee recommend that Council:

1. Refer this Item to Administration to consider after the implementation of the Golf Course Sustainability Framework, returning to Council through the Priorities and Finance Committee with a recommendation on whether to continue with the contracting out of all or some golf course operations no later than Q4 2022; and

For: (7): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Farkas, and Councillor Keating

Against: (4): Councillor Chu, Councillor Woolley, Councillor Colley-Urquhart, and Councillor Farrell

MOTION CARRIED

Committee recessed at 12:04 p.m. and reconvened at 1:30 p.m. with Mayor Nenshi in the Chair.

ROLL CALL

Councillor Chu, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farkas, Councillor Keating, and Mayor Nenshi.

Absent for Roll Call:

Councillor Carra (rejoined the Remote Meeting at 1:33 p.m.) and Councillor Colley-Urquhart (rejoined the Remote Meeting at 2:19 p.m.).

Following Item 9.1, Committee returned to this Item to consider the following:

Moved by Councillor Chu

2. Direct that Attachment 3 remain confidential pursuant to Section 24 (Advice from Officials), 25 (Disclosure harmful to economic and other interests of a public body) and 27 (Privileged Information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2025 February 01.

MOTION CARRIED

7.4 2021 Non-Residential Phased Tax Program Report, PFC2021-0060

A presentation entitled "2021 Non-Residential Phased Tax Program" was distributed with respect to Report PFC2021-0060.

Moved by Councillor Farkas

That with respect to Report PFC2021-0060, the following be approved:

That the Administration Recommendations be filed and the following be approved:

That the Priorities and Finance Committee recommend that Council direct Administration to implement a non-residential Phased Tax Program with a 0 per cent non-residential municipal property tax cap for 2021 with an estimated cost of \$44 million;

- i. Approve \$3 million from unused funds previously allocated for prior years' Phased Tax Programs;
- ii. Approve \$18 million originally approved for the 2021 Property Tax Rebate; and
- iii. Approve \$23 million from the Fiscal Stability Reserve.

For: (9): Mayor Nenshi, Councillor Chu, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farkas, and Councillor Keating

Against: (1): Councillor Carra

MOTION CARRIED

7.5 2021 Supplementary Property Assessment and Tax Bylaw, PFC2021-0059

Moved by Councillor Chu

That with respect to Report PFC2021-0059, the following be approved:

That the Priorities and Finance Committee recommend that Council give three readings to the proposed 2021 Supplementary Property Assessment Bylaw and 2021 Supplementary Property Tax Bylaw (Attachments 2 and 3) which will remain in force until repealed.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farkas, and Councillor Keating

MOTION CARRIED

7.6 Off-site Levy Investment Income Q1 Update (Verbal), PFC2021-0246

By General Consent, this Item was postponed to the Call of the Chair.

This Item was dealt with following Item 8.2.1.

A presentation entitled "Off-Site Levy Investment Income Q1 Update - Verbal" was distributed with respect to Report PFC2021-0246.

Moved by Councillor Gondek

That with respect to Verbal Report PFC2021-0246, the following be approved:

That the Priorities and Finance Committee recommend that Council direct Administration to provide the final off-site levy investment income update to Council through the Priorities and Finance Committee no later than 2021 Q3.

MOTION CARRIED

7.7 Capping Food Delivery Fees (Verbal), PFC2021-0245

A presentation entitled "Capping Delivery Fees (Verbal)" was distributed with respect to Report PFC2021-0245.

Moved by Councillor Chu

That with respect to Verbal Report PFC2021-0245, the following be approved:

That the Priorities and Finance Committee receive this presentation for the Corporate Record.

MOTION CARRIED

Committee then returned to the Agenda to deal with Item 8.2.2.

7.8 Council Innovation Fund Application - Heritage Calgary Naming, Renaming and Commemoration Process Design - PFC2021-0096

This Item was dealt with following Item 7.1.

The following documents were distributed with respect to Report PFC2021-0096:

- A presentation entitled "Naming, Renaming, & Commemoration: Designing A Process"; and
- A letter of support from Heritage Calgary.

The following speakers addressed Committee with respect to Report PFC2021-0096:

1. Josh Traptow, Heritage Calgary
2. Alexandra Hatcher, Hatlie Group

Moved by Councillor Colley-Urquhart

That with respect to Report PFC2021-0096, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Approve the Council Innovation Fund Application in the amount of \$162,000; and
2. Direct Administration to report back to the Priorities and Finance Committee on outcomes no later than Q4 2021.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Woolley, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Keating

Against: (2): Councillor Sutherland, and Councillor Farkas

MOTION CARRIED

7.9 CIF Application - Calgary Economic Development Learning CITY Community Pilot - PFC2021-0189

The following documents were distributed with respect to Report PFC2021-0189:

- A presentation entitled "Piloting Skills That Matter"; and
- A letter of support from Mount Royal University.

The following speakers addressed Committee with respect to Report PFC2021-0189:

1. Dexter Lam, Calgary Economic Development
2. Dr. David Finch, Professor and Senior Fellow, Institute for Community Prosperity, Mount Royal University

Moved by Councillor Chahal

That with respect to Report PFC2021-0189, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Approve the Council Innovation Fund Application in the amount of \$43,400; and
2. Direct Administration to report back to the Priorities and Finance Committee on outcomes no later than Q4 2021.

For: (12): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, and Councillor Keating

MOTION CARRIED

Committee then returned to the Agenda to deal with Item 7.3.

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

8.2.1 Minimizing Negative Impacts of Waste and Recycling Sites, PFC2021-0222

This Item was heard following Item 7.6.

Moved by Councillor Keating

That with respect to Notice of Motion PFC2021-0222, the following be approved:

That Notice of Motion PFC2021-0222 be forwarded to the 2021 March 01 Combined Meeting of Council for consideration.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farkas, and Councillor Keating

MOTION CARRIED

Committee then returned to the Agenda to deal with Item 7.6.

8.2.2 Council Endorsement of Technology to Help Missing Children, PFC2021-0262

This Item was dealt with following Item 7.7.

Moved by Councillor Farkas

That with respect to Notice of Motion PFC2021-0262, the following be approved:

That Notice of Motion PFC2021-0262 be forwarded to the 2021 March 01 Combined Meeting of Council for consideration.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, Councillor Farkas, and Councillor Keating

MOTION CARRIED

9. URGENT BUSINESS

9.1 Notice of Motion -Advocating for the Vaccination Prioritization of the City of Calgary's Critical Infrastructure Workers, PFC2021-0282

The following documents were distributed with respect to Report PFC2021-0282:

- A Notice of Motion - Advocating for Vaccination Prioritization of the City of Calgary's Critical Infrastructure Workers, PFC2020-0282;and
- A Notice of Motion Checklist

Moved by Councillor Davison

That with respect to Notice of Motion PFC2021-0282, the following be approved:

That Notice of Motion PFC2021-0282 be forwarded to the 2021 March 01 Combined Meeting of Council for consideration.

For: (9): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Colley-Urquhart, and Councillor Keating

MOTION CARRIED

Committee then returned to Item 7.3.

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 2:50 p.m.

MOTION CARRIED

The following items have been forwarded to the 2021 March 01 Combined Meeting of Council:

CONSENT

- Mount Royal University – AI Digital Twin for Trucks, PFC2021-0025
- Update on Moving to an External Operator for City Golf Courses, PFC2021-0045
- 2021 Non-Residential Phased Tax Program Report, PFC2021-0060
- Off-site Levy Investment Income Q1 Update (Verbal), PFC2021-0246
- Council Innovation Fund Application - Heritage Calgary Naming, Renaming and Commemoration Process Design - PFC2021-0096
- CIF Application - Calgary Economic Development Learning CITY Community Pilot - PFC2021-0189

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

COMMITTEE REPORTS

- 2021 Supplementary Property Assessment and Tax Bylaw, PFC2021-0059
- Minimizing Negative Impacts of Waste and Recycling Sites, PFC2021-0222
- Council Endorsement of Technology to Help Missing Children, PFC2021-0262
- Advocating for the Vaccination Prioritization of the City of Calgary's Critical Infrastructure Workers, PFC2021-0282

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held on 2021 March 16 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED

BRIEFING

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Item # 5.2.1

Chief Financial Officer's Briefing to
Priorities and Finance Committee
2021 March 16

ISC: UNRESTRICTED
PFC2021-0352

Status of Outstanding Motions and Directions

PURPOSE OF BRIEFING

Identify outstanding items for the Priorities and Finance Committee as of 2021 March 2.

SUPPORTING INFORMATION

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

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

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

ATTACHMENT(S)

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

| DATE BACK TO COMMITTEE | ITEM | DATE OF REQUEST | SOURCE | SUBJECT |
|------------------------|---|--|---|--|
| As soon as possible | <p>COUNCIL EXPENSE AUDIT FOLLOW-UP</p> <p>EXPENSE INVESTIGATION FOLLOW UP – COUNCILLOR MAGLIOCCA WARD 2 HOSTING</p> | <p>2020 October 13</p> <p>2021 February 16</p> | <p>PFC2020-1143</p> <p>PFC2021-0260</p> | <p>That the Priorities and Finance Committee:</p> <p>2. Direct the Council Expense Working Group to report back to the Priorities and Finance Committee as soon as possible on the findings related to certain hosting expenses where follow up or location of the named attendees is still outstanding for the PricewaterhouseCoopers (PWC) report.</p> <p>This item was referred back to Administration during Confirmation of Agenda.</p> |
| 2018 Q4 | PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018 | 2018 May 28 | PFC2018-0554 | <p>That with respect to PFC2018-0554, the following Motion arising be adopted:</p> <p>That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018.</p> |
| 2019 Q2 | ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE | 2018 March 06 | PFC2018-0187 | 7. As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2. |

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| <p>2020 Q4</p> <p>2021 March</p> | <p>NOTICE OF MOTION PROCESS FLOW AND CHECKLIST</p> | <p>2019 September 30</p> <p>2020 December</p> | <p>PFC2019-0913</p> <p>PFC2020-1374</p> | <p>That Council:</p> <p>4. Direct the City Clerk’s Office to provide an update of this process to the Priorities and Finance Committee by Q4 2020.</p> <p>Deferral to 2021 March</p> |
| <p>2021 Q1</p> | <p>NOM – ENABLING CONSTRUCTION OF CALGARY CATHOLIC SCHOOL DISTRICT RANGEVIEW HIGHSCHOOL TO COMMENCE</p> | <p>2020 December 14</p> | <p>PFC2020-1265</p> | <p>That with respect to Notice of Motion PFC2020-1265, the following be adopted:</p> <p>NOW THEREFORE BE IT RESOLVED, that Council direct Administration to explore options to enable the commencement of the construction of the Rangeview High School, that include:</p> <p>a. Deferring the levies associated with the subdivision of Phase 114 until the Rangeview High School has been granted occupancy. The levies would then be paid in three installments beginning the first year the high school has been granted occupancy (30%), the second year of occupancy (30%) and the third year of occupancy (40%);</p> <p>b. Deferring Brookfield's requirement to landscape the parcel until 2022, as subdivision will likely run late into fall 2021;</p> <p>c. Deferring the construction of the north leg of Main Street, to be included in a future phase;</p> <p>d. Facilitating the appropriate changes to the land use/zoning to enable the development and feasibility of the school site; and</p> <p>e. Other options deemed feasible.</p> |

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| | | | | And report back with recommendations to Council through the Priorities and Finance Committee no later than Q1 2021. |
| 2021 Q1 | SOCIAL PROCUREMENT UPDATE (NOW CALLED BENEFIT DRIVEN PROCUREMENT POLICY) | 2019 December 16 | PFC2019-0384 | That Council: 1. Approve the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan identified in Attachment 1; and 2. Direct Administration to return to the Priorities and Finance Committee with an update no later than Q1 2021 . |
| 2021 Q1 | NOTICE OF MOTION – RENAMING JAMES SHORT PARK AND JAMES SHORT PARKADE | 2020 July 20 | PFC2020-0802 | That Council: 1. Direct Administration to revise the Municipal Naming, Sponsorship and Naming Rights Policy CP2016-01 as follows: 2. DIRECT administration to develop a process by which citizen requests to re-examine an existing name of a city asset will be handled, ensuring that any such process involve community input with final decision-making by Council through the Priorities and Finance Committee as per the existing policy. In addition, this must also involve consultation with the Anti-Racism Advisory Committee once it is operational, with the report returning through the Priorities and Finance Committee no later than Q1 2021. |

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| <p>2021 Q2</p> | <p>UNIVERSITY OF CALGARY – CITIZEN SCIENTIST WEARABLES PROGRAM</p> | <p>2019 September 30</p> | <p>PFC2019-1096</p> | <p>That with respect to Report PFC2019-1096, the following be adopted: That Council:</p> <ol style="list-style-type: none"> 1. Approve this application for the Council Innovation Fund for the University of Calgary Citizen Scientist Wearable Program in the amount of \$57,500; and 2. Direct Administration to report back to Priorities and Finance Committee indicating how the money was spent and the outcomes of the projects no later than Q2 2021, as per the Council Innovation Fund Terms of Reference. |
| <p>2021 Q2</p> | <p>FINANCIAL TASK FORCE RECOMMENDATIONS – IMPLEMENTATION NEXT STEPS</p> | <p>2020 December 01</p> | <p>PFC2020-1351</p> | <p>That the Priorities and Finance Committee recommends that Council:</p> <ol style="list-style-type: none"> 2. Direct Administration to incorporate engagement plan implications in the 2021 Q2 Semi-Annual FTF Implementation Update Report to the Priorities and Finance Committee. |

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| <p>2021 Q2</p> | <p>NEW COMMUNITY GROWTH STRATEGY</p> | <p>2020 November 01</p> | <p>PFC2020-0963</p> | <p>That Report PFC2020-0963 be amended by adding the following:</p> <p>6. That Council direct Administration to work with Belvedere landowners and consider options for adjustments/ reallocation and sequencing of existing GMO removals and proposed Business Cases for targeted GMO removals along the 17 AV MAX Purple BRT transit corridor.</p> <p>That the following proposed amendments, Recommendations 7 and 8, be referred to Administration until early results are available from Recommendation 6 and to identify a funding source for this work to report to Council through the Priorities and Finance Committee as soon as possible:</p> <p>7. Establish a funding and timing framework for the prioritization of the 17 AV MAX Purple BRT transit corridor; and,</p> <p>8. Report back to Priorities and Finance Committee no later than Q2 of 2021.</p> <p>That with respect to Report PFC2020-0963, the following Motion Arising be adopted:</p> <p>Council directs Administration to report to Council through Priorities and Finance no later than Q1 2021 with a report on the development of the aforementioned framework, business case evaluation template, and any necessary resources to ensure strategic alignment between the City's approved climate targets and future growth decision-making.</p> |
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| <p>2021 April</p> | <p>NOM – PROVIDING INCENTIVE TO RESIDENTIAL DEVELOPMENT IN THE DOWNTOWN CORE</p> | <p>2020 December 14</p> | <p>C2020-1439</p> | <p>That with respect to Notice of Motion C2020-1439, the following be adopted, as amended:</p> <p>NOW THEREFORE BE IT RESOLVED that Council direct City Administration to explore the potential creation of regulatory and financial investment incentives for the development of new high-density residential complexes and the conversion of office buildings to various forms of residential occupancy or other uses within the downtown generally, but with a focus on the Downtown Core, to coordinate with the work of the Real Estate Working Group and Urban Initiatives Downtown Strategy team.</p> <p>AND FURTHER BE IT RESOLVED that Administration report to the Priorities and Finance Committee with its findings no later than the end of April 2021.</p> |
| <p>2021 Q3</p> | <p>OFF-SITE LEVY INVESTMENT INCOME Q1 UPDATE (VERBAL)</p> | <p>2021 February 16</p> | <p>PFC2021-0246</p> | <p>That the Priorities and Finance Committee recommend that Council direct Administration to provide the final off-site levy investment income update to Council through the Priorities and Finance Committee no later than 2021 Q3.</p> |

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| <p>2021 September</p> | <p>COUNCIL INNOVATION FUND APPLICATION FOR VIRTUAL REALITY FIRE AND LIFE SAFETY EDUCATION PILOT</p> | <p>2020 July 14</p> | <p>PFC2020-0784</p> | <p>That with respect to Report PFC2020-0784, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Approve this one-time application to allocate \$75,000 from the Council Innovation Fund for the Virtual Reality Fire and Life Safety Education Pilot. 2. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by September 2021. |
| <p>2021 Q4</p> | <p>HAWKWOOD OUTDOOR RECREATION FACILITY PROJECT</p> | <p>2020 July 20</p> | <p>PFC2020-0696</p> | <p>That with respect to Report PFC2020-0696, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Consider this application for the Council Community Fund for the Hawkwood Community Capital project in the amount of \$500,000 one-time funding request; and 2. Direct Councillor Magliocca's office and the applicant to report back to the Priorities and Finance Committee within 12 months of project completion. |
| <p>2021 Q4</p> | <p>COUNCIL INNOVATION FUND APPLICATION – HERITAGE CALGARY NAMING, RENAMING AND COMMEMORATION PROCESS DESIGN</p> | <p>2021 February 16</p> | <p>PFC2021-0096</p> | <p>That Council:</p> <ol style="list-style-type: none"> 2. Direct Administration to report back to the Priorities and Finance Committee on outcomes no later than Q4 2021. |

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| <p>2021 Q4</p> | <p>CIF APPLICATION – CALGARY ECONOMIC DEVELOPMENT LEARNING CITY COMMUNITY PILOT</p> | <p>2021 February 16</p> | <p>PFC2021-0189</p> | <p>That the Priorities and Finance Committee recommend that Council:</p> <p>2. Direct Administration to report back to the Priorities and Finance Committee on outcomes no later than Q4 2021.</p> |
| <p>2021 Q4</p> | <p>GOLF COURSE OPERATIONS EXPRESSION OF INTEREST & REAL ESTATE ASSESSMENT</p> | <p>2020 October 13</p> | <p>PFC2020-0952</p> | <p>That the Priorities and Finance Committee recommend that Council receive for the Corporate record the results of the assessment of market interest in a long-term contract to provide public golf service, and direct Administration to:</p> <p>a. Direct RE&DS to bring back a real estate feasibility assessment that substantiates Corporate needs at the remaining land at Richmond Green, and the Richmond Green Operations Workplace Centers (OWC), to determine further disposition opportunities and report to Priorities and Finance Committee (PFC) on or before Q4 2021;</p> <p>That Council add a new Recommendation #5, as follows, and renumber:</p> <p>5. Direct administration to develop a scoping report for the costs of the Request for Proposal for the contracting out of golf course operations, and a confidential Labour Relations Report returning to Council through the Priorities and Finance Committee for approval prior to proceeding and releasing the Request for Proposal as soon as possible.</p> |
| <p>ANNUALLY</p> | <p>CITY OF CALGARY CITIZEN PRIVACY DATA PRACTICES</p> | <p>2020 January 27</p> | <p>C2020-0039</p> | <p>2. Direct the City Clerk/FOIP Head to provide an annual report to the Priorities and Finance Committee on The City's Privacy Management Program.</p> |

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| <p>2022 January</p> | <p>2020 GROWTH STRATEGY MONITORING REPORT</p> | <p>2020 October 19</p> | <p>PFC2020-0962</p> | <p>That with respect to Report PFC2020-0962, the following be approved:</p> <p>That the Priorities and Finance Committee recommends that Council direct Administration to bring a Growth Strategy Monitoring Report to the Priorities and Finance Committee no later than 2022 January.</p> |
| <p>2022 February</p> | <p>MOUNT ROYAL UNIVERSITY – AI DIGITAL TWIN FOR TRUCKS</p> | <p>2021 February 16</p> | <p>PFC2021-0025</p> | <p>That with respect to Report PFC2021-0025 the following be approved: That the Priorities and Finance Committee:</p> <p>2. Direct Administration to report back to the Priorities and Finance Committee indicating how the money was spent and the outcomes of the project within 12 months of its end date, as per the Council Innovation Fund Terms of Reference.</p> |
| <p>2022 Q1</p> | <p>HERITAGE CONSERVATION TOOLS AND INCENTIVES UPDATE REPORT</p> | <p>2020 July 27</p> | <p>PUD2020-0758</p> | <p>That Council direct Administration to:</p> <p>b. Return to the Priorities and Finance Committee no later than Q1 2022 with the residential tax credit financial incentive package for consideration in the 2023-2026 budget deliberations.</p> |
| <p>2022 Q2</p> | <p>SUPPLEMENTAL REPORT – RESPONDING TO COUNCIL QUESTIONS ON THE COUNCIL INNOVATION FUND APPLICATION FOR DOWNTOWN ACCELERATOR PROGRAM – 1MILLION SQUARE FEET</p> | <p>2020 May 25</p> | <p>C2020-0600</p> | <p>That with respect to Report C2020-0600, the following be adopted:</p> <p>4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by Q2 2022.</p> |

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| 2022 Q2 | WATER UTILITY INDICATIVE RATES – REVISED FOR 2021 AND 2022 AND FINANCIAL PLAN UPDATE | 2020 October 19 | PFC2020-1140 | c. Direct Administration to report back on rates and limits for Wastewater extra strength surcharge parameters by Q2 2022. |
| 2022 Q4 | UPDATE ON MOVING TO AN EXTERNAL OPERATOR FOR CITY GOLF COURSES | 2021 February 16 | PFC2021-0045 | That Council: Refer this Item to Administration to consider after the implementation of the Golf Course Sustainability Framework, returning to Council through the Priorities and Finance Committee with a recommendation on whether to continue with the contracting out of all or some golf course operations no later than Q4 2022. |
| 2022 Q4 | CIVIC CENSUS REVIEW | 2020 February 03 | PFC2020-0094 | 3. Direct the Returning Officer to report back with an evaluation of discussions with Statistics Canada and the provincial government and the ongoing value of a civic census by Q4 2022. |
| 2023 Q1 | COUNCIL INNOVATION FUND REQUEST FOR THE FUTURE OF STEPHEN AVENUE – ACTIVATE + EXPERIMENT | 2020 March 10 | PFC2020-0274 | That the Priorities and Finance Committee recommends that Council: 1. Approve this application to the Council Innovation Fund for The Future of Stephen Avenue: Activate & Experiment, in the amount of \$300,000; and 2. Direct Administration to report back to Priorities and Finance Committee on the outcomes of this project by Q1 2023 as per the fund guidelines. |
| 2023 Q2 | ROADSIDE NATURALIZATION PILOT | 2020 February 24 | C2020-0265 | That with respect to Report C2020-0265, the following be adopted: That Council: |

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| | | | | 4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project no later than Q2 2023, with interim reports on project progress and return-on-investment as information becomes available. |
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Calgary Mental Health and Addiction Community Strategy and Action Plan

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Endorse the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023.
2. Approve Attachment 3, *Calgary's Mental Health and Addiction Investment Framework* and authorize Administration to invest the remaining funds for Community Action on Mental Health and Addiction as per the attachment.
3. Direct Administration to convene stakeholders to implement the strategy and action plan over the 2021-2023 period.
4. Conclude the work of the Stewardship Group and thank the members for their contribution.

HIGHLIGHTS

- The Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023 has been developed following Council direction and endorsed by the Community Action on Mental Health and Addiction Stewardship Group.
- By endorsing the strategy and action plan, authorising the investment in the framework and directing Administration to continue in the role of convener, Council will contribute to the wellbeing of Calgarians and contribute to addressing rising mental health concerns that have been heightened by the COVID-19 pandemic.
- **What does this mean to Calgarians?** Calgarians will have better access to information and support to understand what mental health and addiction issues are, how to cope with challenges and support others, and how to find further help when it's needed. It means that information, supports, and services will be available to Calgarians where they live, in their schools, workplaces, and communities.
- **Why does this matter?** Mental health and addiction issues affect all Calgarians, either as individuals or as part of one's family, friends, school, workplace, or community. The COVID-19 pandemic and related public health measures have led to increased vulnerability to mental health and substance use issues.
- The Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023 (Attachment 2) has been endorsed by the Stewardship Group.
- An investment framework (Attachment 3) outlines how funds earmarked for this initiative will be invested by Administration to achieve the outcomes identified in the strategy: being well, getting help and staying safe.
- The City of Calgary is well positioned and has the support of the community to convene stakeholders to implement the strategy and action plan over the 2021-2023 period.
- The Community Action on Mental Health and Addiction Stewardship Group was initiated and mandated by Council to guide the development of the Calgary Mental Health and Addiction Community Strategy and Action Plan. With this report, the mandate of the Stewardship Group is now completed.
- Previous Council direction included the approval of terms of reference for the community-led Stewardship Group and Community Investment Table, the authorization of Administration to allocate \$1 million towards a fast pilot process and \$8 million to community-based programs over three years, and that Administration report back with a Community Action on Mental Health and Addiction Strategy.

Calgary Mental Health and Addiction Community Strategy and Action Plan

- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Strategy

Following Council direction, Administration has convened community stakeholders to develop the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023. The strategy and action plan outline a commitment of community leaders to work together across sectors to improve quality of life for Calgarians in the area of mental health and addiction.

A Stewardship Group of 23 leaders from the health, government, education, research, funding, and corporate sectors provided leadership and guidance to develop the strategy and action plan. The City of Calgary convened stakeholders to develop the strategy and action plan based on community engagement, research, and opportunities to work together across organizations and sectors to better meet the mental health and addiction needs of Calgarians. The strategic framework is foundational to the development of the strategy and action plan. It places the public value of *creating hope and strengthening support for all Calgarians* at the centre of this work, describes how stakeholders will work together collaboratively towards common outcomes, and identifies the three theme areas reflected in the action plan: *being well, getting help, and staying safe*.

The Stewardship Group has endorsed the strategy and action plan, including the implementation model that outlines how stakeholders will work together to achieve the identified outcomes for Calgarians.

Investment framework

Since 2019, Administration has invested \$11 million in programs, services and initiatives that address issues of mental health and addictions in our community. This included \$9 million in community-based programs and services, \$1 million in community safety initiatives and \$1 million in innovative ideas tested through a fast pilot process. With these investments already made, there remains \$14 million from the original earmarked funds that can be invested into the Calgary Mental Health and Addiction Framework to continue to advance the outcomes of the strategy and action plan.

The investment framework (Attachment 3) outlines how the remaining previously earmarked and released Community Action on Mental Health and Addiction funds will be invested to support the strategy outcomes of being well, getting help and staying safe.

The development of the Community Safety Investment Framework in November 2020 took place in parallel with the development of the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023. The City of Calgary, Calgary Police Service, and other stakeholders recognized that both processes sought to improve outcomes of safety and wellbeing for people experiencing crisis related to mental health and/or addiction. For this reason, actions within the Calgary Mental Health and Addiction Community Strategy and Action Plan related to staying safe will be implemented directly through the governance model and funding outlined in the Community Safety Investment Framework.

Calgary Mental Health and Addiction Community Strategy and Action Plan

The City's Role in Convening

The City has been a necessary partner in convening and facilitating the development of the strategy and action plan. It is recommended that The City maintain this convening role in the first phase of implementation in the first phase of implementation (2021-2023) to ensure the success and sustainability of this local community initiative.

The City can support this community-wide initiative through its roles as convener, provider of community and protective services, planner of healthy communities, and funder of targeted social services. The City also has an opportunity through this strategy, action plan and investment framework to support cross-sector initiatives that help organizations and systems to work more effectively and efficiently together to meet the needs of Calgarians. In a time of limited resources, it is by working together across sectors that resources can be used for maximum benefit in the community.

The role of convener includes planning, coordinating and facilitating stakeholders to come together in cross-sector teams as described in the strategy and action plan. The role also involves supporting collaborative communications and engagement, evaluating collaborative actions, and reporting on progress towards outcomes. Administration can resource this role through the allocation of \$300,000 annually from 2021 to 2023 from the funds previously earmarked for Community Action on Mental Health and Addiction. Without the allocation of these resources from previously earmarked funds, Administration would not be able to effectively implement, monitor and evaluate the impact of the strategy.

Stewardship Group and transition to implementation

The Stewardship Group's mandate has been fulfilled with the development and community endorsement of the community strategy and action plan. Stewardship Group members have expressed strong commitments to continue to be involved through the implementation of the strategy and action plan. Following approval of this report's recommendations, Administration will convene key community stakeholders to lead actions through Implementation Teams. Administration will also begin to allocate funds according to the attached investment framework to support the implementation of the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023.

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

IMPLICATIONS

Social

Mental health and addiction issues result in social costs for individuals, families, and communities. The City's role as a convener of the strategy and action plan in 2021-2023 will support local organizations and systems, including City of Calgary services, to work together to

Calgary Mental Health and Addiction Community Strategy and Action Plan

prevent and respond to mental health and addiction issues. Timely access to approved funds allows Administration, other orders of government and community stakeholders to continue to work together to respond to the needs of Calgarians through programs, services, and systems change initiatives.

Environmental

Not applicable

Economic

Mental health and addiction issues result in economic costs for individuals, families, and communities. Efficient access to funds that invest in prevention programs with a mental health and addiction lens can reduce costs associated with social disorder issues and spending on touch points to the justice system and related social services. In addition, investments that increase Calgarians' wellbeing and resiliency will contribute to a healthy workforce that is required to relaunch and rebuild the economy.

Service and Financial Implications**No anticipated financial impact**

Funds were previously earmarked through the Fiscal Stability Reserve in 2018. Approving Administration to expend the remaining funds in alignment with the attached Calgary's Mental Health and Addiction Investment Framework supports Council's priority of a well-run city.

RISK

There is a risk that the Calgary Mental Health and Addiction Community Strategy and Action Plan may not be sustainable through the 2021-2023 period without the convening role of The City. With the allocation of resources as described in this report, The City of Calgary is well-positioned to continue to convene community stakeholders to implement the strategy and action plan in the 2021-2023 period as it has through its development phase. Community stakeholders have also demonstrated commitment to the implementation of the strategy and action plan.

There is a social impact risk to The City if it is not involved in the implementation of this strategy and action plan. The compounding economic and social impacts of COVID-19 are being differentially experienced by Calgarians, with some communities significantly more affected than others. The effects of the pandemic have also compounded challenges faced by people experiencing vulnerabilities. Fundamental to a Calgary where everyone has an opportunity to thrive, is supporting the those experiencing the greatest levels of vulnerability. The City has a key role in supporting this mental health and addictions work moving forward following the principles of equity and social wellbeing. Through The City's roles as convener, funder, and partner in this strategy and action plan, we can help to address these impacts to equity and social wellbeing.

ATTACHMENTS

1. Previous Council Direction
2. Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023
3. Calgary's Mental Health and Addiction Investment Framework

**Community Services Report to
Priorities and Finance Committee**

**ISC: UNRESTRICTED
PFC2021-0112
Page 5 of 5**

Calgary Mental Health and Addiction Community Strategy and Action Plan

Department Circulation

| | | |
|------------------|--|------------------------|
| General Manager | Department | Approve/Consult/Inform |
| David Duckworth | City Manager | Inform |
| Chris Arthurs | Deputy City Manager's Office | Inform |
| Stuart Dalgleish | Planning & Development | Inform |
| Jill Floen | Law and Legislative Services | Inform |
| Carla Male | Chief Financial Office | Inform |
| Doug Morgan | Transportation | Inform |
| Michael Thompson | Utilities & Environmental Protection, Greenline | Inform |

Previous Council Direction

The following is Previous Council Direction related to PFC2021-0112

| DATE | DIRECTION | DESCRIPTION |
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| 11/26/2020 | C2020-1215 | <p>Mid-Cycle Adjustments to the One Calgary 2019-2022 Service Plans and Budgets</p> <p>That Report C2020-1215 Recommendations be amended, by adding the following as new Recommendations 1-4 and renumbering accordingly, as amended: That Council: 1c Encourage the Calgary Police Commission to participate financially in the Framework; 2. Direct that Administration to consider additional sources of funding for the Framework (using the \$10 million in the Notice of motion as a benchmark) for 2022 and future years based upon clear performance metrics and targets, returning with an interim report to PFC no later than Q2 2021;3. Direct Administration to develop terms of reference and guiding principles for a working group to engage the Province of Alberta and the Government of Canada in the development of a joint-funding partnership to address the issues in the Community Safety Investment Framework. Membership in the Working Group should include but not be limited to: up to three members of Council, the City Manager (or delegate), the Chief of Police (or delegate), and the Chair, Calgary Police Commission (or delegate), reporting back to Council through the intergovernmental Affairs Committee no later than Q1 2021; and4. Request that Calgary Police Commission and Calgary Police Service engage in the work of the City of Calgary's Community Safety Investment Framework in order to return to Council through the Priorities and Finance Committee with the interim report on the Framework, with a proposal for allocation of the \$8 million earmarked in their October 2020 Mid-cycle Budget Adjustment Submission, referenced as an exploration of alternative call response models, as identified in the Commission budget submission.</p> |
| 11/2/2020 | CPS2020-1027 | <p>Accessing Previously Earmarked Funds for Community Action on Mental Health and Addiction</p> <p>That with respect to Report CPS2020-1027, the following be adopted: That Council authorize Administration to expend the remaining \$8 million of the previously earmarked Community Action on Mental Health and Addiction funds that were committed to support community-based programs with: 1. Up to \$3 million being allocated in 2021 to maintain programs</p> |

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| | | currently funded through the Prevention Investment Framework with a Mental Health and Addiction lens that are demonstrating positive outcomes, and 2. The remaining \$5 million to be invested as per the original Notice of Motion over the next three years in alignment with the Community Action on Mental Health and Addiction strategy and in accordance with existing funding processes. |
| 11/2/2020 | C2020-1266 | <p>Notice of Motion: Reallocating Police Policing Resources to Support Community Safety</p> <p>That with respect to Notice of Motion C2020-1266, the following be adopted, as amended: NOW THEREFORE BE IT RESOLVED that Council direct Administration to develop a Community Safety Investment Framework that addresses gaps in: crisis services for individuals, their families and support networks; outreach services; and the emergency response system in Calgary; including any gaps in racially and culturally appropriate services. AND FURTHER BE IT RESOLVED that Administration engage the Calgary Police Service in the development of the framework. AND FURTHER BE IT RESOLVED that Administration report back as a part of the budget process in November 2020 for Council to consider the allocation of up to \$10 million in 2021 and \$10 million in 2022 in base budget to the implementation of this framework, with an assessment of the impact of reallocating from the police budget and other sources.</p> |
| 7/29/2019 | CPS2019-0755 | <p>Community Action on Mental Health and Addiction Strategic Framework</p> <p>That with respect to Report CPS2019-0755, the following be adopted: That Council: 1. Reaffirm its commitment to maintaining the \$15 million funding designated towards community-based projects that meet the criteria of the Prevention Investment Framework with Mental Health and Addiction Lens, noting that \$3million has been disbursed since October 2018; Council. 2. Authorize Administration to allocate up to \$3 million of the previously earmarked funds for 2020, to maintain current programs funded through the Prevention Investment Framework with Mental Health and Addiction Lens that are demonstrating positive results; 3. Receive the Community-based Action on Mental Health and Addiction Guiding Principles for information; 4. Approve the revised terms of reference for the Community-based Action on Mental Health and Addiction Stewardship Group, and the terms of reference for the Community Investment table, to guide the development of the associated strategy; 5. From the additional \$10 million funding commitment that was made by</p> |

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| | | <p>Council in 2018 for programs arising from the Mental Health and Addiction Strategy, authorize Administration to allocate \$1 million to take immediate action in testing promising initiatives through a fast pilot process that leverages private and philanthropic investment to address gaps and barriers, as deemed appropriate by the Mental Health and Addiction Stewardship Group; 6. Direct that Administration report back no later than Q4 2020 with a Community Action on Mental Health and Addiction Strategy and collaborative implementation plan guided by the strategic framework (Attachment 1 to the June 12 report to the SPC on CPS); and 7. Request that the Mayor and Chair of the SPC on Community and Protective Services continue to coordinate closely with Alberta's Associate Minister of Mental Health and Addictions, reporting back through the stewardship group on this collaborative partnership on a regular basis.</p> |
| <p>3/4/2019</p> | <p>C2019-0256</p> | <p>Update on Public Safety near Safety Consumption Services That with respect to Notice of Motion C2019-0256, the following be adopted: That Council: 1. Endorse actions underway and currently funded in Attachment 1; 2. Authorize Administration to allocate up to \$1 million in one-time funding from Council's Community Action on Mental Health and Addiction initiative to support actions that require funding identified in Attachment 1; 3. Direct Administration to develop an implementation framework and report back to Council through the SPC on Community and Protective Services no later than 2019 Q2; 4. Request the Mayor continue his advocacy with other orders of government, including sending a formal request on behalf of Council asking the federal and provincial governments to work together to address this matter; and Direct Intergovernmental & Corporate Strategy to include these matters in ongoing advocacy efforts previously approved by Council.</p> |
| <p>2/25/2019</p> | <p>C2018-1443</p> | <p>Notice of Motion: Responding to Public Safety Issues at Sheldon M. Chumir Health Centre's SCS Facility NOW THERFORE BE IT RESOLVED that City Council request its two representatives on Calgary Police Commission (Councillors Gondek and Sutherland) to:1. Ask that Calgary Police Commission and Calgary Police Service identify representatives to attend the 2019 February 13 meeting Services to engage in discussion on addressing social disorder, crime and violence near the Sheldon M. Chumir Health Centre SCS Facility and Centre City;2. Bring forward all concerns regarding the Sheldon M. Chumir Health Centre SCS Facility at the 2019 February 19 Calgary Police</p> |

Commission public meeting for discussion with the Calgary Police Service;3. Report back to Council regarding: a. The discussion at the February 19, 2019 Calgary Police Commission meeting; and b. Calgary Police Service timeline to develop a strategy and implement an action plan to address social disorder, crime and violence near the SCS Facility and Centre City.4. Request that Calgary Police Service District 1 leadership continue working with the ward councillor and all stakeholders on an ongoing basis with regard to the SCS Facility. AND FURTHER BE IT RESOLVED that City Council direct Administration to work with Alberta Health Services, the Calgary Police Service, Calgary Fire Department, and key stakeholders to develop a set of immediate actions for consideration including but not limited to:1. An expanded Downtown Outreach Addiction Partnership (DOAP) Program dedicated to the Beltline 2. Additional onsite psychologists and psychiatrists that specialize in addictions and mental health within SCS Facility 3. Development of comprehensive treatment strategies associated with the SCS Facility 4. Review of operations at the SCS Facility to address intake and outpatient optimization 5. Increase mobile AHS support staff to allow for better monitoring in and around the SCS Facility 6. Creation of a Crime Prevention through Environmental Design (CPTED) Improvement Fund with a terms of reference. 7. Resources to support the Beltline Neighbourhood Association, 4thStreet Business Improvement Area and Victoria Park Business Improvement Area in order to incentivize community driven programming at Central Memorial Park and other potential community space in the vicinity 8. Review of needle box locations 9. Implementation of daily needle clean-ups within a 250 metre radius of the SCS Facility 10. Increased Corporate Security at City-owned properties within a 400metre radius around SCS Facility 11. Implement increased security surveillance at Central Memorial Park1 2. Engagement at the SCS Community Liaison Committee on the topic of a permanent and centralized police presence in the Centre City And report to Council through the SPC on Community and Protective Services at the February 13, 2019 meeting with an update and recommendations on the opportunities, impacts and costs associated with these and other initiatives. AND FURTHER BE IT RESOLVED that consideration be given to allocating a portion of the funds available through Council's Community Action for Mental Health and Addiction initiative towards actions identified as a result of the review outlined above. AND FURTHER BE IT RESOLVED that Council request that the Chair of the Standing Policy Committee on Community and Protective Services to work with the Acting General Manager of

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| | | Community Services and the City Solicitor and General Counsel to integrate future actions and outcomes related to this Notice of Motion into the Standing Policy Committee's Work Plan relating to public safety issues and concerns at Sheldon M. Chumir Health Centre's SCS |
| 12/19/2018 | C2018-1443 | <p>Community Action on Mental Health and Addiction Scoping Report</p> <p>That with respect to Report C2018-1443, the following be adopted: That Council:1. Direct Administration to incorporate the feedback from the facilitated discussion at the 2018 December 19 Strategic Council Meeting in developing strategic actions, initial policy directions, targets, measures, and a governance framework as part of a Community Mental Health and Addictions Strategy, and return to Council through the SPC on Community and Protective Services no later than Q2 2019</p> |
| 7/30/2018 | C2018-0956 | <p>Revised Prevention Investment Framework with Mental Health and Addictions Lens</p> <p>That with respect to Report CPS2018-1096, the following be adopted: That Council approve the revised Terms of Reference for the Prevention Investment Framework (Attachment 1), to provide guidelines for awarding 2019 funds, as directed in Notice of Motion C2018-0956.</p> |
| 7/30/2018 | C2018-0956 | <p>Community Action on Mental Health and Addiction</p> <p>That with respect to Notice of Motion C2018-0956, the following be adopted, as amended: NOW THEREFORE BE IT RESOLVED THAT Council earmark up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addictions Strategy over the next five years, with \$15 million allocated to the Community Services Prevention Investment Framework, The City's necessary FCSS contributions, and other short term initiatives in areas, such as Crime Prevention Through Environmental Design, and that the remaining \$10 million be earmarked to seed funding for initiatives resulting from the strategy described below, subject to adoption of a governance and decision-making framework; AND FURTHER BE IT RESOLVED THAT Council direct Administration to convene a community-wide mental health, addiction and crime prevention strategy, modeled on the systems approach taken in the Ten Year Plan to End Homelessness and Enough for All, involving a broad base of community stakeholders and leveraging partnerships with service providers and other orders of government. AND FURTHER BE IT RESOLVED THAT Council direct</p> |

Administration to report, as follows: 1. Guidelines for awarding initial 2019 funds from the fund using the Prevention Investment Framework with the addition of a mental health and addiction lens, no later than 2018 October to the Standing Policy Committee on Community and Protective Services, and; 2. A scoping report and work plan for the development of the community strategy identifying short, medium and long term actions, recommendations on a governance framework, targets and measurable, and initial policy directions for Council's consideration to a Strategic Session of Council, no later than Q12019. This session should be facilitated and involve input from members of Council and other stakeholders, including experts, in its design.



CALGARY'S
MENTAL HEALTH+
ADDICTION STRATEGY

PFC2021-0112
ATTACHMENT 2

A community of connections

**Calgary Mental Health and Addiction Community
Strategy and Action Plan 2021–2023**

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WHAT WE HEARD

Throughout these pages you will read some of the valuable insights gained from our engagement sessions held with the many caring stakeholders who helped develop this strategy and action plan.

LAND ACKNOWLEDGEMENT

In the spirit of respect and truth, we acknowledge the original inhabitants of this land that Niitsitapi have called Moh'kinsstis since time immemorial. We honour the signatories of Treaty 7: the Blackfoot Confederacy, including the Siksika, Kainai, and Piikani nations, the Iyârhe Nakoda of the Chiniki, Wesley and Bearspaw nations, and the Tsuut'ina nation. We acknowledge the members of the Métis community and specifically, the Métis Nation of Alberta Region Three. In the spirit of reconciliation and because we are all treaty people, we also acknowledge all Calgaryians who make our homes in the traditional Treaty 7 territory of Southern Alberta.

Creating hope and strengthening connections



To Calgarians,

For thousands of years, people have been coming to this place where two rivers come together. Citizens from every corner of this earth continue to come here seeking hope, opportunity and connection. Too many of us, though, don't feel that connection, and live lives below our potential.

Mental health is a universal issue; nearly all of us live in a family where those closest to us have struggled with mental illness or addiction, and all of us will have challenges with our own mental health over our lives.

The stigma around mental illness and addiction have made many people reluctant to ask for help. Even after you make that courageous choice, it is often difficult to find the help you need.

The past several years have been challenging for Calgarians. Mental health and addiction issues do not occur in a vacuum, and we have seen how any one of us can experience vulnerabilities related to income, housing, social belonging, and connection. It is not an exaggeration to say that we are now in the midst of a mental health and addiction crisis.

Like many of us, I too struggled with helping someone close to me connect with the services he needed to get better. Even with the resources at my disposal as Mayor, I found the system hard to access and hard to move through. I didn't know what help was available, or even what kind of support to provide.

That is why I was so pleased when City Council endorsed my call for a new strategy, and why I started with a basic objective: to create a "Calgary model" based on a systemic view of mental health and addiction, putting the citizen at the centre of our work.

We have been working with an extraordinary stewardship group on a Mental Health and Addiction Community Strategy and Action Plan for the past 18 months, and I am proud to present this strategy as a result of that work.

Building on science, evidence-informed programs and services, and understanding the development of our brains, we can ensure that we build the connections between harm reduction, treatment and recovery.

We can create hope for every single one of us to recover and live a life of dignity. That is the core of this strategy: being well, getting help, and staying safe.

In other words, by working together we can build a community where every Calgarian has access to resources that support mental health and recovery throughout their lifetime, where those in need of assistance can find what they are looking for in a simple, culturally appropriate and timely manner, and where we all feel safe and secure, in community with each other.

We have also purposefully left space for an Indigenous-led mental health model. Through our work, we began to better understand the mental health needs of Indigenous people and the requirement for a model that is created and led by people within the community, centred on an Indigenous world view.

When we understand how our earliest experiences can affect our lifelong well-being, and how our life circumstances can lead to individuals, families and communities becoming more or less vulnerable, we can work together to make life better. When we hear each other's stories, we reduce the stigma associated with mental illness and addiction because we know that we aren't alone. When we meet each other along the journey, we understand that recovery is a lifelong exercise in compassion and courage.

Taking Immediate Action

Change Can't Wait! Is our innovative fast pilot experiment in which we asked Calgary organizations to test new ideas to begin making a difference right now. The idea here was fast to market, fast to fail, fast to succeed and fast to scale up. This was a critical design for creating this strategy, as well as for making change now. Using City and partner resources, we successfully funded 29 pilots. Several of these have already been scaled up and our community is a better place because of it.

One example: Catholic Family Service received funding for a collaborative idea to connect Calgary's communities with affordable and barrier-free access to phone or video counselling sessions. Jessica Cope Williams, Co-CEO of Catholic Family Service, shared the importance of "being brave not perfect" when implementing their idea. The collaboration, called Community Connect YYC, has now increased from 6 to 12 agencies.

Taking Jessica's lead, we can all improve our mental health by being brave not perfect and taking immediate action. These actions can be large (like accessing and seeking help in the system of care when needed) or small (like sharing the story of what we are struggling with among supportive peers and family). We can be brave together, and make a difference in the lives of individual Calgarians, their families, and our communities. All of us will benefit from this approach.

As Mayor of Calgary, I extend my gratitude to so many people and organizations. To Bloomberg Philanthropies and Michael Bloomberg personally for the chance to participate in the Bloomberg Harvard City Leadership Initiative. To the eight individuals who kicked us off in this groundbreaking cross-sector collaboration work representing lived experience and advocacy as well as our partners, including Alberta Health Services, Calgary Police Service, the Calgary Homeless Foundation, and the United Way of Calgary and Area. The results of their learning has influenced not only our strategy, but how we have developed our strategy with our community.

I also extend my sincere thanks to everyone involved in the development of this strategy, and to all those who will move forward together to implement it. Whether you helped by participating in engagement sessions, shared your time and expertise as a Core Program Team member, are a community funder, or were among the individuals and organizations who bravely tested innovative ideas through our Change Can't Wait! fast pilots: you gave us the focus we needed to make. I appreciate the time and passion you gave to address a very complex issue.

We can all be proud of the strategy and action plan we have created together, knowing that our work for the good of Calgarians has only just begun.

While this is a community-based strategy, we will need to work with colleagues at other government agencies in order for it to be truly successful, and we look forward to working with the Governments of Alberta and Canada moving forward.

To our incredible stewardship group for their marvelous thought Leadership, I am grateful. And particularly to our magnificent co-chairs, Ms. Karen Gosbee and Dr. Chris Eagle. Both Karen and Chris have expended an enormous amount of energy, and somewhat unexpected months of time for this strategy and action plan. Your leadership has given us confidence and hope. Thank you.

It will take all of us to create hope and strengthen support for Calgarians, their families, and communities experiencing mental health and addiction issues.

We will all help each other connect the dots along the journey towards mental health, towards a stronger, more resilient, and more compassionate community.

Sincerely,



Naheed K. Nenshi

Mayor of Calgary on behalf of
Dr. Chris Eagle and Karen Gosbee
Co-chairs, Community Action on Mental Health and Addiction Stewardship Group

MEMBERS OF THE STEWARDSHIP GROUP:

Karen Gosbee,
Community Advocate, Co-chair

Dr. Chris Eagle,
Community Advocate, Co-chair

Naheed Nenshi,
Mayor of Calgary

Diane Colley-Urquhart,
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Dr. Valerie Taylor,
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Lori Roe

Mental health affects all of us

Mental health¹ is more than the absence of mental illness². All people, whether they have a mental illness or not, experience times when their mental health is good, and other times when it is poor. There are things we can do as individuals to improve our own mental health, just like there are ways we can improve our physical health through our diet, exercise habits, sleep routine and other measures.

Our mental health can also be affected by things beyond our control. For example, the COVID-19 pandemic has impacted the mental health of many Calgarians. People worried about their own health and the health of family members, experienced the stress of working or going to school from home, and struggled to balance the demands of work and child care.

When a person's mental health gets worse, they may find they have ways of coping and improving their mental health. They may be able to improve their mental health through seeking support from friends, family members and others in their community.

WHAT WE HEARD

Many of us feel that we don't have a coordinated, seamless system that can offer help when and how we need it. Programs and services do exist to meet our needs, but sometimes the design and cost of services means they are not accessible to people who need them over a long time.



- 1 The World Health Organization defines mental health as "A state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community."
- 2 According to the Canadian Mental Health Association, mental illness refers to "a variety of mental disorders that can be diagnosed. Mental disorders are health conditions that are characterized by alterations in thinking, mood, or behavior associated with distress and/or impaired functioning." "Mental illnesses can be treated effectively."

Early experiences are critical

The Brain Story³ describes how our ability to cope with adversity is influenced by how early experiences affect the developing brain. It helps us to think about how our brains can be changed by experiences. This also provides hope that recovery is possible. By understanding more about the brain and how it works, Calgarians can get the help they need from their family members, friends, and the community. Further support is available from community organizations and health services when needed.

The Alberta Family Wellness Initiative has also developed a Resilience Scale that recognizes the role that both genetics and experiences have in affecting brain development. The Resilience Scale provides a way of understanding the complex interplay of protective factors, risk factors, and individual skills and capacities, and how they can lead to a person's increased or decreased ability to respond in a positive way to adversity.⁴ These factors include supporting responsive relationships between children and adults,

strengthening core life skills, and reducing sources of stress in the lives of children and families.⁵

It starts with talking about mental health

People struggling with poor mental health may also look for help from formal services like a help line, a family doctor or a counsellor. Formal health services can also help to identify if a person has a mental illness in addition to having declining mental health.

It is important that Calgary is a community where people can talk about their mental health and can ask for help from family, friends, community members, and professionals when they need it.

3 <https://www.albertafamilywellness.org/what-we-know/the-brain-story>

4 <https://www.albertafamilywellness.org/what-we-know/resilience-scale>

5 Centre on the Developing Child at Harvard University (2017). *Three Principles to Improve Outcomes for Children and Families*.



Addiction is in our homes and on our streets

Most individuals will use some kind of psychoactive substance in their lifetime. Some of the most common in Canada include alcohol, tobacco, prescription medications (such as opioid painkillers or anti-depressant drugs) and cannabis. A smaller number of Canadians use other drugs such as cocaine, heroin, ecstasy and methamphetamine. In recent years, the potential harms from drug use have been made worse by a drug supply that is often contaminated with synthetic opioids like fentanyl. Young people aged 15 to 24 are more likely to experience mental illness and/or substance use disorders than any other age group.⁶

We know that people use substances for a lot of different reasons, including for personal enjoyment, to relax, socialize, or to cope with pain, stress or other problems. Most will do so without causing harm to their health or well-being.

When substance use becomes a problem

Problems occur when substance use causes harm to an individual, their family and friends, or their communities. Substance use disorder is a chronic, relapsing disorder characterized by compulsive drug seeking and use despite adverse consequences. It is considered a brain disorder because it involves functional changes to brain circuits involved in reward, stress and self-control. Those changes may last a long time even after a person has stopped taking drugs.⁷

Addiction is a lot like other diseases, such as heart disease. Both disrupt the normal, healthy functioning of an organ in the body, both have serious harmful effects and, in many cases, both are preventable and treatable. If left untreated, they can last a lifetime and may lead to death. Substance use disorder is a health condition. One in 10 Canadians, from all walks of life, is struggling with problematic substance use today.⁸ It is not a choice, and can be treated successfully.



Getting the help they need

There are many service providers that provide programs and services for mental health problems, mental illness and addiction. However, these programs are funded by and report to several different organizations, sectors and orders of government. People with mental illness and addiction can have trouble getting the information and help they need in a coordinated way.

WHAT WE HEARD

We need to find ways to create better connections between grassroots groups and more formal organizations and services so that we can effectively address the needs of Calgarians in their homes, schools, workplaces and community.

⁶ Pearson, Janz and Ali (2013). Health at a glance: Mental and substance use disorders in Canada. Statistics Canada Catalogue no. 82-624-X.

⁷ NIDA. (2018, July 20). Drugs, Brains, and Behavior: The Science of Addiction <https://www.drugabuse.gov/publications/drugs-brains-behavior-science-addiction>

⁸ Canadian Centre on Substance Use & Addiction, 2017

This strategy and action plan is about helping Calgarians to live well. We all need help and support at various times throughout our lives. While one in five Calgarians both young and old alike will experience a mental health issue or prolonged illness in their lifetime, five in five Calgarians can help make life better. This strategy views health in a holistic way; including body, mind and spirit; knowing that belonging and connection are vital to our health.



All our community partners are committed to working together to improve mental health and addiction outcomes for Calgarians. We proceed with confidence, knowing this strategy and action plan is dynamic. That just like the world around us changes, it will be adjusted as new evidence and emerging issues are brought forward.

This strategy and action plan has a single purpose:
to create hope and strengthen support for people, families and communities in Calgary living with mental health and addiction issues.

Our goal is to improve quality of life for all Calgarians.

When asked to describe what creating hope and strengthening support means to them, Calgarians use words such as:

Belonging and acceptance.

Knowing where to get help as soon as you need it.

Having ways to cope with problems.

Feeling safe in the community.

Being safe and getting the help you need in a crisis.

A Strategic Framework for working together

Developed with stakeholders, our work has been guided by a strategic framework as shown in the diagram below. At its core is our overall goal: creating hope and strengthening support for everyone. This will be achieved through three themes, or sets of actions: being well, getting help and staying safe. The remainder of the strategic framework describes **how we will act** together and **the resulting benefits** for Calgarians.



BEING WELL Wellness at home, at school, at work and in the community

- 1 Help communities to become places where all people belong and support each other
- 2 Share information in schools and in the community to help people understand what mental health and addiction are and how to support themselves and others
- 3 Promote approaches to positive mental health in workplaces

GETTING HELP What you need, when, where and how you need it

- 4 Establish a coordinated network of mental health and addiction services so that people can easily get the help they need when they need it.
- 5 Transform a system of early access to mental health and addiction services through schools.
- 6 Transform a system of early access to mental health and addiction supports and services through workplaces.
- 7 Build capacity of local organizations to meet the mental health and addiction needs in the community through convening around common actions.

STAYING SAFE Security at all times, especially in a crisis

- 8 Strengthen existing crisis supports.
- 9 Transform how to respond to people and families in crisis and prevent future crises.

The Calgary Mental Health and Addiction Community Action Plan

It's About Us

We all have stories — unique experiences with mental health and addiction about ourselves, our family members, friends and communities. Some of those stories are about times we have tried to prevent our mental health from getting worse or have looked for help for a mental health problem. Often, we felt like the systems that are supposed to help us are only seeing part of the picture.

It is important that we tell our stories of mental health, mental illness and addiction. We can reduce stigma and shame by understanding these issues affect us all; that healing and recovery is possible. This strategy and action plan has been built on a foundation of listening to and learning from the stories of Calgarians and their experiences with the aim of improving outcomes in the future.

BEING WELL

Wellness at home, at school, at work and in the community

What this will mean for Calgarians:

- Help to prevent mental health and substance use problems before they start.
- People feel like they belong and are accepted at home, at school, at work and in the community.
- People have ways to cope with uncertainty and challenges for themselves and others, including ways to connect to help and support from each other as early as possible.

What we will do:

Support individuals, families and communities in Calgary to thrive at home, at school, in the workplace and in the community while coping with uncertainty and challenges.

How we will do this:

- Help communities to become places where all people belong and support each other.
- Share information in schools and in the community to help people understand what mental health and addiction are and how to support themselves and others.
- Promote approaches to positive mental health in workplaces.



Why are we taking this approach?

Taking preventative action is important to a community-wide mental health and addiction strategy because:

38 per cent of Canadians, 15 years and older, had at least one immediate or extended family member with either a mental health, emotional or substance misuse problem.

Approximately 25 per cent of children and youth have felt sad, hopeless or lonely for a long period of time.

Between the pre-teen years and late adolescence, the percentage of boys who are happy drops from 87 per cent to 63 per cent, in comparison to girls which drops from 93 per cent to 69 per cent.

45 per cent of Calgarians do not feel connected to their community.

Approximately 30 per cent of older Canadian adults are at risk of becoming socially isolated.⁹

Families, and their children, benefit when they are supported by caregivers, community supports/programs and the structural environment because these can strengthen family skills to enhance development. What is crucial for children and youth is access to sufficient positive supports to optimize development.

The community is uniquely positioned to make decisions appropriate to local needs and interests, and is well positioned to support public investments in health and well-being.

75 per cent of people with a mental illness develop symptoms before age 25.

Almost 29 per cent of children and youth do not reach their developmental milestones.

Seventy per cent of mental health problems take root in adolescence. However, only 20 per cent of children who need help receive mental health

support, setting the stage for challenges to follow them into adulthood.

The school setting (in person or online) provides a point of access for most school-aged children to information and community resources.

Eight per cent of Canadians are reporting increased stress.¹⁰ There is heightened interest and urgency due to the stress, anxiety and grief related to the COVID-19 pandemic for employers to provide, and increase awareness of, mental health supports and services that benefit employees and their families.

A Stats Canada survey of Canadians in spring 2020 found since the pandemic began, 28 per cent of participants reported high stress levels and 88 per cent experienced at least one anxiety symptom in the two weeks prior. Almost two-thirds of youth aged 15 to 24 reported worsening mental health since physical distancing began, and 41 per cent reported symptoms consistent with moderate or severe anxiety.¹¹

Traditional offerings of employee and family assistance programs typically engage less than 10 per cent of employees. Employer benefit plans do not cover the full cost of mental health treatments.

Employers lack timely data and measurable impact on solutions that address mental health needs, deliver effective treatments and produce health and productivity outcomes.

Three out of five employees have experienced mental health issues in the past year because of work.¹²

Two out of three of those facing mental health challenges do not access help.¹³

9 Government of Alberta, n.d., p.1 <https://open.alberta.ca/dataset/44824bfa-f675-40ea-902d-b240c30708a3/resource/6d04591b-26e5-47f3-a68c-1e6603a4ecbe/download/sh-seniors-social-isolation-card.pdf>

10 Morneau Shepell 2020 Mental Health Index

11 <https://www150.statcan.gc.ca/n1/daily-quotidien/200527/dq200527b-eng.htm>

12 Mental Health at Work Report, National Employee Mental Well-being Survey Findings, 2017 (UK)

13 Statistics Canada (2003), Canadian Community Health Survey (mental health and well-being)

Investing in our communities

Natural Supports are healthy supportive relationships that are informal in nature and sustained over a period of time.¹⁴ Naturally supportive communities are comprised of individuals, organizations, groups, businesses and others who help each other achieve a sense of belonging and connectedness. These communities help people to cope with the stress of life at home and in the community.

“Well-being is more likely when children and youth are safe, are physically and emotionally supported, experience connection to community and culture and have opportunities to develop their potential.”¹⁵ “Low-cost preventive approaches that are universal and/or targeted at a community level have a positive return on investment because they reduce the likelihood of behavioural and developmental problems associated with exposure to adversity.”¹⁶



Ripple effects

This long-term investment in youth has ripple effects for the community as a whole with the opportunity for multi-generational impact. Helping to ensure a support system is available for people outside of the formal health system will reduce the health system burden.

Health promotion and prevention programming gives people the tools and information they need to build resilience, cope with life’s challenges and support family and friends to be well. They can contribute to preventing the onset of mental health and addiction.

Building on the success of school programs

Maintaining the current universal health promotion programming that is available in schools and beyond, creates the foundation from which mental health and substance use education and services are built upon. Building on the success of mental health literacy and peer support programs in schools, the expansion of these education opportunities into community will help build continuity between what children and youth are learning in school and what they are hearing in community from their formal and informal support networks.

By targeting both service providers with Alberta Health Services’ Go-To Educator Professional Training and youth within those organizations with the Canadian Mental Health Association’s Community Helpers program, Mental Health Awareness workshops and YouthSmart Initiative, these complementary approaches reinforce one another.

The 2020 Deloitte UK Report on Mental Health noted that interventions that achieve higher returns on investment tend to have the following characteristics:

- Offer large-scale culture change or organization-wide initiatives for all employees.
- Focus on prevention.
- Use technology or diagnostics to tailor supports for those most at risk.

14 Tough S, Reynolds N, Walsh JL, Agius M. Call to Action: The Opportunity of Natural Supports to Promote Well-being and Resiliency in Alberta. Document of the Connections First Max Bell Foundation and Burns Memorial Fund Policy Fellowship, December, 2019. Available at the All Our Families, Max Bell Foundation, and Connections First websites.

15 <https://www.connectionsfirst.ca/guide>

16 Ibid.



KAREN GOSBEE Community Advocate, and Co-Chair of CAMHA

“I often think of the line in the minister’s eulogy to George about ‘coaxing the darkness of mental illness into the light of day to heal’ and of how a true human community welcomes ‘the whole person, the broken parts and the whole’. It’s up to all of us to carry it through.”

Karen’s husband and father of their three children, well-known investment banker George Gosbee, died by suicide in November 2017. Her family’s personal story has led to her advocacy in support of improving the lives of those impacted by mental health and addiction. Karen is also a member of The Province of Alberta Mental Health and Addictions Advisory Council.

1 Help communities to become places where all people belong and support each other.

Use an evidence-informed community development approach to encourage and enable the creation of naturally supportive¹⁷ communities¹⁸ that foster well-being and resiliency¹⁹ within children, youth and young adults.

A Share information to increase community education and knowledge and to reduce stigma about mental health and addiction

| TIMELINE | YEAR | PARTNERS |
|--|-----------|--|
| Develop a broad communication strategy with key messages and actions for a coordinated dissemination of information. | 2021 | University of Calgary (UofC), Alberta Health Services (AHS), City of Calgary (CoC), Alberta Addiction Services Providers |
| Implement a communication strategy starting in targeted communities where state of readiness has been determined and/or need has been identified. The communication strategy will need to be adapted to specific community context in consultation with community stakeholder group. | 2022-2023 | TBD depending on community need and state of readiness |



¹⁷ Natural supports are healthy, supportive relationships that are informal in nature and sustained over a period of time. Naturally supportive communities are comprised of individuals, organizations, groups, businesses and others who promote a sense of belonging and connectedness, which help people to cope with the stress of life at home and in the community.

¹⁸ In this context, "community" refers to geographic communities, communities of affiliation (e.g. ethnocultural or religious communities), and communities of interest (e.g. clubs or interest groups).

¹⁹ Resilience is a process of responding to stresses and strains in a particular context when faced with adversity. The outcome of resilience is positive change and growth.

B Support mobilization of communities in building naturally supportive environments

Residents and other community stakeholders are the experts in their community and are best positioned to identify the most effective actions needed to create a community that is naturally supportive. To support communities in this important and sometimes intensive work, a formalized structure and process informed by research, tools and guidance help to ensure the work moves forward in a timely and sustainable manner.

| TIMELINE | YEAR | PARTNERS |
|--|-----------------------|--|
| Identify community stakeholders to lead this work and be accountable to the CAMHA Implementation Team for this action. Members of this group would be decision-makers within the organization or community group they are representing and would have the ability to mobilize community-level stakeholders to move the work forward on the ground. | 2021 | CoC, UofC, United Way (UW), AHS, Calgary Board of Education (CBE), Calgary Catholic School District (CCSD), and other key stakeholders as identified |
| Identify the process/structure by which the support will be provided to communities. | | |
| Pilot a natural supports approach in one community with support from the University of Calgary and The City of Calgary and identify lessons learned to help inform the drafting of the process/structure referred to above. | | |
| Form community-level stakeholder groups in targeted communities where state of readiness and/or need has been identified and using the process/structure and communications strategy support the community in identifying a coordinated response. Community-level stakeholders will be different in each community to ensure they reflect the community they are representing. | 2021 -2022 | CoC, AHS, UW, CBE, CCSD and other key stakeholders TBD |
| Implement community-level strategies to enhance natural supports ²⁰ and create naturally supportive environments. | 2023 and beyond | CoC, AHS, UW, CBE, CCSD and other key stakeholders TBD |

C Leverage learnings from the COVID-19 pandemic about the importance of connection and sense of belonging

The pandemic has shown people that connections with others are critical for good mental health. For some, staying close to home has helped to strengthen connections with neighbours, local businesses and others. Parks and open spaces have contributed to opportunities to connect and socialize safely. There is an opportunity to build on this recognition to support community building and strengthen informal relationships.

²⁰ Natural supports are healthy, supportive relationships that are informal in nature and sustained over a period of time.

| TIMELINE | YEAR | PARTNERS |
|--|-------------|-------------------------------|
| Identify and invest in community strategies that create a “critical mass of familiarity” – neighbours coming together frequently are more likely to feel connected. These strategies could include monthly or quarterly neighbour day type events, intentional connections between local businesses and interest groups (e.g. sports groups, faith communities, etc.), increased access to neighbourhood recreation facilities, etc. | 2021 - 2022 | CoC, CBE, CCSD and others TBD |
| Communicate the value of access to parks and open spaces to promote positive mental health, and having public buildings in community open and accessible to all residents (community centres, schools, etc.) using a cost benefit analysis. Identify the levers needed to open doors for community connection. | | |

Expected outcomes

PROCESS OUTCOMES:

- Collaborative relationships have been formed to address the issue of improved community resilience.
- Any fast pilot projects that have demonstrated success in increasing community resilience and/or reducing stigma and that have potential to be successful when scaled up have been identified.
- Resources have been committed by community organizations to address the issue of community resilience.

SHORT TERM (UP TO 6 MONTHS):

- Communities²¹ identify strategies and approaches that increase the likelihood that residents access resources, experience belonging and psychological safety.
- Communities identify approaches that decrease stigma related to mental health problems, mental illness, substance use and addiction.
- Communities and their components, such as service organizations, businesses and residents, identify approaches to improve natural supports and member sense of belonging.
- Communities identify mechanisms to increase natural supports to assist Calgarians in coping with stresses and strains of daily life at home and in the community.

MEDIUM TERM (6-24 MONTHS):

- Calgarians experience their community as a setting that supports positive mental health and psychological safety.
- Calgarians experience their community as a setting that decreases stigma related to mental health problems, mental illness, substance use and addiction.
- Calgarians have knowledge and language about mental health, mental illness, how to support positive mental health and when to seek help.
- Communities, including service organizations and businesses have common knowledge, and language about the value of natural support approaches to influence positive mental health.
- Children, youth and their families in Calgary have common knowledge and language about mental health, mental illness, how to support positive mental health and when to seek help.

LONG TERM (2-5 YEARS):

- Calgarians are able to cope with the stresses and strains of daily life at home and in the community and have natural supports available to provide assistance when needed.

21 As defined above, as geographic communities, or communities of affiliation of interest.



ANILA LEE YUEN CEO, Non-Profit Organization, Living with chronic depression and anxiety

“I would love to see an end to the stigma, the end to the blaming, the end to the belief there is something wrong with the individual, and not only with mental health but addiction as well. For me, I would like to see open, honest conversations and that nobody is fearful anymore about losing their jobs. I am hopeful that Calgary will be on the map as an inclusive society where everyone feels safe to be themselves.”

Anila’s experience with mental health in Calgary has been a roller-coaster ride. At the high points she has felt supported, especially by her mother. But there have been low moments where she felt so much stigma in the community that it was difficult to get any type of support. When she reached puberty, Anila knew she was very different from everyone else, though others just chalked it up to teenage angst. It wasn’t until university when the anxiety and panic attacks started that Anila was diagnosed with chronic depression and anxiety. That began her 23-year journey of taking anti-depressants.

2 Share information in schools and in the community to help people understand what mental health and addiction are and how to support themselves and others.

Coordinate, sustain and expand health promotion/prevention programming that is being successfully implemented in schools and the broader community that focuses on being mentally and physically healthy.

Scale up and expand evidence-based programs, tools and approaches that enhance the skills of individuals as natural supports and increase mental health literacy to promote a shared understanding and use of common language to help reduce stigma.

| A Coordinate and sustain existing evidence-based health promotion/prevention programming that is being successfully implemented in schools and the broader community that focuses on being mentally and physically healthy | | |
|---|-------------|---|
| TIMELINE | YEAR | PARTNERS |
| Sustain the school-based Mental Health Literacy education provided to school staff, parents and students. This allows for evidence-based training in the foundational understanding of mental health, mental illness and pathways to care. This includes: mental health promotion through mental health literacy for youth, educators and families; training for teachers, student services providers, and primary care providers, with knowledge upgrading for mental health professionals, to facilitate early identification, prevention and intervention; and processes for coordination and collaboration between schools and their communities. | ongoing | AHS, CBE, CCSD, Canadian Mental Health Association (CMHA), UofC |
| Sustain health promotion programming that educates about wellness, substance use and prevention. | | |

WHAT WE HEARD
We need to show compassion and courage when interacting with people in crisis. Every single one of us is someone’s daughter or son.



B Expand the reach of mental health literacy training and education programming to wider audiences targeting service providers and community groups who work with youth

| TIMELINE | YEAR | PARTNERS |
|---|---------------|--|
| Review community engagement, systems mapping and other available data and consult with partners sharing information in action 1A to identify which population groups have identified a need for increased mental health knowledge and decreased stigma. | 2021 | AHS, CMHA |
| Identify youth-serving organizations that work directly with population groups identified in the data and work with them to assess state of readiness for adopting and implementing the approach within their organization. This may include sports organizations, faith communities, or other communities of interest or affiliation. | | |
| Provide train-the-trainer sessions for key staff and training and education sessions for youth volunteers and youth participants in organizations assessed as being ready to implement the approach in their organization. | 2022 2023 | |
| Convene and host opportunities for community groups and organizations that produce and distribute mental health and addiction education and resources to enable continued alignment and collaboration among initiatives focused on understanding and enhancing mental health, reducing stigma related to poor mental health or mental illness, and knowing how to seek help for oneself and others when needed. | 2021- 2023 | CAMHA Leadership Group, The City of Calgary |

Expected outcomes

PROCESS OUTCOME:

- Collaborative relationships have been formed to coordinate the delivery of mental health literacy information and programming.

MEDIUM TERM (6-24 MONTHS):

- Children, youth and their families in Calgary experience their school environments as places that support positive mental health and psychological safety.
- Children, youth and their families in Calgary experience their school as a setting that

decreases stigma related to mental health problems, mental illness, substance use and addiction.

- Children, youth and their families in Calgary have knowledge and language about mental health, mental illness, how to support positive mental health, and when to seek help.

LONG TERM (2-5 YEARS):

- Calgarians are able to cope with the stresses and strains of daily life at school and have access to supports and services when needed.

3 Promote approaches to positive mental health in workplaces.

| A Take action to support individuals and families to enhance their mental health in the workplace | | |
|---|-------------|--|
| TIMELINE | YEAR | PARTNERS |
| <ul style="list-style-type: none"> Form an alliance of corporate sector leaders that support and enable collective action on employee mental wellness. Develop a three-year operating plan featuring an accelerator model to rapidly research, assess and prototype collective solutions for mental health and well-being in the workplace. Engage members through a commitment to taking action toward common outcomes. | 2021-2023 | Alberta Leadership Table on Mental Health and Well-being |
| Convene and host opportunities for local employers from the not-for profit, private and government sectors to enable continued alignment and collaboration among initiatives focused on enhancing mental health in the workplace. | 2021-2023 | Leadership Group, CoC |

Expected outcomes

LONG TERM (2-5 YEARS):

- Calgarians experience their workplaces as settings that promote positive mental health and psychological safety.
- Calgarians experience their workplaces as settings that decrease stigma related to mental health problems, mental illness, substance use and addiction.



GETTING HELP

What you need, when, where and how you need it

What this will mean for Calgarians:

- People can get help for mental health issues and problems, substance use and addiction issues where and when needed: at home, school, work, and community.
- Earlier access to services and supports for Calgary youth in schools and adults in workplaces.
- A faster and more seamless connection to the help Calgarians need from both primary care and community supports and services.
- An efficient, reliable and sustainable system of supports and services that help to improve quality of life for Calgarians experiencing mental health and/or addiction issues.

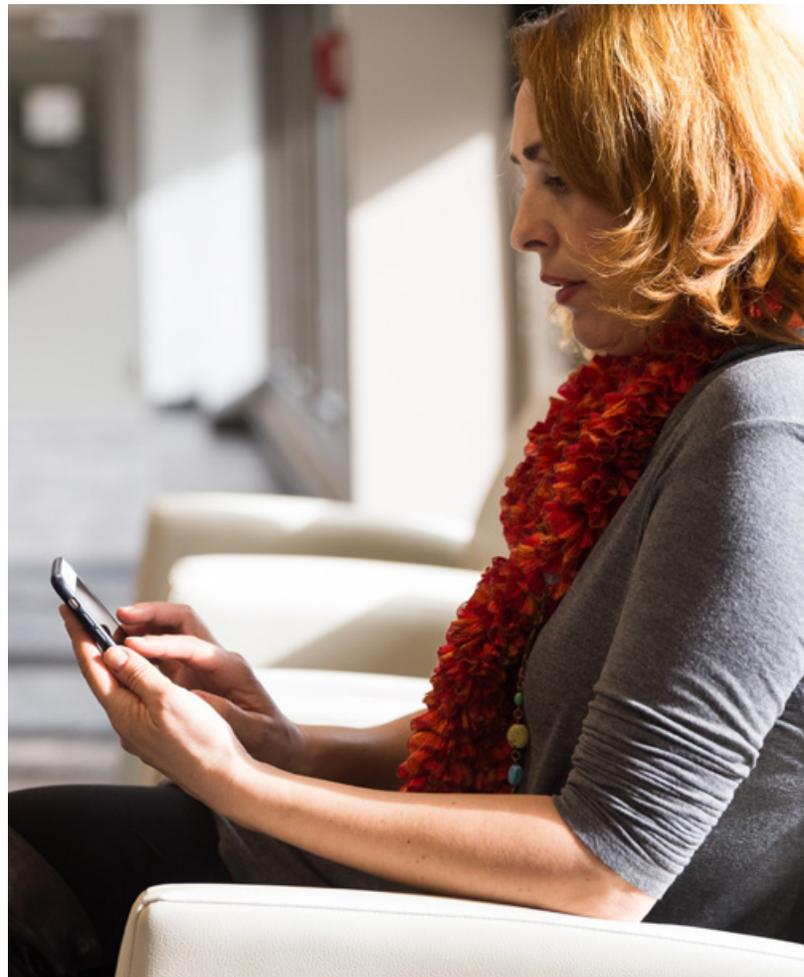
What we will do:

- Design and build, from the ground up, ways for Calgarians to find the help they need from organizations and systems in ways that maximize the mental health and quality of life of people, families and communities.
- Develop and sustain collaborative partnerships across not-for-profit social service agencies, Primary Care Networks and Alberta Health Services Addiction and Mental Health to improve access to and navigation of programs and services.

These actions involve communicating and connecting across large systems, questioning how we have done things in the past and being open to try new approaches. This work can take time, but with the investment of time comes the possibility of transformative change.

How we will do this:

- Establish a coordinated network of mental health and addiction services so that people can easily find the help they need when they need it.
- Transform the system of early access to mental health and addiction services through schools.
- Transform the system of early access to mental health and addiction services through workplaces.
- Build capacity of local organizations to meet the mental health and addiction needs in the community through convening around common actions.



Why are we taking this approach?

Facilitating access to mental help for mental health and addiction issues through improved system access and navigation will enable faster access for mental health issues, which will in turn decrease stress for caregivers and family members. To improve system access and navigation, we need to increase the service coordination and integration, including data sharing, between the many health and social services that serve Calgarians. We also need to let people know how they can access this help when they need it. This will help to ensure a continuum of care is available in a timely manner that is holistic, client-centered and appropriate for their needs.

Interventions in schools are critical

Mental health interventions in schools are critically important as this is the most reliable and consistent point of access for children and youth, while workplace programs offer a consistent point of access for adults.

75 per cent of people with a mental illness develop symptoms before age 25.

Almost 29 per cent of children and youth do not reach their developmental milestones.

Seventy per cent of mental health problems take root in adolescence. However, only 20 per cent of children who need help receive mental health support, setting the stage for challenges to follow them into adulthood.

The school setting allows us to catch kids where they are and intervene before crisis.

Schools do not have the mandate and resources to address student mental health on their own. Collaboration with other community partners is needed.

Watchful waiting – involvement when concerns are first identified to enhance protective factors for youth and identify if school supports can guide through or refer on if necessary.

Schools already provide upstream, universal supports which address the well-being of all students and students with the most severe mental health challenges or crises often enter the health care system. In contrast, there is a crucial gap for students with early symptoms of mental health issues. Further support and development of targeted prevention in this area of focus is needed and requires a collaboration of efforts between schools, healthcare providers and the broader community to support a seamless pathway through care.



TAMARA SCHROEDER Mother,
Living with Post-Partum Depression

“What is giving me hope is recognition that there is so much more that needs to be done. It is important that connections are available and easy to access. Timely and ongoing mental health support should not be a privilege or luxury only accessible to those who can afford it. Key is understanding where to go before the mental health challenge reaches a crisis point.”

Tamara’s personal experience with maternal mental health started when her newborn daughter was only three months old. A family history of depression had been passed on to Tamara, but she had always managed it on her own — until she suffered her first panic attack. It was terrifying. With the help of her family physician and a newfound love of running, Tamara has spent the last twelve years building the skills and tools she needs to live with the ongoing effects of post-partum depression.

Barriers to getting help

Calgarians who seek access to mental health and/or addiction services may experience barriers to accessing the services in a timely manner, receiving the services they need, or accessing follow-up services. It is unclear for those who seek help and report their needs were unmet whether the underlying problem is the existence of appropriate services or the barriers to accessing and navigating services and the gaps in continuum of care throughout a person's journey.

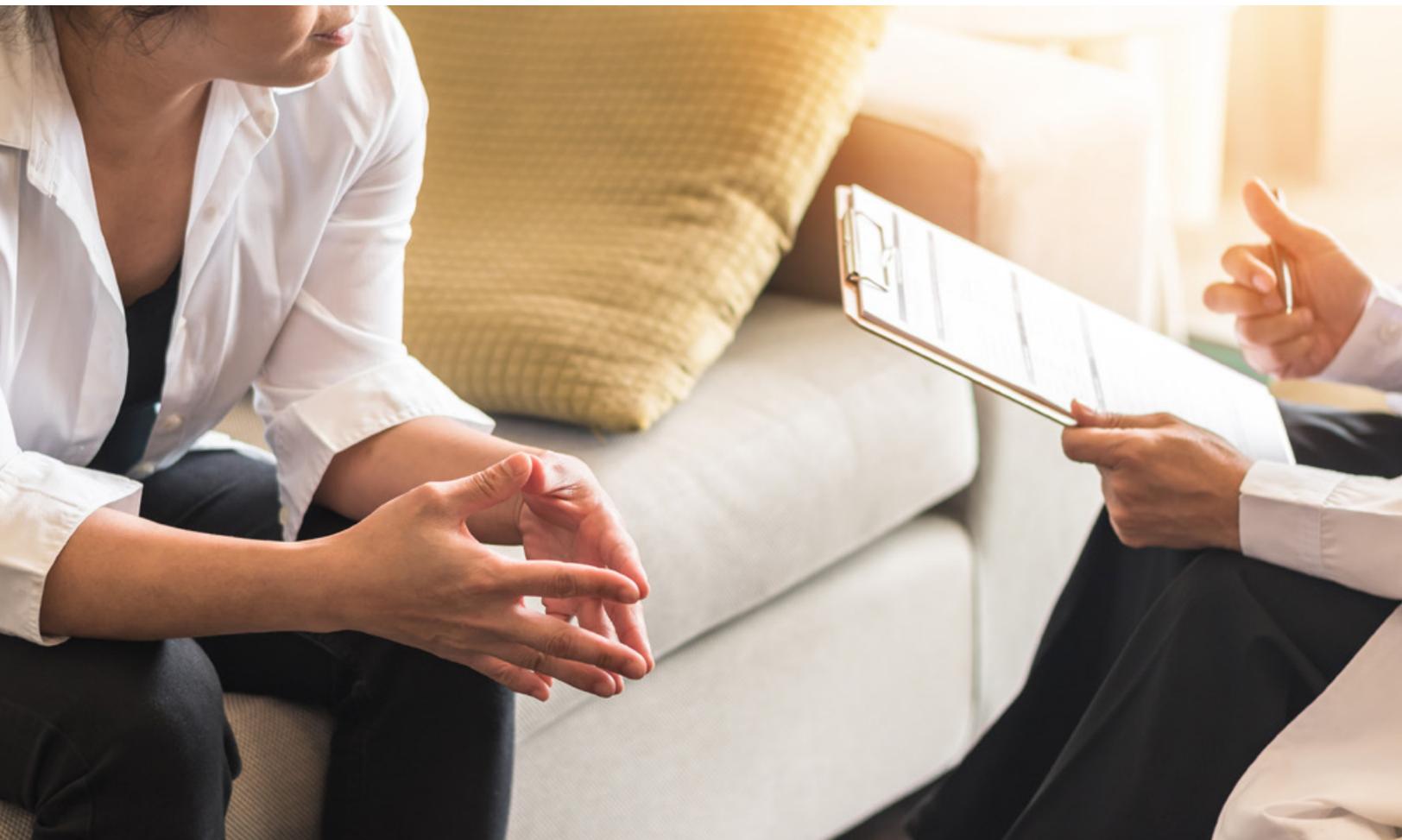
A complex web

Calgary has a wide range of programs and services to address people's social and health needs, from prevention and cure to chronic issue management. These programs are offered by government, non-profit agencies and businesses. In most cases, individuals and families are left on their own to navigate a

complex web of programs and services with limited or no support. Most of the programs and services are driven by government and funder priorities, and/or the mandate of the organizations delivering them, often resulting in fragmentation in the system of care.

There is often little sharing of client data between service providers, so clients must explain their situation at each care transition. A holistic, human-centred system of care that is data-driven, and that recognizes the multi-dimensional nature of the issues affecting individuals and families will greatly improve the well-being of Calgarians.

The actions taken above will allow Calgarians to tell their story once in order to get the help they need. Organizations will have the data sharing and referral processes in place to improve the experience of Calgarians accessing all the help they need from multiple sources.



4 Establish a coordinated network of mental health and addiction services so that people can easily find the help they need when they need it.

A Community Information Exchange

The Calgary Community Information Exchange (CIE) is a community-based collaboration that will facilitate client movement toward mental health and addiction recovery through shared data and client information. It will support person-centred and trauma-informed care for Calgarians at any stage in their recovery journey, and be focused on creating seamless transitions between civil society organizations and programs and services in other sectors.

| TIMELINE | YEAR | PARTNERS |
|--|------|--|
| <ul style="list-style-type: none"> Identify initial population profile as people with multiple or complex needs including mental health and/or addiction. Secure funding and project management/change management resources. Develop pilot project plan. Engage technical team to develop data platform. | 2021 | Distress Centre Calgary, CUPS, Aventa, Fresh Start, The Alex, Catholic Family Service, Calgary Homeless Foundation, AHS, CoC |
| <ul style="list-style-type: none"> Implement pilot project. Evaluate pilot. | 2022 | |
| <ul style="list-style-type: none"> Adjust design based on pilot evaluation. Develop sustainment plan. Explore expansion to other organizations and Alberta communities. | 2023 | |

WHAT WE HEARD

People need choice in the services they access, how they recover and how their story of health, illness and recovery is told. People also need to grieve in order to heal and grief is best shared. We need to find ways to connect and decrease isolation and stigma.





BRAD MORRISON Outreach Worker,
Lived Experience with Addiction and
Homelessness

“I am so glad that I am able to work in addictions and mental health now because I get it. I know people need to be connected. Getting out of treatment, or getting out of detox, getting out of hospital and going back to the original way of life again isn’t working. We see the same people back in the hospital all the time.”

Brad grew up in a family with violence and alcoholism and struggled to get the resources and support he needed to live a healthy life. He spent years going back and forth to detox centres and in and out of addiction and homelessness on Calgary’s streets. After finally being offered help for both his mental health and addiction at the same time, he now excels in his career helping others connect to the help they need to follow their own journey of wellness.

B Community Collaboration Initiative

A common barrier to successful treatment and support of people with mental health needs is a persistent lack of coordination across service sectors. The Community Collaboration Initiative began in 2019 with an initial in-person symposium in November 2019 that included representation from a variety of organizations who have a primary role in providing addiction and mental health assessment, treatment and support. Attendees included AHS Addiction and Mental Health teams, Primary Care Networks and 42 community agencies. The focus of the collaborative is to discuss, plan and problem solve how to work together across service sectors to improve coordination and build on existing partnerships to benefit clients and patients.

The goals of the initiative are to:

- Improve system planning, navigation and access to addiction and mental health services.
- Enhance coordination and communication between organizations to improve care and the patient and client experience.
- Advance the use of common tools to support care transitions.
- Support cross-system consultation and professional development.

Initial work focused on mapping services using a tiered model of care. Detailed mapping work continues both within AHS and with community organizations. AHS has started to implement the Level of Care Utilization System (LOCUS) (using a phased approach) to help improve system navigation and ensure patients are connected to the level of care they require. Information on the LOCUS was shared at the second Community Collaboration Initiative symposium in November 2020. The hope is to role this out more broadly over a number of years. In addition, the second symposium had a focus on how organizations work collaboratively together and the principles that support strong working relationships.

Unfortunately, as a result of the intense focus needed on COVID-19 throughout 2020, progress on the goals has slowed. Work is continuing, with the intent to be fully re-established by the end 2021.

| TIMELINE | YEAR | PARTNERS |
|---|------------------------|---|
| PLANNING PHASE: <ul style="list-style-type: none"> • Establish Steering Committee. • Outline goals and objectives. • Initial in-person Symposium November 2019. • Second Virtual Symposium November 2020. | 2019-2020 | AHS, Primary Care Networks (PCNs), and community organizations with a primary focus on providing addiction and mental health assessment, treatment and support. |
| IMPLEMENTATION PHASE: <ul style="list-style-type: none"> • System Mapping by levels of care with AHS and community organizations. • Start of phased role out of LOCUS within AHS. • Regroup and relaunch the initiative in 2021 as movement forward has been delayed as a result of COVID-19. | 2021-2022 | |
| EVALUATION/EXPANSION/GROWTH PHASE: <ul style="list-style-type: none"> • To be developed as part of the relaunch plan. | 2022 – 2023 and beyond | |

C Integrated Health and Social Services

This action aims to increase the service coordination and integration between health and social services to offer individuals and families a continuum of care that is holistic, human-centred and appropriate for their needs in a timely manner.

This goal can be achieved over several years, starting with a short-term pilot project based on work successfully implemented in other jurisdictions. A **working group, comprised of representatives from social services and health care sectors will provide the vision and oversight for the development and implementation of the pilot project in one geographic area** (e.g. a primary care network), and focusing on one issue (e.g. mental health/addiction). Integrating the activities of non-profit social service organizations with the health care delivery system is expected to address needs and lead to improved outcomes for Calgarians. Knowledge gained from the pilot project may be used to develop further work to spread and scale the integration of the two sectors with a focus on additional issues (e.g. positive child development) and geographic areas.

| TIMELINE | YEAR | PARTNERS |
|---|-------------------|----------------|
| CONCEPTUAL PHASE: <ul style="list-style-type: none"> Complete an e-scan of integration projects in other jurisdictions. Convene a multi-sectoral project team to explore the integration. Commitment from project team to commit resources (time, expertise, information etc.) Shared understanding of the vision. Expand the project team, based on focus area. | Q2 2021 – Q1 2022 | CoC, PCNs, AHS |
| DESIGN PHASE: <ul style="list-style-type: none"> Use existing data to identify a geographic area for the pilot. Confirm the geographic area, focus area based on available data (population and/or issue specific), with a view to develop a scalable model. Design a solution(s) for testing. Identify funding and in-kind resources for project management and change management. Design the evaluation plan. Engage users to provide input in all aspect of the design. Test, collect data, analyse. | Q2 2021 – Q1 2022 | |
| ANALYSIS AND SUSTAINMENT/SCALING UP: <ul style="list-style-type: none"> Explore possibilities to modify or scale up the model based on the evaluation findings. | Q2 2022 – Q4 2023 | |

Expected outcomes

LONG TERM (2-5 YEARS):

- To increase the service coordination and integration between health and social services in Calgary to offer individuals and families a continuum of care that is holistic, human-centred and appropriate for their needs in a timely manner.

5 Transform the system of early access to mental health and addiction services through schools.

A Develop, from the ground up, a way to identify and access mental health and addiction services for children and adolescents in schools as early as possible.

Develop and implement a mental health intervention structure for publicly funded schools in Calgary targeting children and adolescents (12-18 years) experiencing early symptoms of mental health issues to help prevent mental health disorders.

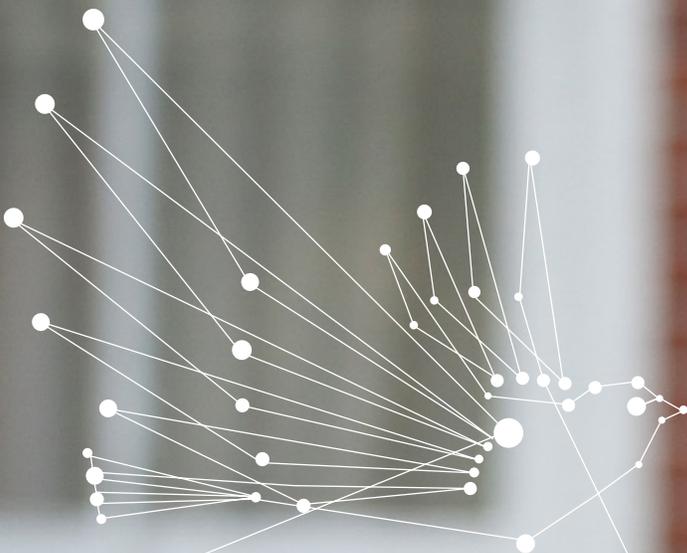
| TIMELINE | YEAR | PARTNERS |
|---|------|---------------------------|
| Systematic Literature Review to identify priority outcomes, followed by engagement of school-based practitioners to rank key outcomes and provide direction for outcome measurement, testing of interventions and a framework for a Youth Mental Health Strategy. | 2021 | UofC, CCSD, CBE |
| Determine the most suitable candidate interventions for further testing and evaluation based on the results of the systematic review and ranking process. A framework for a Youth Mental Health Strategy will be established, including method of data collection to test effectiveness of the targeted approach. | 2022 | UofC, CCSD, CBE, AHS, CoC |
| Implementation of framework for the Youth Mental Health Strategy with a targeted approach for students, aged 12-18. Interventions will be piloted in selected schools. Data will be collected, reviewed and analyzed to determine effectiveness and inform practice moving forward and development of a district-wide plan. | 2023 | UofC, CCSD, CBE, AHS, CoC |

Expected Outcomes

LONG TERM (2-5 YEARS):

- Calgarians are able to cope with the strains of daily life and have access to supports and services at school.





JENNY LI (*they/them*) Post-secondary student, living with clinical depression and anxiety

"I struggled in silence until I was 18 years old. My hope for the future is 'youth integrated services'. I am concerned that current public systems (health, justice, education) have a lack of communication across departments and service providers. It is so frustrating and exhausting to repeat your story over and over when you seek a new service."

Jenny has been living with mental illness for the majority of their young life. Not knowing where to turn for help and information, they struggled largely in silence. When they turned 18, Jenny moved out to attend university in Nova Scotia. Before returning home at the end of their first year, a counsellor and a physician referred them to a mental health service in Calgary. After being on a waitlist for three months, Jenny was diagnosed and provided support for clinical depression and two anxiety disorders.



6 Transform the system of early access to mental health and addiction services through workplaces.

A In alignment with Action 3A, take action to support individuals and families to find help through their workplace when they need it.

| TIMELINE | YEAR | PARTNERS |
|--|-----------|--|
| <ul style="list-style-type: none"> Form an alliance of corporate sector leaders in that support and enable collective action on employee mental wellness Develop a three-year operating plan featuring an accelerator model to rapidly research, assess, and prototype collective solutions for mental health and well-being in the workplace Engage members through a commitment to taking action toward common outcomes | 2021-2023 | Alberta Leadership Table on Mental Health and Well-being |
| Convene and host opportunities for local employers from the not-for profit, private, and government sectors to enable continued alignment and collaboration among initiatives focused on enabling access to mental health and addiction services. | 2021-2023 | CAMHA Leadership Group, CoC |

Expected outcomes

LONG TERM (2 TO 5 YEARS):

- Calgarians are able to access the help they need for themselves and their families through their workplaces with more convenience.



7 Build capacity of local organizations to meet the mental health and addiction needs in the community through convening around common actions.

A Build capacity of local organizations to meet the mental health and addiction needs in the community through convening around common actions.

| TIMELINE | YEAR | PARTNERS |
|---|-----------|---------------------------------------|
| Convene and host opportunities for local service providers from the not-for profit, private and government sectors to enable continued alignment and collaboration among initiatives focused on improved access and navigation of mental health and addiction services. | 2021-2023 | Leadership Group, The City of Calgary |

WHAT WE HEARD

Our families, employee and student colleagues are an important focus. Mental health and addiction services are usually focused on the individual. Family members have sometimes found it hard to get the support they need. Increased awareness, education, skills to cope and skills to reduce stigma are needed. Actions that are culturally appropriate and informed by lived and living experience is critical. We can learn to help ourselves and one another. All of us need self-care.



STAYING SAFE

Security at all times, especially in a crisis

What this will mean for Calgarians:

- Improved well-being of Calgarians through an equitable and effective crisis response system.
- People and families in crisis situations are connected to effective help in a timely manner.

What we will do:

- Strengthen existing crisis supports.
- Create a new model for how to respond to people and families in crisis and prevent future crises through the implementation of the Community Safety Investment Framework.

How we will do this:

- Expand existing community crisis response programs.
- Transform how to respond to people and families in crisis and prevent future crises.

Why are we taking this approach?

In mental health or addiction crisis situations Calgarians should know how and where to access support. When a Calgarian calls 911, there should be an option to access mental health support as well as fire, police, or ambulance. There are increasing demands to have community-based options to respond to people in crisis instead of having police being the main first responders. Appropriate services, including consideration of partners who have not been first responders until this point, should be available to help manage mental health and addictions related crisis as well as offer help to solve the underlying issues that led to the crisis, which will reduce future problems. If mental health and addiction services are available for people when they need it, and they know how to access help, this early intervention will reduce the number of people who end up in mental health crisis and require emergency services.

The City of Calgary's Anti-Racism hearings in 2020 revealed stories highlighting the impact of systemic and structural racism on our mental and physical well-being. The City of Calgary's Public Safety Taskforce has revealed similar stories of the impact of adverse community experiences and the impact of trauma on our mental and physical well-being. The City of Calgary and Calgary Police have taken these experiences into account in the development of the Community Safety Investment Framework, which was approved by Calgary City Council in November 2020. The development of a coordinated response to mental health and addiction crisis for people, families, and communities in Calgary is being implemented through this framework.

WHAT WE HEARD

There is worry and concern about our first responders and caregivers and their mental health needs. There is worry and concern about the pandemic leading to a wave of mental health needs.



8 Strengthen existing crisis supports

A Strengthening Existing Crisis Supports

Scaling up Calgary's current crisis response programs and services, including partnership models, outreach services and case management.

| TIMELINE | YEAR | PARTNERS |
|--|-----------|---|
| <ul style="list-style-type: none"> Increase the availability of non-emergency support and outreach services | 2021 | CoC, Calgary Police Service (CPS), Calgary Police Commission, Government of Alberta, Government of Canada |
| <ul style="list-style-type: none"> Increase access to case management services Increase capacity of support networks Increase access to community and peer support programs | 2022-2023 | |

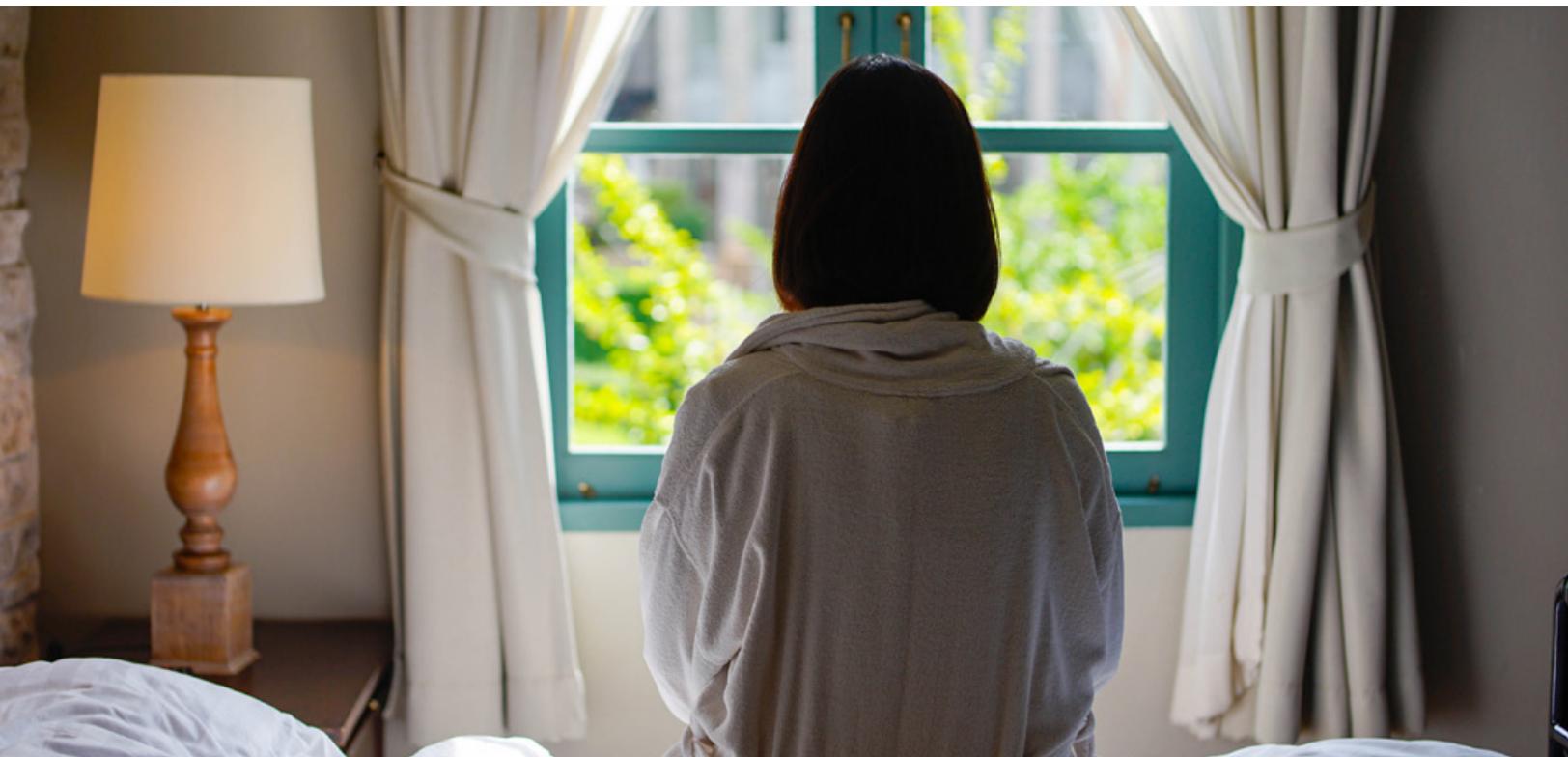
Expected outcomes:

SHORT TERM (UP TO 6 MONTHS):

- To increase access to improved crisis triage, integrated case management and increased availability (24/7) of non-emergency support and outreach services for Calgarians experiencing crisis related to mental health and/or addiction.

LONG TERM (2-5 YEARS):

- To increase the service coordination and integration between health and social services in Calgary to offer individuals and families a continuum of care that meets their immediate needs and supports movement towards recovery.
- Improved well-being of Calgarians through an equitable and effective crisis response system.





BOBAN STOJANOVIC Refugee
Newcomer

“From an immigrant perspective, I would be happy to see different approaches to mental health issues. Sometimes mainstream services are not immigrant sensitive. We come from cultures that even the smallest mental health issues mean being expelled from your community. We need a bigger understanding of refugee trauma.”

Boban and his partner moved to Canada four years ago. Similar to other refugees, he experienced many challenges — adapting to a new country, a new culture and a new language. Being a protected person, he wasn't allowed to travel home when both his parents died. Passing away just 40 days apart, his mother had succumbed to health issues while his father to suicide. For the very first time in his life, Boban found himself breakable and vulnerable. He reached out for mental health counselling support.

9 Transform how to respond to people and families in crisis and prevent future crises.

| A Transforming Calgary's Approach to Persons in Crisis | | |
|--|-------------|--|
| Create a comprehensive plan for a sustainable solution to crisis response in Calgary. | | |
| TIMELINE | YEAR | PARTNERS |
| <ul style="list-style-type: none"> • Build an evidence base, including best practice research, analysis and stakeholder engagement to identify opportunities to transform crisis prevention and response. • Invest in sustainable solutions through the development and implementation of a funding plan for system transformation, including: <ul style="list-style-type: none"> • Improving triage processes for people experiencing crisis related to mental health and addiction. • Increasing access to court diversion options. | 2021-2023 | CoC, CPS, Calgary Police Commission, Government of Alberta, Government of Canada |

Expected outcomes

MEDIUM TERM (UP TO 2 YEARS)

- Improved crisis triage.
- Integrated case management.
- Increased availability of 24/7 non-emergency support and outreach services.
- Increased capacity of support networks.
- Increased access to community and peer support programs.
- Increased access to court diversion programs.

LONG TERM (MORE THAN 2 YEARS)

- Improved service to Calgarians in crisis situations.
- Increasing Calgarians' ability to prevent future crises.
- Improved well-being of Calgarians through an equitable and effective crisis response system.

WHAT WE HEARD

We all want our loved ones who are in crisis to be connected right away to the help they need. It is critical that people are not put on a waiting list or sent home from an emergency room without an immediate connection to a support or a service that can help with recovery.

Taking Action

We have not waited to take action in response to community need. As this strategy and action plan was being developed, the following actions were taken:

- Community programs for the prevention, early intervention and targeted intervention of mental health and addiction issues received a total of \$6 million over two years (2019-2020) to meet emerging community needs.²² Additional bridge funding has also been allocated for the first half of 2021.
- Through the Community Investment Table, six local funders and foundations²³ provided funds for local groups and organizations to test 29 new, innovative ideas through Change Can't Wait! fast pilots.
- The City of Calgary allocated \$1 million to take action to improve community safety near Calgary's Supervised Consumption Service site.
- The strategy and action plan includes some actions that are already underway through the leadership and support of community partners, and will be further sustained, coordinated or scaled up over the 2021-2023 period.

With the completion of this strategy and action plan, and having established effective ways of working together across organizations and systems, we are now prepared to move from a phase of strategy development to implementation.



²² Funding was provided by The City of Calgary through funds earmarked for the Community Action on Mental Health and Addiction strategy and according to the Prevention Investment Framework with Mental Health and Addiction Lens.

²³ The City of Calgary earmarked \$1 million for testing new initiatives through a fast pilot process called Change Can't Wait!. Community organizations participated in the funding by adding a combined \$275,000.00. These organizations, together with The City, form the Community Action on Mental Health and Addiction Community Investment Table. They are: Calgary Foundation, Calgary Health Trust, Hunter Family Foundation, United Way of Calgary and Area, and Viewpoint Foundation.

Governance

Central to the development and implementation of the Calgary Mental Health and Addiction Community Strategy and Action Plan is the public value statement of *creating hope and strengthening support for people, families and communities living with mental health issues and addictions in order to improve quality of life.*

The scope, orientation toward collaborative action, and high-level outcomes identified in the Community Action on Mental Health and Addiction Strategic Framework will continue to guide the Calgary Mental Health and Addiction Community Strategy and Action Plan in implementation as it has in its development. The diagram below represents the implementation model for the 2021-2023 period.

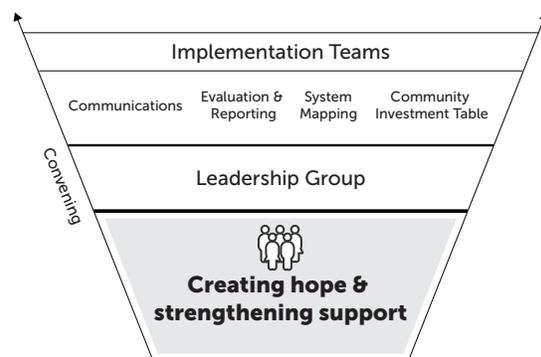
As a community strategy, no single group or organization is responsible for the actions and outcomes in the strategy and action plan. Accountability will be shared among partners who implement actions through Implementation Teams, those who fund actions through the collaborative Community Investment Table, and those who provide leadership of the strategy as part of the Leadership Group. Principles are being developed that make explicit the ways that partners are committed to working together.

The City of Calgary will maintain a role as convener of the strategy and action plan in the 2021-2023 period. This role involves:

- Supporting **coordination, integration, and reporting** processes among all project teams to facilitate effective implementation.
- Facilitating **opportunities for organizations and sectors to convene** regularly and identify how each is contributing to shared outcomes, how we are working together to do so, and using data to identify where gaps, duplication and inefficiencies can be addressed.
- Supporting Implementation Teams to **consult with people with lived experience** as needed to ensure that actions taken address the needs of Calgarians.

In addition to its convening and internal project communication and reporting role, The City will also have clearly articulated roles in implementation, including contributions to:

- Shared operational actions (e.g. as identified within core program strategy recommendations).
- Sharing data with an external evaluator (in collaboration with other partners).
- Inter-governmental advocacy as required.
- Reporting to Calgary City Council as required.
- Contributing (alone and as a member of the Community Investment Table) to the funding of actions identified in the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023.





DR. CHRIS EAGLE Health Care Leader and Co-Chair of CAMHA

“Individuals’ and families’ experiences with mental health and addictions are often wrought with isolation and shame. When the need is greatest, a caring voice is often hard to find. Working together provides our best hope to decrease this suffering.”

When Chris left his leadership role at Alberta Health Services, he felt there had been little progress made in the care of individuals with mental health and addictions problems. This became a major focus for him over the following years. The untimely suicide of his only, younger sister from a drug overdose in 2019 provided the ultimate validation that things needed to change.

The **Leadership Group** will provide direction and be accountable for the implementation of the strategy and action plan. Membership will include organizational leaders who are able to ensure accountability for actions taken, and people with lived experience to maintain the person-centred focus. Once the Leadership Group has been established, members will develop a memorandum of agreement that outlines shared accountability for the actions and outcomes within the strategy and action plan. The Leadership Group is also responsible for developing a plan for capacity-building over the 2021 to 2023 period to prepare for a possible transition from The City's role as convener to a different model from 2024 onward. This would include the identification of organizations that could take on this role, and a resourcing plan to enable a successful transition and ongoing support for the implementation of the Calgary Mental Health and Addiction Community Strategy in the community.

Implementation Teams will be convened or identified for each action within the strategy and action plan. Members of each Implementation Team will be responsible for implementation of a particular action, and each Implementation Team will include at least one person who holds direct or delegated accountability for the action as described in the strategy and action plan for 2021-2023. Implementation Teams report to the Leadership Group.

As a community strategy, many stakeholders will have key roles in the implementation of Community Action on Mental Health and Addiction. It is recommended that a distinction be made between the roles and responsibilities of various partners in the implementation of the strategy:

- A **strategic partner** is one that holds shared accountability for progress towards and reporting on shared outcomes as identified in the strategy and action plan. Key partners may hold various roles, including:
 - Leadership roles on the Leadership Group
 - Action mobilization roles on implementation teams
 - Roles in collaborative funding on the Community Investment Table
 - Roles in coordinating external communications
 - Roles related to shared data collection, evaluation and reporting.
- An **operating partner** is an individual, group or organization whose actions contribute to one or more outcomes identified in the strategy and action plan, and who may or may not receive funding to complete those actions and/or report on their contributions to shared outcomes.



A collaborative **Community Investment Table** will leverage funds from local funders and foundations to allow for increased collaboration and coordination of funding in the mental health and addiction sector. Membership on the Community Investment Table will include those who provide funds for collaborative investment and those who provide subject matter expertise to guide funding decisions. To ensure coordination with the Leadership Group, one member of the Community Investment Table will be a Leadership Group member that has funding experience in the mental health and/or addiction sector.

A **System Mapping** project, contracted through an external partner, will develop a visual map of services and supports in Calgary related to mental health and addiction and the pathways and barriers that Calgarians experience moving through these systems. The systems map will be dynamic and able to be replicated over time. The external partner will report on the development of the map to the collaborative Investment Table, and will work closely with the Leadership Group, Implementation Teams, and the Evaluation and Reporting team to ensure that the systems map includes all relevant elements, provides useful data for Implementation Teams, and is compatible with (and does not duplicate) the project evaluation.

A network of evaluation specialists from among strategic partners will be convened as the **Evaluation and Reporting** team. This team will consult with an external evaluator to support the development and implementation of a shared measurement and evaluation framework. As mentioned above, the Evaluation and Reporting team will also consult with the Systems Mapping project and evaluation consultant to ensure compatibility and avoid duplication between these two initiatives, to coordinate reporting through a community-wide, periodically-updated map or dashboard.

A network of communicators from among strategic partners, as the **Communications** team, will develop shared external communications guidelines for how decisions are made about shared messaging and how shared messaging is used and by whom throughout the 2021-2023 implementation period. Communications will feature plain, common and non-stigmatizing language that encourages more open discussion about mental health and addiction.



Indigenous Approaches to Mental Health and Addiction

A local network of Indigenous Elders called the Elders Knowledge Circle is working with the United Way of Calgary and Area, the University of Calgary and The City of Calgary to create a mental health model that is rooted in Indigenous worldviews, knowledge and practices.

Mental health among Indigenous peoples, as well as experiences of stigma or lack of trust between Indigenous peoples and Western-focused mental health services is influenced by the history of colonization in this country and region.

An Indigenous-centred mental health model developed by Indigenous people is needed in order to better meet the mental health needs of Indigenous people and communities and work towards reconciliation. The development of the model is scheduled to take place between May 2021 and April 2022. This will be followed by a process of validation through Indigenous ceremony and knowledge sharing and mobilization, including a townhall hosted by The City of Calgary to explore how the model aligns with this strategy from 2023 onward.

WE NEED TO CREATE SPACE FOR AN INDIGENOUS CREATED MODEL AS PART OF THIS STRATEGY

WHAT WE'VE HEARD

We need to work with Indigenous elders to create an ethical space, a cross-cultural understanding and interpretation of how best to take on these challenges. We all deserve to live a good and happy life, to have friends, to help others, to reduce our stress.



Keeping Current

The Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023 was developed based on the current context and information available at this time. It is important that as the action plan is implemented, we are able to respond to emerging issues, changing circumstances or new information. We plan to do this in the following ways:

- Include roles on the Leadership Group to advise on emerging research and trends. The Leadership Group will consider emerging research in light of municipal and provincial policy trends and operational capacity of local organizations to respond to emerging needs.
- Through The City's convening role, facilitate communication between project teams, facilitate communication between stakeholders involved in actions that include data sharing and analysis with the Research and Reporting team and the Leadership Group to identify and analyze emerging trends.
- Innovate and test new ideas that come forward through Change Can't Wait! fast pilot proposals.
- Advocate for changes needed as a result of emerging issues that are outside of our sphere of influence as a community.

Evaluation

Both strategy and implementation process and outcomes will be monitored. The evaluation findings will help us tell the story about the development of the strategy, improve implementation by incorporating learnings along the way, and illustrate what difference implementation has made. Data collection for the evaluation will be ongoing, so results can be used to inform strategy development and implementation.

Strategy partners will co-design the development of the evaluation plan during the first six months of implementation. Partners will collect and provide evaluation data related to key indicators to inform regular reporting and demonstrate collective accountability to shared outcomes. Information will be regularly collected from and shared with stakeholders, along with recommendations, to maximize utilization of results.

In addition to evaluating results from individual organizations participating in the strategy, data on population-level indicators will be needed. This may include data from sources such as Statistics Canada or Alberta Health Services, or new data may need to be collected to measure broader key indicators.

Monitoring Progress

Results of evaluations will be reported to Calgarians in two ways:

1. The Leadership Group will provide direction to the Evaluation and Reporting and Communications teams to work with the external evaluator to produce a report to the Calgary community on an annual basis.
2. Key strategic partners will report through their own organization's reporting processes on the progress of actions and/or impact of resources assigned to actions that they are directly accountable for. This includes City Administration reporting to Council on the outcomes achieved from City of Calgary investments in actions.

WHAT WE HEARD

Many stories include devastated families and how they didn't know where to go for help. That help needs to be embedded in our communities, schools and workplaces.

A community of connections

In 2005, Calgary adopted its 100-year vision, which reads as follows:

Calgary: a great place to make a living, a great place to make a life.

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place. Together, we continue to imagine a Calgary and a community where:

We are each connected to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for all of us.

We are each connected to our places. We treasure and protect our natural environment. Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of our surroundings.

We are each connected to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone, and people move freely between them.

We are each connected beyond our boundaries. We understand our impact upon and responsibility to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.

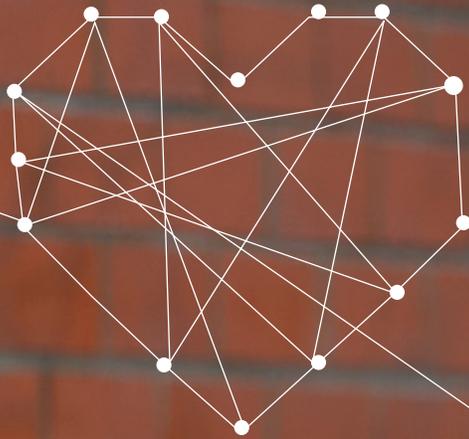
Calgary's vision is based on connection.

Our mental health crisis is about these connections being broken. Our strategy, therefore, is about rebuilding them. Connecting the dots means reconnecting each of us to one another, our places, our communities, and who we are in the world.

At the outset of this work, Mayor Nenshi issued a challenge: to create a new model, a Calgary model, that examines the entire system, that puts the human being at the centre, that helps everyone stay well and get better when they are not.

We know this strategy is not perfect. We know much work remains to be done. We know many cannot wait for more thinking and working; many need change now. But we are resolute. We can do better. We will do better. We may not be perfect, but let us all be brave.





Another person was to be profiled here, but withdrew due to a mental health crisis. We want to acknowledge and support their journey as well.

If you are in crisis, please contact:

**Distress Centre 24-hour crisis line:
403-266-HELP (4357)**

If you need support and resources, please reach out to **211** via phone, text or online chat. A Community Resource Specialist can work with you to see what community resources and services are available and work to get you connected with support.

Access Mental Health is a non-urgent service providing information, consultation and referrals for individuals with addiction and/or mental health concerns: **403-943-1500**

Calgary's Mental Health and Addiction Investment Framework

Background

On 2018 July 30, Council earmarked up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addiction Strategy by 2023. Of the \$25 million, \$15 million was earmarked for community programs through the Prevention Investment Framework and \$10 million for seed funding of initiatives resulting from the strategy.

Of the \$15 million earmarked for community programs, administration has invested \$10 million in community-based programs and services and to respond to public safety issues, leaving \$5 million that has been authorized for investment over the next three years in alignment with the Community Action on Mental Health and Addiction strategy.

From the \$10 million earmarked for seed funding of initiatives resulting from the strategy, \$1 million was allocated in 2020 through the Change Can't Wait! fast pilot process that leveraged \$275,000 from private and philanthropic sources. There remains \$9 million that has been earmarked but not approved by Council for allocation.

In total, \$11 million of the \$25 million has been allocated for various programs, services and initiatives since 2019. As a result, 39,000 Calgarians received timely support for their mental health, addiction and/or safety concerns.

Purpose

Calgary's Mental Health and Addiction Investment Framework ("Framework") is intended **to guide the investments of the remaining \$14 million previously approved or earmarked funds to support the vision of the Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023 ("Strategy")** and its three outcome areas of:

- *Being well*: Wellness at home, at school, at work and in the community
- *Getting help*: What you need, when, where and how you need it
- *Staying safe*: Security at all times, especially in a crisis

The Framework builds on the success and lessons learned in the past two years from the Prevention Investment Framework with Mental Health and Addiction Lens and the *Change Can't Wait!* campaign. Implementation of the Framework will be guided by the following principles:

- Collaboration to achieve a goal that one party cannot achieve on its own
- Equitable service delivery to decrease barriers in accessing supports
- Data-driven and evidence-informed decision-making to respond to identified trends
- Integrated and coordinated service delivery for greatest effectiveness
- Leveraged partnerships, services and resources for collective accountability
- Person-centred focus for maximum benefit for Calgarians and their families

Implementation Plan

The Framework will be implemented from 2021-2023 in collaboration with the Community Investment Table, which was established in 2020 to guide the investments in fast pilot projects to address issues related to mental health, addictions and public safety in an accelerated and efficient manner. Current and new Community Investment Table partners will have the opportunity to co-invest in fast pilot projects, as well as other initiatives that leverage additional funds to advance the vision of the Strategy. Partners of the Community Investment Table will co-create revised Terms of Reference for the Strategy implementation phase and sign a memorandum of agreement, which will outline their contribution level, the collaborative decision-making process and other information, as deemed relevant by the partners.

The Framework will be implemented through **three investment streams**:

- 1** - Enhanced support for existing evidence-based community programs and services that respond to the mental health and addictions related issues affecting Calgarians.
- 2** - *Change Can't Wait!* campaign to test innovative ideas that bring change at the individual, family, community, and policy or system levels.
- 3** - Targeted investments for evidence-informed projects and initiatives that advance the actions of the Strategy at the policy, systems or community level.

Details on Investment Streams

1: Enhanced support for community-based programs and services

Investment process: Community-based programs and services that are currently demonstrating results will be invited to submit requests for funding to enhance their capacity and addresses an identified service gap, thus enabling them to support more Calgarians. Organizations that are currently supported through the Prevention Investment Framework through Mental Health and Addictions Lens, as well as others delivering evidence-informed programs and services that align to one of the three thematic areas will be invited to apply.

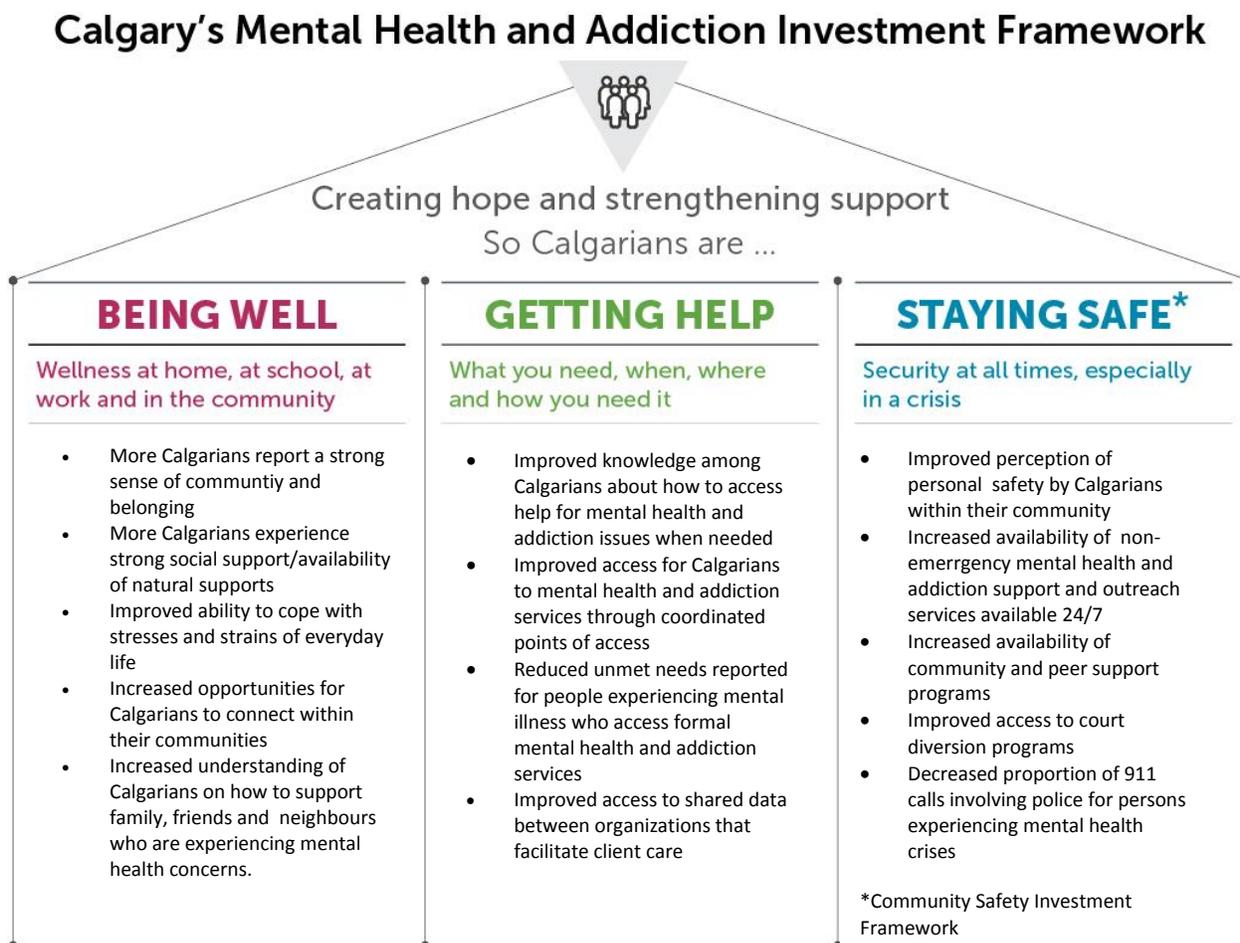
2: *Change Can't Wait!* Campaign to test new ideas

Investment Process: A campaign will be launched annually to invite fast pilot project ideas. Fast pilots are innovative, people-centered, data-driven projects that aim to solve complex, multi-dimensional problems. Anyone with innovative ideas that improve mental health, addiction or safety issues will be invited to participate in the campaign, but only organizations that are registered and in good standing will be eligible to receive investments.

3: Targeted investments to implement the actions of the Strategy

Investment Process: This investment stream will include the functions of The City that support the implementation of the Strategy, including convening. Initiatives that support the actions of the Strategy will request funding through Calgary Neighbourhoods for assessment and recommendations.

The diagram below indicates the alignment between the Strategy and the Framework, as well as intended outcomes and potential indicators.



Glossary

Initiative: an act or set of actions to resolve a challenge or improve a situation using a new approach.

Fast pilot: a short-term, innovative, people-centered, data-driven projects that aims to solve complex, multi-dimensional problems. It uses an iterative process to continually test, implement and adjust a proposed solution. It is an efficient way to deliver new solutions, as implementation can start with limited resources, with a view to scale up once there is enough evidence.

Program: a set of actions that is developed in response to a community need, problem or issue and delivered by community partners that improve the mental health and well-being of Calgarians.

Service: a short-term activity that improves the mental health and well-being of Calgarians.

Growth and Development Climate Framework (The Framework)

RECOMMENDATION(S):

That the Priorities and Finance Committee recommend that Council:

1. Adopt the Growth and Development Climate Framework in Attachment 2;
2. Approve a one-time budget increase of \$250,000 in 2021 and \$450,000 in 2022 from the Fiscal Stability Reserve investment income to accomplish project deliverables; and report back to Council through the SPC on Planning and Urban Development on the implementation of the associated projects by Q2 2022; and
3. Direct administration to develop a Carbon Budget and report back to Council as part of the updated Climate Resilience Strategy, by Q2 2022.

HIGHLIGHTS

- This report provides Council with the Growth and Development Climate Framework, inclusive of the resources required to deliver on the actions within it. This report is in response to the Motion Arising approved by Council as part of the New Community Growth Strategy (PFC2020-0963) on 2020 November 02.
- What does this mean to Calgarians Incorporating climate change considerations into city-building decisions will build local resilience to our changing climate, reduce the impact of climate change, and maintain Calgary's reputation as a modern, innovative and future-focused municipality that attracts and retains investment and talent.
- Why does this matter? City-building decisions regarding investment in infrastructure, buildings and community design are long lasting and can have significant effects on our ability to reduce greenhouse gas emissions and to protect against climate change. Additionally, in the City of Calgary's Fall 2020 Citizen Satisfaction and Quality of Life Survey the majority of Calgarians (80 percent) stated they are "concerned about climate change" and 79 per cent agreed with the statement "I think we need to act now to address climate change".
- This report provides Council with a Growth and Development Climate Framework that will provide a guide for how climate considerations are embedded into the planning approvals continuum. (Attachment 2)
- This report provides Council with a summary of the work Administration is undertaking to establish tools, programs and processes to assess the impact of growth and development on climate targets and goals and determine at which point along the Planning Approvals Continuum the work is integrated. (Attachment 3)
- This report also provides Council with an introduction to Carbon Budgeting that could be used as a tool to evaluate growth and development decision-making. (Attachment 4)
- This report also provides information on integrating climate considerations into the new community growth business case evaluation process. (Attachment 5)
- Strategic Alignment to Council's Citizen Priorities: A healthy and green city
- Background and Previous Council Direction is included as Attachment 1.

Growth and Development Climate Framework (The Framework)

DISCUSSION**What role does city-building play in our climate future?**

There is a direct causal relationship between the function of urban systems and climate change. Cities are responsible for the bulk of global greenhouse gas emissions (GHG), and therefore reducing urban emissions is necessary in order to meet global climate change commitments.

The Government of Canada identifies land use planning as one of the most effective tools for reducing GHG emissions, increasing resiliency, and achieving the long-term goal of low carbon communities. In November 2020, the federal government introduced the *Canadian Net-Zero Emissions Accountability Act* to set a course for the country to achieve net-zero emissions by 2050. This national target will require all municipalities, including the City of Calgary, to prepare their communities to be net-zero ready by 2030. In response to this, Administration is preparing to update the City's emissions reduction targets through the Climate Resilience Strategy update in 2022.

Current monitoring and tracking data shows, that Calgary's emission reduction target will not be met with current city-building practices. Reliance on non-renewable energy sources will continue to move The City further from its emissions reduction target. The built form - which refers to the function, shape and configuration of buildings - accounts for two thirds of Calgary's impact on emission levels while transportation systems account for a majority of the remaining one third of emissions. Thus, the built form and transportation are the areas in which the greatest climate impact can be made. The intersection of climate, growth and development, presents an opportunity to educate, influence and regulate to ensure reduced emissions and risk, moving us toward a low carbon economy.

The Growth and Development Climate Framework (Framework)

The Growth and Development Climate Framework, illustrated in Attachment 2, is a made-in-Calgary approach that aims to integrate climate considerations throughout the planning approvals continuum – from strategic planning, through to the construction stage. The intent is to provide an approach that links the aspects of the city-building process to provide for a coordinated and meaningful approach to growth and development that has reduced greenhouse gas emissions (mitigation) and increased resiliency to the impacts of severe weather and longer-term climate conditions (adaptation). The Framework is based on the planning approvals continuum. Through the development and application of climate-based programs, processes and tools (actions) it provides for a systems-approach that builds upon the City's culture of collaboration and teamwork. Attachment 3 outlines the numerous actions that collectively influence the full spectrum of growth and development. Additional funding and resources as outlined in this report, will be required to develop and fast track some of the actions.

Recognizing that the built form is the area of greatest impact, the Framework focuses on tools that can inform land use planning, building construction and operations. Aligned with this approach, climate-related considerations will be incorporated within the New Community Growth Strategy (NCGS) business case evaluation process. Attachment 5 provides details on this specific action. As an initial measure to address emissions and climate risks, proponents of

Growth and Development Climate Framework (The Framework)

development applications are currently encouraged to complete a climate self-assessment using a Climate Resilience Inventory form that was introduced in 2020.

Through the Framework, informed decisions will encourage the responsible growth of our city that is future-focussed, protects both private and public investments in infrastructure and buildings, is responsive to the increasing availability of federal funding dollars, encourages innovation, and positions the city to remain competitive in the global market. Implementation of the Framework will be based on a stepped process towards a target and outcome, focusing first on education and awareness, then using incentives prior to moving towards regulation that will provide for stability and equity.

Carbon Budget:

Consideration will be given to include a carbon budget as part of the Framework. A carbon budget is a permitted maximum limit of carbon dioxide emissions associated with remaining below a specific global average temperature by a target date. Carbon budgets are linked closely to net-zero and carbon-neutral targets and are an analytical tool for determining a pathway to reaching a carbon neutral future. Often carbon budgets are used as a communication tool for demonstrating the magnitude of change that needs to occur. Further information on carbon budgets and the Calgary context can be found in Attachment 4.

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

Successful delivery and application of the climate programs, processes and tools will require collaboration between Administration and numerous stakeholders. The Climate Team has engaged with BILD -Calgary Region since 2019 November on the development of the Integrated City Energy Map, and since late 2020 on the Community Climate Risk Index project.

Community Planning continues to engage with BILD - Calgary Region on other support tools such as the Climate Resilience Inventory forms. Calgary Growth Strategies undertook earlier discussion with industry stakeholders on the process to incorporate increased climate considerations into the New Community Growth Strategy business case evaluation process. Feedback received from stakeholders was incorporated into Attachment 5.

Further engagement will occur through 2021 on the testing of some of the tools and later their integration into growth and development decision-making processes, including the update to the New Community Growth Strategy business case evaluation process.

IMPLICATIONS

Social

A framework for assessing the impacts of growth and development decisions on approved climate targets and goals should reflect the principle of equity. The detrimental impacts of climate change are socially inequitable at both the global and local scale, as the most

Growth and Development Climate Framework (The Framework)

vulnerable communities often lack the resources to mitigate and/or adapt to climate change. Climate change also brings serious concerns around intergenerational equity.

Environmental

Climate change also impacts the natural environment. The latest report of the Intergovernmental Panel on Climate Change (IPCC) warns that global warming is becoming irreversible and that the societal impacts of climate change are catastrophic. While it is still possible to limit global warming to the critical threshold of a 1.5C increase, meaningful climate action is urgently needed. Informed and holistic long-range decision making must include an understanding of how city-building activities impact Calgary's GHG reduction target, as well as reduce climate-related risks.

Economic

Applying a climate lens to growth and development related decisions will help transition the development industry and The City to a low carbon economy, while reducing the detrimental and costly impacts to Calgary's socio-economic system from acute and chronic climate-related events. Investment in carbon reductions and energy management creates jobs in the trades, energy and technology sectors. Preparing the Calgary market for this investment opportunity is critical to attract jobs and associated economic development. An example is the Federal Government's announcement of several billion dollars in post-Covid recovery funds – a large portion going to programs such as building retrofits which is a key feature in GHG reductions.

Service and Financial Implications

New operating funding request

\$700,000 (\$250,000 in 2021 and \$450,000 in 2022)

See Attachment 6 for details on budget request.

RISK

The risks of not integrating climate considerations into growth and development decisions, including the New Community Growth Strategy business case evaluation process are listed below:

- Reputational risk to The City for not being recognized as a modern, innovative and responsible city. This could impact future interest in investment and attracting new residents and businesses.
- Increased social and economic impacts from acute and chronic climate-related events.
- Increased risk to health and livelihoods of future generations both locally and globally with rising emissions levels.

These risks are mitigated through the development and implementation of the Framework.

Risks of integrating climate considerations into growth and development decisions:

- Stakeholders may not support additional costs and requirements in the land development process.
- Actions may be challenging to implement within the current economic context.

These risks are mitigated through budgeting, education, outreach and engagement.

ATTACHMENT(S)

1. Background and Previous Council Direction

**Planning & Development Report to
Priorities and Finance Committee**

**ISC: UNRESTRICTED
PFC2021-0121
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Growth and Development Climate Framework (The Framework)

2. Growth and Development Climate Framework
3. Growth and Development Climate Framework – Actions
4. Carbon Budget Introduction
5. Exploring Climate Considerations in the New Community Growth Strategy Business Case Evaluation Process
6. Budget Request

Department Circulation

| General Manager | Department | Approve/Consult/Inform |
|------------------|--|------------------------|
| Michael Thompson | Greenline / Utilities and Environmental Protection | Approve |
| Stuart Dalglish | Planning & Development | Approve |
| | | |

Background and Previous Council Direction

Background

This report responds to the Motion Arising approved by Council as part of the New Community Growth Strategy (NCGS) (PFC2020-0963) on 2020 November 2, specific to the integration of climate considerations into growth and development decisions. This report provides an overview of the work completed to-date on the integration of climate considerations into growth and development decisions, and the work plan to continue this work through 2021. A work plan specifically outlining the 2021 process to revise the NCGS business case evaluation criteria to strengthen climate considerations is also included in Attachment 5.

Context

New Community Growth Strategy

In 2020 January, Administration extended an invitation to new community development proponents to submit business cases in support of new community development in areas of the city with Growth Management Overlay in place in an Area Structure Plan. Eleven business cases were subsequently received and reviewed by Administration through 2020 for alignment with the three growth factors:

1. Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) Alignment;
2. Market Demand; and
3. Financial Impact.

On 2020 November 2, Council directed that the eleven business case proponents be invited to submit their business cases in the next evaluation process anticipated to take place in 2022. Council provided further direction through two Motions Arising:

1. Transportation Capital Project Review
2. Integrate Climate Considerations into Growth and Development Decisions

This report is specific to the second Motion Arising, which refers to the integration of climate considerations into growth and development decisions.

Previous Council Direction

Below is the Motion Arising approved by Council on 2020 November 2 from report PFC2020-0963, directing Administration to integrate climate considerations into growth and development decisions.

That with respect to Report PFC2020-0963, the following Motion Arising be adopted:

1. Council directs Administration to establish a framework for assessing the impact of growth on the City's approved climate targets as outlined in the Climate Resilience Strategy. This framework should be integrated into any growth and development decisions being presented to Council or the designated development authority.
2. While developing the climate impact assessment framework, Council directs administration to work with applicants bringing forward growth and/or development applications and encourage

them to conduct self-assessments for review by Council prior to any approvals. Climate assessments should include, but are not limited to, the following:

- a. An assessment of GHG emissions associated with buildings, transportation and natural systems, including existing business-as-usual or base line assessments
 - b. Outlined measures and actions taken to reduce GHG emissions associated with all of the above, including but not limited to greater integration of mobility options like transit or cycle infrastructure
 - c. An assessment of climate risks for the geographical area and associated with the development
 - d. Defined locally determined risk-tolerance within a context of existing and available Emergency Response Services and relief
 - e. Report on measures and actions taken to mitigate stated climate risk and reduce GHG emissions associated with the development
 - f. Provide an evaluation of all the above items, within the context of existing GHG limits or citywide carbon budget for Calgary
3. Council directs Administration to report to Council through Priorities and Finance no later than Q1 2021 with a report on the development on the aforementioned framework, business case evaluation template, and any necessary resources to ensure strategic alignment between the City's approved climate targets and future growth decision-making.

The Growth and Development Climate Framework

The **Growth and Development Climate Framework** (Figure 1) provides direction for the integration of climate actions into growth and development decision making towards the target of 80% GHG reduction by 2050 (to be adjusted to net zero by 2050). Climate actions that support the reduction of greenhouse gas emissions and climate risk are included to ensure we understand our gaps and are able to adjust.

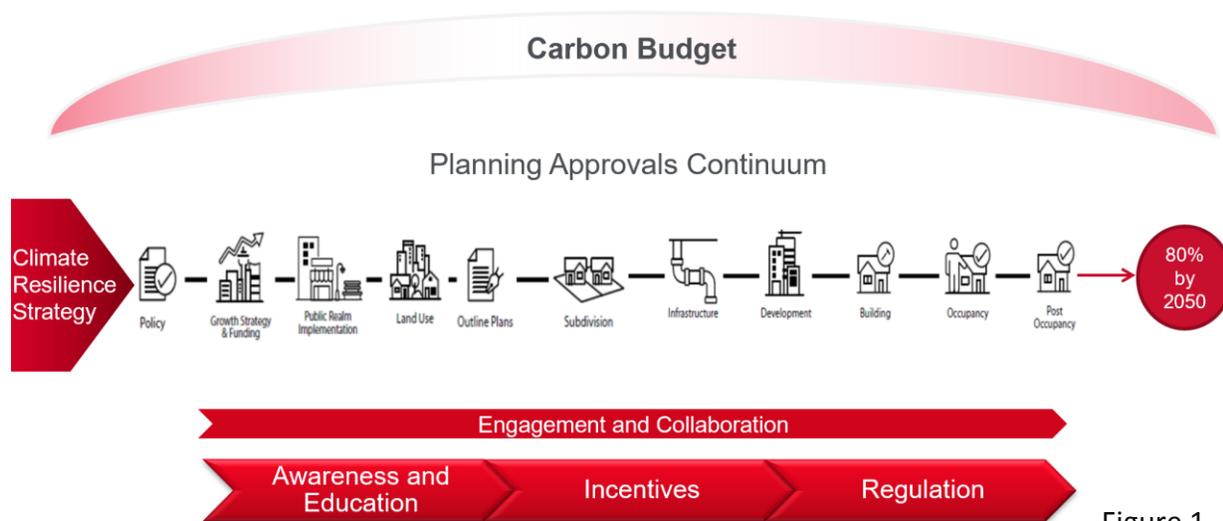


Figure 1

The **Climate Resilience Strategy** and action plans were approved by Council in 2018. The climate actions include programs, processes and tools that are interwoven through City decision-making.

The **Planning Approvals Continuum** conceptualizes the planning approvals process from policy to post-occupancy. Each area along the continuum represents a critical juncture at which climate adaptation and mitigation should be considered and incorporated into decision-making. The Planning Approvals Continuum, with climate programs, processes and tools, forms the foundation of the Framework indicating specific points of intersection.

The implementation of the Framework will use **engagement and collaboration** (key principles of the Climate Strategy) with stakeholders and partners to ensure we are aligned with best practices and in step with other major cities in Canada. To ensure Calgary meets its obligations and provides equity in the market a stepped process from **awareness and education**, through **incentives** towards **regulation**, will be incorporated into the Framework. The City will **report** on the implementation of the Framework through its regular reporting mechanisms. The annual Climate Resilience Strategy update report will be utilized specifically for this purpose.

Growth and Development Climate Framework - Actions

The following actions are being undertaken as part of the Growth and Development Climate Framework and are aligned with the Calgary Climate Resilience Strategy Mitigation and Adaptation Action Plans.

| Planning Continuum | Areas of focus | Actions taken |
|---|--|---|
| Policy  | Calgary Municipal Regional Growth Plan | Integration of climate policies with focus on a regional approach to managing and mitigating the impacts of climate change. Currently in draft. |
| | Municipal Development Plan | Integration of climate policies and approved climate targets as part of Part 2.6 “Greening the City”. Completed. |
| | Guidebook for Great Communities | Encourages local area plans to incorporate climate change policies specific to community context and to include a climate risk assessment and identify strategies to mitigate those risks. Guidebook development complete and will be before Council for final approval on March 22, 2021. |
| | Local Area Plans | <p>The <i>Community Climate Risk Index</i> will create a Risk Profile for each community which will provide a baseline understanding of the climate-related risks most relevant to that community. The Risk Profile will inform decision-making to reduce climate-related risks within a variety of City programs and processes. For example, when a given community has a higher-than-average extreme heat risk score, insights about the drivers of that high risk score would be included in the Risk Profile (e.g. percent of paved surface area, area of tree canopy, or proportion of elderly people in the community). This would aid Planners in making informed decisions about intervention options. This tool will be piloted in 2021 on the Westbrook and Heritage Multi-Community Plans.</p> <p>Application of the <i>Integrated City Energy Map: (Energy Map)</i> The purpose of the Integrated City Energy Map (the Energy Map) is to visualize community greenhouse gas (GHG) emissions and</p> |

| | | |
|--|--|---|
| | | <p>energy use from buildings and transportation. The tool is in the design phase, with expected completion in 2021 Q1. It will generate a model that forecasts community GHG emissions out to 2050. Through scenario generation it can help identify and assess opportunities for GHG reduction. The Energy Map will have the ability, at a high level, to assess the economic viability of decarbonization scenarios and provide an indication of the best options to reduce CO2 emissions using a cost per tonne of CO2 abated metric. As with the Community Climate Risk adaptation tool outlined above, this tool will also be piloted on the Westbrook and Heritage Communities local area plan in 2021.</p> |
| | <p>Downtown Plan</p> | <p>The five ‘Strategic Moves’ within the draft plan are designed in part to support the goals and objectives of the Climate Resilience Strategy. The draft plan includes significant short-, medium-, and long-term actions to reduce vulnerability to high-risk climate hazards and long-term climate impacts, and to improve energy use and reduce GHG emissions in buildings and infrastructure. The Plan is still in the development stage.</p> |
| <p>Growth Strategy</p>  | <p>Citywide Growth Strategy – New Community Growth</p> | <p>Update to the <i>Business Case Evaluation Template</i> incorporating MDP 2020 climate policies and the use of the <i>Integrated City Energy Map</i>. In 2021, Administration will assess the potential for the Energy Map to model energy performance requirements and emissions of new communities and developments. This will help the Climate Team understand how the Energy Map can inform policy development and growth decisions in established areas and advise on opportunities for emissions reductions.</p> <p>Explore the climate-related risk assessment process for new community development in 2021.</p> |
| <p>Public Realm Implementation</p> | <p>Citywide Growth Strategy – Established Areas Growth</p> | <p>Opportunities exist to incorporate climate considerations. Future work.</p> |

| | | |
|---|---|--|
|  | <p>and Change; Transit Oriented Development; Main Streets</p> | |
| <p>Land Use</p>  | <p>Land Use Bylaw</p> | <p>Integrating a climate lens in the re-write of the Land Use Bylaw (ie. targeted interventions such as renewable energy requirements, Electric Vehicle infrastructure requirements and climate resilient landscaping requirements). The Land Use Bylaw review is in the scoping stage with a target completion date of 2025. Future work.</p> |
| | <p>Land Use applications</p> | <p>Continuing the pilot of the <i>Climate Resilience Inventory Form</i>. This process, which was piloted in 2020 will help socialize concepts, communicate best practices, and provide an understanding of targets and expectations for the reduction of GHGs and climate-related risks. This is a 'self-assessment' process built into the applications process. The pilot will continue through 2021. Refer to this link for more information: Building and Development lists and forms (CARLs) (calgary.ca)</p> |
| <p>Outline Plan</p>  | <p>Outline Plan applications</p> | <p>Piloting of the <i>Climate Resilience Inventory Form</i></p> <p>Investigate the use of the <i>Integrated City Energy Map tool</i> at the application stage. Future work.</p> |
| <p>Subdivision</p>  | <p><i>City's Design Guidelines for Subdivision Servicing</i></p> | <p>Opportunities exist to incorporate considerations such as factoring projected climate change into infrastructure design. Future work.</p> |
| <p>Infrastructure</p>  | <p><i>Public Infrastructure and Climate Risk and Resilience Assessments</i></p> | <p>Assessment processes developed in 2020 for Public Infrastructure Projects over a \$10 million threshold. In 2021, The City will explore its integration into Infrastructure Calgary's 2022 Capital Infrastructure Investment process (2023-2026 cycle) and will continue to develop a comprehensive set of Triple Bottom Line (TBL) and Resilience criteria for submissions requirements for Investment Funding. Climate change considerations, related to GHG emissions and reducing climate-related risk, are included. As the testing and use of the tool progresses through 2021, Administration will understand better how it could potentially be</p> |

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| | | utilized in growth and development decisions. Future work. |
| <p>Development</p>  | Development Permit Applications | Piloting of the <i>Community Climate Resilience Inventory</i> form on all Stream 4 applications. Ongoing. |
| <p>Building</p>  | Energy Performance | <ol style="list-style-type: none"> 1. Improve building performance requirements beyond current building code: <ul style="list-style-type: none"> – Support the implementation of energy step codes for new buildings – Prepare Calgary for the implementation of a retrofit building code 2. Investigate incentives: <ul style="list-style-type: none"> – Investigate policy approaches to provide monetary and non-monetary incentives to improve building performance 3. Enable innovative financing mechanisms: <ul style="list-style-type: none"> – Enable innovative financing mechanisms to fund improved energy performance. <p><i>Sustainable Building Policy</i> This policy ensures all City-owned and City-financed facility planning, designing, constructing, managing, renovating, operating, and demolishing is carried out in a sustainable manner, considers triple bottom line impacts, enhances The City’s reputation as a fiscally responsible municipal government and addresses the health and well-being of occupants. In 2021, The City will integrate specific climate considerations into the Policy, including requirement for Public Infrastructure Climate Assessments. Calgary’s Sustainable Building Policy Completed.</p> <p><i>Green Building Standards</i> In 2021, Administration will be scoping a <i>Green Building Standard</i> for new building and existing buildings. This would take the form of a comprehensive and consolidated program of performance standards and incentives. This type of program typically begins with a voluntary phase to help the development industry transition for when</p> |

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| | | <p>more stringent regulations come from other levels of government.</p> <p>Further scoping is required before determining detailed resource impacts. Engagement with the building industry and internal stakeholders will be included in the scoping and development work. Future work.</p> |
| <p>Occupancy</p>  | Energy Performance | <p>In the residential sector, <i>Energy Labelling</i> is a key foundational action that is required to improve energy performance. It is intended to assist home-owners understand their energy use and requirements. Engagement will start in 2021.</p> |
| <p>Post Occupancy</p>  | Energy Performance | <p><i>Commercial and Institutional Energy Benchmarking Program</i>: Educates and prepares building owners for future mandatory reporting and performance standards (ie. Green Building Standard); and identifies poor performing buildings for energy efficiency improvements. Building owners are invited to participate in exchange for access to energy data on how their building performs compared to other. As of January 2021, there were 212 buildings signed up to the program from 16 different participants. Seventy-three of those buildings are City-owned. Refer to the following link for more information: City of Calgary - Commercial and Institutional Building Energy Benchmarking Program Ongoing.</p> |

| | | |
|---------------------------------------|---|---|
| Other Supporting Initiatives | | |
| <p>Citizen Education and Outreach</p> | <p>Building Energy Performance & Climate Adaptation Information</p> | <p><i>Climate Resilience Home Handbook</i>: Purpose is to educate home-owners on how to make their home more resilient to climate-related hazards for retrofits and new builds. This program will be launched publicly spring of this year and will be accompanied by a robust communication campaign. Ongoing.</p> <p><i>Solar Potential Map</i>: A resource for citizens to view the solar potential on existing buildings to help inform investment decisions in solar photovoltaic. This tool was launched in 2020. Refer to the following link for more information. Ongoing https://maps.calgary.ca/SolarPotential/</p> |

Next Steps

The development of the above programs, processes and tools continues to evolve with new technologies and advancements in climate science, and new federal and/or provincial legislation. Administration will be bringing forward a five-year update to the Calgary Climate Resilience Strategy in 2022. As part of that update, new climate targets will be established that align with the federal direction towards net-zero ready by 2030 and net-zero by 2050. As a result, more aggressive actions will need to be taken to meet those targets.

Carbon Budget Introduction

While the work on the Energy Benchmarking Program and the Integrated City Energy Map improves forecasting, shares data, and may inform planning and development decisions, it does not assign limits on greenhouse gas (GHG) emissions. As part of Canada’s 2050 climate targets, Calgary’s share of total emissions for the next 30 years can be quantified. It is possible to use a carbon accounting framework to assign an annual carbon budget designed to ensure Calgary reaches the national 2050 target. This report is requesting that Council direct Administration to report back on the feasibility of a carbon budget with the 2022 update to the Climate Resilience Strategy along with approval of \$25,000 in funding to retain technical consulting expertise to assist with this work.

A carbon budget shows the impact of delaying reductions in emissions very clearly. This would allow Administration and Council to understand the “cost” of emissions associated with any project all the way through the project’s lifecycle. Projects that are approved would need to have their GHG emissions entered against the carbon budget to meet climate outcomes for the year 2100. In this way, The City could be informed of how land development would be impacting the carbon budget. Development of a carbon accounting framework to establish a carbon budget has not yet been undertaken by Administration.

Other municipalities have begun to adopt carbon budgets. Some have started with their corporate operations (for example, City of Edmonton) with intent to include the broader community in the future. Others have initiated a city-wide sector-based carbon budget (e.g. Manchester, UK). Through a carbon budget, any project, strategy or initiative that will result in an increase in emissions, whether in the short or long-term, must be recognized as using up some of the remaining carbon budget. Both financial costs and emissions costs must also be accounted for.

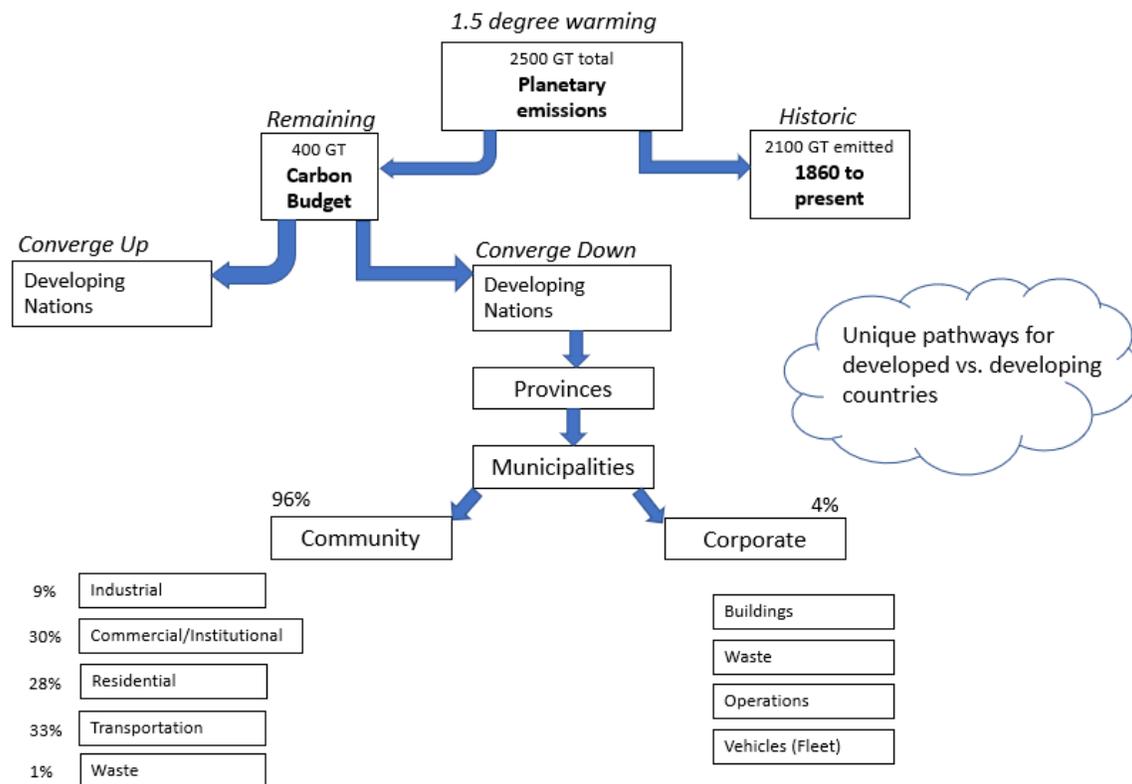
International Benchmarks

The chart below is a list of cities that have established carbon budgets and the dates at which they anticipate those budgets being exhausted based on historical trends and practices.

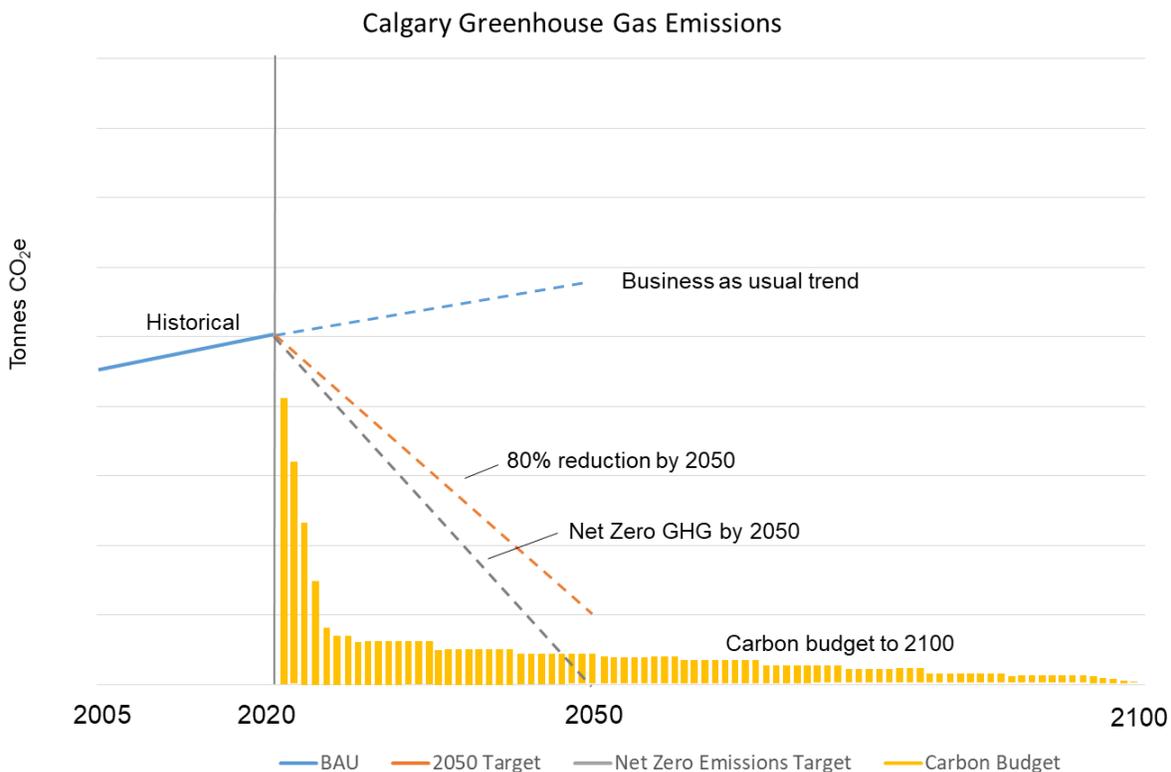
| City | Carbon Budget Exhausted By Date |
|--------------------|---------------------------------|
| Windsor, Ontario | 2029 |
| Edmonton, Alberta | 2028 |
| Toronto, Ontario | 2033 |
| Vancouver, BC | In progress |
| Oslo, Norway | On track to net-zero by 2030 |
| Frankfurt, Germany | 2031 |
| Manchester, UK | 2028 |

The following flow chart depicts the maximum global emissions allotted to maintain 1.5 degrees Celsius warming. It removes the historic emissions from the total which leaves a carbon budget amount of 400 gigatons (GT) of emissions globally. Developing nations are permitted to increase emissions in order to meet economic equality while developed nations must reduce emissions. From the 400 GT amount a calculation would be derived to determine what the citywide carbon budget would be and/or the community (98%) share of that carbon budget. The chart also illustrates the percentage of emissions that the corporation (4%) is responsible for.

Intergovernmental Panel on Climate Change (IPCC) - Calgary Climate Resilience Strategy Carbon Budget



The chart below illustrates the relationship of GHG targets with a carbon budget (with hypothetical values). Calgary’s GHG emissions trend has been upward since the baseline year of 2005, largely driven by population growth. Business as usual will see the trend continue. The City’s current target is an 80 per cent reduction in emissions by 2050. However, Canada has set a national target of zero emissions by 2050. A carbon budget would consider total allowable emissions until 2100, and it would be up to The City and stakeholders to maintain that ‘budget’. Like other Canadian cities, Calgary will use up the carbon budget within a short time under business as usual. This would prompt a re-consideration of development and energy for Calgary. It would be part of a bigger conversation across Canada to develop technologies, policies, and funding to meet the carbon budget goal. There is now a rapid shift globally by the industrial, investing, and finance sectors to support this direction.



A carbon budget would prompt a re-consideration of development and energy for Calgary. It would be part of a bigger conversation across Canada to develop technologies, policies, and funding to meet the national carbon budget goal. Canadian cities could benefit from a national standard approach to creating their carbon budgets, and work is underway to develop a methodology. This consistency would make it easier to calculate, compare, and possibly fund solutions across the country. Outside of government, there is also a shift happening globally in the industrial, investment and finance sectors to support this direction.

Council is scheduled to receive a presentation from the Canadian Urban Sustainability Practitioners during the Calgary Climate Symposium on 2021 March 26. This session will provide further context on using carbon budgets across Canada and the relationship to climate-related financial disclosure.

Exploring Climate Considerations in the New Community Growth Strategy Business Case Evaluation Process

Background

The purpose of this attachment is to provide early ideas on how Administration can integrate climate considerations into the 2022 New Community Growth Strategy business case evaluation process.

The New Community Growth Strategy is one of three components of the comprehensive Citywide Growth Strategy, along with established and industrial areas. All three components of the Citywide Growth Strategy are part of Next Generation Planning, which provides the foundation for city-building in Calgary.

In keeping with the direction provided by Council that initiated this report, climate considerations will be incorporated to a greater extent within the Citywide Growth Strategy, with the first step being to focus on the New Community Growth Strategy business case evaluation process. It is through the New Community Growth Strategy process that applications for new community growth are considered by Administration and decided upon by Council. The first iteration in 2018 resulted in the approval of 14 new communities, while the second round in 2020 resulted in no additional business cases being approved. The next round of business case decisions is anticipated to occur in 2022.

Currently, New Community Growth Strategy business cases are evaluated based on criteria responding to three growth factors:

1. **Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) Alignment**, where business cases are evaluated for their alignment to the goals of the long-term policies.
2. **Market Demand**, which is the consideration of the current supply and accommodation of market demand of the development types being proposed.
3. **Financial Impact**, which is the consideration of the financial implications to The City from both from an operating and capital expenditure perspective, and the economic opportunities of building new communities.

Integration of Climate Considerations into the New Community Growth Strategy Business Case Evaluation Process

In recognition of the growing importance of climate action, the business case evaluation framework was amended for the 2020 review process to include climate considerations. Ahead of the 2022 review, Administration will continue to revise the New Community Growth Strategy business case evaluation framework to increase the climate considerations, in consultation with stakeholders.

In response to this direction on climate inclusion, and within the review of the New Community Growth Strategy business case evaluation template, consideration should be given to updating the “Greening the City” section. Currently, this section of the evaluation template includes one

criterion, however, additional decision-making criteria could be added to include climate related considerations as the examples in Table 1 below illustrate. Refer to Table 2 for the complete New Community Growth Strategy business evaluation template as it was used in 2020.

Table 1: Greening the City section of the New Community Growth Strategy Business Cases Evaluation Template with example climate considerations

| Greening the City | |
|--|--|
| Definition | Criteria |
| Protecting environmentally sensitive areas and promoting renewable energy sources, energy efficiency, low-impact development for stormwater management, construction of green buildings, and encouraging cycling and walking all work together to make Calgary more environmentally friendly | Current: How does the business case help deliver quality public spaces or open spaces for residents/employees? |
| | Example addition 1: How does the business case provide opportunities to withstand climate change impacts? |
| | Example addition 2: What greenhouse gas reducing innovations (e.g. during construction or in the permanent built form) are proposed for the development in this business case area? |

It is anticipated that this work will be informed by the MDP 2020 update to the Greening the City policy and the Climate Resilience Strategy, in addition to consultation with the New Community Working Group, the Climate Panel, and other stakeholders as identified through the process.

Future work on the New Community Growth Strategy business case evaluation framework may include applying the Community Climate Assessment tool and the Integrated City Energy Map (Energy Map) that are currently under development. Adaptation and application of these specific tools to the New Community Growth Strategy evaluation process is likely to take place following the 2022 New Community Growth Strategy business case evaluation process, in consultation with internal and external stakeholders. A high-level work plan for completion of this work is provided below:

| Work Plan | |
|---|--|
| New Community Growth Strategy | |
| Business Case Evaluations + Climate Considerations | |
| Time Frame | Task |
| Q2 2021 | Explore climate tools and other considerations to be included in the New Community Growth Strategy business case evaluation process. |
| Q2-Q3 2021 | Engage with stakeholders, including the New Community Working Group and the Climate Panel. |
| Q4 2021 | Update and communicate 2022 New Community Growth Strategy business case evaluation criteria and submission requirements. |

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| Q1-Q3 2022 | Implement revised evaluation requirements in the 2022 New Community Growth Strategy business case evaluation process. |
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Feedback from New Community Stakeholders

Two initial discussions with the New Communities Working Group were held on this topic. While stakeholders were open to the discussion, they identified concerns related to (a) development costs and housing affordability; (b) the need for a comprehensive multi-departmental approach that integrates ongoing related initiatives; (c) implementation and approval challenges related to innovative solutions; and (d) equity in development requirements throughout the city, including in established and industrial areas. There is a desire for Administration and stakeholders to work together to address the complexities of this across several ongoing initiatives and to arrive at amendments to the business case evaluation template that are balanced, outcome-based, and implementable. In particular, alignment with the Balancing Policy work (where Administration and Industry representatives are examining the cumulative impact of City policy and expectations on the design and affordability of new communities) was highlighted.

Table 2: 2020 New Community Growth Strategy Business Cases Evaluation Template

 Section for possible amendment to include greater climate consideration

| Factor | MDP Goal | Definition | Current New Community Considerations |
|---|--------------------|---|---|
| Strategic Alignment: Municipal Development Plan/Calgary Transportation Plan | Prosperous Economy | Planning for our economy's long-term sustainability ensures that current and future generations are resilient and adaptable to economic cycles and unanticipated changes. | 1. How many temporary construction jobs are expected from development in the business case area? |
| | | | 2. How many future jobs/permanent jobs are expected within the business case area? |
| | | | 3. How does the business case area support economic diversification for Calgary? |
| | Compact City | A dispersed and spread out population creates some social, economic and environmental challenges. In a compact city, balancing growth between new and developed areas builds vibrant, thriving communities. A compact city is made up of complete communities that provide a broad range of housing choices and services, as well as high quality transit and transportation options. | 4. Is the business case area contiguous? |
| | | | 5. How does the business case area meet the intensity target of 60 people and jobs per gross developable hectare? |
| | Great Communities | Great communities are flexible. They adapt to the | 6. How does the business case fit into the greater community? |

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| | | needs of current and future residents by providing a variety of housing options and services so that people can meet their day-to-day needs within their own neighbourhood. Essentially, it is about creating communities where residents can live, work and play. | 7. How does the business case area immediately support existing non-residential development? 8. How the business case area integrate Neighbourhood Activity Centres (NAC), a Community Activity Centre (CAC), and/or leverage a Major Activity Centre (MAC)? 9. How does the business case area support City facilities, such as libraries and recreation centres? |
| | Good Urban Design | Good urban design is the result of collaboration and coordination between various disciplines, creating public places that people enjoy. | 10. How does the business case area demonstrate innovation or a new approach for development in Calgary (e.g. Leadership in Energy and Environmental Design or LEED, Building Research Establishment Environmental Assessment Method or BREEAM)? |
| | Connecting the City | The design of the transportation system has a significant impact on how a city grows and how people get around. The Municipal Development Plan encourages more sustainable transportation options such as walking, cycling and transit to create a system that provides more choice. This means prioritizing investment to improve transit networks, designing streets to accommodate cycling and walking, plus improved connectivity. | 11. How does the business case area integrate with the Primary Transit Network in the MDP/CTP? |
| | Greening the City | Protecting environmentally sensitive areas and promoting renewable energy sources, energy efficiency, low-impact development for stormwater management, construction of green buildings, and encouraging cycling and walking all work together to make Calgary more environmentally friendly. | 12. How does the business case help deliver quality public spaces or open spaces for residents/employees? |
| | Managing Growth and Change | Founded on the principles of sustainable development and guided by fiscal responsibility and managed growth, these | 13. How does the business case area use existing utilities, fire/emergency service, and transportation infrastructure? |

| Factor | MDP Goal | Definition | Criteria |
|-------------------|----------------------------|---|---|
| Market Demand | Managing Growth and Change | goals will stimulate growth and change across the city for the next 60 years. Founded on the principles of sustainable development and guided by fiscal responsibility and managed growth, these goals will stimulate growth and change across the city for the next 60 years. | 14. What is the business plan for development approval starting from Land Use and Outline Plan to Subdivision Phasing? |
| | | | 15. Are there any considerations involving third parties? (e.g., public land claims, rights of way acquisitions, Provincial funding or approvals, other land owners/developers) |
| | | | 16. What factors (other than City timelines) may cause a delay in private investment from the timelines provided? How would you mitigate against these factors? |
| | | | 17. How does the business case area benefit the city-wide serviced residential or non-residential growth capacity? How does it improve near term market competition? |
| | | | 18. How does the business case area benefit the sector/local serviced residential or non-residential growth capacity? How does it improve near term market competition? |
| Factor | MDP Goal | Definition | Criteria |
| Financial Impacts | Managing Growth and Change | Founded on the principles of sustainable development and guided by fiscal responsibility and managed growth, these goals will stimulate growth and change across the city for the next 60 years. | 19. What is the City of Calgary annual operating costs for the business case area over the lifetime of the development? |
| | | | 20. What is the anticipated total amount of levies to be contributed by the business case area? |
| | | | 21. What is the average annual City portion of the property tax revenue for the business case area over the lifetime of the development? |
| | | | 22. What is the financial value of the business case at the completion of development? |
| Other | Other | Are there any other key attributes that should be highlighted about the business case area? Examples could include improvements to city resiliency and sustainability, service efficiency, alignment to other City initiatives, and innovative approaches. | |

Budget Request Details

| One-time Budget increase | 2021 (\$) | 2022 (\$) | Total (\$) |
|---|----------------------|----------------------|-----------------------|
| City Planning and Policy Service | | | |
| Salary and Wage Expense | 150,000 | 300,000 | 450,000 |
| Environmental Management Service | | | |
| Salary and Wage Expense | 75,000 | 150,000 | 225,000 |
| Consulting Costs | 25,000 | - | 25,000 |
| | 250,000 | 450,000 | 700,000 |

The work required to fulfill the expectations of the Motion Arising will require additional financial and human resources. The integration of the tools into planning processes is considered an additional scope of work that is not specifically represented in the 2021 City Planning and Policy Service Work Plan (PUD2021-0046).

- An estimated \$25,000 in unbudgeted consulting fees from the Fiscal Stability Reserve investment income to support development of a Carbon Budget in time for the update to the Climate Resilience Strategy in 2022.
- Resources are needed to facilitate the scope expansion of the tools and subsequent integration into planning processes. An estimated \$675,000 in resources (\$225,000 in 2021 and \$450,000 in 2022) to facilitate three limited term positions in three divisions. These positions will support the development, engagement, integration and implementation of the Framework actions as outlined in Attachment 3. Funding for these positions would come from the Fiscal Stability Reserve investment income.
- An additional \$75,000 of consulting costs will be funded through the existing Planning & Development operating budget.

Mitigating the Impacts of Severe Weather Events in Calgary

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Approve Administration's severe hail weather strategies and actions as identified in Attachment 2.
2. Approve the proposed resilient roofing rebate program in principle and direct Administration to return with full details to PFC in 2021 April.
3. Request that the Mayor write a letter to the Province of Alberta requesting funding to support the proposed resilient roofing rebate program; and a second letter to the Minister of Alberta Municipal Affairs seeking support for proposed code changes to roofing and siding materials in hail-prone areas.

HIGHLIGHTS

- In cooperation with external and internal stakeholders, Administration has prioritized actions that will mitigate damage to buildings from severe weather events and improve the preparedness and response to these events in Calgary. As agreed upon with stakeholders during engagement and debrief sessions, Calgary Building Services is best-positioned to lead a holistic approach to mitigating hazards to buildings, and Calgary Emergency Management Agency is best positioned to lead improvements in preparedness, communication, and coordination for severe weather events.
- What does this mean to Calgarians? Administration's work will drive practical solutions to reduce impacts to buildings and improve communication and coordination related to severe weather events.
- Why does this matter? The completion of actions for roofs and siding, as listed in Attachment 2, will reduce long-term costs, increase personal safety and property protection, and reduce stress and social impacts related to building repairs. Environmental and economic impacts are reduced by avoiding unnecessary material replacement and consequently reducing the embodied energy in those materials. The completion of the improvement plan outlined in Attachment 4 will result in better preparedness, communication, and coordination when facing severe weather events.
- Through the review of the information with stakeholders, hail was identified as the most immediate threat to residential buildings in Calgary; therefore, actions related to hail will be accelerated for immediate implementation, such as: education for citizens/stakeholders/City Administration, exploring the resilient roof rebate program, exploring additional incentives with the insurance industry, advocacy of code change requests with the province, and policy review.
- Council directed Administration to engage development and building industry stakeholders to comprehensively examine building and planning standards, including building codes and material standards, to make new construction and building alterations more climate-resilient and sustainable while taking into consideration housing affordability and climate change adaptation and disaster risk reduction measures, and to use this information to inform advocacy to the Minister of Municipal Affairs on potential amendments to the Provincial Building Codes, with a report back to Council by Q1 2021.
- Council also directed Administration to conduct a comprehensive debrief of The City's (including our partners and other levels of government) response to the severe storms in June 2020 with a detailed report and recommendations back to Council by Q1 2021.

Mitigating the Impacts of Severe Weather Events in Calgary

- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Notice of Motion PFC2020-0828 Disaster Relief and Mitigation has several resolutions under its purview. The purpose of this report is to provide an update to resolutions 1.a, 1.b, 1.c, and 1.d.

Resolution 1.a. Report back with initial cost estimate for the Notice of Motion actions

Calgary Building Services did not bring forward a report to Council in 2020 September because there was no funding needed.

Resolution 1.b. Expedite and waive fees for permits related to the 2020 June 13 hail event

Calgary Building Services developed tools to identify permits related to the 2020 June 13 hail event via geospatial indicators and permit type. Furthermore, these applications are given priority. Applicants may also have the development and building permit fees waived via an authorized declaration and refund process. So far, five applications have been prioritized, and over \$1,300.00 in fees waived. A permit is not required if replacing roofing or siding with similar material (eg. damaged vinyl siding replaced with new vinyl siding). A permit is also not required when replacing windows with new ones of the same size.

Resolution 1.c. Engagement with development and building industry stakeholders

Because of the visibility of the damage from the 2020 June 13 hail event, it is often assumed that the majority of the damage was done to exterior walls of homes; however, the greatest damage in terms of dollars was to the roofs. Of the \$1.4 billion in damages, \$800 million of the damage was on roofs.

Calgary Building Services worked with external and internal stakeholders to explore a series of actions to increase the resiliency of residential buildings to severe weather events in Calgary, with the focus mainly on exterior building components. Please see Attachment 1 for the background on the project plan and for the list of stakeholders who participated in the engagement sessions. The aim was to develop an all-encompassing program with a suite of actions, delivered concurrently on several fronts, as a holistic set under the following categories:

- Education – to create public awareness of the benefits and options of resilient materials
- Incentives – to reduce the cost of adopting more resilient materials and to increase the demand and installation of those materials
- Regulations – to increase building resiliency for all new construction

All of the potential mitigation actions from the engagement sessions have been collated, evaluated, and prioritized. Please see Attachment 2 for details on the immediate mitigation actions for roofs and siding, as discussed with stakeholders. A number of immediately actionable items will be in place for the active hail season in 2021, such as:

- March/April: A City-hosted symposium with the insurance industry on the benefits of impact resistant materials to continue the exploration of incentives.
- April: Administration will return to the Priorities and Finance Committee with full details on the proposed Impact Resistant Roofing Rebate program. As identified in Attachment

Mitigating the Impacts of Severe Weather Events in Calgary

3, the program is to provide eligible homeowners with a \$2,000 rebate for roof replacement costs when installing impact resistant materials.

- April/May: Education campaign developed and implemented including:
 - the release of the *Climate Resilient Home Handbook* (in multiple languages), led by Environment & Safety Management.
 - the release of a homeowner’s checklist of “what you need to know when hiring a roofing contractor”.
 - webinar on the benefits of impact resistant materials for homeowners with subtitles in multiple languages.
 - a campaign for stakeholders (including BILD Calgary Region and the Calgary Real Estate Board) on mitigating against climate hazards and the benefits of impact resistant materials.

Engagement will be ongoing with external and internal stakeholders. Further refinement and prioritization of actions, including possible building code changes will continue throughout Phase 2 of the project. This work will proceed under Calgary Building Services’ guidance in partnership with stakeholders and will result in implementation of actions both independently and in concert with stakeholders, such as:

- Ongoing: Advocacy with the province to require hail resistant materials (roofing and siding) in hail-prone areas
- Ongoing: Continued work with the insurance industry on initiating incentives
- Ongoing: Proactively mitigating the increasing likelihood of climate disasters
- March: Explore the introduction of a building envelope inspection

Resolution 1.d. Conduct a debrief of The City’s response to the storms in 2020 June

Calgary Emergency Management Agency convened a meeting of multiple Agency members to converse and debrief on the event which resulted in an After Action Report/Improvement Plan Summary; a summary of learnings and improvement ideas is included as Attachment 4. Participating Agencies included numerous City business units and external organizations including Environment and Climate Change Canada.

This After Action Report/Improvement Plan Summary analyzes incident results, identifies strengths to be maintained and built upon, reviews potential areas for further improvement, and supports the development of corrective actions. The opportunities for improvement identify gaps and provide a framework to enhance The City of Calgary’s preparedness and response to future severe weather event emergencies.

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

Engagement work is ongoing with external and internal stakeholders.

Mitigating the Impacts of Severe Weather Events in Calgary

IMPLICATIONS

Social

Repairing buildings after severe weather events resulting in damage is a source of considerable stress for citizens. Time to assess and action repairs, manage financial costs, and the potential disruption of daily schedules all negatively impact the long-term social wellbeing of communities.

Environmental

Reducing the need for repairs after severe weather events has several positive environmental benefits, including reducing the release of embodied Greenhouse Gas (GHG) in construction materials, and operational GHG reductions in shipping, material handling, and installation as identified in the Climate Resiliency Strategy. Avoided repairs also reduces landfill waste generation. Actions identified in Attachment 4 align with and further advance the Climate Resilience Strategy, specifically section 6.2 of the climate adaptation action plan.

Economic

Reducing repair after severe weather events has both positive and negative impacts for the economy; individual building owners would benefit tremendously from avoided costs related to repairs (including uninsured losses), avoided lost wages and productivity, and potential reductions in insurance premiums. While there are negative impacts from reducing the impacts of severe weather (eg. reductions in contractor and construction material sales), positive impacts far outweigh this and include benefits to insurers, civic infrastructure, and emergency response costs. As the policies considered would be applicable to all districts in Calgary, there is also economic benefits and resiliency in avoiding damages incurred from storms in maintaining business continuity, maintaining business functionality, and the potential to reduce The City's and the province's recovery efforts as well.

Service and Financial Implications

Self-supported funding

Calgary Building Services has reprioritized the 2021 work plan to accommodate the initiation of the work in Attachment 2, and will continue to dedicate 2.0 full-time equivalents and add a limited term position to lead the work from its self-funded operating budget, for a total of \$450,000.00 per year which includes all associated costs, excluding the funding for the proposed Impact Resistant Roofing Rebate program.

If economic conditions see an increase in permit volumes, positions may have to be backfilled to ensure service delivery timelines for Calgary Building Services are able to be met.

RISK

Timing of code change does have a dependency on political will at the provincial level. In addition, there is a review process that can have code change requests rejected.

ATTACHMENT(S)

1. Previous Council Direction and Background
2. Comprehensive Mitigation Actions for Roofs and Siding

Mitigating the Impacts of Severe Weather Events in Calgary

- 3. Proposed Impact Resistant Roofing Rebate
- 4. CEMA After Action Report/Improvement Plan Summary

Department Circulation

| | | |
|------------------|--------------------------|---------|
| Stuart Dalgleish | Planning and Development | Approve |
| Katie Black | Community Services | Approve |

Previous Council Direction and Background

Previous Council Direction

At the 2020 July 20 Combined Meeting of Council, a Notice of Motion was moved by Councillor Chahal (seconded by Councillor Carra). That with respect to Notice of Motion PFC2020-0828, the following be adopted:

NOW THEREFORE, BE IT RESOLVED THAT:

1. Council directs City Administration to:
 - a. Report directly to the 14 September 2020 Combined Meeting of Council with a cost estimate and recommended funding source for the actions contained in this notice of motion that cannot be accommodated within existing budgets and workplans;
 - b. Immediately expedite any building, demolition or development permits related to the severe storm on 13 June 2020 and waive any permit fees for any repairs or alterations attributed to this event on permit applications received prior to 30 June 2021, and prepare any necessary fee schedule amendments for approval;
 - c. Engage development and building industry stakeholders – including but not limited to other governmental bodies, BILD Calgary Region, and Calgary Real Estate Board (CREB) – to comprehensively examine building and planning standards including building codes and material standards to make new construction and building alterations more climate resilient and sustainable, while taking into consideration housing affordability and climate change adaptation and disaster risk reduction measures, and to use this information to inform advocacy to the Minister of Municipal Affairs on potential amendments to the Provincial Building Codes, with a report back to Council by Q1 2021;
 - d. Conduct a comprehensive debrief of The City's (including our partners and other levels of government) response to the severe storms in June 2020 including but not limited to the alert system/warnings, emergency response, overland flooding, public and (where feasible) private infrastructure, roadways, minor/major stormwater systems, catch basins, and smart technology including sensors, with a detailed report and recommendations back to Council by Q1 2021;
2. Council requests that the Mayor write a letter to the federal and provincial governments advocating for immediate relief and incentives including interest free loans, tax credits/incentives, and rebate programs to cover out of pocket expenses for residents and businesses affected by this disaster that are not covered by private or public programs including insurance, and to advocate for a full review of the provincial Disaster Relief Program (DRP) and the federal Disaster Financial Assistance Arrangements (DFAA) to ensure these programs are equitable, fair, and better coordinated to address the more frequent and more severe weather patterns that are predicted in the future.

Background

The Notice of Motion directs Administration to create actions to influence both industry and government bodies to make positive changes to prepare our communities and citizens more effectively in the case of future dramatic climate events.

A two-phased project plan was developed, as shown in Diagram 1 below.

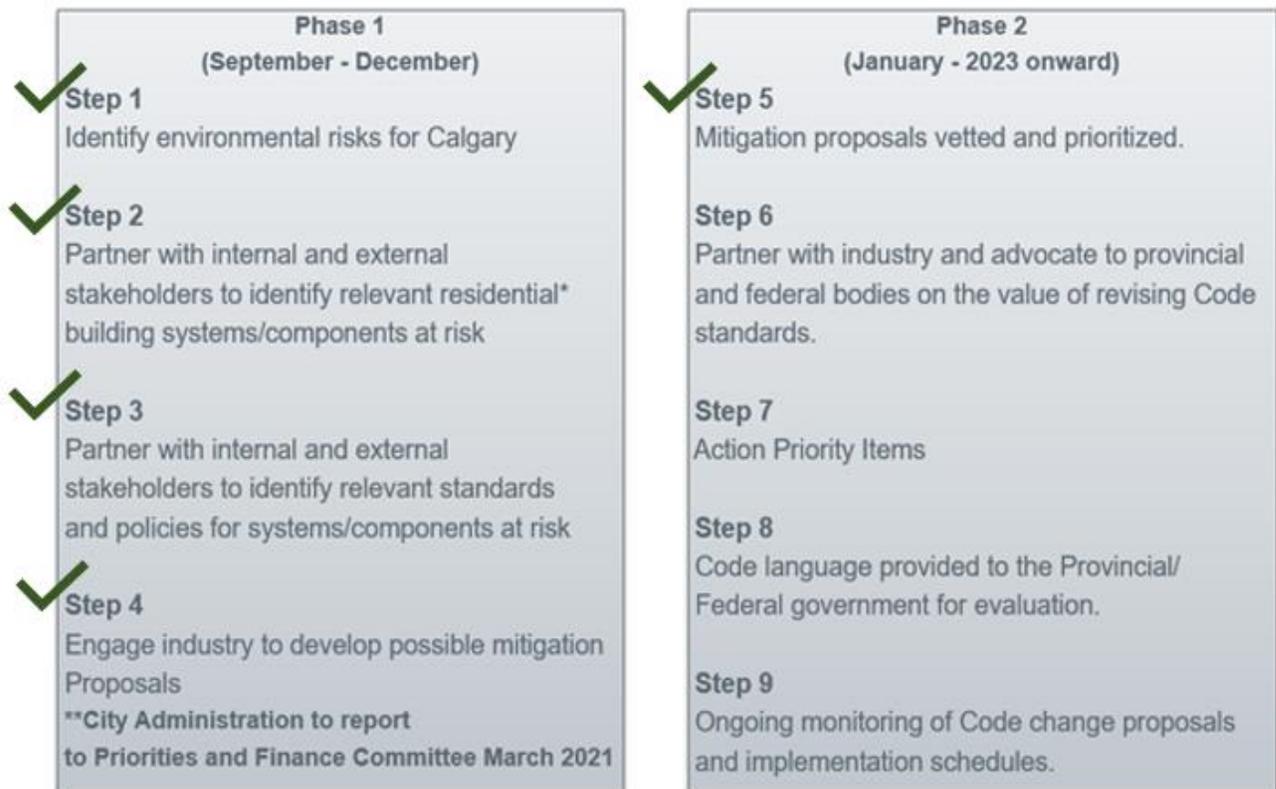


Diagram 1 – Project Plan

The scope of the project is on matters of property protection, personal safety, and energy efficiency for buildings within existing legislative and cost context. Phase 1 of this work was focused on identifying potential mitigation actions to increase resiliency of residential buildings to severe weather events (including wood frame multi-family buildings) in Calgary, with the focus largely on exterior building components. The applicability and relevance of proposed mitigation actions will be considered for other building types within Phase 2 of the project.

It is important to note that despite being the only mechanism mentioned in Phase 2 of the project plan, code changes are one of many actions available to achieve the goals of this project. Advocating for change at other levels of government would include providing the government bodies with recommended wording and change proposals, and working cooperatively with the National Research Council, Alberta's Safety Codes Council, and The City's Environment & Safety Management to develop the scientific rationale for code changes. Timing of code changes is dependent on political will at the provincial level, and the code changes would only apply to new buildings that are built after those code changes have been adopted by the province.

To better understand the hazards specific to Calgary and their impact to buildings, the following information was utilized:

- Research and risk analysis prepared by the Calgary Emergency Management Agency within their 'Disaster Risk Registry' and 'Disaster Risk Assessment'. This information

provides a comprehensive look at how risks, including environmental, impact our city and how they are managed.

- The ‘Projected Climate Risk to Buildings’ memo, as prepared by Environment & Safety Management. This information contains climate change projections for the next 30 years, specific to Calgary.
- External stakeholders provided information on risk to buildings.
- Seven environmentally driven hazards were identified as priorities: severe hailstorms, tornados, extreme cold, severe rainstorms, severe winter storms, severe blizzards, and river flooding.

Please find in Table 1 below, the list of stakeholders who participated in engagement sessions with Calgary Building Services.

| External stakeholders | Internal stakeholders |
|---|---|
| BILD (including Brookfield Properties Development, Jayman BUILT, Shane Homes) | Planning & Development (including Calgary Building Services, Community Planning, Calgary Growth Strategies) |
| Calgary Real Estate Board | Affordable Housing – Calgary Housing |
| Calgary Construction Association | Calgary Emergency Management Agency |
| SAIT School of Construction (including SAIT Green Building Technologies) | Climate Change & Environmental Management – Environment & Safety Management |
| IKO Industries | Water Resources – Utilities & Environmental Protection |
| Insurance Bureau of Canada | Resilience and Infrastructure – Deputy City Manager’s Office |
| Institute of Catastrophic Loss Reduction | Corporate Engineering & Energy – Corporate Analytics & Innovation |
| Alberta New Home Warranty | |
| Alberta Roofing Contractors Association | |
| Alberta Allied Roofing Association | |
| Siding Contractors Association of Alberta | |

Table 1 – Engagement Stakeholders

Comprehensive Mitigations Actions for Roofs and Siding

The following table provides an overview of the mitigation actions that Administration will be taking in 2021 for roofs and siding.

| Building Components: Roof & Siding | | |
|--|---|--|
| Educate | | |
| Action/Deliverable | Objectives | Timelines |
| 1. Checklist for hiring a residential roofer | Equip citizens with the information they need to make informed decisions to protect their home. | Q2 2021 Available for May education campaign. |
| 2. Climate Resilient Home Handbook (PDF) | Help Calgarians understand and make improvements to enhance the resilience of their homes and properties to climate hazards. *Translation required | Q2 2021 Live: April 2021 (English) |
| 3. Lunch & Learn for Calgary Real Estate Board (CREB) | Educate citizens on the value of impact resistant roofing and siding materials. | Q2 2021 Live: May 13, 2021 |
| 4. City Webinar for the public | Educate citizens on the value of impact resistant siding materials and third-party roofing inspections. | Q2 2021 Live: May 19, 2021 |
| 5. Builder Breakfast Presentation | Educate industry on mitigating against climate hazards. | Q2 2021 |
| 6. Hiring a licenced contractor campaign | Equip citizens with the information they need to make informed decisions about their home. | Q2 2021 |
| 7. Installation of hail monitoring network in Calgary (potential to extend this to areas west of the city as a possible early warning system) | Further inform the City's and insurance industry's direction on risk mitigation strategies for hail in Calgary through a real-time hail monitoring program. | Initial exploration: In progress Completion scheduled for Q1 2023 |
| Incent | | |
| Action/Deliverable | Objectives | Timelines |
| 8. Explore additional insurance incentives for resilient roofing and siding materials on homes | Incent the use of impact resistant roofing and siding materials. | Initial exploration underway. |

| | | |
|--|---|--|
| 9. Explore the merits of solar shingles (as by Tesla) to improve resilience and energy usage | Leverage existing incentive programs to promote use of resilient materials. | Initial exploration underway. |
| Regulate | | |
| Action/Deliverable | Objectives | Timelines |
| 10. Identify applicable hail zones, and draft code submission for Code change in consultation with Alberta Municipal Affairs, including cost impacts and potential alternative or complimentary methods of mitigation: <ul style="list-style-type: none"> • continuous shingle underlayment, • continuous waterproofing membrane under shingles and taped sheathing joints | Mandate impact resistant roofing and siding materials in high hail zones. Mitigate the impacts of potential shingle failure through increased climate resiliency measures in Part 9 of the National Building Code – Alberta Edition. | Presentation to Safety Codes Council (Building Sub-Council) to outline proposed code changes regarding mandating Class 4 impact resistant shingles: March 14, 2021 |
| 11. Investigate the opportunity to change the height requirement for contextual developments within the City’s Land Use Bylaw to allow for steeper roof slopes. | Mitigate the risk of hail through design. | TBD |
| 12. Revise the City’s Quality Management Plan (QMP) to enable building envelope inspections in lieu of, or in addition to either foundation or framing inspections. | Introduce building envelope inspections. | Initial exploration: Building Safety Services Committee – March 15, 2021 |

Proposed Impact Resistant Roofing Rebate

Description: The Impact Resistant Roofing Rebate is a City of Calgary mitigation program that will provide homeowners with a \$2000 fixed rebate for roof replacement costs when installing impact resistant materials.

For the average Calgary home, the increase in cost to replace a roof with an impact resistant material (eg. Class IV asphalt shingle) over a more conventional product is approximately \$6,000 or \$4 per square foot.

Goals:

1. Encourage the installation of impact resistant roofing materials and practices to limit the damaging consequences of severe weather such as hail.
2. Create a sample group of more resilient properties to access a pilot program for reduced insurance premiums.
3. Educate industry and homeowners about the value of impact resistant materials and roofing best practices.
4. Grow demand for higher standards of materials and practices to drive down costs.

Measures of Success:

1. Use: Fully allocated rebate funding within 12 months of program start date.
2. Distribution: Awarded to at least 50 homes in each quadrant of the City.
3. Contractors: Five or more certified roofing contractors installing impact resistant roofing, in compliance with the **Resilient Roofing Installation Checklist**.

Further details, such as beneficiaries and eligibility criteria, to be determined in 2021 April.



After Action Report and Improvement Plan Summary

Executive Summary

The Calgary Emergency Management Agency (CEMA) is responsible for coordinating The City's response when significant events occur that impact the ability to maintain service delivery. In response to the severe storm in 2020 June, CEMA facilitated an after action and improvement process on 2021 July 13. This summary provides a strategic, outcome-focused overview of the after action report.

The After Action Report and Improvement Plan highlighted several strengths including preparedness, commitment, collaboration and competence. A plan for improvement identified opportunities in the areas of: communications, response, processes and planning, weather alerts and protocols, and emergency management systems integration. Implementation of the plan is underway with all identified improvement areas having been initiated and/or completed.

Primary Strengths of Response

The City ensured the safety of residents during the response and recovery of this event, while continuing provision of critical services. Four primary strengths included:

1. **Preparedness:** CEMA stewards a comprehensive emergency management system based on a shared understanding of Calgary's risk environment and a commitment to preparing for risks. Standardized training is delivered on a regular basis in order to promote interoperability and ensure a continuous improvement culture. As preparedness is a shared responsibility, CEMA also delivers community outreach programs that prepares citizens for emergencies.
2. **Commitment:** This event happened on the weekend and the response was largely led by emergency first responders and oncall staff. Commitment on the part of staff to respond as efficiently and effectively as possible limited this event's overall impact to the community.
3. **Collaboration:** This event presented several challenges and required a synchronized response effort. Implementing recommendations from past learnings into best practice resulted in the timely, effective, and collaborative response to this hailstorm.
4. **Competence:** The City of Calgary's internal and external agency members and oncall personnel demonstrated a high level of competency and capability in executing escalation functions and emergency management protocols. Staff members acted on the priorities and problems of the event. Ultimately, the City focused on maintaining critical municipal services and everyone worked efficiently and effectively towards quick response and recovery.

Improvement Plan

The opportunities surfaced in the improvement plan have been initiated and in some cases completed. They can be summarized in five areas:

1. **Communications**
 - a. Review the internal alerting and notification list for The City's business units.
 - b. Evaluate the effectiveness of The City's public crisis communications.
 - c. Survey the effectiveness of the public awareness campaign around severe storm safety.
 - d. Enhance messaging about severe storms to include multiple languages.



After Action Report and Improvement Plan Summary

2. Response
 - a. Review the escalation process for City staff.
 - b. Review established responder agency incident command and unified command processes and identify opportunities for further integration during events.
 - c. Integrate severe weather projects into CEMA's regularly scheduled exercises.
3. Processes and Planning
 - a. Develop a corporate severe weather response plan.
 - b. Review The City's safety protocols related to severe storm response.
 - c. Improve CEMA's after action reporting.
 - d. Review business continuity plans.
4. Environment and Climate Change Canada (ECCC) Weather Alerts and Protocols
 - a. Review alerting protocols and frequency of ECCC weather alerts.
 - b. Review after event reporting from ECCC and/or the insurance sector.
 - c. Investigate opportunities for increased communication between CEMA and ECCC when severe storms are approaching.
5. Emergency Management Systems Integration
 - a. Look into City departments using 3-1-1 to redeploy Service Requests (SR) to the entire organization for prioritization.
 - b. Examine the potential to use an event identifier for event-specific SRs.
 - c. Investigate the ability to visually represent real-time situational awareness to event-related SRs in the 3-1-1 system.

Collectively, City of Calgary emergency management agency partners and stakeholders have applied recommendations from previous events in order to adopt best practices and improve their ability to prepare for and to respond to declared emergencies in a rapid, coordinated and effective manner. The continuous improvement and learnings from this event will lead to a safer, more disaster-resilient Calgary.

Response Limitations

The City will continue to enhance its awareness, preparedness, and response capacity, but it may be important to note that the damages that occurred during this event would not necessarily have been reduced had there been a further-enhanced emergency response.

Current risk mitigation work is being undertaken by The City to enhance resilience of new and existing buildings. In collaboration with industry, the work includes a number of education and incentive options as well as potential regulatory changes. Furthermore, The City is also working on enhanced stormwater modelling and key stormwater infrastructure upgrades. These initiatives will likely have a greater impact on increasing community resilience to these types of events.

It is not possible to completely mitigate the risk of hail; the goal is to increase preparedness and reduce risk. Each emergency event provides opportunities to test, adjust and advance disaster-planning. The 2020 June hailstorms provided several key learnings that provide the opportunity to continue to develop and refine preparations and response plans for future events.

Benefit Driven Procurement Update

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration for procurement covered under the Procurement Policy valued less than \$5,000 that it is recommended Administration 'Support Local', effective 2021 May 1;
2. Direct Administration for procurement covered under the Procurement Policy for goods & services valued from \$5,000 to less than \$75,000 and for construction valued from \$5,000 to less than \$200,000 to obtain a minimum three (3) supplier quotes of which at least one (1) is from a local supplier, where possible, effective 2021 May 1;
3. Direct Administration for new procurements covered under the Procurement Policy for goods and services \$75,000 or greater, and for construction \$200,000 or greater, Supply Management is to recommend to the Procuring Entity including a Benefit Driven Procurement questionnaire with a minimum five per cent (5%) evaluation weighting; and
4. Direct Administration to return to the Priorities and Finance Committee with a Council policy inclusive of Benefit Driven Procurement no later than Q3 2021.

HIGHLIGHTS

- On 2019 December 16, Council Approved the Social Procurement Advisory Task Force (renamed Benefit Driven Procurement Advisory Task Force) Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan; and directed Administration to return to the Priorities and Finance Committee with an update no later than Q1 2021.
- What does this mean to Calgarians?
 - To show Calgarians where contracts have been leveraged through the Benefit Driven Procurement ("BDP") Pilot creating added and intentional local economic and community benefit beyond the investment of the taxpayers' dollars in the purchase of a good or service.
 - Demonstrates The City is investing to support local small to medium-sized businesses that strive to provide opportunities for diverse and underrepresented (e.g. Indigenous, youth, women, new-comer) groups.
- Why does this matter?
 - Every purchase has an economic, environmental, and social impact whether intended or not. Benefit Driven Procurement intends to capture those impacts and seek to make intentional, positive contributions to both the local economy and the overall vibrancy of the community.
 - Supports Calgary's economic recovery, through providing opportunities to local suppliers (defined as businesses that operate in Calgary), builds community resilience and reduces barriers to conduct business with The City.
 - Proactively prepares The City to meet future requirements of Infrastructure Canada Funding Programs while continuing to get the best value for taxpayers' dollars.
 - Maintains alignment to all applicable trade agreements.
- The Benefit Driven Procurement Pilot (conducted from May 2020 to February 2021) considered 37 over threshold procurement submissions for the addition of Benefit Driven Procurement criteria. Of those, 19 have been posted to market and 6 of those have been awarded contracts.

Benefit Driven Procurement Update

- Engagement is in-progress with internal and external groups with the intent to educate, gather feedback, and make improvements where applicable.
- Training has been developed and offered to key external and internal stakeholders and informational videos are posted on Calgary.ca.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

In response to Council's Support Local initiative, Administration is recommending to start implementation starting Q2 2021.

Under the Procurement Policy less than \$5,000 (Under Trade Agreement Threshold)

Recommendation 1 is to bring internal awareness and encourage a positive shift in decision-making to purchase locally when using a Corporate Credit Card, without sacrificing agility or increasing costs. These purchases are decentralized with approximately 3,000 credit card holders spending on average \$300 per transaction. Approximately 54 per cent (54%) of credit card spend is within Calgary and 69 per cent (69%) is spent within Alberta. The intent of the recommendation is to increase this spend within Calgary where possible, aligning with the Council strategy to support local.

Under the Procurement Policy for goods & services from \$5,000 to less than \$75,000 and for construction from \$5,000 to less than \$200,000 (Under Trade Agreement Threshold)

Recommendation 2 is to be more inclusive of local suppliers. This will be achieved by the procuring entity utilizing the current three quote process to include at least one local supplier where possible. The Benefit Driven Procurement questionnaire will be made available to be applied where the procurement type is conducive to its application.

In 2020, as part of the pilot and during the State of Local Emergency, Supply Management used different approaches to help support local firms by: leveraging established local supply chain lines to provide ongoing COVID-19 related support; using specific criteria when purchasing COVID-19 products from local suppliers; and having Calgary Businesses provide raw materials to support the making of local products. Many of these suppliers were local in location, staffing, and distribution and may have had their goods produced elsewhere. The City purchased \$6.4 million in COVID-19 related products and services. Sixty (60) suppliers were awarded in total, fifty-eight (58) were Canadian companies for a total value of \$6.35 million, forty-seven (47) were Alberta companies for a total value of \$3.57 million, and forty-four (44) were Calgary companies for a total value of \$3.47 million.

The intent of Recommendation 2 is to Support Local and to further economic resilience by increasing access to contracts from The City for small and medium-sized businesses and social enterprises. If approved this will be implemented in conjunction with the new Administration Procurement Policy which comes into effect 2021 May 1.

Benefit Driven Procurement Update

Under the Procurement Policy for goods and services \$75,000 or greater, and for construction \$200,000 or greater (Over Trade Agreement Threshold)

Recommendation 3 is to gain additional community benefit from existing procurement needs. Benefit Driven Procurement is about capturing the social impacts of procurement and seeking to make intentional positive contributions to the community. This will be achieved by recommending to the Procuring Entity the inclusion of a Benefit Driven Procurement questionnaire, with a minimum five per cent (5%) evaluation weighting, during Procurement Planning. This percentage is the starting point to analyze sensitivity to the percentage as compared against other decision factors as: price, delivery, service, quality, etc. At the conclusion of the pilot, Administration will re-evaluate the minimum weighting to be applied as part of the overall evaluation criteria. Inclusion of the Benefit Driven questionnaire will enable Administration to articulate the story of community benefit for the awarded contracts.

As of 2021 February 26, thirty seven (37) procurements were identified as having a potential for the application of the Benefit Driven Procurement questionnaire. Of those, nineteen (19) have been posted to market. From those, six (6) projects were awarded for a total value of \$15.6 million. Applying a five per cent (5%) weighting on four (4) of the awarded contracts resulted in no financial impact to the taxpayer, in addition, community benefit was captured. For the six (6) awarded contracts, the community benefits delivered were suppliers with varying levels of; socially inclusive supply chains, apprenticeship programs and paid work experience, career-track employment, living wage policies. Of the awarded suppliers some were small to medium-sized companies, and all with operating businesses in Calgary.

The intent of Recommendation 3 is to further economic resilience, signal to the market that community benefit is important to The City, be a catalyst for change in the market place, increase opportunities for diversified supply chain, and increase readiness to respond to future community employment benefit requirements for projects with funding by Infrastructure Canada. If approved this will be implemented in conjunction with the new Administration Procurement Policy which comes into effect 2021 May 1.

Return to Council

Recommendation 4 is to solidify the pilot learnings into a Council policy inclusive of Benefit Driven Procurement no later than Q3 2021.

Timeline

See Attachment 1.

Next Steps

Administration will implement the recommendations as approved. Integration of benefit driven procurement into the under and over threshold procurement processes, guidance documents, tools, and eLearning to be launched in April 2021. Stakeholder engagement as a part of service improvement will continue as well as pilot monitoring, measurement and reporting. Also, a replacement Council policy for the Sustainable Environmental & Ethical Procurement Policy ("SEEP") which will include Benefit Driven Procurement and new learnings from the remainder of the pilot will be developed.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

Public Engagement was undertaken

Benefit Driven Procurement Update

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

The Benefit Driven Procurement Advisory Task Force was created to bring the voice of and be the liaison to the diverse communities who provide and directly benefit from Benefit Driven Procurement. Administration has engaged with them and other external stakeholder groups on pilot opportunities and challenges, on the development of the Benefit Driven Procurement questionnaire, application of questionnaire, promotion activities for procurements at market, and measurement and evaluation strategy for pilot.

IMPLICATIONS

Social

Increased access to City contracts will contribute to a more diverse, stronger, and more resilient small and medium-sized and social enterprises business sector. Increased apprenticeship, work-experience, and entry-level opportunities in the trades and other career-track employment, especially for traditionally under-represented community members, i.e. Indigenous, women and immigrants can have a positive social impact.

Environmental

The analysis determined that no environmental implications were applicable.

Economic

This project includes running pilot projects to support the development of policy that guides public spending to make intentional, positive contributions to both the local economy and the overall resilience of the community. This means using procurement dollars to achieve overarching institutional, governmental, or individual goals such as helping local economic recovery, building capacity, building resilience and reducing barriers, so that more people have access to do business with The City.

Service and Financial Implications

No anticipated financial impact

RISK

The top risks identified with the Benefit Driven Procurement project are internal resistance to change, external resistance to change, and additional costs to The City. Starting with a pilot project, engaging a cross-section of Administration for the task force and implementing over a three-year period will support the adoption of Benefit Driven Procurement. In addition, the impact of social criteria into procurements and identifying impacts to cost will be monitored.

ATTACHMENT(S)

1. Background and Previous Council Direction
2. Benefit Driven Procurement Questionnaire
3. Benefit Driven Procurement Pilot Data

**Deputy City Manager's Office Report to
Priorities and Finance Committee
2021 March 16**

**ISC: UNRESTRICTED
PFC2021-0395
Page 5 of 5**

Benefit Driven Procurement Update

Department Circulation

| General Manager | Department | Approve/Consult/Inform |
|-----------------|------------|------------------------|
| | | |

Background and Previous Council Direction

This report is in response to the direction from report BAC2019-1524 that Administration was to return to the Priorities and Finance Committee (PFC) with an update no later than Q1 2021. This report provides a project update and information to support a PFC decision on Administration's recommendations.

Context

On 2018 April 05, Council unanimously adopted a Notice of Motion C2018-0396 directing Administration to develop a report on Social Procurement and report back to Council no later than 2018 Q4.

On 2018 December 17, Council directed Administration to proceed with the Social Procurement initiative C2018-1379 by developing Terms of Reference for the Sustainable, Ethical, Environment Procurement Policy ("SEEP") Advisory Task Force, a Scoping Report for the three pilot projects and a Work Plan and report back to Council through PFC by 2019 Q1. Council also approved a budget of \$505,000 for the Social Procurement initiative to be funded from the Budget Savings Account. On 2019 March 18, Council approved a deferral report with a report back date of 2019 May. The additional time allowed Administration to engage potential stakeholders, determine the best governance structure for the Terms of Reference for this initiative and launch the Advisory Task Force. Historically, procurement has been about choosing the supplier offering the lowest price while still meeting technical requirements of providing high quality products or services with minimal risk. Benefit Driven Procurement is a means of using our procurement dollars to make intentional positive contributions to both the local economy and the overall vibrancy of the community while still complying with trade agreements.

Previous Council Direction

On 2019 December 16, Council directed Administration to return to the Priorities and Finance Committee with an update no later than 2021 Q1.

Table Timeline

| DATE | REPORT NUMBER | DIRECTION/DESCRIPTION |
|-------------|---|--|
| 16-Dec-2019 | Combined Meeting of Council BAC2019-1524 | That the Agenda for today's Meeting be amended, by general consent, by hearing Item 10.2, Social Procurement Update, PFC2019-0384 in conjunction with Item 10.1, Business Advisory Committee Opinion on Social Procurement, BAC2019-1524. MOTION CARRIED That with respect to Report BAC2019-1524 the following be approved: That the Business Advisory Committee recommends that Council: Continue with the Social Procurement Pilot project as considered in Report PFC2019-0384; Reduce the number of pilot projects to two; Change the name of the Policy from Social Procurement Policy to |

| DATE | REPORT NUMBER | DIRECTION/DESCRIPTION |
|-------------|--|--|
| | | Benefit Driven Procurement Policy; and Consider this report to be heard in conjunction with the postponed Social Procurement update, PFC2019-0384 at the Combined Meeting of Council, 2019 December 16. MOTION CARRIED 10.2 Social Procurement Update, PFC2019-0384 That Council: 1. Approve the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan identified in Attachment 1; and 2. Direct Administration to return to the Priorities and Finance Committee with an update no later than Q1 2021. MOTION CARRIED |
| 6-Dec-2019 | BAC2019-1524 | "That with respect to Report BAC2019-1524 the following be adopted: That Council: Continue with the Social Procurement Pilot project as considered in Report PFC2019-0384; Reduce the number of pilot projects to two; Change the name of the Policy from Social Procurement Policy to Benefit Driven Procurement Policy; and Consider this report to be heard in conjunction with the postponed Social Procurement update, PFC2019-0384 at the Combined Meeting of Council, 2019 December 16." MOTION CARRIED |
| 9-Sep-2019 | Combined Meeting of Council - Consent Agenda (Deferrals and Procedural Requests) | 7. CONSENT AGENDA That the Committee Recommendations contained in the following reports be approved in an omnibus motion: 7.1 DEFERRALS AND PROCEDURAL REQUESTS 7.1.2 Social Procurement Postponed to no later than the 2019 December 16 Combined Meeting of Council, C2019-1135. MOTION CARRIED |
| 2-Jul-2019 | PFC2019-0384, BAC2019-0870 | ITEMS DIRECTLY TO COMMITTEE 8.1 REFERRED REPORTS 8.1.1 Motion Arising with Respect to Social Procurement Update, (PFC2019-0384), BAC2019-0870. That with respect to Postponed Report PFC2019-0384, the following be approved. That the Business Advisory Committee: Direct the working group to review PFC2019-0384, Social Procurement Update, developing an opinion and reporting back to the Business Advisory Committee no later than 31 October 2019. MOTION CARRIED |
| 17-Jun-2019 | PFC2019-0384 | .7 Social Procurement Update, PFC2019-0384. That Item 7.7, Procurement Update, PFC2019-0384 be postponed to the 2019 September 9 Combined Meeting of Council. MOTION CARRIED That with respect to Postponed Report PFC2019-0384, the following Motion Arising be adopted: That Council request the Business Advisory Committee to consider Report PFC2019-0384 and provide an opinion to Council by no later than Q4 2019. MOTION CARRIED |

| DATE | REPORT NUMBER | DIRECTION/DESCRIPTION |
|-------------|-----------------------------|---|
| 3-Jun-2019 | PFC2019-0384 | <p>ADMINISTRATION RECOMMENDATION: That the Priorities and Finance Committee recommends that Council: 1. Approve the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan identified in Attachment 1; and 2. Direct Administration to return to the Priorities and Finance Committee with an update no later than Q1 2020. MOTION CARRIED</p> <p>RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2019 JUNE 4: That Administration Recommendations contained in Report PFC2019-0384 be adopted</p> |
| 5-May-2019 | Not Added to the PFC Agenda | |
| 5-Mar-2019 | PFC2019-0167 | <p>Social Procurement Update - Deferral Report, PFC2019-0167 That the Priorities and Finance Committee recommend that Council defer Administration's Social Procurement response to no later than 2019 May. MOTION CARRIED</p> |
| 17-Dec-2018 | C2018-1379 | <p>9.2.3 Social Procurement: State of Practice and Recommendations, C2018- 1379. That with respect to Report C2018-1379, the following be adopted: That Council: 1. Receive this report and attachments for information; 2. Adopt the recommendations, in principle, on pages 17,18 and 19 in Attachment 1; 3. Approve the budget of \$505,000 as outlined on page 24 of Attachment 1, to be funded from the Budget Savings Account (BSA); and 4. Direct Administration to return to the Priorities and Finance Committee no later than Q1 2019 with a: (a) Terms of Reference for the Sustainable , Ethical, Environment Procurement Policy (SSEPP) Advisory Task Force; (b) Scoping Report for the three pilot projects; and (c) Workplan. MOTION CARRIED</p> |
| 15-Apr-2018 | NoM C2018-0396 | <p>NOW THEREFORE BE IT RESOLVED that Council direct Administration to provide a scoping report on social procurement no later than Q4 2018 which may include: 1. An inventory of best or evolving practices in other jurisdictions, risk analysis, industry perspective, review of relevant policies and practices at The City of Calgary, review of current legislation and Trade agreements and potential benefits to the community. (N.B. External consultant expertise will need to be engaged for this activity. Supply Management has a maximum budget of \$25,000 available for the report.) 2. Recommendations to Council on how to best approach implementation of social procurement at The City of Calgary which will include direction on the implementation of a social procurement strategy and possible extension of the Sustainable Ethical Environmental Procurement Policy (SEEPP). MOTION CARRIED</p> |

Bylaws, Regulations, Council Policies

1. At all times, The City of Calgary is subject to requirements of relevant trade agreements that include the New West Partnership Trade Agreement, Canadian Free Trade Agreement, and Canada – European Union Comprehensive Economic and Trade Agreement, and Canada-UK Trade Continuity Agreement.
2. The Municipal Government Act RSA 2000 M-26 provides authority for the City Manager to procure on behalf of Council to serve the best interest of Calgarians. Delegations authorizing the execution of contracts other than that delegated to the Director of Supply Management exist. Contracts executed subject to those delegations will be executed according to the authority delegation.

Objectives Alignment

| Policy Objectives | More diverse more resilient, and more socially inclusive small and medium sized business sector. | Greater economic opportunity and integration for marginalized groups. | Increased apprenticeship, paid work-experience, and entry-level opportunities in the trades and other career- track employment. | Increased preparedness to respond to Infrastructure Canada's investments. |
|---|--|---|---|---|
| CITY OF CALGARY ALIGNMENT | | | | |
| One Calgary | ✓ | ✓ | ✓ | ✓ |
| Council Directives | ✓ | ✓ | ✓ | ✓ |
| Calgary 2020 | ✓ | ✓ | ✓ | |
| Triple Bottom Line Policy | ✓ | ✓ | ✓ | |
| Municipal Development Plan | ✓ | | ✓ | |
| imagineCalgary | ✓ | ✓ | ✓ | ✓ |
| Capital Infrastructure Investment Principles | | | ✓ | ✓ |
| Sustainable Environmental & Ethical Procurement Policy (SEPP) | ✓ | | | |
| White Goose Flying | ✓ | ✓ | ✓ | |

| Policy Objectives | More diverse more resilient, and more socially inclusive small and medium sized business sector. | Greater economic opportunity and integration for marginalized groups. | Increased apprenticeship, paid work-experience, and entry-level opportunities in the trades and other career-track employment. | Increased preparedness to respond to Infrastructure Canada's investments. |
|---|--|---|--|---|
| Capital Infrastructure Investment Principles | | | ✔ | ✔ |
| Community Economic Development Neighbourhood Framework | ✔ | ✔ | | ✔ |
| Welcoming Community Policy | ✔ | ✔ | | |
| Social Well-being Policy | ✔ | ✔ | | |
| Indigenous Policy | ✔ | ✔ | | |

| | | | | |
|---------------------------------------|--|---|--|---|
| Policy Objectives | More diverse more resilient, and more socially inclusive small and medium sized business sector. | Greater economic opportunity and integration for marginalized groups. | Increased apprenticeship, paid work-experience, and entry-level opportunities in the trades and other career-track employment. | Increased preparedness to respond to Infrastructure Canada's investments. |
| PARTNERSHIP STRATEGY ALIGNMENT | | | | |
| Resilient Calgary | ✔ | ✔ | ✔ | ✔ |
| Calgary Economic Development Strategy | ✔ | ✔ | ✔ | |
| Enough for All | | ✔ | ✔ | |
| CLIP Community Action Plan | ✔ | ✔ | ✔ | |

Benefit Driven Procurement Leadership Questionnaire

Benefit Driven Procurement (also known as Social Procurement) is a means to leverage an added and intentional value from existing procurement. It is about getting more from the investment of dollars beyond just the goods and services requested. Benefit Driven Procurement is about capturing impacts and seeking to make intentional positive contributions to both the economy and the overall vibrancy of the community. The City supports small to medium size business and businesses that strive to provide employment for diverse groups of the population.

The City is currently piloting methods of including Benefit Driven Procurement in its procurement process. This questionnaire is part of that pilot process and as such may change as process and policy are developed.

Questionnaire Tips:

- Ensure you provide any documentation or verification information requested for an individual question. If this requested information is **not** provided for a “Yes” answer, **no points can be awarded for that answer.**
- A “No” or “N/A” response to an individual question is a valid answer and contributes to meeting any mandatory bid requirements for the questionnaire to be completed. However, no points can be awarded for that question.
- Once the questionnaire is completed, save as a new Adobe.pdf file and include the questionnaire and any supporting documentation in the Benefit Driven Procurement section of your electronic bid submission.

This Questionnaire is weighted at **XX%** of the total points available for this Request for Proposal.

Company Name: _____

Date questionnaire completed: _____
(YYYY-MM-DD)

RFP #: **21-XXXX**

Where did you hear about this Request for Proposal? (this question is not weighted and will not be included in the evaluation process. Responses will be used to track the accessibility of Request for Proposal’s from the City of Calgary to a diverse range of businesses and organizations)

- **Merx** Yes / No
- **Other online bid platform** Yes/No **Please indicate which platform** _____
- **Social Media** Yes / No
- **Other (please indicate):** _____

Section 1: Diverse suppliers and socially inclusive supply chains (50% of Questionnaire score)

1.

a. **Are you a Small or Medium enterprise?**(Small: 1-99 employees;
Medium: 100-499 employees)

Yes No

b. **Do you have a Third party certification from any of the following organizations verifying that you are a social enterprise, your social impact, or membership of any organization verifying diverse ownership?**

- Buy Social Canada Social Enterprise Certification;
- B-Corp;
- Third party certification that verifies that the business is owned by women;
- LGBTQ2S;
- Refugees; and/or
- Racialized minorities, businesses owned by individuals with a recognized disability, Indigenous owned businesses.

Yes No

If yes, please attach proof of certification or membership, indicating document name in the space below:

2. **Does your organization have a social procurement policy?**

Yes No

If yes, please attach the relevant policy, indicating document name in the space below or provide a website link below:

3. **Do you currently track the number of contracts and/or dollars spent with diverse and socially inclusive small and medium-sized businesses in your supply chain?**

a.

Yes No

b. **If you answered yes to Question 3a, please provide the current number of contracts and dollar spend with diverse and socially inclusive small and medium-sized businesses in**

your supply chain both as a number (#)/dollars (\$) spent and as a percentage (%) of contracts and dollar spend.

4. Do you have a strategy for how you will ensure a diverse supply chain that is accessible to all types of business, including where appropriate diverse and socially inclusive small and medium-sized businesses in the delivery of this contract?

a.

Yes No

- b. Please describe how you would implement, monitor and measure a diverse supply chain strategy.
(Required if answered yes in part 4a)

Section 2: Economic opportunity and integration for underrepresented groups (12.5% of Questionnaire score)

1. In the last three years, have you implemented any programs or initiatives to ensure greater economic opportunity and integration for underrepresented groups including: Indigenous peoples, youth, women, recent immigrants, peoples with disabilities, and people with experiences of homelessness in the community?

a.

Yes No

- b. If yes, please provide details of any programs or initiatives (required in answered yes in part 1a)

Section 3: Apprenticeships and paid work experience opportunities (12.5% of Questionnaire score)

1. Do you currently have an apprenticeship program?

a.

Yes No

- b. If yes, provide details of your apprenticeship program.

2. Do you currently have an apprenticeship program that targets any of the following traditionally underrepresented groups: Indigenous peoples, youth, women, recent immigrants, people with disabilities and people with experience of homelessness?

a.

Yes No

- b. If yes, please provide details of your apprenticeship program.

3. Does your organization currently provide work experience opportunities?

a.

Yes No

- b. If yes, what percentage of work experience opportunities (for opportunities longer than 2 weeks) are paid?

4. Does your organization currently provide work experience opportunities that target traditionally underrepresented groups including but not limited to, Indigenous peoples, youth, women, recent immigrants, people with disabilities and people with experience of homelessness?

a.

Yes No

- b. If yes, what percentage of work experience opportunities (for opportunities longer than 2 weeks) are paid?

Section 4: Opportunities in the trades and other career-track employment (12.5% of Questionnaire score)

1. Does your organization currently have strategies or policies around inclusive employment practices to ensure you are providing employment opportunities for underrepresented groups?

Underrepresented groups include, but are not limited to, Indigenous peoples, youth, women, recent immigrants, people with disabilities and people with experience of homelessness.

a.

Yes No

b. Please describe your current processes for implementing your strategies/policies and ensuring employment opportunities for underrepresented groups. Please describe how you currently monitor, measure your progress and report on these processes in the space below

- 2. Does your organization currently provide employment readiness training or access to employment readiness training opportunities that prepare traditionally underrepresented groups including, but not limited to; Indigenous peoples, youth, women, recent immigrants, people with disabilities and people with experience of homelessness, to be employed in entry-level opportunities including in the trades and other career-track employment?**

a.

Yes No

- b. If yes, please describe your current training or access to training processes and how you monitor and measure your progress.**

Responses could include: Supporting people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance, Offering opportunities for work experience or similar activities, Encouraging & providing a level playing field to persons from all backgrounds & circumstances.

- 3. Please provide the number of positions that would be made available for entry-level opportunities including in the trades and other career-track employment for underrepresented community members in the delivery of this contract. Provide this as a % of all new entry-level opportunities and explain why this number is the maximum number of positions that could be made available to underrepresented groups.**

Section 5: Living Wage Policy (12.5% of Questionnaire score)

- 1. Does your organization have a living wage policy that includes paying both directly employed staff as well as all contracted service staff the living wage?**

Yes No

If yes, please attach the relevant policy (indicating document name in the space below) or provide a website link below.

2. Does your organization have a policy that suppliers in your supply chain must have a living wage policy?

Yes

No

If yes, attach the relevant policy (indicating document name in the space below) or provide a website link below.

- 3. What percentage of current employment opportunities that will be involved in the delivery of this contract currently provide a living wage? Please provide a number below and how you would monitor and measure this throughout the contract reporting period.**
- 4. What percentage of new employment opportunities that will be involved in the delivery of this contract will provide a living wage? Please provide a number below and how you would monitor and measure this throughout the contract reporting period.**

Benefit Driven Procurement Pilot Data

Pilot Type 1: Under Threshold (less than \$75,000 for goods and services and less than \$200,000 for construction)

The City purchased \$6.4 million in COVID-19 related products and services. Sixty (60) suppliers were awarded in total, fifty-eight (58) were Canadian companies for a total value of \$6.35 million, forty-seven (47) were Alberta companies for a total value of \$3.57 million, and forty-four (44) were Calgary companies for a total value of \$3.47 million.

As the below chart shows, virtually all our Covid purchases were made in Canada, with the vast majority coming from **Calgary** (73% in number of suppliers, for 53% dollars spent).

| | # Suppliers | \$Mill Cad |
|------------------------|-------------|----------------|
| Total Suppliers | 60 | \$ 6.40 |
| Canada (All) | 58 | \$ 6.35 |
| Alberta (All) | 47 | \$ 3.57 |
| Calgary | 44 | \$ 3.47 |
| Other Countries | 2 | \$ 0.05 |

Pilot Type 2: Over Threshold (over \$75,000 for goods and services and over \$200,000 for construction)

As of 2021 February 26, thirty seven (37) procurements were identified as having a potential for the application of the Benefit Driven Procurement questionnaire. Of those, nineteen (19) have been posted to market. From those, six (6) projects were awarded for a total value of \$15.6 million (excluding GST).

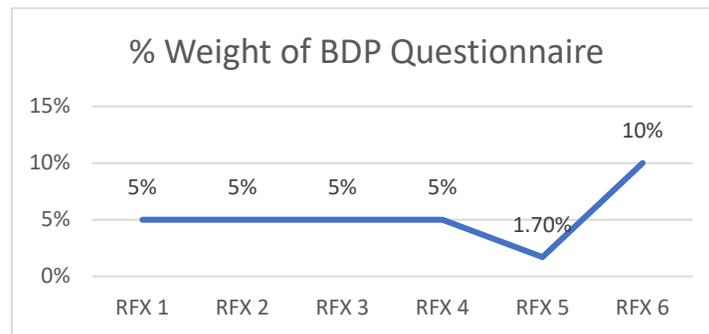
Pilot descriptions:

- Fleet Machining services on an as needed basis (overflow).
- Meal delivery for SpyHill Processing Facility (Calgary Police Services).
- Overflow fabrication services for the fleet fabrication shop.
- Inspection and engineering services on an as needed basis for the vehicular fleet.
- Waste collection – residential black cart.
- The supply of uniforms for environmental education staff and volunteers.

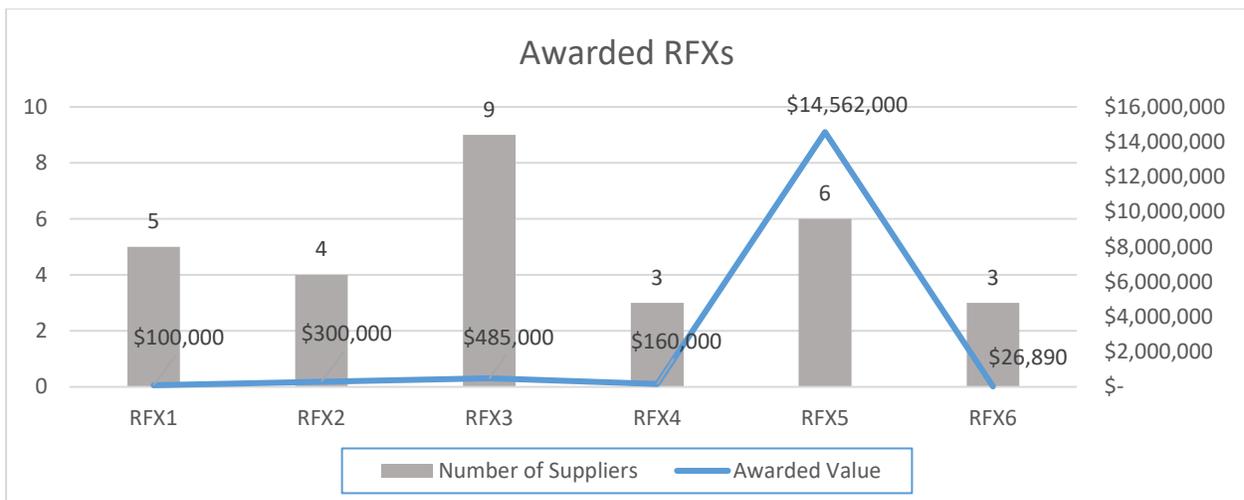
| | # |
|---------------------------------|-----------|
| Opportunities Identified | 37 |
| Posted to Market | 19 |
| Awarded | 6 |

From the awarded Request for Proposals (RFP), 30 suppliers answered the BDP Questionnaire. Which is 100% of the total respondents for those awarded RFPs.

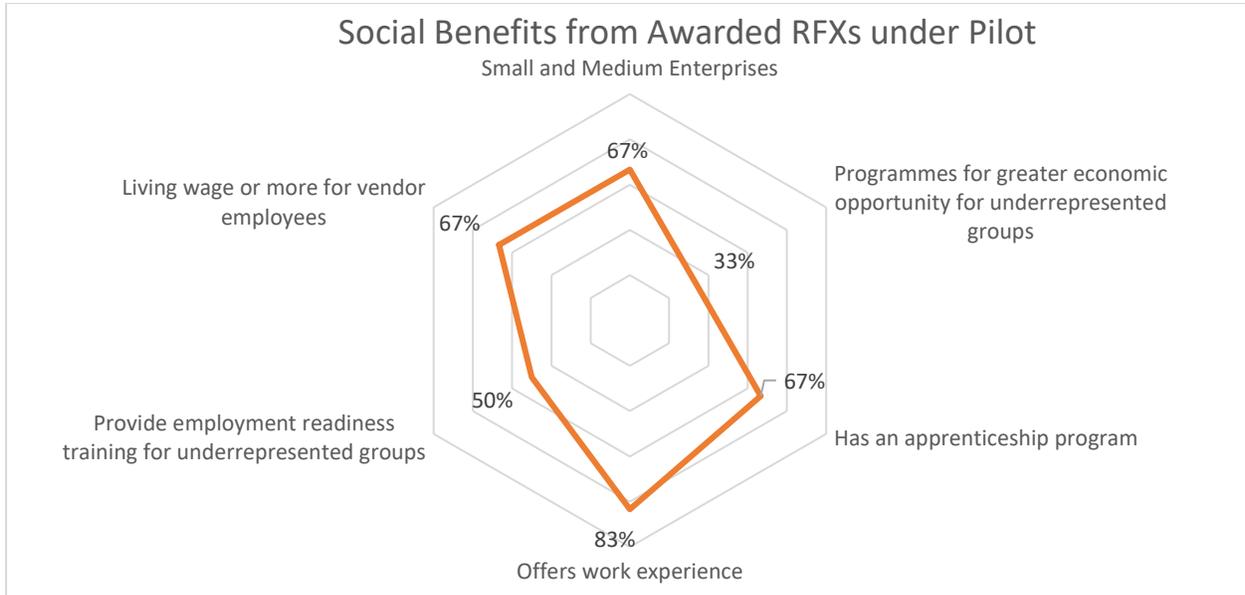
Of the procurements that were awarded the questionnaire weight ranged from 1.7% (there were other sustainability evaluating factors that equaled 5% in total) to 10% with four of the six using 5%. Applying this 5% weight for BDP for the awarded contracts resulted in no financial impact to the taxpayer, in addition, community benefit was captured. Monitoring, measuring and sensitivity analysis of the weighting for the BDP questionnaire will continue through the pilot procurements that will be completed in 2021.



The below chart shows the number of suppliers participating and the awarded value per each of the awarded bid.



For the six (6) awarded contracts, the community benefits delivered were suppliers with varying levels of; socially inclusive supply chains, apprenticeship programs and paid work experience, career-track employment, living wage policies. Of the awarded suppliers some were small to medium size companies, and all with operating businesses in Calgary.



Enabling Construction of Calgary Catholic School District Rangeview High School

RECOMMENDATION(S):

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration to pursue option 2 in Attachment 2, table 2 and further develop the detailed elements of an Off-Site Levy late payment relief program in support of construction of the Rangeview high school site; and
2. Direct Administration to report back to Council with a formalized program by July 2021.

HIGHLIGHTS

- Through a Notice of Motion on 2020 December 14 (PFC2020-1265), Administration was directed to explore options to support the early commencement of the Rangeview Catholic high school. Administration considered direction in the Notice of Motion, developed additional opportunities to consider and is recommending option 2 in Attachment 2, table 2.
- *What does this mean to Calgarians?* Schools are an important part of complete communities that support quality of life, foster vibrant public interaction and give residents a sense of place.
- *Why does this matter?* The timely development of schools to meet demands of growing areas of the city has a substantial impact on residents and the completeness of communities.
- The Catholic School Board Administration has indicated they would like to consider prioritizing construction of Rangeview high school due to growth and demographic factors in the area. To get prioritized, this site must meet Provincial site readiness criteria and must be serviced. Currently this site does not meet that criteria making it ineligible for prioritization.
- School site prioritization decisions are made by the Catholic School Board and funding decisions by the Province. For Rangeview, the Province must commit funding for this site for construction to occur, however the site cannot be prioritized without being transferred to the Catholic School Board first. For this to happen, Brookfield must submit a subdivision application and enter into a Development Agreement committing them to pay levies according to the levy payment schedule within the agreement.
- Brookfield has a strong desire to support the School Board and will subdivide and service the parcel to meet site readiness criteria including incurring servicing and subdivision costs. However, they are challenged with having to begin paying levies three years ahead of their planned phasing of the community. Brookfield would like to defer the start of levy payments until the Development Permit stage or when the Province makes a funding announcement.
- Population growth in the south/southeast sector of Calgary is such that the demand for high school space is exceeding capacity. While typically a school is developed along with or after the surrounding community, this is a unique situation where the school in Seton is needed sooner to address the demand from surrounding communities.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1.

Enabling Construction of Calgary Catholic School District Rangeview High School

DISCUSSION

Referring to Attachment 1, the Notice of Motion (PFC2020-1265) directed Administration to explore five options to enable the commencement of the construction of the Rangeview high school. This report focuses on exploring item (a) deferring levies and item (e) other options deemed feasible. Items (b) through (d) can be addressed under Administration's existing processes.

The City does not play a direct role in the prioritization or funding of schools, however, can play a limited role to enable and support the process for a school site to be considered eligible for prioritization. Eventual funding needs to be granted by the Province and construction would occur in collaboration with the School Boards and area developer. Should Council direct Administration to support enabling site creation and potential prioritization, The City can consider options to reduce the impact of a late off-site levy payment in a manner similar to the Off-Site Levy Payment Relief Program (C2020-0775) in response to the COVID-19 pandemic and in place during the latter half of 2020.

In response to item (e) in the Notice of Motion, Administration evaluated several other feasible options as outlined in Attachment 2, table 2. If Brookfield submits a subdivision application for the parcel, the other options explored are to:

1. **Do nothing to support and allow the school site prioritization process to play out normally.** This would put the onus solely on Brookfield Residential and the Calgary Catholic School District, The City would not play a role in the prioritization process and would assume no financial risk.
2. **Utilize a program like the Off-Site Levy Payment Relief Program (C2020-0775) to reduce the impact of a late off-site levy payment on the school site portion of a subdivision.** This is the recommended option and would allow The City to share the risk if the school site is not funded for a period of time. To help mitigate this risk, the portion of the late payment fee collected is intended to cover potential interest costs related to timing differences. A maximum amount of time that off-site levies may be deferred at a reduced penalty would be stipulated in this situation once this mechanism is developed.
 - a. The developer would have to meet specific criteria and apply;
 - b. Upon subdivision application and application of this mechanism, The City would work with the developer indicating their eligibility for relief in this specific circumstance; and
 - c. A developer would be required to pay a reduced late payment penalty on the levy amount owing for the portion of an application that contains a school site. This amount would cover the interest payment on the debt-financed infrastructure that The City needs to carry until the off-site levy amount is paid in full by the developer.

The City is not expected to incur any unbudgeted capital costs due to development of the parcel and would only see Off-Site Levy payment on the lands if subdivision were to occur. If subdivision did not occur, The City would not see Off-Site Levy payments for the lands in question until the developer entered into a Development Agreement. The mechanism to support this scenario would only provide incentive for the development of a school site.

3. **Consider exemption or changes to the off-site levy payment schedule for school sites as part of the Off-Site Levy consultations.** This would allow for a thorough review of the

Enabling Construction of Calgary Catholic School District Rangeview High School

risks and benefits of excluding or deferring levies on school sites on a larger scale. This is the most complex and time-consuming option, would be disruptive to the off-site levy bylaw work that is underway and does not assist The City with enabling construction of the Rangeview high school site.

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

In discussions with the Catholic School Board, their desire is to move the Rangeview high school site from year two of their three-year capital plan (refer to Attachment 3) to year one with physical construction of the site commencing in 2022, if provincial funding were approved. Enabling Rangeview to meet Provincial site readiness criteria could improve the chances of the site being a year one priority. To meet the Province's criteria, the school site must have the School Board on title. Alternatively, The City may be on title with a letter of intent to transfer to the School Board and the site must also be serviced.

The Trustees select which schools to prioritize for provincial funding while considering the Catholic Board's administrative recommendation. This site is a strong candidate for prioritization, but it is also subject to the Province's funding commitments which the Board cannot control. Therefore, there is no certainty that this site will be funded, even if it meets site readiness criteria.

The earliest the School Board believes this site will meet readiness criteria is Fall 2021 given the six-month timeline for subdivision and servicing approval. They indicated that they would more than likely recommend changes to their capital plan for the 2022 cycle if the site does meet the criteria by no later than 2022 April 01.

In discussions with Brookfield, they have a strong desire to support the School Board and will subdivide and service the parcel but are challenged with levy payments at this time. Without certainty about Board prioritization and funding decisions by the Province, incurring all the cost and timing risk is an issue. Although Brookfield is willing to take on servicing cost risk, it is requesting that The City assist by utilizing a late payment mechanism for Off-Site Levy obligations until there is greater certainty about Provincial funding.

Brookfield has already begun the design exercise for subdivision and servicing of the parcel with approval timing likely being six months from initial submission. At Brookfield's pace of absorption in the area, these lands would not be subdivided and serviced for another three years under their current projections, if not for facilitating development of the school site.

IMPLICATIONS

Social

The timely development of schools to meet demands of growing areas of the city has a substantial impact on residents and the completeness of communities.

Enabling Construction of Calgary Catholic School District Rangeview High School

Environmental

Not Applicable

Economic

Not Applicable

Service and Financial Implications

Other:

A late payment fee relief mechanism for school sites would incentivize their advancement in cases where developers are moving ahead of their regular development program. This would increase the total development area under Development Agreements that The City collects Off-Site Levies on in a year where the program is applied. The resources required to formalize and administer this mechanism would impact other work underway by Administration.

RISK

The City does not play a direct role in the prioritization or funding of schools, however, to encourage complete communities, The City can play a limited role to enable and support the process for a school site to be considered eligible for prioritization. Eventual funding would have to be granted by the Province and construction would occur in collaboration with the School Boards and area developer. Refer to Attachment 2, table 2 for full details on associated risks.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Response to Notice of Motion items and additional proposed options and risks
3. Calgary Catholic School District 2021-2024 Capital Plan
4. Letters of Support

Department Circulation

| | | |
|-----------------|------------------------|------------------------|
| General Manager | Department | Approve/Consult/Inform |
| Stuart Dalglish | Planning & Development | Approve |
| | | |
| | | |

Background

City of Calgary off-site levies are governed by a number of bylaws, regulations and Council policies. The off-site levies and the off-site levy bylaw are governed by the Municipal Government Act (MGA), and the Off-Site Levies Regulation (Alta Reg 187/2017), as amended by The City of Calgary Charter, 2018 Regulation (Alta Reg 40/2018). Off-site levies are financial tools that enable development in Calgary by providing certainty of costs to the land development industry, while providing The City with funds to pay for all or part of the capital cost of new or expanded infrastructure, supporting the economic stability of The City. Off-site levy charges are placed on development to fund major off-site growth-related capital infrastructure such as: water/wastewater, treatment/pipes, storm water infrastructure, major interchanges/expressways, fire stations, recreation facilities and libraries.

These growth-related capital infrastructure investments are guided by policies of the Municipal Development Plan and Calgary Transportation Plan. As outlined in the Off-Site Levy Bylaw (2M2016), current payment terms for off-site levies in greenfield areas are 30 per cent within one year, 30 per cent within two years, and 40 per cent within three years of the date of execution of a development agreement. Off-site levies in Established Areas are due at the time the Development Completion Permit is issued. In the Centre City Levy Bylaw (38M2009), the levies are due on or before the date of subdivision approval, or on or before the date of release of the development permit. In all cases, payment is due in full 30 days from invoice date, after which interest is charged at 1.5% per month or 18% per annum.

The Municipal Government Act outlines consultation requirements for off-site levy bylaws. Stakeholder consultation at The City of Calgary is also guided by the Engage Policy.

Context

Through a Notice of Motion from Councillor Keating (PFC2020-1265), Council directed Administration to explore options to support the commencement of the Rangeview Catholic High School. The Catholic School District has expressed urgency for this high school as they anticipate the capacity of their school system to reach a critical level over the next four years.

As such, Administration considered options included in the Notice of Motion and also developed additional options to consider. Administration also conducted a risk analysis for each option identified and ensured that the analysis addressed issues related to this Notice of Motion while also investigating and understanding the wider implications for school development.

Administration met with the Catholic School District and Brookfield Residential to discuss all feasible options. By way of this report, Administration is presenting all investigated options and risks for Council's consideration.

Previous Council Direction

NOW THEREFORE BE IT RESOLVED, that Council direct Administration to explore options to enable the commencement of the construction of the Rangeview High School, that include:

- a) Deferring the levies associated with the subdivision of Phase 114 until the Rangeview High School has been granted occupancy. The levies would then be paid in three installments beginning the first year the high school has been granted occupancy (30%), the second year of occupancy (30%) and the third year of occupancy (40%);
- b) Deferring Brookfield's requirement to landscape the parcel until 2022, as subdivision will likely run late into fall 2021; we can work with BF to complete landscape according to construction schedule, can address in DA stage, IF choose to proceed
- c) Deferring the construction of the north leg of Main Street, to be included in a future phase; when formal sub div submitted we can investigate doing this, can't commit to anything until application submitted
- d) Facilitating the appropriate changes to the land use/zoning to enable the development and feasibility of the school site; and no land use change required
- e) Other options deemed feasible.

And report back with recommendations to Council through the Priorities and Finance Committee no later than Q1 2021.

| Table 1: Response to Notice of Motion items Council directed Administration to investigate | |
|---|---|
| Council Direction from Notice of Motion (PFC2020-1265) | Administration Response |
| a) Deferring the levies associated with the subdivision of Phase 114 until the Rangeview High School has been granted occupancy. The levies would then be paid in three installments beginning the first year the high school has been granted occupancy (30%), the second year of occupancy (30%) and the third year of occupancy (40%); | <ul style="list-style-type: none"> Refer to table 2 |
| b) Deferring Brookfield's requirement to landscape the parcel until 2022, as subdivision will likely run late into fall 2021 | <ul style="list-style-type: none"> If Brookfield chooses to proceed with a subdivision application, The City can work with them at the Development Agreement stage to complete landscape requirements according to their construction schedule. |
| c) Deferring the construction of the north leg of Main Street, to be included in a future phase | <ul style="list-style-type: none"> If Brookfield chooses to proceed with a subdivision application, the City can investigate deferral of construction of the north leg of Main Street to a later date. The trigger for the construction of this roadway will require additional input from a Professional Engineering consultant and would form part of the approval of the subdivision application. |
| d) Facilitating the appropriate changes to the land use/zoning to enable the development and feasibility of the school site; and no land use change required | <ul style="list-style-type: none"> No land use change would be required if Brookfield chose to proceed with subdivision of this school site |
| e) Other options deemed feasible | <ul style="list-style-type: none"> Refer to table 2 |

Table 2: Proposed other options to enable construction of Rangeview high school

| | Option 1: Do nothing to support | Option 2: Utilize a late payment relief mechanism like the Off-Site Levy Payment Relief Program in response to COVID-19 | Option 3: Changes to the off-site levy payment schedule and/or exemption of off-site levies for school sites as part of the Off-Site Levy consultations |
|-----------------|---|---|--|
| Benefits | <ul style="list-style-type: none"> No additional financial risk for The City. Brookfield will pay levies according to the 30/30/40 levy payment schedule. If Brookfield proceeds with subdivision and development agreement execution in 2021, the first 30% of the \$4.3M (\$1.3M) will be payable in 2022. The City will not play a part in the prioritization process for school site development. No special treatment for an individual school site. No potential precedent setting scenario would be established. | <ul style="list-style-type: none"> Much of the off-site levy payment barrier will be removed for Brookfield in this specific case related to the school site. The mechanism could be used for other sites in the future, at the discretion of administration. The City will not be viewed as a barrier in the prioritization process. This would allow a developer to proceed with development of the school site, while postponing the off-site levy payments until a school is funded by the Province, up to a maximum of three years. Since The City typically collects off-site levies in full within three years of the Development Agreement signing, in this scenario, The City will have the levies paid in whole in the same time period; while receiving the payments for leading infrastructure earlier than would be anticipated if there were no incentive. The program could be modified based on observed impacts to school prioritization over time and is the most flexible and expedient option available. | <ul style="list-style-type: none"> A comprehensive view of the financial impact of deferring levies relating to school sites, which often lag years behind the other adjacent development patterns. |
| Risks | <ul style="list-style-type: none"> Brookfield may defer subdivision and servicing of the parcel for three or more years when the market warrants sufficient return for Brookfield to justify the levy payment amount. The school site would not likely meet "Site Readiness" criteria for several more years, subject to Brookfield's timing. The City is seen as a barrier for school site prioritization for this site and potentially others in newer greenfield communities, based on the requirement to pay levy amounts in advance of actual site development occurring. | <ul style="list-style-type: none"> Other sites may wish to utilize the same mechanism for similar, or potentially very different cases. This would set a precedent and could lead to unintended consequences. This is mitigated by creating clear criteria for the program to be applied. Risk that the school site is not constructed for many years and Brookfield continues to defer payment for three years. Late payment of levies could create cashflow challenges for debt-financed infrastructure and potentially other capital projects depending on the scale of how this mechanism is applied. This is mitigated by charging a nominal fee, and only allowing the program to be applied to the school site itself. Infrastructure required to service the school site may sit idle for several years, which can have a negative effect on the life span of that infrastructure. | <ul style="list-style-type: none"> This would be disruptive to the already challenging consultation with stakeholders. There is a likelihood that this will introduce more complexity into this process and delay consultation, with potential impacts to timing of a new off-site levy bylaw. |

Three-Year Capital Plan 2021–2024

Summary



Living and Learning in our Catholic Faith



Introduction

The Calgary Catholic School District (CCSD) 2021-2024 Capital Plan consideration includes requests for a total of 20 projects comprised of the following:



7

New elementary or elementary/junior high schools (some to support additional specialized programming needs)



2

High school additions/modernizations and enhancements



3

Innovative high schools in Calgary (including the Extended Learning Centre)



8

Major modernization requests

These capital priorities are revisited annually, based on growth/development trends, allowing the district to respond to emerging opportunities. CCSD strives to ensure success for all students through student accommodation, partnerships and a strengthened sense of community within the district.



Current Enrolment over 58,300 Students

(CCSD internal student count as of March 1, 2020)

The district continues to experience upward enrolment pressures, though not as aggressive as previous years, in Calgary and surrounding areas such as Airdrie, Cochrane, Chestermere, Rocky View County and the M.D of Bighorn. Each of these projects contribute to the success of the district and success of the students that embark on their education through our programs and guidance. Outlined in this summary, CCSD seeks to meet the expectations of quality education for the student and families that we serve, on behalf of the Alberta government.

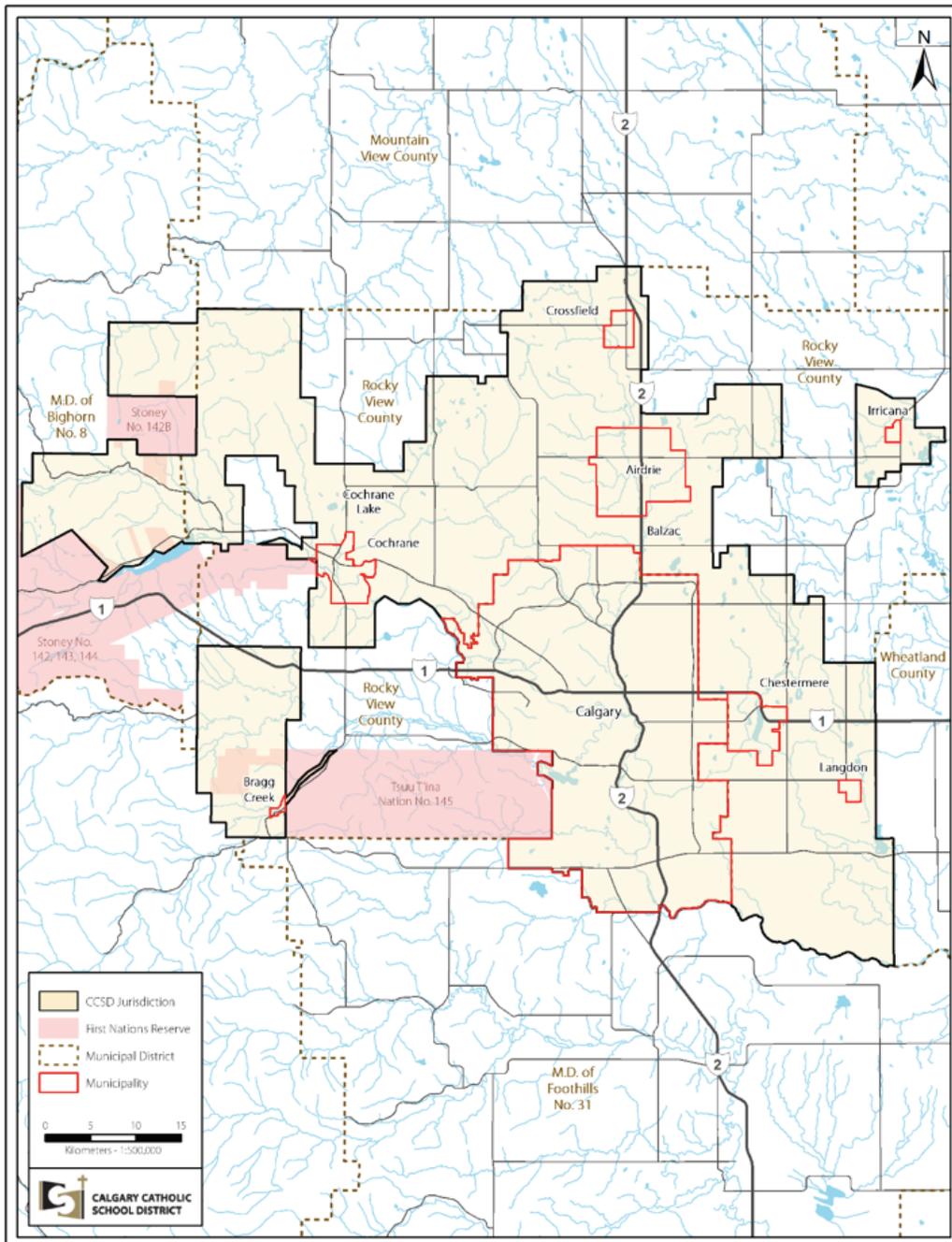
Objectives for the Capital Plan

The key objectives that emerged from our most recent Senior Administrative strategic planning visioning session will guide the delivery of projects. The objectives for assessing each project are to:

- Create optimal learning environments for all students
- Explore growth opportunities where possible
- Remain agile and assess dynamic changes in the educational environment, capitalizing on opportunities and partnerships
- Evaluate opportunities for district success and celebrate student's educational achievements
- Identify and meet government needs and create continued transparency and stakeholder trust
- Ensure alignment with all Board of Trustees' priorities with an emphasis on Catholicity

Calgary Catholic School District Jurisdiction

Map 1: CCSD Jurisdiction Map



CCSD's jurisdiction is incredibly diverse socially and geographically, serving:

- Metropolitan areas of Calgary
- Urban areas of Airdrie, Chestermere and Cochrane
- Regional areas of Rocky View County (including Crossfield, Irricana, Langdon, Redwood Meadows and Bragg Creek)
- Areas in the M.D. of Bighorn

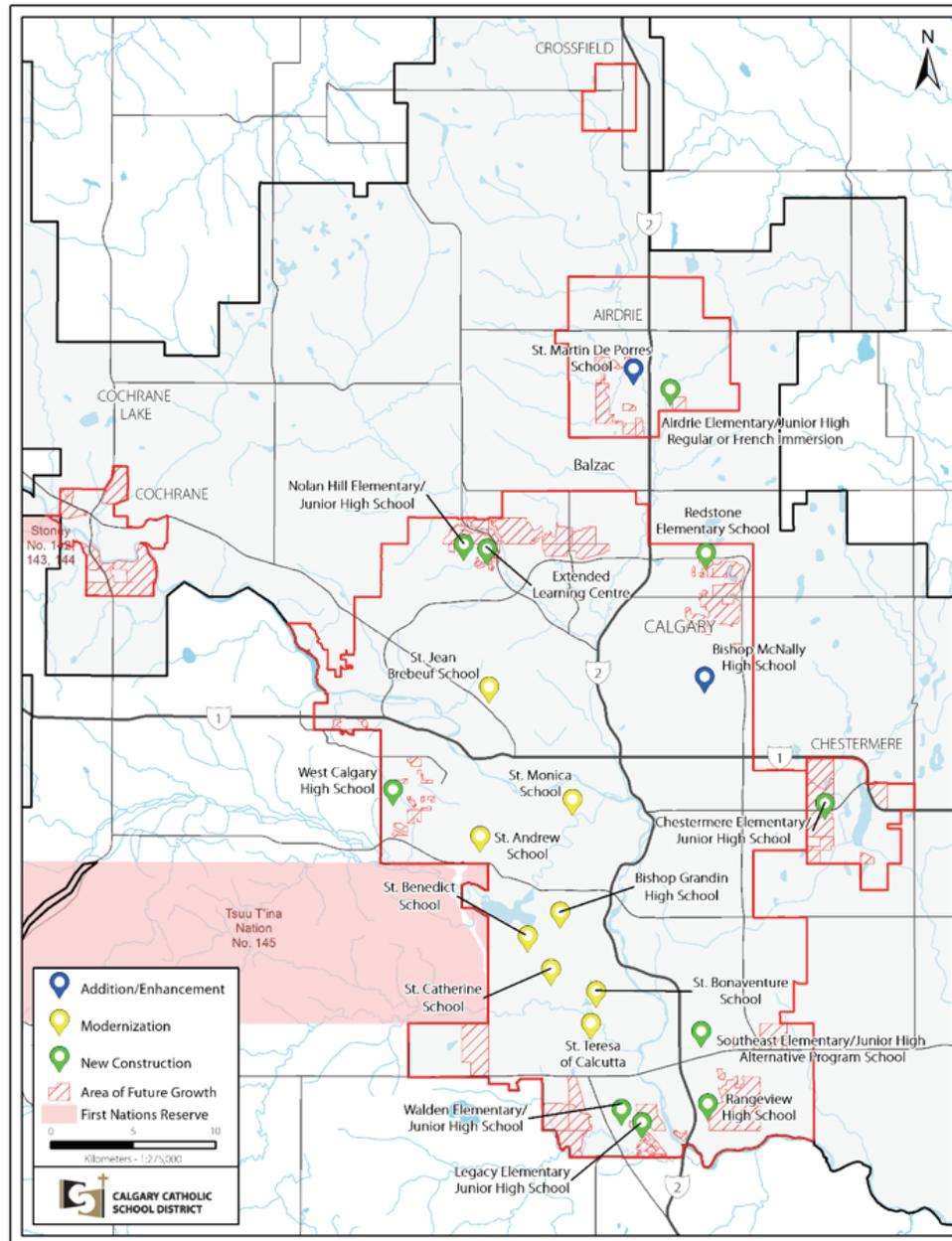
CCSD 2021–2024 Capital Plan Priorities (March 25, 2020)

| Capital Plan Year | High Schools - Addition, Enhancement and Modernization | New Construction Elementary/Junior High | New Construction Elementary | New Construction High School | Modernization and Special Education Program | Project Year Total Cost |
|-------------------|--|--|-----------------------------|--|---|-------------------------|
| Year 1 | 1 St. Martin de Porres* | 2 Legacy EL/JH 4 Nolan Hill EL/JH 5 Walden EL/JH | 3 Redstone EL | 6 West Calgary HS | 7 St. Bonaventure EL/JH 8 St. Benedict EL | \$199,800,000* |
| Year 2 | | 9 Chestermere EL/JH 12 Southeast Alternative EL/JH | | 10 Extended Learning Centre 11 Rangeview HS | 13 Bishop Grandin HS 14 St. Teresa of Calcutta EL 15 St. Catherine EL | \$145,600,000 |
| Year 3 | 17 Bishop McNally | 16 Airdrie French Immersion EL/JH | | | 18 St. Jean Brebeuf JH 19 St. Monica EL/JH 20 St. Andrew EL | \$44,900,000 |

* Project Cost for Year 1 priorities may increase by \$20Mil depending on the option approved

New School Construction and Modernizations Map

Map 2: CCSD 2021–2024 Capital Priorities



Future Considerations

- New growth communities: **South Mahogany, Livingston, Carrington, Cornerstone and Cityscape are all currently being monitored for community growth.**
- Other new communities on the radar: Belmont, Yorkville, Pine Creek and Wolf Willow
- Area Structure Plans (ASP) being monitored include: Glacier Ridge (North), Keystone (North Central), Belvedere (East), West View (West), Rangeview (South East), Providence (South West), Chestermere (Waterbridge Master Area Structure Plan), Rocky View County plans and Airdrie (West Hills and Davy Creek)



CALGARY CATHOLIC SCHOOL DISTRICT

October 29 2020

Councillor Shane Keating
City of Calgary
Box 2100, Station M.
Calgary, Alberta T2P 2M5

Shane
Dear Councillor Keating:

Calgary Catholic School District would like to thank you for your effort in assisting us in coordinating meetings to discuss our High School site needs within the South East quadrant of Calgary.

This letter is a follow up to the virtual meetings which took place between your office, Brookfield Residential and the Calgary Catholic School District regarding our future high school site South of the existing community of Seton. This high school site is directly adjacent to the recent development that has occurred in the area. As per our meeting, the site still requires significant development investment from Brookfield.

Calgary Catholic School District has reviewed our high school accommodation strategy over the next five years. We will require additional high school spaces above and beyond those we currently have. Based on historical growth rates, we are currently expecting to have a district wide high school utilization of 102% (number of students / number of spaces) by 2024-2025. This rate means we will be operating above 100% utilization City wide. Of significant concern for Calgary Catholic, our recently opened proximal high school, All Saints, is projected to be operating at 134% utilization within this time frame. Supporting information regarding our future situation is included with this letter.

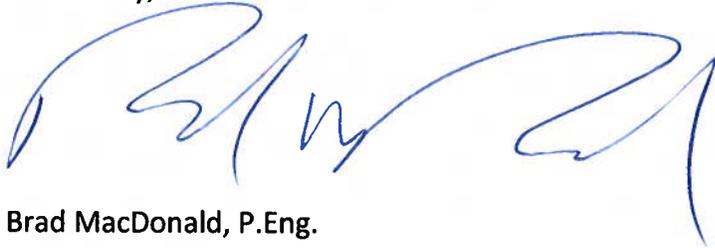
Funding for the construction of public schools within Alberta comes from capital grants from the provincial government. Calgary Catholic School District submits a Capital Plan annually to request funding for a number of competing projects throughout our district. All submitted projects must meet certain criteria prior to the projects being considered as a year one project. Criteria 1.8 states: "Title to the site, as evidenced by the attached title document, is already in the name of the municipality or the school authority...".

Once the title for this site has been registered to City of Calgary and/or the Calgary Catholic School District, this new high school will be a year one priority for our district. It should be noted that planning for this site was undertaken almost 20 years ago, and that purchasing of this site would be coordinated through JUCC per the normal procurement process and this expenditure is expected within the next five years.

Calgary Catholic School District appreciates the support of yourself and all Councillors as we work to provide education opportunities for City of Calgary residents within the deep south.

If you have any questions or require any further information, please contact me directly.

Yours truly,

A handwritten signature in blue ink, appearing to read 'Brad MacDonald', with a large, sweeping flourish extending to the right.

Brad MacDonald, P.Eng.
Superintendent, Support Services

Attach.

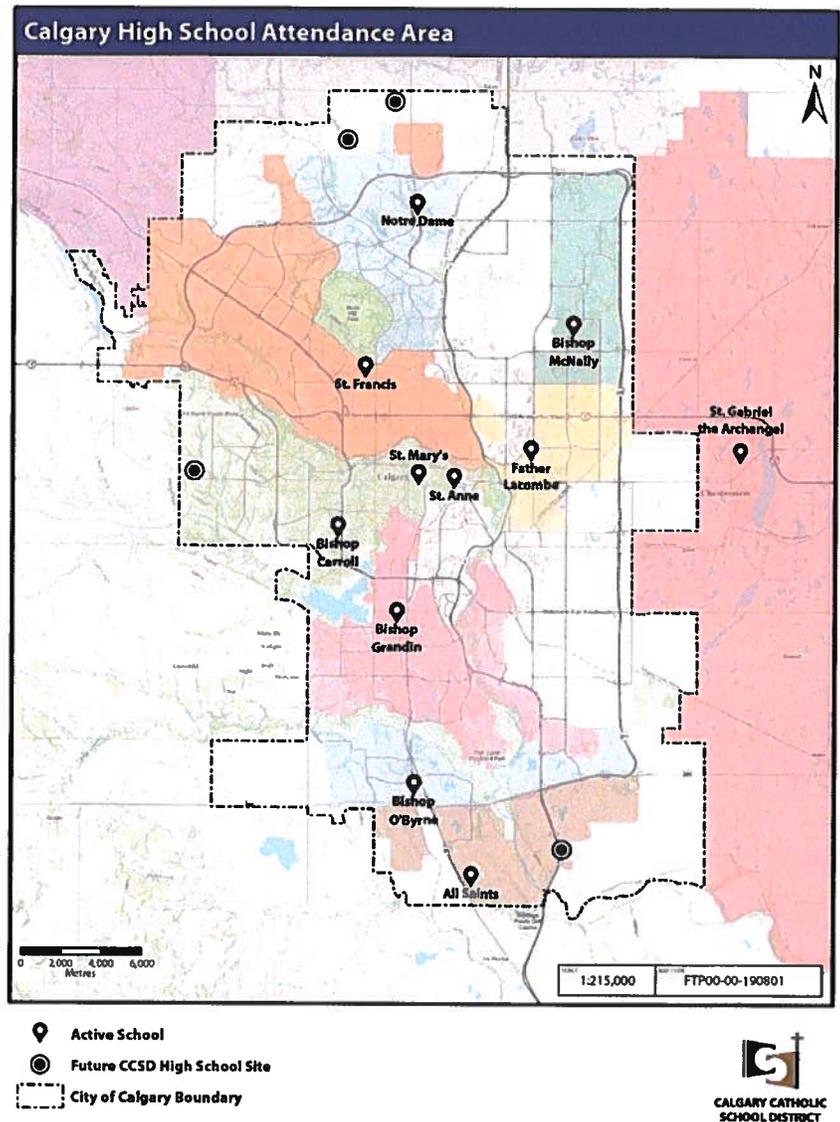
CCSD Situation and RangeView High School in Calgary

Executive Summary and Recommendations

The CCSD high school student population is expected to increase beyond capacity within the next few years, with some large areas of Calgary well beyond 100% utilization. CCSD High school utilization for 2019/2020 was calculated at 88% and is projected to be over 100% within four years (by 2024).

These are the following recommendations:

1. Advocating for new sites and site readiness for high school sites in Calgary. Specifically, CCSD will need to work with the appropriate government and development officials for site readiness in Seton, and advocate for funding to build both the West Calgary High School and Rangeview High School.
2. Explore high school attendance area boundary changes for ALL high schools in Calgary.
3. Explore changes to program placements to encourage student school selections, especially at schools that are underutilized.



The map above shows all existing and future high school sites.

Table 1: Calgary High School Capacity Vs. Enrolment

| Calgary High Schools | 2019/2020 Prelim. Capacity | 2019/2020 Adj. Enrolment | 2019/2020 Prelim. Utilization | Projected Adj. Enrolment (2024/2025) | Projected Utilization (2024/2025) |
|----------------------|----------------------------|--------------------------|-------------------------------|--------------------------------------|-----------------------------------|
| All Saints | 1,500 | 1,339 | 89% | 2,012 | 134% |
| Bishop Carroll | 1,353 | 1,283 | 95% | 1,411 | 104% |
| Bishop Grandin | 1,927 | 1,371 | 71% | 1,431 | 74% |
| Bishop McNally | 1,519 | 1,473 | 97% | 1,655 | 109% |
| Bishop O'Byrne | 1,769 | 1,431 | 81% | 1,418 | 80% |
| Father Lacombe | 1,156 | 1,253 | 108% | 1,379 | 119% |
| Notre Dame | 1,696 | 1,791 | 106% | 2,065 | 122% |
| St. Francis | 2,248 | 1,619 | 72% | 1,989 | 88% |
| St. Mary's | 1,175 | 1,122 | 95% | 1,200 | 102% |
| | 14,343 | 12,682 | 88% | 14,560 | 102% |

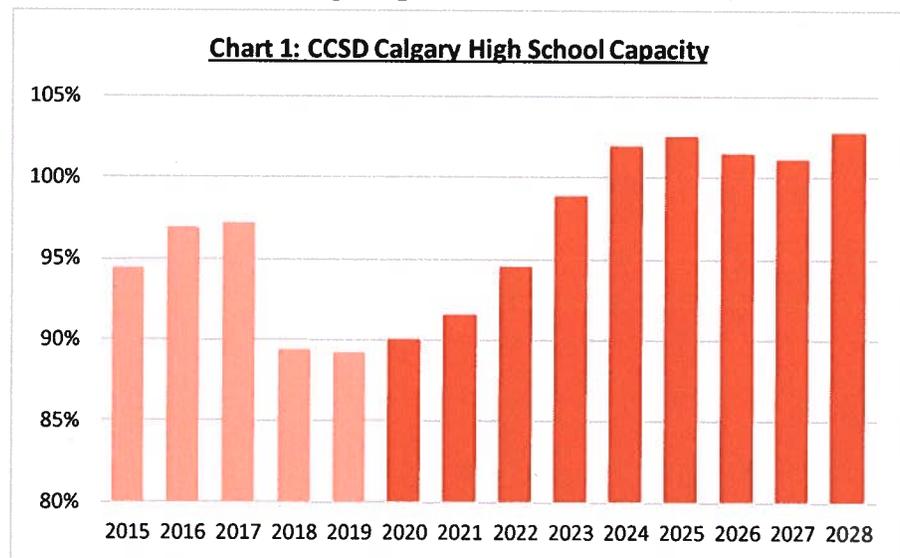
Table 1 shows high school (Gr. 10-12) enrolment against the capacity of CCSD high schools in Calgary. As per Alberta government standard, enrolment data is adjusted for SPED students and includes all grade 10-12 students, regardless of program. Capacity calculations are also as per standard and include all CCSD high schools within Calgary (except for St. Anne, as it is a special setting). As

of 2018-2019, the high school capacity increased from 12,843 spaces to 14,343 with the opening of All Saints High School. Capacities do tend to change with modernizations and/or changes to Special Education program settings. For this analysis, the 14,343 capacity was used as a static measure to calculate utilization.

Capacity Analysis: Calgary High School Enrolment & Capacity

Over the last decade, CCSD has seen the opening of a single high school All Saints in 2018, CCSD was again able to bring the overall Calgary high school utilization rate below 90 per cent. Historically, 85 per cent utilization has been viewed as optimal as this allows for schools running efficiently while also recognizing that allowances for movement of students to auxiliary spaces and specialized spaces throughout the day (such as science labs, arts spaces, and industrial arts spaces) is necessary to support functional and well-rounded learning.

As can be seen in Chart 1, high schools within Calgary are not at this 85 per cent benchmark and are in fact envisioned to reach beyond 100 per cent utilization within a 5-year timeframe. Faced with such a capacity situation, high school programming is already becoming impacted as auxiliary spaces become



less available for their intended uses, to be used instead for simple classroom uses to house students beyond the intended capacity of the buildings. As CCSD Calgary high school capacities reach the 100 per cent mark and beyond, not only will these auxiliary spaces be impacted, the impact will be felt into regular classroom availability and potentially all learning spaces.

Addressing the Capacity Situation: Future CCSD Calgary High School Sites

As was demonstrated above, CCSD is facing limits in available high school space across the City of Calgary as a whole. As such, additional high school space is required to address these needs. Of note, in addressing capacity situations through provision of additional high school buildings are:

- High school sites within Calgary are procured through the JUCC process, as well as the provincial Capital Planning process
- Future high school needs must be identified and supported in the annual CCSD Capital Plan
- If funding is available from Alberta Infrastructure for school district capital plan needs, projects that satisfy Provincial Site Readiness requirements are given priority
- Once funding is approved by the Province, general high school design and construction is a 4-year process to opening.



CCSD currently has two future high school sites that have reached Step 2 in the process above (identified in the current Capital Plan). These two are the West Calgary High School site in south-central Calgary and the Rangeview High School site in southeast Calgary.

To move through to Step 3 above (and ultimately receive funding support from the Province), sites must meet Site Readiness criteria, as outlined by Alberta Infrastructure. Currently, Rangeview high school site has not yet received site readiness. CCSD Planning, Administration, and Trustees have been working with developers of the Rangeview area to move this site closer to meeting site readiness criteria, as a means of meeting high school needs in the area, as well as within the greater Calgary context. At this time, this work to achieve site readiness continues through 2020.

Addressing the Capacity Situation: CCSD Calgary High School Needs

Given that ideal utilization rates are identified as around 85 per cent and that the process from funding approval by the Province to opening a school is approximately four years, the following is of note:

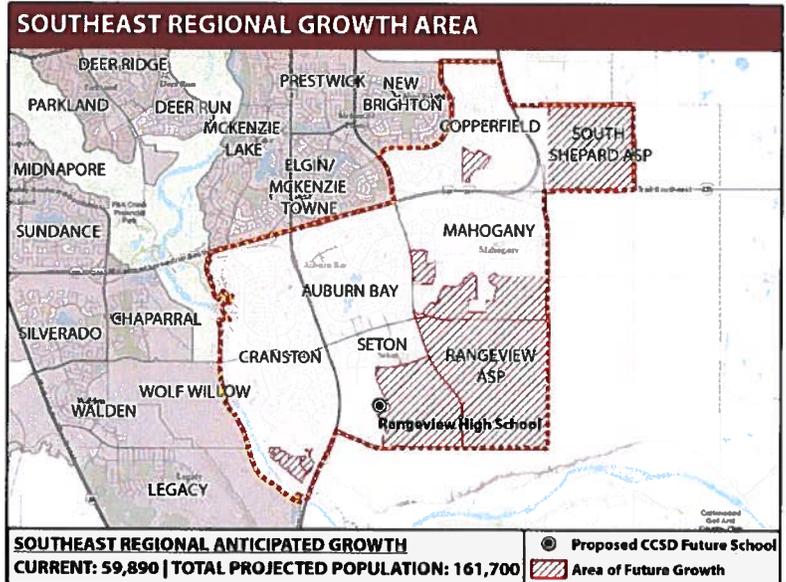
- Within Calgary, CCSD high schools are approximately 500 students over ideal capacity
- By 2024 (within 4 years) CCSD Calgary high schools are **projected to be approximately 2,400 students over ideal capacity**
- These projected student numbers **do not include growth from large new communities** set to begin construction within the next 2-4 years, such as the South Shepard ASP, Belvedere ASP, Providence ASP, and remaining Rangeview ASP area (projections do include students from already developing communities such as Seton, Legacy, Livingston, and West Springs).
- CCSD has two high school sites identified on the current capital plan, with a **combined capacity of 2,700* students**
- Funding for **both of these high school projects** would need to be achieved in the short term to meet high school needs

Addressing the Capacity Situation: CCSD High School Sites in 2021-2024 Capital Plan

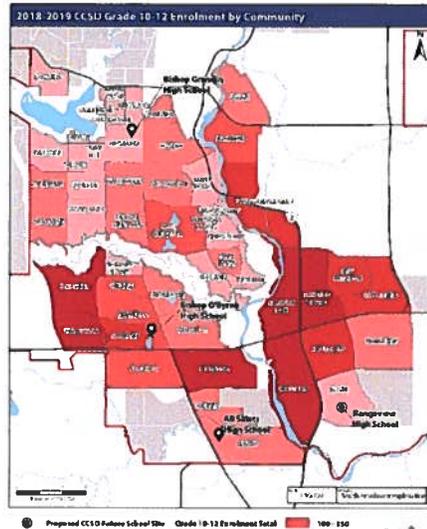
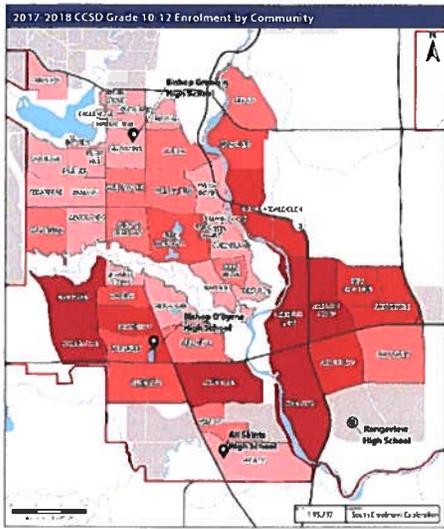
RANGEVIEW HIGH SCHOOL – YEAR 2, PRIORITY 11

Located in South Seton/ Rangeview, this site is not yet serviced by the developer of the area and thus has yet to meet Site Readiness criteria.

This project seeks funding support of \$46.5M from the Province for a complete high school with the future capacity of 1,500 students. This high school is projected to serve the needs of Calgary high school students and specifically those living within proximate communities which may include Auburn Bay, Mahogany, Seton, the remaining Rangeview ASP, and Ricardo Ranch ASP areas.



- The Southeast region of Calgary has a current population of 59,890 residents, growing to a projected 161,700 people as development progresses.
- Rangeview particularly accounts for approx. 44,000 persons.
- Current build Out for a portion known as Seton is only 8.6%
- Using current Calgary demographic data (including student generation rates of both mature and developing communities), it is anticipated that there will be approximately 1,600-1,800 high school students in this area at maturity.
- Currently the vast majority of these students attend All Saints which has exceeded capacity in 2019.
- The SE sector being hosted within the South Sector and West Macleod ASP area which also anticipates 136,000 persons.
- During the initial development phases (i.e. – over the next 20 years to 2040), these high school numbers would be expected to peak higher, perhaps approaching the 2,000-2,500 +/- student range. the Rangeview High School project is required to support both current student populations and future high school students of Calgary.





LEGISLATIVE ASSEMBLY
ALBERTA

March 2, 2021

RE: Calgary Catholic Seton/Rangeview High School Site

To whom it may concern,

As the MLA For Calgary-South East, I am writing this letter to share my support for a future Calgary Catholic School District (CSSD) high school in Seton/Rangeview.

As you may be aware, the CSSD has recently reviewed their five-year high school accommodation strategy and will require additional high school spaces. Based on historical growth rates, the district is expecting to have a district-wide utilization of 102% (students/spaces) by 2024-2025. Of significant concern is the recently opened proximal high school in Legacy, All Saints, which is projected to be operating at 134% utilization within this time frame.

Site readiness is a requirement for capital funding of schools at the provincial level. Any ability to adjust cost timelines (site services, fees, subdivision, etc.) would allow for the CSSD to move this essential site into a year-one need and would enable me to begin my advocacy for provincial design and construction funding.

As my constituency requires additional schools and would be directly and positively impacted by this development, I request that the City of Calgary expedite this project if possible and continue to assist the developer and the CSSD to move this project forward.

Sincerely,

A handwritten signature in black ink that reads "Matt Jones".

Matt Jones, CFA
MLA for Calgary-South East



March 2, 2021

From: Honourable Whitney Issik, MLA for Calgary-Glenmore

RE: Calgary Catholic Seton/Rangeview High School Site

To whom it may concern,

As the MLA for Calgary Glenmore I am writing this letter to share my support for a future Calgary Catholic School District (CCSD) high school in Seton/Rangeview.

While my constituency is not currently experiencing growth pressures, it is reasonable to expect that the growth pressures in other quadrants, particularly the SE, will have an effect on the schools that serve my constituents in the years to come. Notably, it is predicted that All Saints High School located in legacy will reach 134% utilization by 2025. This would have a negative impact not only on the student experience within the classroom but also on transportation. I believe it is in the best interests of all Calgarians for children to attend school as close to home as possible.

Site readiness is a requirement for capital funding of schools at the provincial level. Any ability to adjust cost timelines (site services, fees, subdivision, etc.) would allow for the CCSD to move this essential site into a year-one need for their capital request to the Province. As such, it would be greatly appreciated if the City of Calgary could expedite this project and continue to assist the developer and Calgary Catholic.

Best Regards,

A handwritten signature in black ink, appearing to be 'Whitney Issik', written in a cursive style.

Whitney Issik
MLA – Calgary Glenmore

Attainable Homes Calgary Corporation Loan Guarantee

RECOMMENDATION(S):

The Priorities and Finance Committee recommend that Council:

- 1) Give first reading to Bylaw 17M2021 (Attachment 3), being the proposed bylaw to amend Bylaw 41M2014, The City of Calgary authorizing a guarantee of a loan for Attainable Homes Calgary Corporation.
- 2) Give first reading to Bylaw 18M2021 (Attachment 2), being the proposed bylaw to amend Bylaw 31M2011, The City of Calgary authorizing a municipal loan to Attainable Homes Calgary Corporation.
- 3) Withhold second and third reading until the advertising requirements have been met;
- 4) Direct Administration to amend any existing agreements between The City and Attainable Homes Calgary Corporation as applicable and to reflect the Corporation's credit facility renewal with its financial institution in form and content per Credit Documentation – Loans and Loan Guarantees Policy and Procedures; and
- 5) Forward this report to the 2021 March 22 Combined Meeting of Council as an Item of Urgent Business.

HIGHLIGHTS

- This report provides information on the renewal of The City guarantee of a third-party loan and an extension of repayment terms of a municipal loan to Attainable Homes Calgary Corporation.
- The City is authorized to guarantee the repayment of a third-party loan to Attainable Homes Calgary Corporation to a maximum sum of \$10 million under existing Bylaw 41M2014, expiring 2021 June 30 and has requested to amend its existing Loan Guarantee with proposed Bylaw 17M2021 to expire 2024 June 30 in conjunction with the renewed terms of its operating credit facility by their third party financial institution.
- Loan Bylaw 31M2011 provided a municipal Loan from The City of Calgary to Attainable Homes Calgary Corporation by way of a transfer of Lands secured by a vendor take-back mortgage that matures 2021 August 3; Attainable Homes Calgary Corporation has requested to amend the existing bylaw with proposed Bylaw 18M2021 extending the maturity date to 2023 August 3.
- Once proposed Bylaw 17M2021 receives third reading, the operating loan facility will be extended to 2023 February 28 with a further option to extend.
- This request aligns with The City's objective to provide affordable housing to its citizens.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods

DISCUSSION

- Attainable Homes Calgary Corporation is currently the active project manager/developer of the Martindale housing project in the North East quadrant of Calgary and has completed/sold the first six (Phase 1) of twelve buildings representing 46 of 116 total units (approx. 40% complete) in the two phase development.
- Attainable Homes Calgary Corporation is responsible for all costs associated with the Martindale project, including sales and marketing activities, which requires all

Attainable Homes Calgary Corporation Loan Guarantee

construction costs be covered while sales proceeds are not received until after completion and transfer of housing units.

- The Operating Credit Facility is required to manage timing differences between cash inflows and outflows during its operating cycle, which involves new home construction, marketing, and purchase diligence. The absence of this type of financing would necessitate significant injection of equity by Attainable Homes Calgary Corporation's shareholder, which is not a feasible option for a non-profit organization.
- Attainable Homes Calgary Corporation's third-party financial institution has agreed to renew/extend existing credit facilities to support ongoing operations and development activity subject to renewal of The City guarantee for the Operating Credit Facility only.
- Outstanding indebtedness on Attainable Homes Calgary Corporation's Operating Credit Facility decreased from \$9.8 million at 2019 May 31 to \$3 million at 2020 December 31, including a \$0.3 million letter of credit in favour of The City.
- Attainable Homes Calgary Corporation's existing Evergreen Loan Facility does not benefit from The City guarantee and has been restructured to permit construction financing for Phase 2 of Martindale with specific security postponed and subordinated in favor of Attainable Homes Calgary Corporation's Lender, which will be released upon successful completion of project milestones.
- Pre-sale and construction work is continuing at Martindale with indications of completion and full occupancy of the project by 2022 December 31 based on current absorption rates of available units.
- Attainable Homes Calgary Corporation has developed 6 of the 8 land parcels transferred in 2011 and the vendor take-back mortgage for two remaining parcels is scheduled to mature 2021 August 3.
- Attainable Homes Calgary Corporation plans to complete its Martindale project and continue to pursue options/designs for developing the two remaining land parcels under 31M2011; however, development is not anticipated to commence prior to the 2021 August 3 maturity.
- Attainable Homes Calgary Corporation considers these remaining parcels as central to its business plan and has requested a two year extension of the current maturity date, to 2023 August 3, to provide adequate time to finalize design, budget, and construction details.

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

Attainable Homes Calgary Corporation has reviewed and concurs with this report and Attachments. Treasury has engaged the City's Law Department with respect to content of the report and attachments.

Attainable Homes Calgary Corporation Loan Guarantee

IMPLICATIONS

Social

Attainable Homes Calgary Corporation was created in 2009 with a mandate to build 1,000 well-made, entry-level homes for moderate-income Calgarians.

Environmental

Homebuyers carefully consider their purchases in the context of affordability. Attainable Homes Calgary Corporation applies modern day construction practices and products to its projects with an emphasis on energy efficiency and lowering its environmental footprint while helping moderate income Calgarians to achieve home ownership.

Economic

Research conducted in 2019 indicated the majority of moderate-income Calgarians aspire to home ownership. Barriers to owning a home include the down payment, purchase price, monthly costs, and credit availability. Attainable Home Calgary Corporation's mandate is to provide affordable homeownership options for Calgarians and help individuals achieve their dream of homeownership.

Service and Financial Implications

There is no anticipated financial impact associated with this report

Current and Future Operating Budget:

The City, as guarantor, is obligated to pay the debts and liabilities of the Corporation under the Operating Credit Facility up to a maximum sum of \$10 million should its third party financial institution decide to call on the City Guarantee.

Current and Future Capital Budget:

There are no current and future capital budget impacts as a result of the recommendations in this report.

RISK

Attainable Homes Calgary Corporation's Lender Approval

The Lender has approved an extension of existing credit facilities subject to The City's approval of proposed Bylaw 17M2021.

The Corporation requires credit facilities to assist with construction projects, acquire/develop additional inventory, and manage day-to-day operations.

The City's Security

Any postponement and subordination of The City's charge in favour of the third-party Lender or assignment of any assets to the Lender would result in less coverage of indebtedness and increase the risk of a less than full recovery of obligations.

The Evergreen facility does not benefit from The City guarantee, as such the Lender intends to secure any advances under this facility with assets it will be used to finance (i.e. Martindale). The Lender may require further postponement, subordination, and assignment related to specific projects financed with the Evergreen facility.

Attainable Homes Calgary Corporation Loan Guarantee

Attainable Homes Calgary Corporation is unable to advance construction at Martindale without adequate financing, as such granting specific security in favor of this facility is deemed appropriate given it's being used to create incremental asset value/security beyond what currently exists.

Liquidity

Availability under the existing Revolving Debt Facility improved from \$Nil at 2019 May 31 to \$7 million at 2020 December 31 (net of \$0.3 million letter of credit) and provides sufficient flexibility to meet ongoing operating requirements.

Access to the \$10 million Evergreen Loan Facility (non-guaranteed) is subject to construction financing terms and conditions to mitigate associated risks while limiting availability to what is supported by market demand under the Attainable Homes Program. The Evergreen facility can still be used for other inventory purchases subject to separate approval from the Lender.

Repayment

Repayment of outstanding indebtedness is dependent on: 1) completion of housing units at Martindale; 2) removal of all conditions to closing under purchase and sale agreements; and 3) turnover of properties held in existing inventory.

The Martindale project continues to experience healthy traffic/interest through available channels (i.e. show homes, online). Construction of remaining buildings in Phase 2 is subject to achieving a pre-sale target of 50% per building and will be funded on a building-by-building basis.

Vendor Take-Back Mortgage

With resources currently directed towards successful completion of the Martindale project, Attainable Homes Calgary Corporation anticipates development of the two remaining parcels to commence after the current 2021 August 3 maturity date and has negotiated a two-year extension with The City to position for continued delivery of affordable housing for Calgarians once Martindale is completed.

ATTACHMENT(S)

1. Attachment 1 – Background and Previous Council Direction
2. Attachment 2 – Proposed Bylaw 18M2021
3. Attachment 3 – Proposed Bylaw 17M2021

Department Circulation

| General Manager | Department | Approve/Consult/Inform |
|------------------------|------------------------|-------------------------------|
| Carla Male | Chief Financial Office | Approve |
| Jill Floen | Law | Inform |
| | | |

Background and Previous Council Direction

Context

Attainable Homes Calgary Corporation is a non-profit corporation, created and wholly-owned by The City, working to help moderate-income Calgarians achieve their dreams of quality home ownership. Renewal of The City guarantee ensures that Attainable Homes Calgary Corporation can continue to meet its commitment to deliver affordable housing options to Calgarians.

Since 2009, through its down-payment assistance program, Attainable Homes Calgary Corporation has helped over 1,000 families attain home ownership.

The Corporation requires an operating credit facility to manage timing differences between cash inflows and outflows observed during its operating cycle, which involves new home construction, marketing, and new home purchase diligence. The absence of this type of financing would necessitate significant injection of equity by Attainable Homes Calgary Corporation's shareholder, which is not a feasible option for a non-profit organization

Attainable Homes Calgary Corporation was committed to purchase a fixed existing housing supply from builder partners for its down-payment assistance program; as at 2020 December 31 Attainable Homes Calgary Corporation had three units with a value less than \$620,000 remaining from a total of 28 units. Attainable Homes Calgary Corporation continues to market and sell its remaining inventory of housing, independent from Martindale and has reduce its current inventory, not including Reach Martindale, to five units.

Previous Council Direction

| DATE | REPORT NUMBER | DIRECTION/DESCRIPTION |
|------------------|----------------------|---|
| 2009 July 27 | M2009-06 | <p>Attainable Home Ownership Program Update</p> <p>To provide an update on the creation of Calgary's Attainable Home Ownership Program and seek approvals related to the governance of the Special Purpose Entity and authorize a land disposition strategy to the Special Purpose Entity.</p> |
| 2010 January 25 | M2009-11 | <p>Attainable Home Ownership Program Update</p> <p>Council passed Bylaw 64M2009, authorizing The City to lend to Attainable Homes Calgary Corporation up to \$10 million for financing Attainable Homes Calgary Corporation's operating expenditures.</p> |
| 2011 April 18 | M2009-06 | <p>Tabulation of Loan Bylaw 31M2011</p> <p>To provide a loan to Attainable Homes Calgary Corporation in respect of the transfers of land as per Schedule A of the Bylaw and reports M2009-11 & M2009-06, as rectified by the General Manager, Corporate Services.</p> |
| 2013 July 29 | NM2013-20 | <p>Notice of Motion</p> <p>Council resolved that Attainable Homes Calgary Corporation work with Administration to determine appropriate credit facility options and make recommendations to support achieving its mandate and report back to Council through the Priorities and Finance Committee no later than 2013 December 10.</p> |
| 2013 December 10 | PFC2013-0754 | <p>Attainable Homes Calgary Corporation Line of Credit – Deferral Request</p> <p>Administration requested a deferral to report back to the Priorities and Finance Committee by 2014 May to allow sufficient time for Attainable Homes Calgary Corporation to prepare and present its business plan to its Board of Directors and enable Administration to complete its due diligence and provide recommendations.</p> |
| 2014 July 22 | PFC2014-0392 | <p>Attainable Homes Calgary Corporation Line of Credit Request</p> <p>Council passed Bylaw 41M2014, authorizing The City to guarantee the repayment of the Revolving Debt Facility to a maximum sum of \$10 million in accordance with terms and conditions outlined in a credit agreement between The City and Attainable Homes Calgary Corporation.</p> |

| | | |
|------------------|-------------------------|---|
| 2016 April 13 | Urgent Notice of Motion | Debt Capacity of Attainable Homes Calgary Corporation Council directed Administration to postpone and subordinate The City's security position in favour of any lender who provides financing to Attainable Homes Calgary Corporation, outside of the Revolving Debt Facility, from time to time, provided that such postponement and subordination shall only secure the value of the assets being financed by the lender. |
| 2019 May 27 | C2019-0708 | Attainable Homes Calgary – Enabling \$2 Million Incremental Short-Term Financing Council directed Administration to postpone and subordinate security that The City held with respect to Attainable Homes Calgary Corporation's Reach Martindale housing development and provide a consent to assign proceeds from the sale of housing units within the Martindale Project. Administration was also directed to work with Attainable Homes Calgary Corporation to review its long-term business plan when available and bring a progress update report back to Council through the Priorities and Finance Committee no later than 2019 November 5. |
| 2019 November 05 | PFC2019-1294 | Attainable Homes Calgary Corporation – Progress Update Report Council directed administration to provide a one-time waiver of Attainable Homes Calgary Corporation's breach of its annual Interest Coverage Ratio for the period ending 2018 December 31, subject to the same waiver being received from Attainable Homes Calgary Corporation's Lender. Administration was also directed to amend any existing agreement between The City and AHCC as applicable and to reflect Attainable Homes Calgary Corporation's credit facility renewal with its financial institution in form and content acceptable to the City Treasurer. |

BYLAW NUMBER 18M2021

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND BYLAW 31M2011 BY EXTENDING THE
MATURITY DATE OF A MUNICIPAL LOAN TO
ATTAINABLE HOMES CALGARY CORPORATION**

* * * * *

WHEREAS Council of The City of Calgary ("**Council**") did duly pass Bylaw 31M2011 on 2011 April 18, which bylaw did authorize The City of Calgary ("**The City**") to transfer to Attainable Homes Calgary Corporation ("**AHCC**") certain lands, as described in Bylaw 31M2011 (the "**Lands**");

AND WHEREAS as consideration for the Lands, Council authorized a loan to AHCC in the amount of \$5,188,312.00, which amount is equivalent to the book value of the Lands at the time of transfer plus certain other costs as more particularly described in Bylaw 31M2011 (the "**Loan**");

AND WHEREAS Council authorized the Loan to be repaid by AHCC no later than ten (10) years from the date of transfer of the Lands from The City to AHCC;

AND WHEREAS AHCC has asked The City for a twenty-four (24) month extension to satisfy AHCC's repayment obligations under the Loan;

AND WHEREAS it is deemed expedient by Council to pass a bylaw pursuant to Sections 191, 264 and 265 of the *Municipal Government Act* (R.S.A. 2000 c. M-26) to amend Bylaw 31M2011 to extend the time authorized by Council in which AHCC must repay the Loan;

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

1. Bylaw 31M2011 is hereby amended as follows:
 - a. In the paragraph under the heading "Purpose", delete the term "ten (10) years" and replace with "twelve (12) years".
 - b. In paragraph 3(4) under the heading "The Loan", delete the term "ten (10) years" and replace with "twelve (12) years".
 - c. In paragraph 3(6) under the heading "The Loan", delete the term "ten (10) years" and replace with "twelve (12) years".

BYLAW NUMBER 18M2021

- 2. In all other respects, Bylaw 31M2011 shall remain in full force and effect.
- 3. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME THIS DAY OF 2021.
 READ A SECOND TIME THIS DAY OF 2021.
 READ A THIRD TIME THIS DAY OF 2021.

 MAYOR
 SIGNED THIS _____ DAY OF _____, 2021.

 CITY CLERK
 SIGNED THIS _____ DAY OF _____, 2021.

Proposed Text for Discussion

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND BYLAW 41M2014 BY EXTENDING THE
TERM OF A GUARANTEE TO A LOAN MADE TO
ATTAINABLE HOMES CALGARY CORPORATION**

* * * * *

WHEREAS Council of The City of Calgary ("**Council**") did duly pass Bylaw 41M2011 on 2014 July 22, which bylaw did authorize The City of Calgary ("**The City**") to guarantee the repayment of principal and interest (the "**Guarantee**") on a \$10 million revolving credit facility (the "**Credit Facility**") between a financial institution and Attainable Homes Calgary Corporation ("**AHCC**");

AND WHEREAS the term of the Guarantee provided by The City pursuant to Bylaw 41M2014 was not to exceed seven (7) years, and is set to expire on 2021 June 30;

AND WHEREAS AHCC is seeking to renew and extend the term of the Credit Facility, and as a condition of such renewal, requires The City to extend the term of its Guarantee on the Credit Facility for an additional thirty-six (36) months;

AND WHEREAS it is deemed expedient by Council to pass a bylaw pursuant to Sections 191, 264 and 266 of the *Municipal Government Act* (R.S.A. 2000 c. M-26) to amend Bylaw 41M2014 to extend the term authorized by Council for the Guarantee;

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

1. Bylaw 41M2014 is hereby amended as follows:
 - a. In paragraph 4(1) under the heading "The Loan", delete the term "seven (7) years" and replace with "ten (10) years".
2. In all other respects, Bylaw 41M2014 shall remain in full force and effect.
3. This Bylaw comes into force on the date it is passed.

| | | |
|-------------------------|--------|-------|
| READ A FIRST TIME THIS | DAY OF | 2021. |
| READ A SECOND TIME THIS | DAY OF | 2021. |
| READ A THIRD TIME THIS | DAY OF | 2021. |

MAYOR

SIGNED THIS _____ DAY OF _____, 2021.

CITY CLERK

SIGNED THIS _____ DAY OF _____, 2021.

Proposed Text for Discussion

Calgary Municipal Land Corporation New Borrowing and Loan Bylaws

RECOMMENDATION(S):

The Priorities and Finance Committee recommend that Council:

- 1) Give first reading to Bylaw 7B2021 (Attachment 2), authorizing The City to incur indebtedness by the issuance of debentures in the amount of \$85 million for financing capital projects for the Calgary Municipal Land Corporation;
- 2) Give first reading to Bylaw 19M2021 (Attachment 3), being a bylaw authorizing loans in the amount of \$85 million to Calgary Municipal Land Corporation;
- 3) Withhold second and third reading until the advertising requirements have been met;
- 4) Direct Administration to amend any existing agreements between The City and Calgary Municipal Land Corporation as applicable and in accordance with the Credit Documentation – Loans and Loan Guarantees Policy and Procedures; and
- 5) Forward this report to the 2021 March 22 Combined Meeting of Council as an item of Urgent Business.

HIGHLIGHTS

- Calgary Municipal Land Corporation has requested new Loan and Borrowing Bylaws for \$85 million.
- The funds are to provide financing for new capital projects which are described in Calgary Municipal Land Corporation's Council approved 2021 Business Plan and 2020-2024 Strategic Plan Update, included as Attachment 4, as: 1) Festival Street, 2) Environmental Remediation, 3) Strategic Land acquisitions and 4) Strategic Projects (collectively the "Projects").
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

- Calgary Municipal Land Corporation has administered the Community Revitalization Levy and received the revenue since 2008 while relying on assessed values inside the Rivers District as a baseline to measure incremental increases in the Community Revitalization Levy attributed to the Rivers District Community Revitalization Plan.
- Through channeling growth in assessed values spurred by public and private investments into a fund for infrastructure improvements and place making initiatives, the Community Revitalization Levy enables Calgary Municipal Land Corporation to repay funds borrowed to finance redevelopment of public infrastructure within the Rivers District.
- In 2020, Calgary Municipal Land Corporation completed a review of all projects to prioritize investments that will bring the most value to the Rivers District and has sequenced them to achieve completion over the remainder of the Community Revitalization Levy period. Advancing the Projects in east Victoria Park will complement adjacent projects such as the BMO Centre expansion, Event Centre, and 17th Avenue S.E. extension.
- The impacts from COVID-19 originating in 2020 are anticipated to have longer term economic implications and resulted in Calgary Municipal Land Corporation proactively accelerating their annual forecasting exercise to be in a better position to identify and

Calgary Municipal Land Corporation New Borrowing and Loan Bylaws

mitigate risk. Calgary Municipal Land Corporation remains confident in its forecasts and ability to meet current and proposed obligations as a result.

- Calgary Municipal Land Corporation continues to monitor its Community Revitalization Levy revenue against its forecasts and has the ability to defer some borrowing activity as warranted.
- City Treasury has reviewed Calgary Municipal Land Corporation's updated cash flows projections that support its ability to repay both current and proposed obligations/indebtedness.
- Calgary Municipal Land Corporation's third-party financial institution provides an operating revolving credit facility to support continued growth in Calgary Municipal Land Corporation's portfolio of projects and assist with managing timing differences between cash inflows and outflows. Calgary Municipal Land Corporation's lender remains supportive of their operations and continues to provide them with the required liquidity.
- City Treasury continues to monitor forecasts, the Community Revitalization Levy, and general market conditions to identify risks and work closely with Calgary Municipal Land Corporation to understand options to mitigate and/or adapt to changing economic conditions.

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 Municipal Land Corporation has reviewed and concurs with this report and its attachments. Treasury has engaged City Law with respect to content of the report and attachments.

IMPLICATIONS

Social

The City supports Calgary Municipal Land Corporation through the provision of municipal loans to implement and execute the Rivers District Community Revitalization Plan – a public infrastructure program approved by the City of Calgary and the Province of Alberta to kick-start Calgary's urban renewal.

Environmental

Calgary Municipal Land Corporation manages its land and infrastructure investments to enable long-term environmental resilience. Calgary Municipal Land Corporation seeks to pursue sustainable development that combines environmental stewardship, social well-being and economic prosperity.

Calgary Municipal Land Corporation New Borrowing and Loan Bylaws

Economic

The Community Revitalization Levy is designed to provide self-sustaining funding for the Rivers District redevelopment with no impact on the City of Calgary's operating and capital budgets. Calgary Municipal Land Corporation has administered the Community Revitalization Levy and received Community Revitalization Levy revenue since 2008.

Service and Financial Implications

No anticipated financial impact

Current and Future Operating Budget:

There is no impact to the operating budget as a result of the recommendations in this report.

Current and Future Capital Budget:

There are no current and future capital budget impacts as a result of the recommendations in this report.

RISK

Calgary Municipal Land Corporation's financial profile continues to be updated to reflect the extended Community Revitalization Levy term ending in 2047, announcement of new capital projects, and prioritization of existing projects within the Rivers District.

Remaining Community Revitalization Levy may be insufficient to fund, in their entirety, all capital projects identified within the Rivers District and additional sources of funding may be required in the event of any deficits experienced over the time horizon of the CRL.

Many factors influencing Community Revitalization Levy generation are beyond Calgary Municipal Land Corporation's control and the pace of private development is not always predictable; however, Calgary Municipal Land Corporation actively monitors changes and is in constant communication with the development community to proactively plan and adapt.

ATTACHMENT(S)

1. Attachment 1 – Background and Previous Council Direction
2. Attachment 2 – Borrowing Bylaw 7B2021
3. Attachment 3 – Loan Bylaw 19M2021
4. Attachment 4 – Calgary Municipal Land Corporation 2021 Business Plan and 2020-2024 Strategic Plan Update

**Chief Financial Officer's Report to
Priorities and Finance Committee
2021 March 16**

**ISC: UNRESTRICTED
PFC2021-0176
Page 4 of 4**

Calgary Municipal Land Corporation New Borrowing and Loan Bylaws

Department Circulation

| | | |
|-----------------|---------------------------------------|------------------------|
| General Manager | Department | Approve/Consult/Inform |
| Carla Male | Chief Financial Officer Department | Approve |
| Katie Black | Community Services | Inform |
| | | |

Background

Historic summary of loans to Calgary Municipal Land Corporation

Context

Calgary Municipal Land Corporation is a wholly-owned subsidiary of The City that was formed to implement and execute the Rivers District Community Revitalization Plan, which plan formed part of the Community Revitalization Levy Bylaw, with the mandate to kick-start Calgary's urban renewal. Calgary Municipal Land Corporation, as a result, manages several construction, design and vision projects within the Rivers District.

The Community Revitalization Levy represents Calgary Municipal Land Corporation's main source of revenue and was designed to provide self-sustaining funding for Rivers District redevelopment with no impact on The City's operating and capital budgets. This revenue/cash flow source relies on future property taxes generated from within the Rivers District, which in-turn are directed to principal and interest payments on funds borrowed to finance projects.

Calgary Municipal Land Corporation's 2021 Business Plan and 2020–2024 Strategic Plan Update outlining the proposed capital projects was approved by Council on 2020 December 11.

Previous Council Direction

The proposed 2021 financing for Calgary Municipal Land Corporation's projects is in line with historical financing of its capital expenditures.

Previous bylaws related to Calgary Municipal Land Corporation financing:

| DATE | REPORT NUMBER | DIRECTION/DESCRIPTION |
|-------------------|----------------------|--|
| 2020 July 20 | C2020-0672 | <p>Council approved extension to Calgary Municipal Land Corporation's loans</p> <p>Council passed Bylaw 6B2020 being the proposed bylaw to amend Bylaws 5B2007, 6B2010, 16B2008, and 19B2014 authorizing The City of Calgary to incur indebtedness by the issuance of debentures for financing capital projects for Calgary Municipal Land Corporation.</p> <p>Council passed Bylaw 24M2020, being the proposed bylaw to amend Bylaws 28M2007, 34M2008, 8M2010, and 71M2014 authorizing municipal loans to Calgary Municipal Land Corporation.</p> |
| 2019 May 14 | PFC2019-0600 | <p>Amendment to Bylaws and New Interim Loan to Calgary Municipal Land Corporation</p> <p>Amend borrowing bylaw of \$92 million to \$80 million and increasing the tenor from 9 years to 28 years.</p> |
| 2019 March 18 | C2019-0349 | <p>BMO Centre Expansion Funding</p> <p>Approved \$333 million loan from City reserves to Calgary Municipal Land Corporation.</p> |
| 2019 February 12 | 2M2019 | <p>Amend The Rivers District Community Revitalization Levy</p> <p>Extend the Community Revitalization Levy from 20 years to 40 years.</p> |
| 2018 September 24 | 37M2018 | <p>Tabulation of Capital Borrowing</p> <p>\$92 million borrowing bylaw with a 9 year term.</p> |
| 2016 December 13 | PFC2016-0881 | <p>Calgary Municipal Land Corporation- Internal Loan Request</p> <p>\$57.5 million loan from Calgary Parking Authority for the 9th Ave Parkade.</p> |
| 2014 December 09 | 71M2014 | <p>Loan bylaw to Calgary Municipal Land Corporation</p> <p>\$20 million loan bylaw</p> |
| 2010 January 25 | 8M2010 | <p>Loan bylaw to Calgary Municipal Land Corporation</p> |

| | | |
|--------------|---------|---|
| | | \$63 million loan bylaw |
| 2008 July 28 | 34M2008 | Loan bylaw to Calgary Municipal Land Corporation \$57.5 million loan bylaw |
| 2007 July 23 | 28M2007 | Loan bylaw to Calgary Municipal Land Corporation \$135 million loan bylaw |

BYLAW NUMBER 7B2021

BEING A BYLAW TO AUTHORIZE THE CITY OF CALGARY TO INCUR INDEBTEDNESS BY THE ISSUANCE OF ONE OR MORE DEBENTURES IN THE TOTAL AMOUNT OF \$85 MILLION FOR FINANCING CERTAIN CAPITAL PROJECTS OF CALGARY MUNICIPAL LAND CORPORATION

WHEREAS Council of The City of Calgary ("**Council**") as shareholder, adopted and approved the 2021 Business Plan and 2020-2024 Strategic Plan Update (the "**Update**") from Calgary Municipal Land Corporation ("**CMLC**"), a controlled corporation of The City of Calgary ("**The City**");

AND WHEREAS the Update outlined the new capital infrastructure projects for the Rivers District proposed by CMLC, namely Festival Street, environmental remediation, strategic land acquisition, and strategic projects (collectively the "**Projects**") are estimated to cost CMLC \$85 million;

AND WHEREAS Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the *Municipal Government Act* (R.S.A. 2000 c. M-26) (the "**MGA**") to borrow the sum of \$85 million from the Province of Alberta (the "**Province**") or other financial institutions or capital markets by the issuance of debentures to finance the Projects;

AND WHEREAS the estimated probable lifetime of the Projects financed under this Bylaw are equal to, or in excess of, twenty-five (25) years;

AND WHEREAS Bylaw 27M2007 (The Rivers District Community Revitalization Levy Bylaw) was amended pursuant to Bylaw 2M2019, which extended the term of The Rivers District Community Revitalization Levy until December 31, 2047;

AND WHEREAS the amount of the long term debt of The City as at 2019 December 31 is \$2,883 million with \$441 million being tax supported debt, \$210 million being self-sufficient tax supported debt and \$2,232 million being non tax supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Projects will be obtained to ensure they are in compliance with all laws in force in the Province of Alberta.

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

1. The proper officers of The City are hereby authorized to issue one or more debentures on behalf of The City to a maximum sum of \$85 million to finance the Projects.
2. The City shall repay the indebtedness over a period not exceeding twenty-five (25) years, provided that in no event shall the repayment period for any of this indebtedness extend past December 31, 2047, with interest being calculated at an interest rate fixed by the Province on the date of the borrowing, up to a maximum rate of 8% per annum.

BYLAW NUMBER 7B2021

3. The City shall obtain funds from CMLC to repay the said indebtedness under the terms of the Third Amended and Restated Credit Agreement between The City and CMLC dated as of July 4, 2019, as amended and restated from time to time. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
6. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME THIS ___ DAY OF _____, 2021.

READ A SECOND TIME THIS ___ DAY OF _____, 2021.

READ A THIRD TIME THIS ___ DAY OF _____, 2021.

MAYOR
SIGNED THIS ___ DAY OF _____, 2021.

CITY CLERK
SIGNED THIS ___ DAY OF _____, 2021.

BYLAW NUMBER 19M2021

**BEING A BYLAW OF THE CITY OF CALGARY AUTHORIZING
MUNICIPAL LOANS OF \$85 MILLION TO CALGARY MUNICIPAL LAND
CORPORATION**

**THE MUNICIPAL COUNCIL OF THE CITY OF CALGARY DULY ASSEMBLED
ENACTS THE FOLLOWING:**

Purpose

1. The purpose of this Bylaw is to provide Loans from The City of Calgary to Calgary Municipal Land Corporation for financing certain capital infrastructure projects to be undertaken by Calgary Municipal Land Corporation, pursuant to subsection 264(1)(b) of the *Municipal Government Act*, RSA 2000, c. M-26 (the "**MGA**"), as modified by subsection 4(11)(a) of the *City of Calgary Charter, 2018 Regulation*, Alta Reg 40/2018, and section 265 of the MGA.

Interpretation

2. In this Bylaw:
 - (a) "**CMLC**" means Calgary Municipal Land Corporation, a controlled corporation of The City;
 - (b) "**Council**" means the council of The City;
 - (c) "**Credit Agreement**" means in the Third Amended and Restated Credit Agreement between The City and CMLC dated as of July 4, 2019, as amended and restated from time to time.
 - (d) "**Loans**" means the lending of debenture funds from The City to CMLC as authorized by this Bylaw. The debenture funds are issued by the Province of Alberta (the "**Province**") under Borrowing Bylaw 7B2021; and,
 - (e) "**The City**" means The City of Calgary, a municipal corporation of the Province of Alberta.

The Loans

3.
 - (1) The City shall lend to CMLC the debenture funds issued under Borrowing Bylaw 7B2021 to a maximum sum of \$85 million. Such loan authorization is made on the condition that the Loans are in accordance with the terms and conditions outlined in the Credit Agreement.
 - (2) The Loans shall be advanced by The City to CMLC after:
 - (a) Council has given three readings to Borrowing Bylaw 7B2021;

BYLAW NUMBER 19M2021

- (b) Council has given three readings to this Bylaw; and,
 - (c) The existing Credit Agreement between The City and CMLC has been amended to reflect additional loans contemplated under this Bylaw, in accordance with The City's Credit Documentation - Loans and Loan Guarantees Policy and Procedures.
- (3) CMLC shall pay to The City amounts of interest and principal when due and as required on the indebtedness over a period not exceeding twenty-five (25) years, provided that in no event shall the repayment period for any of this indebtedness extend past December 31, 2047, with interest being calculated at an interest rate no less than the rate fixed by the Province on the date of such borrowing, up to a maximum of 8% per annum.
- (4) CMLC shall pay to The City the Administration Fee as defined and set out in the terms of the Credit Agreement.

General Matters

4. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME THIS ___ DAY OF _____, 2021.

READ A SECOND TIME THIS ___ DAY OF _____, 2021.

READ A THIRD TIME THIS ___ DAY OF _____, 2021.

MAYOR
SIGNED THIS ___ DAY OF _____, 2021.

CITY CLERK
SIGNED THIS ___ DAY OF _____, 2021.



Adaptability in action



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INTRODUCTION

ADAPTABILITY IN ACTION

In the introduction to our 2020 Business Plan—months before the threat of a global pandemic was on anyone’s radar—we wrote:

Resilience—the ability to recover from, adjust to and anticipate change—is, in the world of community building, more than an asset. It’s an imperative.... Just as we are driven to build resilient communities—ones that work, that attract attention, that invite people and connections—CMLC embraces resilience as a quality crucial to our organization’s long-term success.

Truer words were never written.

When the COVID crisis rapidly unfolded in March, our resilience as an organization and as a team of placemaking professionals was put swiftly and emphatically to the test. And, as we’ve always done in the face of unforeseen obstacles big and small, CMLC rose confidently and effectively to the COVID challenge.

The health risks and the measures required to keep them in check were in every sense extraordinary, and they called for extraordinary adaptations in every aspect of our business—from our ongoing redevelopment and construction activities to our relationships with our partners to the extensive programming that has been a linchpin of our success in revitalizing downtown Calgary’s east end.

Another linchpin of our success has been strategic, big-picture thinking, and that’s where we started tackling this new challenge. As countless businesses scrambled to react to a new reality, we took a calming breath and assessed the situation through the lens of the five-year strategic plan we’d crafted just six months earlier. Was it still relevant? Were our aspirations still achievable? And what would we have to change or adjust to attain them?

Some of the biggest questions revolved around three major projects in east Victoria Park for which we’d recently received approvals and funding: the BMO Centre expansion, the Event Centre, and the extension of 17th Avenue SE across the LRT tracks into Stampede Park. No less important, though, were our ongoing work in East Village, our support of our developer partners’ projects, and the events and activities so vital to growing and sustaining a sense of community for residents and visitors.

This critical reassessment of our five-year strategic plan reaffirmed our belief that it was, indeed, crafted on a foundation of resilience.

With a few modifications for emerging and evolving health and safety protocols, we forged full steam ahead in our planning for those three major projects, all of which will break ground and move forward as originally anticipated in 2021. Proceeding with these projects responsibly—adapting to the impacts of COVID along the way—will be an important part of Calgary’s long-term economic recovery.

Similarly, as we found new ways to bring people together during a summer of successful soft programming, we laid the groundwork for ongoing, safe use of outdoor gathering spaces, and we refined our attention to public space considerations as we move forward in developing Calgary’s Culture & Entertainment District.

And, with our existing and potential developer partners—many of whom are themselves trying to determine the best ways forward in Calgary’s evolving real estate and retail markets—we’ve built in additional due diligence and other mechanisms to maximize success for all. We undertook our planning and forecasting process earlier than usual this year, meaning we’ll be proceeding with eyes wide open, in consideration of all the challenges that 2020 wrought for the CRL, our organization, our city and beyond.

Backed by what has proven to be a solid yet sufficiently adaptable strategic plan, CMLC forges ahead into 2021 with complete confidence in our ability to continue creating exceptional spaces and outstanding value for our shareholder and the citizens of the city we serve.



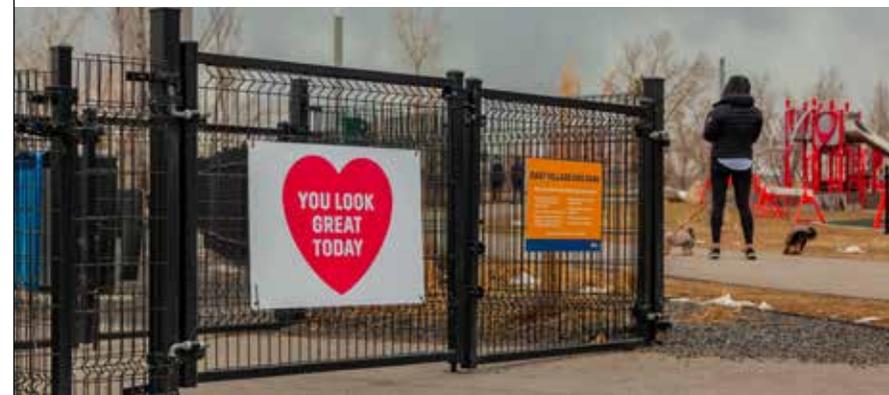


2020 YEAR IN REVIEW

What a year it's been! Hit by a global pandemic while the provincial economy was already reeling from low oil prices meant 2020 didn't quite play out as we'd imagined. But, despite the challenges of COVID-19, CMLC made significant progress on all the work we had lined up for the year.

An ingenious parking lot design came to life in Inglewood, the BMO project team finished construction on Hall F and revealed the design for the new convention centre (*psst...it's amazing!*). Venture-builder Harvest set up shop in the East Village Experience Centre (while our EAST team relocated to a new home base), crews topped off the final storey of the 9th Avenue Parkade / Platform building, the 17th Avenue design team revealed that major project's new look, and work began on the renovation to EV Place.

And we did all this while doing our utmost to keep a little spring in everyone's step by hosting COVID-safe community-building events throughout the Rivers District all year long. Fun, visually intriguing outdoor events on St. Patrick's Island and throughout East Village helped keep spirits up and our community active.



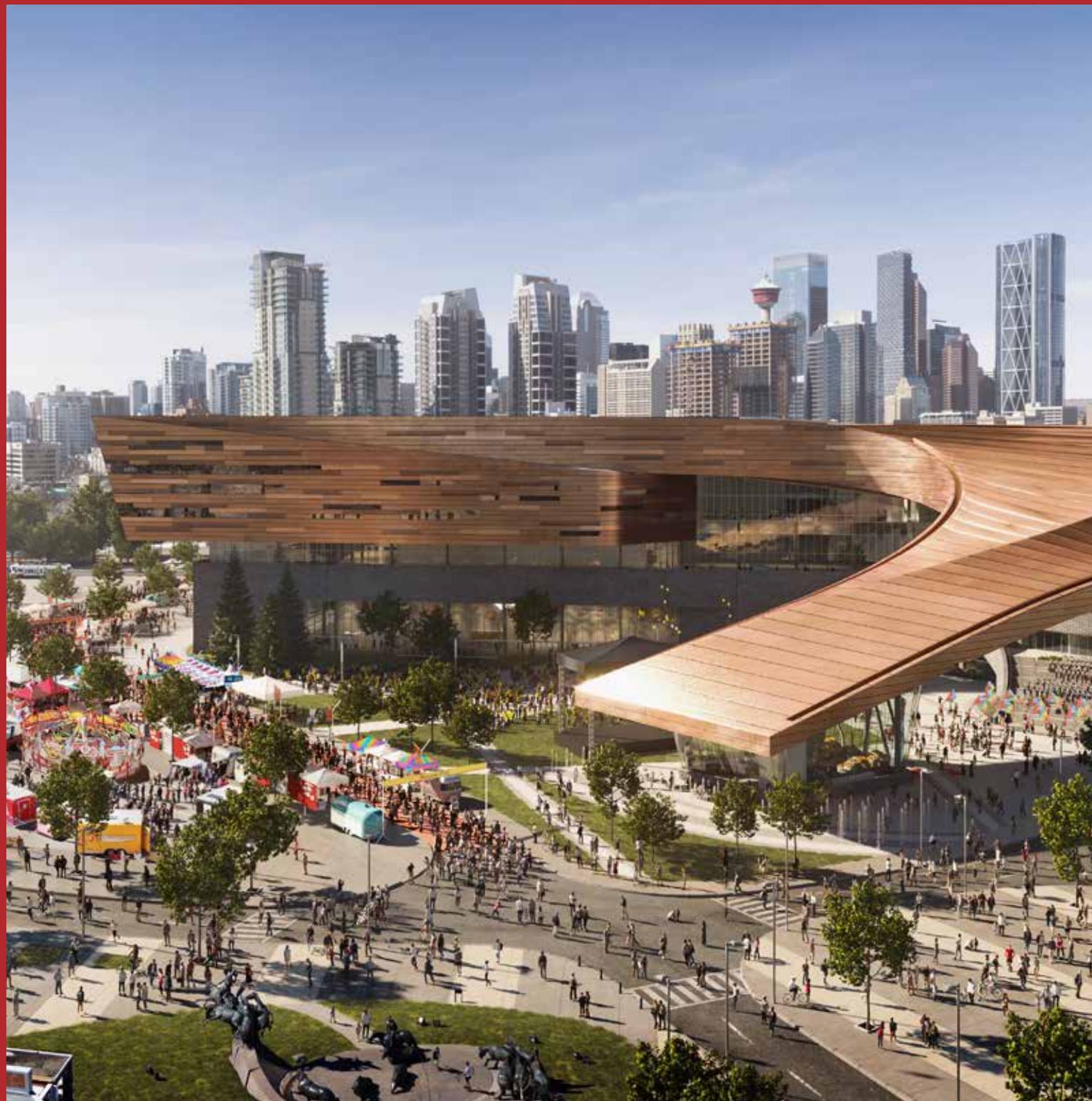
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CHAPTER ONE

FIVE-YEAR STRATEGIC PLAN UPDATE



In 2019, CMLC set course for the future with a new five-year strategic plan that focuses our work around four strategic pillars. In the following pages, we take stock of our progress, lay out our plans for the future, and give it all context with enhanced organizational focus on diversity, inclusion, accessibility and sustainability.



FIVE-YEAR STRATEGIC PLAN UPDATE

In 2019, CMLC undertook a major strategic planning process and identified four 'strategic pillars' to focus our city-building efforts from 2020 to 2024. As they capitalize on our core strengths and experience, these areas are where we believe we can have the greatest impact.

At the end of 2020, we assessed our performance and progress on each strategic pillar over the first year. We also considered the overall global events of the year to ensure our direction is still relevant, given current global and local conditions.

Once we took stock of progress and confirmed our direction remains sound, we looked ahead to our most important focus areas for next year.

**STRATEGIC PILLARS:
2020 ACHIEVEMENTS AND 2021 FOCUS AREAS**

01.
**MAXIMIZING
IMPACT**

For our organization, as for our city, resilience is crucial to seizing opportunities and managing challenges while remaining firmly focused on projects, priorities and our path to the future. Managing and growing our capabilities with rigour and foresight empowers us to achieve our strategic priorities and maximize community impact.

CMLC is focusing our efforts in four key ‘pillars’ for the years 2020 through 2024. We’ve identified (in bold text) the outcomes we are striving toward by 2024, with further detail provided under each for our 2020 progress and we’ve laid out our aspirations to further that work in 2021.

FIVE-YEAR STRATEGIC PLAN OUTCOMES

Increased interest, investment and development in the community

2020 ACHIEVEMENTS

- Garnered interest in Castell and CPS building occupancy from several post-secondary institutions
- Advanced negotiations on four land deals with new developer partners
- Refreshed our project-assessment criteria to better balance financial goals with commitments to sustainability (social, environmental and community)
- Grew commercial presence in East Village with 8000 SF lease of East Village Experience Centre
- Increased investment in east Victoria Park—a direct result of our work in implementing the *Rivers District Master Plan*
- Supported completion of projects by developer partners RioCan and Cidex
- Progressed marketing agreement on Stampede Park lands and elicited developer interest in hotel site

2021 FOCUS AREAS

- Enhance financing strategies to support projects that contribute to financial wellbeing of CMLC and the City
- Develop financial strategies that support scenario planning
- Pursue biannual enterprise risk-management process

Increased our impact by improving resource use and allocation and sustaining project momentum

2020 ACHIEVEMENTS

- Assembled project teams and supporting consultants for effective project delivery
- Maintained organizational focus to continue advancing projects and leveraging resources during COVID

Improved CMLC team capacity and capabilities to align with project lifecycles

2020 ACHIEVEMENTS

- Grew CMLC team by 25% to support capacity required for additional projects
- Improved staff competencies through formal performance management and continuous feedback

Grew employee engagement and accelerated new employee training

2020 ACHIEVEMENTS

- Completed employee onboarding program and developed new performance management process

- Manage Board governance to enhance Board effectiveness
- Advance work on diversity and inclusion priorities
- Advance land strategy

02. RELATIONSHIP MANAGEMENT

We'll mindfully advance our relationships with key stakeholders, as mutual respect and understanding are linchpins of our mandate and vision.

FIVE-YEAR STRATEGIC PLAN OUTCOMES

Forged new partnerships and maintained existing ones

2020 ACHIEVEMENTS

- Pursued and developed new partner relationships
- Facilitated increased land investment and development activity
- Sustained all existing partnerships from 2019 to 2020 year-end

Fulfilled partner expectations with respect to project goals and continued to advance projects through supporting systems and processes

2020 ACHIEVEMENTS

- Continued work to advance project and partner goals

2021 FOCUS AREAS

- Develop and implement a proactive partnership management plan to support multi-partner project delivery
- Apply a COVID lens to partner management planning to identify opportunities to better support partners impacted by COVID
- Define relationship goals across all CMLC departments

Increased learning and collaboration through greater engagement with key City of Calgary departments

2020 ACHIEVEMENTS

- Increased joint participation with City administration on the following projects: 9 Block Program, Downtown Leadership and Fire Hall/NWT (Northwest Travellers) building
- Coordinated projects that support East Village land strategy and City infrastructure (e.g., Green Line)
- Developed engagement strategy based on stakeholder analysis
- Undertook initiatives to strengthen relationships, including aligning steering committee membership and establishing regular meetings to bolster communications and better coordinate partner projects

03. COMMUNITY- BUILDING INNOVATION

Build community through placemaking that fosters development, awareness and participation.

FIVE-YEAR STRATEGIC PLAN OUTCOMES

Increased partnerships in community-building, contributing to long-term self-sustaining community programming targets

2020 ACHIEVEMENTS

- Leveraged new partnership with CPA—PARK PARK—as a prototypic design competition, empowering CPA to deliver similar projects in the future with or without CMLC involvement
- Collaborated with new programming partners to support safe activation of public spaces

Tested new approaches in our project portfolio

2020 ACHIEVEMENTS

- Shifted programming and public space management to respond to COVID impacts and requirements
- Collaborated with leading experts to identify, pilot and implement new approaches with COVID considerations (e.g., PARK PARK design intervention)

2021 FOCUS AREAS

- Integrate community-building targets with project goals (based on guiding principles and metrics established in 2020)
- Look outside of our organization to identify best practices and prioritize key learnings; share learning with partners to shape project delivery

Increased private investment

2020 ACHIEVEMENTS

- Attracted investment through four active land negotiations in 2020
- Established guiding principles and metrics for community-building

- Seek opportunities to make greatest community impact while supporting community recovery

04. EXCELLENCE IN PROJECT EXECUTION

Deliver high-quality projects on time and on budget.

FIVE-YEAR STRATEGIC PLAN OUTCOMES

Fulfilled project mandates, meeting or exceeding project goals

2020 ACHIEVEMENTS

- Improved efficiency and effectiveness of our vendor assessment, selection and management practices
- Improved our project management practices by refining our resource-allocation and team competencies through professional development
- Mitigated COVID-related risks by implementing new approaches related to project execution, business operations and meeting partner objectives
- Delivered three multi-partner projects on time and on budget

2021 FOCUS AREAS

- Develop accessibility and sustainability standards and implementation strategy for CMLC-led projects
- Integrate diversity and inclusion practices into procurement processes
- Develop comprehensive project management framework
- Prepare and execute project audits
- Reassess project assessment and prioritization criteria



DIVERSITY & INCLUSION

As a community member and community champion, CMLC is committed to improving diversity and inclusion (D&I) within and outside of our organization. To underscore this commitment, we are embarking on a process to incorporate D&I principles into all we do.

Toward the end of 2020, we invited all CMLC team members into a series of open conversations so we could begin to understand how we can be more responsive to and reflective of the community we live and work in.

Although this journey is in its infancy, we feel strongly that we are on the right track. Increasing our diversity awareness and our organization's inclusiveness can have far-reaching benefits to our culture, our work and our relationships with stakeholders, including:

- improved employee engagement
- better service to stakeholders
- increased organizational capability and value
- a business/personnel strategy built on best practices
- greater supplier diversity
- improved organizational equity
- transparency in reporting, representation and talent management

Through 2021, we will take the following actions to advance our D&I practices.

1. Establish our D&I baseline and goals—seek company-wide input to identify where are we, what we want to achieve, and how will we get there
2. Explore and learn—grow our collective understanding of D&I terminology, D&I leading practices and evolution, and the impact of unconscious bias
3. Develop specific and achievable goals, both internal and external—strike a working group, commit to outcomes, and map our plan for getting there
4. Execute and measure—integrate the working group's findings into our business strategy, building accountability to ensure an iterative and ongoing process

ACCESSIBILITY & SUSTAINABILITY

CMLC is reviewing our corporate accessibility and sustainability (A&S) practices in an effort to improve visibility, accountability and transparency in these areas.

CMLC has consistently considered and sought to achieve high standards for A&S. In the past year, we have worked toward establishing a more formal integration of A&S into our corporate culture and projects through the following efforts:

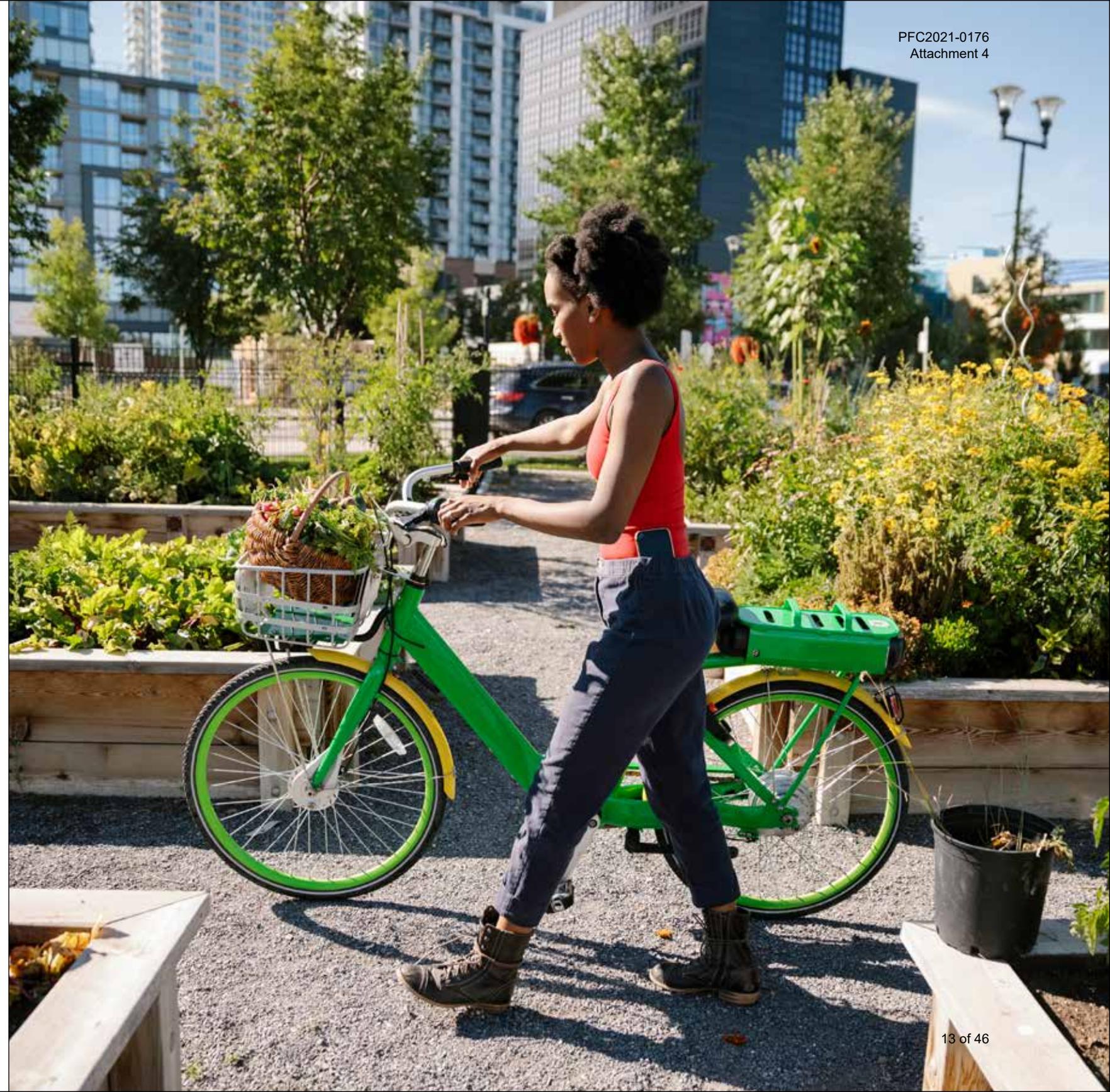
- liaising with similar organizations to understand how they have integrated these concepts into their corporate philosophy and operations
- engaging with our partners to better understand industry best practices and evolving standards
- organizing facilitated, in-house staff development sessions

Our goal with these pursuits is to better understand how A&S considerations play into partner selection and our day-to-day operations, and how we can continue supporting and collaborating with our partners while maintaining high A&S standards.

CMLC is committed to continuing to enhance the accessibility and sustainability of our organization and our community. We take the following measures to ensure project designs meet or exceed industry best practices for A&S at the procurement and review stages.

- We ensure consistency and compliance through the City's Sustainable Building Policy, which guides design and construction decisions on City-funded projects.
- We ensure our consultants meet the mandatory Alberta Building Code (ABC) requirements for accessibility and further require our project teams to include a dedicated accessibility consultant as part of the integrated project team.
- The City's Advisory Committee on Accessibility reviews and provides feedback on all project designs, with their standards exceeding the mandatory ABC requirements.
- We review designs through independent, third-party accessibility programs to ensure we remain leaders in this practice.

CMLC is committed to making our communities, our projects and our workplace as accessible and sustainable as possible. This is an ongoing process, and we will continue to strive for the highest standards in A&S.



2021 AND BEYOND: RIVERS DISTRICT PROJECT SEQUENCING PROCESS

In fall 2020, CMLC undertook a review of Rivers District projects identified in our three guiding planning documents—the *Rivers District Master Plan*, *East Village Master Plan* and *Rivers District Community Revitalization Plan*—in order to make a timeline for their effective delivery.

This exercise ensures we focus our efforts for the remainder of the CRL lifespan (ending in 2047) on the right projects at the right time—maximizing both their community impact and their likelihood of success.

Before analyzing each project, we reviewed and updated the CRL investment principles (see page 27), first developed in 2016 as part of our 2017-2019 business plan. Then, as the first step in evaluating projects, we assessed each project’s alignment with those principles.

Next, we passed each project through a more robust ‘profiling’ exercise with three key considerations: the opportunities and risks associated with pursuing the project, the project’s overall benefit to the community, and any known external factors that could impact the project’s successful and timely completion.

This process is illustrated in the funnel diagram to the right. The outcome is a three-tiered project priority list.



TIER 1

CRL projects committed and underway but not yet completed.

| PROJECT | (\$ million, CRL funds) |
|---|-------------------------|
| BMO Centre expansion | 334 |
| Arts Commons Transformation | 135 |
| 17th Avenue Extension + Stampede Station | 83 |
| Ongoing community maintenance | 20 |
| Environmental remediation | 15 |
| 9th Avenue SE Bridge | 7 |
| 4th Street and 9th Avenue SE cycle tracks | 3 |
| TOTAL | 597 |

* Event Centre project not listed as it is not CRL funded.

TIER 2

New projects we will pursue to advance our master plan progress in the Rivers District and support projects already underway.

| PROJECT | (\$ million, CRL funds) |
|---|-------------------------|
| 5th Street SE underpass | 60 |
| Streetscape/utilities upgrades (two phases) | 42 |
| Strategic land acquisitions* | 30 |
| East Village infrastructure, final phase | 20 |
| Strategic projects* | 20 |
| Festival Street* | 20 |
| RiverWalk, Stage 2 | 13 |
| Public art development | 3 |
| Block 40: Castell & CPS* | n/a |
| TOTAL | 208 |

* initiating in 2021

TIER 3

These projects will be delivered at a later date with their timing dependent of external factors. This will allow us to advance the Tier 1 and 2 projects first and avoid fragmented development around the committed projects. We can move to advancing Tier 3 projects as CRL funding becomes available and as other development progresses.

- East Victoria Park Transit Centre
- 10th Avenue SE Linear Park
- MacDonald Bridge rehabilitation
- Warehouse District



CRL INVESTMENT PRINCIPLES: 2020 UPDATE

In 2016, we developed five CRL investment principles to ensure sound allocation of CRL funds. In light of the CRL extension announced in 2019, and in consideration of our new five-year strategic plan, we've revisited and updated the CRL investment principles to better align them with the longer-term development strategy for the Rivers District.

CRL INVESTMENT PRINCIPLES 2016

- Protect the CRL base of multifamily residential and commercial development within the RD and achieve the remaining 5.5 million SF of taxable development
- Support projects identified in the *Rivers District Community Revitalization Plan* and *East Village Master Plan* while aligning with City objectives for growth and urban densification
- Give priority to projects that can activate sooner to stimulate CRL capture
- Weigh CRL investment against total project magnitude to allocate funds
- Allow CMLC to manage corporate risks by assuming project management responsibility densification

REVISED CRL INVESTMENT PRINCIPLES

- Help achieve our overall goal of 9.2 million SF of new commercial and multi-family residential development in the Rivers District by 2047
- Are identified in any of our three master plans—*Rivers District Community Revitalization Plan*, *East Village Master Plan*, *Rivers District Master Plan*—and align with the City's objectives for growth and urban densification
- Achievable within the CRL lifespan (i.e., completed by 2047)
- CMLC can manage, allowing us to apply our extensive project management expertise to ensure effective project oversight
- Are synergistic with and/or help enable the success of other Rivers District projects

CHAPTER TWO

PROJECT UPDATES



CMLC continues to focus on projects that bring the greatest value to our shareholder and the greatest benefit to Calgarians. The following pages detail the myriad projects we'll be advancing over the next 12 months.

EAST VILLAGE — IN PROGRESS



9TH AVENUE SE PARKADE & INNOVATION CENTRE



This project—a partnership with Calgary Parking Authority and Platform Calgary—will give East Village a novel parkade + innovation centre combo. Its future-proof design (with portions of the parkade convertible to office or residential space) makes it a natural fit in East Village’s ‘innovation corridor’, which includes SAPL’s CBDLab and Harvest as neighbours, and brings EV’s tech/innovation space to nearly 100,000 SF. The project experienced minor delays in 2020 due to COVID. Construction is on track for completion in March and Platform will open in summer, upon completion of their tenant improvement program.

\$ 80 million
👤 Kasian, 5468796 Architecture, EllisDon Construction

🕒 2021 Actions
 • Q1 2021 Construction Completion
 • Opening Q2

📅 Q1 2021
 • Construction Completion

EAST VILLAGE PLACE



This CMLC-managed renovation, a partnership with Calgary Housing Company, is transforming the building’s second storey into Village Commons—carya’s brand-new community hub for East Village. When it’s complete in February 2021, Calgarians of all ages and from all walks of life will be able to use the space to learn, cook, create, and access essential social and community supports.

\$ 7.4 million
👤 Group2, EllisDon Construction

🕒 2021 Actions
 • Complete first- and second-floor renovations

📅 Q1 2021

9TH AVENUE SE BRIDGE REPLACEMENT



This City-led project to replace the 110-year-old bridge experienced delays in the delivery of materials, pushing its original completion date of November 2020 forward by six months. The new bridge is an important connection into Inglewood that will better support vehicle traffic and pedestrian flow across the Elbow River. The now-permanent closure of 7th Street SE nearby improves the pedestrian experience along the west bank of the Elbow River and supports the future expansion of Jack & Jean Leslie RiverWalk™. In May 2021, cars will be rerouted onto the new bridge from the temporary one built to enable a continued flow of traffic during construction. The project will conclude in August 2021, following completion of all landscaping and removal of the temporary bridge.

\$ 23 million
(CMLC funding portion \$7 million)

WSP Canada Ltd., PCL Construction

2021 Actions

- Complete bridge construction
- Removal of temporary bridge

Q2 2021

9TH AVENUE SE CYCLE TRACKS



In partnership with City of Calgary, we're adding protected cycling infrastructure on 9th Avenue SE between Macleod Trail and the Elbow River. The first phase—running from Macleod Trail to 4th Street SE—was completed in November 2020. The second of three phases will be completed in spring 2021, in coordination with the 9th Avenue SE Bridge rebuild. The third and final phase will be built in coordination with the 5th Street SE underpass.

\$ 3 million

City of Calgary

2021 Actions

- Complete section from 6th Street SE to 9th Avenue bridge

Q2 2021

ONGOING EAST VILLAGE MAINTENANCE



As CMLC takes on more projects and broadens our scope of responsibility, the demands on our maintenance team grow. Now that East Village is more than a decade into redevelopment, some of the facilities and infrastructure require added attention to keep them in good repair. Our maintenance team works year-round to keep everything tiptop.

ICS Unrestricted



Green Meadow Landscapes + others as required



2021 Actions

- Scheduled and as-needed maintenance of CMLC-owned and maintained spaces



Ongoing



EAST VILLAGE — NEW & EXPANDED PROJECTS



BLOCK 40: W.R. CASTELL AND CALGARY POLICE SERVICES BUILDING



CMLC is managing Block 40—the W.R. Castell Building, home of U of C SAPL’s new downtown location, and the adjacent Calgary Police Services building—through a lease agreement with City of Calgary. In 2021, we will explore opportunities for building improvements to support additional tenants in the Castell Building and the long-term activation of both buildings.

- \$ TBD**
 - Pending lease discussions
- 👤 TBD**
- 🕒 2021 Actions**
 - Investigate opportunities for tenancy in upper floors
 - Investigate opportunities for base building improvements

NORTHWEST TRAVELLERS BUILDING & FIRE HALL #1



CMLC is looking into creative reuse opportunities for this underutilized site to support the City’s goal of drawing more visitors to the downtown core. In 2020, we advanced a study to explore short-, medium- and long-term options for the site. In 2021, we will work with the City to determine next steps.

- \$ 100,000**
(Design Study)
- 👤 Partnership with City of Calgary**
- 🕒 2021 Actions**
 - Investigate opportunities for exterior activation

FORT CALGARY'S NEW MUSEUM



CMLC is managing a major renovation and construction project to give Fort Calgary a new museum building to better support its exhibits, educational programming, event rentals and retail services. The design of the new building will meaningfully incorporate Indigenous history, celebrate Calgary's origin story and deliver innovative, experiential learning opportunities. In 2021 we will work with Fort Calgary to complete the project design process. Construction will begin at a later date, once funding is in place.



TBD

- Pending completion of design development



**Nyhoff
Architecture,
Perkins & Will,
Entuitive, AME,
SMP, Public City
Architecture,
PCL Construction**



2021 Actions

- Design development
- Ongoing project management



EAST VILLAGE — COMMUNITY WORK



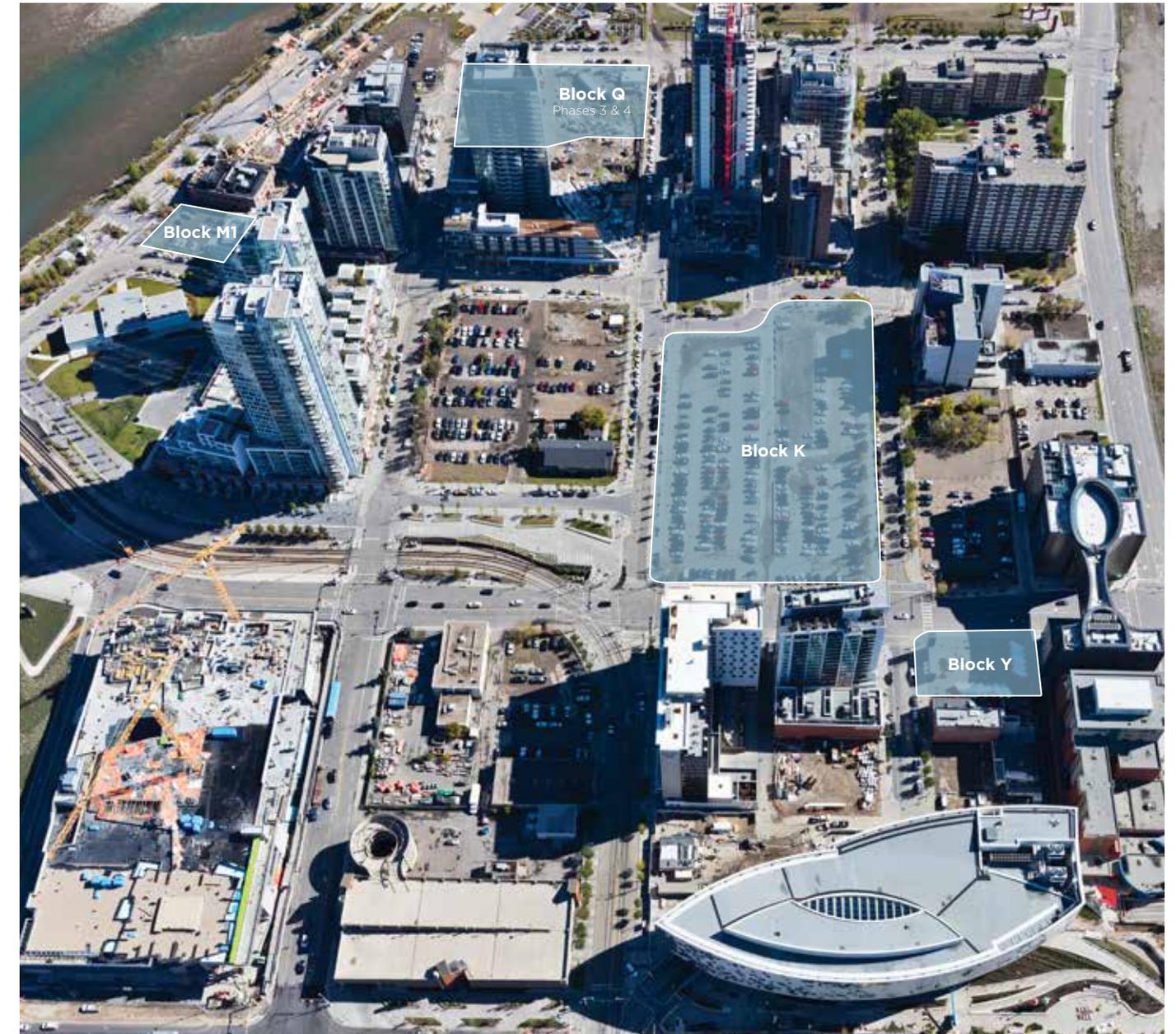
COMMUNITY DEVELOPMENT AND LAND PARTNERSHIPS

Arris

BOSA Development's third residential tower and first rental building in East Village, Arris sits atop RioCan's 5th & THIRD retail podium and features 190 units that will begin leasing in early 2021. It features a full-time concierge and extensive amenities, including a gym and swimming pool. BOSA is planning to build a second, adjacent tower at a later date.

Blocks K, M1, Q and Y

CMLC has purchase-and-sale agreements underway with four new developer partners for these blocks. While the unexpected events of 2020 extended their timing, we anticipate announcing these project partnerships in 2021.



EAST VILLAGE COVID RECOVERY AND RESILIENCY STRATEGY

When the COVID crisis hit in March 2020, the world effectively shut down. Around the globe, organizations reeled, their futures suddenly uncertain. And then they hunkered down, took stock and attempted to prepare for the pandemic's immediate and ongoing impacts to their businesses.

CMLC was no different. Having had early momentum on some incredibly big projects in an already-soft market, several of our east Calgary projects—both underway and in the works—were suddenly vulnerable.



As soon as we saw the very real possibility of pandemic-related setbacks, we set to developing a plan for supporting the neighbourhood. We'd help East Village businesses and community groups, and we'd continue to advance East Village as a destination of choice for visitors, residents, businesses and investors.

Thus was born the East Village COVID Recovery and Resiliency Strategy, which we're implementing in two phases. Phase 1, 'Recovery', has five components already underway:

- East Village business sentiment survey
- CMLC team workshop
- Marketing and communications plan
- Placemaking plan
- Recovery strategy

Phase 2, 'Resiliency' has three components with a future focus:

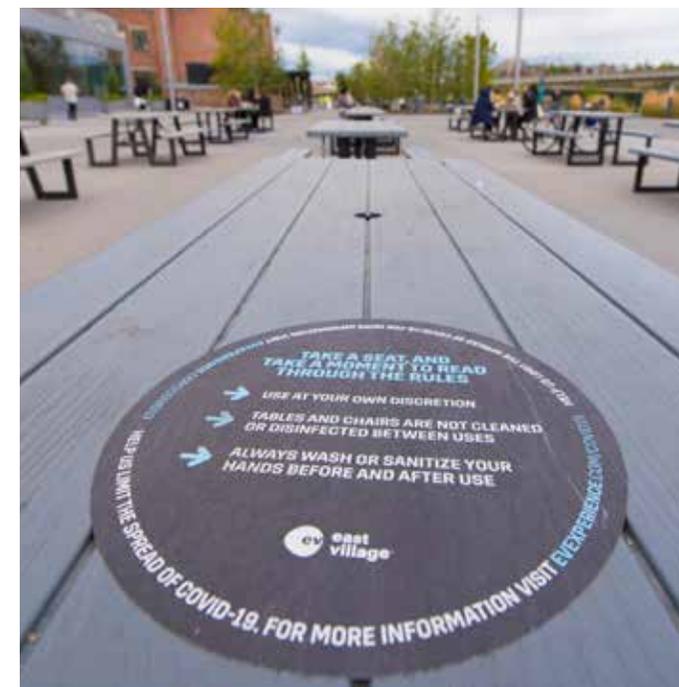
- Trends forecast
- Community and development partners future forum
- Resiliency strategy

Over the next year, we'll continue to execute Phase 1 activities, with its outcomes shaping CMLC's marketing and communications efforts throughout the year. We'll concurrently work on the implementation of Phase 2 activities.

SAFETY AND VITALITY

Over the coming year, we will continue to mitigate safety issues and improve security in East Village. We are committed to collaborating with our community partners to address concerns around conflict, safety, and social challenges such as encampments, drug use and trafficking, violence, and vandalism. We will continue to advance our safety and vitality work in the following ways.

- Collaborating with community partners such as the Calgary Drop-In Centre, Calgary Police Service and Alpha House's DOAP (Downtown Outreach Addiction Partnership) team to develop strategies that enhance the safety and vitality of our community, its residents and our partners
- Establishing a long-term strategy for communicating and training for teams involved in the care, maintenance, security and stewardship of East Village, including contracted security firms, maintenance teams, and CMLC's engagement ambassadors and outreach teams
- Maintaining regular and open communications with the East Village Safety and Vitality Committee
- Continuing our involvement with City of Calgary's 9 Block Program
- Conducting a safety audit to identify crime hot-spots (including public washrooms) and traffic patterns on RiverWalk and St. Patrick's Island
- Integrating the outcomes of our 2020 east Victoria Park Safety and Crime Perception Study through design and programming considerations in our ongoing development of the Culture + Entertainment District (C+E)



PROGRAMMING AND EVENTS

In 2020, we had to shift our programming approach significantly in response to the COVID pandemic. Despite increased health and safety protocols, we managed to creatively engage with Calgarians all summer, giving them safe ways to get outside, connect with the neighbourhood and interact with their community—all while observing COVID cautions and restrictions.

As a result of our innovative groundwork, our community partners had ready-made solutions for additional activations—getting further use out of our ‘COVID-ready’ programming spaces with built-in safety and social distancing measures (e.g., the creative artwork and colourful ground-murals of #VibranceYYC and #Staybright).

In 2021, we’ll continue to identify and implement safe and creative programming. In December 2020, we repurposed the shipping containers previously used as the pop-up shops of East Village Junction into a winter activation station on RiverWalk, staffed by our EAST team. They’ll be hosting weekend pop-up programs all winter long, enhancing visitors’ enjoyment of the area.

CMLC is one of the presenting partners of the city’s first Chinook Blast winter festival. This six-week event, taking place January 22 to February 28, 2021, is a partnership of Calgary Arts Development, the Mayor’s office, City of Calgary, Tourism Calgary, Calgary Downtown Association and many others.

We will continue to adapt our programming to conform with evolving health and safety requirements and to seek opportunities to support our community members and partners through the safe activation of east Calgary neighbourhoods.



EAST VICTORIA PARK — IN PROGRESS

COVID has impelled CMLC to review and adjust the planning and implementation of our projects. On top of the traditional considerations for creating a functional flow of people and seeking the most elegant solutions for project execution, our teams are working diligently to integrate COVID precautions and enhanced health and safety standards into the design and construction of new buildings and spaces. We will continue to prioritize public wellbeing and to reflect the highest standards in all our work—in particular for public-assembly projects like the ones we're undertaking in east Victoria Park.



BMO CENTRE EXPANSION



CMLC is managing BMO Convention Centre’s \$500-million expansion, building new exhibition space, a ballroom, meeting rooms, pre-function areas, loading docks, food and beverage facilities and office space. This facility is a vital dimension of the C+E. Crews have made significant progress, including completing extensive enabling works (throughout 2019 and 2020), construction of Hall F (completed July 2020) and demolition work (started fall 2020). The project remains on track for June 2024 completion. We are working closely with City of Calgary and Calgary Stampede to ensure the design reflects best practices for years to come. In 2021, we will complete the demolition of Hall A and the Corral and break ground on the expansion.

\$ 500 million

Stantec, Populous, S2 Architecture, PCL Construction, Urban Systems, O2 Planning & Design, M3 Development Mgt.

2021 Actions

- Complete demolition of Hall A, Plus 15 and Corral
- Break ground on full expansion

2024

EVENT CENTRE



\$ 550 million

DIALOG + HOK, CANA + Mortenson Construction

2021 Actions

- Advance detailed design through approvals process
- Break ground for construction

2024

As development manager, CMLC is overseeing the facility’s design and construction. In 2020, we focused on assembling the team, preparing for a virtual working environment and completing the concept design. By the end of 2020, the schematic will be underway. Ground-breaking is planned for fall 2021, and the project remains on schedule for May 2024 completion. In 2021, we will advance the detailed design, including preparing it for regulatory approvals.

17TH AVENUE SE EXTENSION & VICTORIA PARK/STAMPEDE STATION REBUILD



The 17th Avenue SE extension and Victoria Park/Stampede Station rebuild forges an important pedestrian and vehicle link between new and existing mixed-use development on either side of Macleod Trail. In 2020, construction began on the CTrain siding track bridge and utility complex, and both will be complete in Q3 2021. Also in early 2021, we'll begin work on the station itself, removing the existing station head and Plus 15 walkway and transitioning pedestrians to a street-level crossing of Macleod Trail. Project work will continue through 2023, in coordination with the BMO Centre expansion.

\$ 83 million

IBI Group, O2 Planning & Design, ISL Engineering, WSP Engineering, GEC Architecture

2021 Actions

- Break ground for CTrain station construction
- Remove station head from existing CTrain station
- Move pedestrians to at-grade crossing

2023

RIVERS DISTRICT STREETScape GUIDELINES



The *Rivers District Streetscape Guidelines*, currently in draft form, spring from a collection of design principles set out in the RDMP. By formalizing these as stand alone initiative, we will establish a consistent street design that will give a distinct feel to east Victoria Park, bestowing on visitors a powerful sense of arrival and captivating sense of place.

\$ TBD

O2 Planning + Design

2021 Actions

- CMLC will continue working with the Green Line team as they develop functional plans for 11th and 12th Avenue SE
- CMLC will work with the City to develop implementation strategy

Q4 2021

EAST VICTORIA PARK — NEW & EXPANDED PROJECTS

In 2020, we conducted a major review of all CMLC projects to prioritize projects that will bring the most value to the district. The outcome of this process was a three-tiered project sequencing system (see page 24) to help plan for these projects' successful completion over the remainder of the CRL period. We identified the following projects as our top priorities to initiate in 2021. Advancing these projects now will complement the nearby work on the BMO Centre expansion, Event Centre and 17th Avenue SE extension.

2021 TIER 2 PROJECT INITIATIONS

Festival Street • 2021-2024 • \$20 million

Strategic land acquisitions • 2021-2028 • \$30 million

Event Plaza (strategic projects) • 2021-2024 • \$10 million

Reconciliation Bridge lighting upgrades (strategic projects) • 2021 • \$1 million

Block 40 (strategic projects) • 2021

Environmental remediation • 2021-2022 • \$3 million (of \$15 million approved in 2020 Business Plan)



FESTIVAL STREET

This \$20-million infrastructure project will be developed in coordination with the 17th Avenue SE extension into Stampede Park. Festival Street will serve as both a pedestrian and vehicular connection and also an attractive retail and commercial corridor.

Being the primary retail corridor in the district, this project solidly delivers on our RDMP commitment to develop a ‘critical corner’ that enhances the east Victoria Park visitor experience.

In 2021, we’ll advance into the planning stage to ensure it’s completed alongside—and complementary to—the ongoing work on the Event Centre and BMO Centre.

STRATEGIC LAND ACQUISITIONS

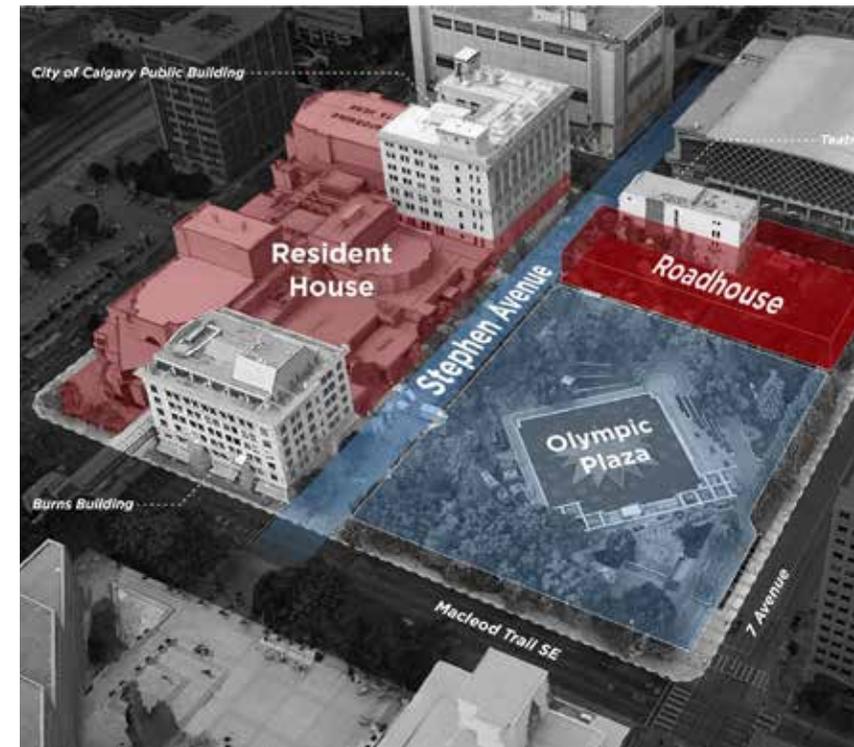
CMLC will pursue strategic land acquisitions that support the Rivers District’s long-term development aspirations. To maximize community impact and attractiveness to private investors, we will focus on acquiring parcels with the highest value to the community and that enable and contribute to the long-term vision for the district. CMLC will continue to identify, with our usual due diligence, potential sites in 2021.

STRATEGIC PROJECTS

Temporary and permanent design interventions have contributed to CMLC’s success in East Village over the past 12 years. Although each project described below is relatively small, together, they support broader community vibrancy goals and help attract investment and development.

- **Event Plaza:** CMLC will begin planning this \$10-million public event plaza—a community gathering and activation space in the C+E that’ll unite the Event Centre, Festival Street and BMO Centre. This is part of the public realm strategy in the RDMP.
- **Environmental remediation:** We have allocated \$3 million (out of \$15 million approved in our 2020 business planning cycle) for environmental remediation required as part of the ongoing development in the district.
- **Reconciliation Bridge:** The 100-year-old Reconciliation Bridge (formerly Langevin Bridge) in East Village is lit with thousands of LED lights that change with the seasons and to honour holidays and events. The lighting package we installed in 2009 requires routine repair work, worth an anticipated \$1 million.

ARTS COMMONS TRANSFORMATION



In October, CMLC, Arts Commons and City of Calgary entered into an agreement to initiate the design process for the Arts Commons Transformation project. As development manager, CMLC is assembling the design team through a competitive RFP process that began in October 2020. RFPs will solicit candidates for prime design, theatre consultancy, project management, construction management, engineering and specialty consulting. The design development phase will last until 2022, and construction will begin some time after, when funding is in place.

- \$ **14.2 million**
(Design development)
- 👤 **Procurement underway Q1 2021**
- 🕒 **2021 Actions**
 - Initiate project design
 - Assemble project team
- 📅 **Q2 2022**
(Design development)

EAST VICTORIA PARK — COMMUNITY WORK

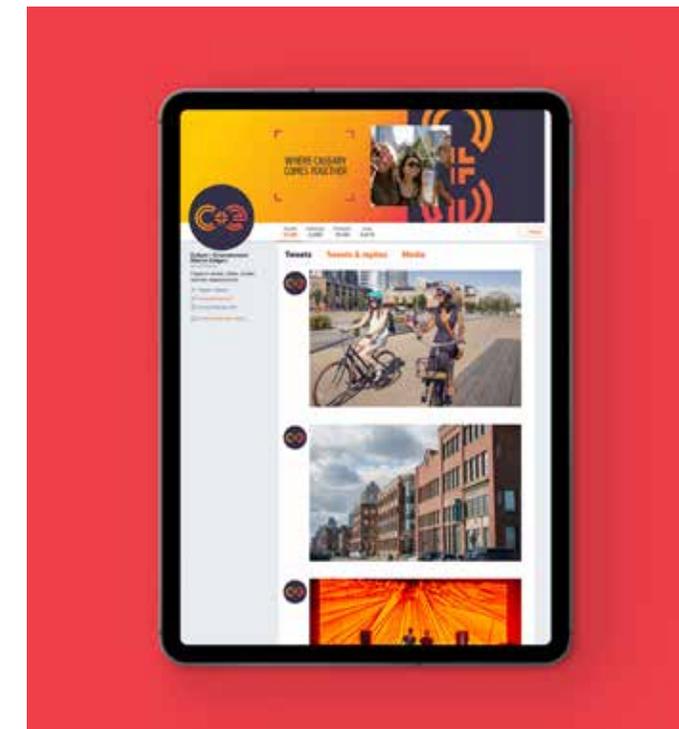




BRAND DEVELOPMENT

In 2020, CMLC developed and unveiled the new visual brand for Calgary's Culture + Entertainment District ('the C+E'). A suite of 'living' digital tools will help publicize and build anticipation for all the exciting work that's bringing the C+E to life—communicating the high-level vision for the district and providing project updates and current information on construction phases, traffic diversions, project milestones and timelines.

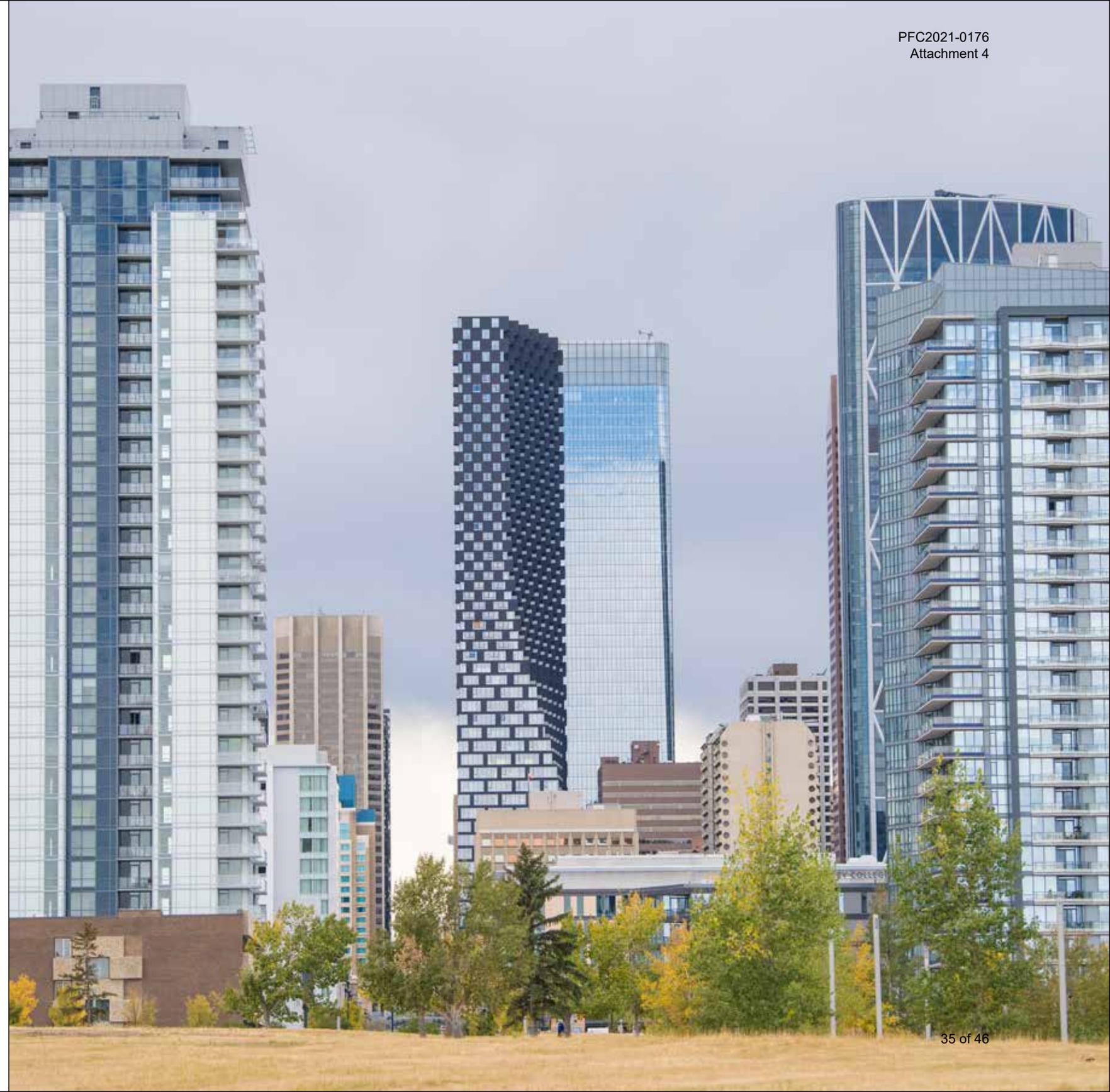
In 2021, our marketing focus for the C+E will be on further expanding these digital channels and using them to provide to-the-moment project updates.



The C+E is a gathering place for all—a home to both grand spectacles and the everyday pleasures of city life. For Calgarians, it's a beloved city destination rejuvenated and reborn as a true year-round neighbourhood that invites interaction between people and facilitates creative collisions, conversations and celebration. Lively day and night with cultural excitement, sporting passion, riverfront pathways, residences and restaurants for gatherings large and small, the C+E tells a story of a mature, contemporary Calgary—a community and a city that offers many kinds of enjoyment... and where everyone belongs.

CORPORATE COMMUNICATIONS

In our role as development manager for major projects in the Rivers District—the Event Centre, BMO Centre Expansion, 17th Avenue SE extension and Arts Commons Transformation—one of CMLC’s responsibilities is to lead and deliver the communications strategy for those projects. We will continue to communicate project updates and milestones throughout 2021, and we will provide consistent, strategic communications on CMLC’s work to advance project awareness, community development and public interest. We have assembled and are leading communications committees for all ongoing projects, with representation from the City and our project partners (e.g., Calgary Stampede).



OUTSIDE OF THE CRL



DAVID D. OUGHTON SITE



The David D. Oughton site is an 8.77-acre former school site in the culturally diverse neighbourhood of Albert Park/Radisson Heights. CMLC purchased the land from the City in 2018, and in 2019 we signed a partnership with local developer, RNDSQR to repurpose the site as a multigenerational residential development. In 2020, we completed a full audit of the development model and in 2021, we will continue our due diligence and land planning process to determine the most viable development plan for the site, while also considering the impacts of COVID on the residential market.



TBD



RNDSQR, 5468796
Architecture,
CivicWorks



2021 Actions

- Advance project due diligence and land planning process
- Validate project goals

FILM CENTRE LANDS



CMLC is working with multiple interested parties to divest of this site.

CHAPTER THREE

CORPORATE SERVICES & FINANCIAL STRATEGY



MANAGING THE CRL

Designed to provide self-sustaining funding for Rivers District redevelopment with no impact on City of Calgary's operating and capital budgets, the CRL is CMLC's main source of revenue. We've administered the CRL and received CRL revenue since 2008, using 2007 property tax assessments in the Rivers District as our baseline for measuring incremental increases in property tax revenues directly attributable to CMLC's efforts.

By channeling any growth in property taxes spurred by private investment into a fund for infrastructure improvements and placemaking initiatives, the CRL enables CMLC to repay funds borrowed to finance redevelopment of public infrastructure within the Rivers District.

While many factors that influence CRL generation are beyond CMLC's control, our team constantly monitors changes in assessed values and tax rates for existing properties and new development and, through strategic planning and big-picture thinking, we explore ways to maximize CRL generation. Considerations include the volume and pace of new construction in the Rivers District, the balance of residential and commercial development, the residential product mix, changes in assessed values for existing properties, and new development and property tax rates.

In accordance with the CRL Regulation, the CRL will terminate on the earliest of the following:

- At the end of a period of 40 years from the year in which the CRL Bylaw was approved by the Lieutenant Governor in Council (December 31, 2047)
- The date that all borrowings for the Rivers District are repaid or recovered from the revenues associated with the *Rivers District Community Revitalization Plan*
- An earlier date specified by the Lieutenant Governor in Council

The sudden changes wrought by COVID in 2020 impelled us to undertake our CRL forecasting process earlier than usual—in June, rather than September. For this reason, these forecasts are likely to stand as they were made with consideration for the current economic conditions. However, even in light of the significant impacts of COVID and the downturn in the oil industry, CMLC remains on target to meet our obligations. We will continue to monitor CRL revenues and forecasts throughout 2021.



CORPORATE SERVICES

1. Governance and Policy

CMLC's Board of Directors continues to provide strong, committed leadership to the company, and a subcommittee of the Board provides specific governance leadership. To further assist with governance, additional subcommittees focus on compensation & human resources, audit & finances, and environment, health & safety.

At an operational level, CMLC's management continues to update corporate policies and our employee and Board of Directors manuals as necessary. CMLC will continue to operate in a transparent, timely, efficient manner and in the best interests of our shareholder, the City of Calgary.

Corporate governance plays an important role in the way CMLC works with consultants and stakeholders to deliver on all our projects. To ensure project success, we aim to balance the needs and interests of our key stakeholders with a strong governance plan.

In 2020, we undertook a search for two new Directors. That process is nearly complete and we anticipate welcoming two new members to the CMLC Board early in 2021.

2. Strategic Planning

CMLC's Board and staff are committed to bringing ongoing value to our shareholder and, ultimately, to the citizens of Calgary.

In 2019, CMLC undertook a major strategic planning process from which we identified four 'strategic pillars' we're using to focus our city-building efforts over the subsequent four years.

1. Maximizing impact
2. Relationship management
3. Community-building innovation
4. Excellence in project execution

At the end of 2020, one year in, we assessed our performance and progress in each of these areas. In so doing, we also factored in the overall global events of the past year. We remain confident that our work remains on track and continues to deliver value and relevance.

We delve deeper into our strategic planning process and the progress we've made in regard to each strategic pillar on pages 12-19.

3. Administrative Operations

A significant component of CMLC's administrative operations involves supporting infrastructure delivery, development deals and our internal business units. We ensure our development partners work in accordance with the RDMP throughout the design process, and we assist them with the City of Calgary's planning and permitting process.

Other ongoing administrative operations include information technology support; building operations oversight; corporate financial reporting and financial analysis; contracting and purchasing; risk management; review of CMLC's internal controls; and formalizing CMLC's operating best practices.

In 2020, we grew our internal team by 25% to meet expanded project delivery commitments, and completed a comprehensive update to our performance management and team member onboarding programs. In 2021, we will further advance these efforts and others to support a positive culture and effective project delivery.

4. Enterprise Risk Management

CMLC's Enterprise Risk Management (ERM) program gives the organization a systematic approach to managing risk. The ERM program is embedded in CMLC's business activities to support effective project management and gives the Board, the senior management team and the rest of the organization useful risk information to support strategic decision-making.

The ERM program gives us a clearly defined risk governance structure with roles and responsibilities and alignment between strategic objectives and organizational risks.

Prior to 2020, CMLC reviewed and updated our ERM program on an ad hoc basis. In 2020, we decided to shift to biannual reviews of the ERM program, starting in 2021.

5. Succession Planning

To effectively complete the projects approved by our shareholder, our organization must be nimble and responsive. Throughout 2021, we will continue to align the capacities of our team with our project needs. At the same time, we will take stock of the team's skills, provide them development opportunities, and structure our senior management team to lead the strategic direction of the company.

In response to COVID, CMLC developed an emergency succession plan in 2020. We will continue to work with our Compensation & Human Resources Committee to further our corporate succession plan in 2021.





ICS Unrestricted

FINANCIAL STRATEGY

CMLC's financial strategy for 2021 onwards represents a synthesis of plans and project information current to December 2020. The following financial analysis addresses the five main aspects of our financial strategy.

1. The Community Revitalization Levy (CRL)
2. Project costs
3. Debt financing
4. Administrative costs
5. Alternative forms of financing

We have land sales expected to close in 2021, and we may contemplate further land acquisitions. We have not included these amounts in the cash flow projections as the contracts may allow for the closings to be deferred.

1. Community Revitalization Levy (CRL)

The CRL, which has appeared on the property tax bills for Rivers District residents since 2008, continues to be CMLC's primary source of revenue. The estimated total CRL generation for 2021 is \$33 million.

The 2021 estimate is based on estimates of the projected tax rate increase for 2021 and the actual 2020 assessment values for the Rivers District as well as projected values for 2021.

Our method of estimating future CRL revenue continues to be conservative as it is based on projecting future incremental property tax assessments resulting from new development in the Rivers District (which, for reasons noted throughout this document, remain uncertain).



| PROJECT | Approved budget (\$ millions) | Projected spend to December 2020 (\$ millions) | Estimated 2021 spend (\$ millions) |
|--|----------------------------------|---|---|
| Event Centre | 550.0 | 9.70 | 62.0 |
| BMO Centre expansion | 500.0 | 64.6 | 78.2 |
| East Village infrastructure | 133.0 | 1.0 | 3.0 |
| 17th Avenue Extension & Stampede Trail | 83.0 | 22.1 | 25.3 |
| 9th Avenue SE Parkade | 52.6 | 49.3 | 3.3 |
| Strategic land acquisitions | 30.0 | - | 12.5 |
| Platform Innovation Centre | 19.4 | 17.1 | 2.3 |
| Festival Street | 20.0 | - | 3.8 |
| Environmental remediation | 15.0 | - | 1.5 |
| East Village Place | 7.4 | 4.9 | 2.5 |
| 9th Avenue SE Bridge | 7.0 | - | 7.0 |
| Event Plaza | 10.0 | - | 2.3 |
| Cycle tracks | 3.0 | 1.3 | 2.7 |
| Reconciliation Bridge | 1.0 | - | 1.0 |
| TOTAL | 1,431.4 | 170.0 | 207.4 |

2. Project Costs

Approved Project Costs

To the end of December 2020, CMLC has obtained approval from our shareholder, the City of Calgary, to undertake \$1.45 billion in projects. The following table indicates the current budgets, estimated spend to December 2020 and planned spending for 2021.

New Projects

As part of the 2021 business plan, CMLC is requesting approvals for debenture for the following projects and acquisitions. If approved, they will require financing through City of Calgary, which will need to issue new borrowing and loan bylaws accordingly.

- **Strategic Land Acquisitions:** We are seeking budget appropriation of \$30 million to acquire strategic parcels for redevelopment.
- **Festival Street:** We are seeking a budget appropriation of \$20 million for the development of Festival Street, to support our ongoing work in the Rivers District.
- **Strategic projects:** As part of our ongoing work in the Rivers District, we are seeking a budget appropriation of \$20 million for execution of strategic projects.



3. Debt Financing

In conjunction with the 'approved projects' (see previous page), City of Calgary has approved four loan bylaws totaling \$688.5 million. To the end of 2020, \$313.5 million had been advanced against these loan bylaws. In 2021, we expect \$42 million to be advanced to fund ongoing project construction.

| DEBT COSTS | Projected 2020 (\$) | Estimated 2021 (\$) |
|------------------------------|------------------------|------------------------|
| Interest Expenditures | 7,200,000 | 6,500,000 |
| Principal Repayments | 26,500,000 | 27,350,000 |
| TOTAL DEBT REPAYMENTS | 33,700,000 | 33,850,000 |

4. Administrative Costs & Revenues

CMLC's perennial objective is to prudently and efficiently manage administrative costs. Our administrative costs as a percentage of CRL earned during the year are steadily declining. In 2021, we will undertake a strategic budgeting exercise aimed at further reducing these costs.

| ADMINISTRATION COSTS | Projected 2020 (\$) | Estimated 2021 (\$) |
|--|------------------------|------------------------|
| Cost of sales - land inventory | - | 12,148,000 |
| Site servicing and remediation | 1,000 | 100,000 |
| General administration | 8,500,000 | 8,500,000 |
| Donations and contributions | 535,500 | 450,000 |
| Repair and maintenance - Rivers District | 1,650,000 | 2,400,000 |
| Amortization expense | 3,500,000 | 3,650,000 |
| Interest - debentures | 7,200,000 | 6,500,000 |
| Loan administration fees | 550,000 | 650,000 |
| Financing charges - including BMO loan | 7,750,000 | 3,550,000 |
| TOTAL ADMINISTRATION | 29,686,500 | 37,948,000 |

INTEREST INCOME

Interest income represents the funds earned on cash balances or investments held by CMLC.

RENTAL INCOME

Rental income represents income earned from land parcels owned by CMLC.

OTHER INCOME

This income is the fee earned to cover CMLC's administrative costs when we complete project management work on behalf of third parties.

COST ESCALATION

CMLC is in a position to take advantage of the potential surplus of trades. The economic environment also translates to downward price pressure and affords CMLC the opportunity to negotiate favourable pricing on various contracts. In the coming years, CMLC will continue to monitor the industry and use existing best practices in contracting to minimize cost escalation on current and future projects.

| REVENUES | Projected 2020 (\$) | Estimated 2021 (\$) |
|---------------------------------------|------------------------|------------------------|
| Community Revitalization Levy revenue | 31,700,000 | 33,850,000 |
| Land sales | - | 12,148,000 |
| Rental income | 1,050,000 | 1,265,000 |
| Project management fees | 4,075,000 | 3,750,000 |
| Other income | 26,700 | 15,000 |
| TOTAL REVENUE | 36,851,700 | 51,028,000 |

5. Alternative Forms of Financing

DEBT FINANCING

CMLC's current debt capacity is set at \$45 million. This line of credit facility is with ATB—CMLC's financial institution. This capacity enables CMLC to seek and engage in work outside the Rivers District. To date, we have \$2.1 million in Letters of Credit being applied against this line of credit facility.

JOINT VENTURES

To realize our long-term financial goals and expand our reach beyond the Rivers District, CMLC will seek to establish strategic, mutually beneficial joint venture partnerships. Joint ventures will help CMLC engage in projects that will see our business grow faster, increase productivity and generate profits. CMLC can participate in joint ventures by contributing land, professional expertise and cash. Establishing joint ventures allows us to maximize project impact through combined resources, shared risks and costs, and access to greater resources (including specialized staff). Joint ventures will also give us access to inexpensive forms of financing we would otherwise be unable to access.

Our success in a joint venture will depend on comprehensive research and analysis of goals and objectives. Effective communication of the business plan to everyone involved will also be essential.

CONSULTING & ADMINISTRATION REVENUE

We've been able to leverage our internal expertise by providing consulting and project management services to external stakeholders. We have been approached by numerous potential partners to help manage projects—work for which we can charge administration fees. These partners include Calgary Parking Authority, Calgary Stampede, Calgary Sports and Entertainment Corporation, Calgary Housing Company and Fort Calgary. We will continue to look for ways to expand this line of business in 2021 and beyond.

RISK ASSESSMENT

CMLC continues to monitor the ever-changing economic and market conditions that impact the Calgary real estate and construction markets. Consistent with prior years, if conditions warrant, CMLC will quickly reassess our position in relation to our financial model and make any necessary adjustments. Given the conservative nature of our planning, we anticipate no need for adjustments. CMLC continues to live within its means and to operate conservatively with the projects we undertake.



Not pictured: Anna Lake, Dustin Anderson, Sandy Yang, and Alex Semegen.



Calgary Municipal Land Corporation
430 8th Avenue SE
Calgary, Alberta T2G 0L7
Telephone 403.718.0300
calgarymlc.ca



Report Number: PFC2021-0417

Meeting: Priorities and Finance Committee

Meeting Date: 2021 March 16

NOTICE OF MOTION

RE: Encouraging Street Play

Sponsoring Councillor(s): GEORGE CHAHAL

WHEREAS the COVID-19 pandemic has illustrated the impact of socialization and physical activity on an individual's well-being;

AND WHEREAS the City of Calgary in its COVID-19 response has delivered several programs to enhance the use of public spaces including adaptive streets and bookable firepits;

AND WHEREAS The City of Calgary bylaws and provincial legislation (*Traffic Safety Act*) currently hinder the use of streets for play;

AND WHEREAS The City of Calgary recognizes the importance of utilizing neighbourhood streets to promote recreational activities that will build community capacity and promote healthy habits;

AND WHEREAS street play, and the social connections derived from play, would enhance communities to the benefit of all Calgarians;

AND WHEREAS many Calgarians, including youth, do not reach minimum fitness targets which makes health issues and complications more likely;

AND WHEREAS according to the 2017 census data, up to 300,000 Calgarians between the ages 5-25 would directly benefit from changes to bylaws and enforcement practices to allow street play.

NOW THEREFORE, BE IT RESOLVED:

- 1) Council directs Administration to complete a full review to encourage safe street level play including current bylaws and enforcement practices with a report back to the Standing Policy Committee on Transportation and Transit no later than Q1 2022 in alignment with the scheduled Neighbourhood Streets Policy Update, with recommendations and funding sources, including but not limited to:
 - a. Review provincial laws and legislation that currently limit The City's ability to encourage safe street level play;
 - b. Identify changes necessary to encourage safe street level play;
 - c. Include an environmental scan of other municipalities that encourage safe street level play;
 - d. Review all safety hazards and risks with proposed recommendations and provide mitigating strategies;
- 2) Council requests that the Mayor write a letter to the provincial government advocating for the review and implementation of the necessary changes to any laws and/or legislation identified by The City of Calgary that will encourage safe street level play.

NOTICE OF MOTION CHECKLIST

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

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

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

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

Title of the Motion: Encouraging Street Play

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

Urgent (Include details in Urgency Rationale box below)

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

| |
|---|
| Financial and Other Resource Capacity |
| Finance was consulted in the drafting of this Notice. |
| Legal / Legislative |
| Law was consulted in the drafting of this Notice. |

| |
|--|
| Technical Content |
| n/a |
| Procedural (Including reasons for confidentiality) |
| n/a |
| Other Considerations |
| n/a |
| Urgency Rationale |
| n/a |



Report Number: PFC2021-0416

Meeting: Priorities & Finance Committee

Meeting Date: 2021 March 16

NOTICE OF MOTION

RE: Storm Pond Safety

Sponsoring Councillor(s): George Chahal

WHEREAS there are more than 300 storm ponds across Calgary for which The City is responsible;

AND WHEREAS storm ponds in Calgary serve to collect excess water from large storm events and thereby protect properties and areas downstream from flooding and riverbank erosion;

AND WHEREAS storm ponds also serve an ecological function, by settling out sediment and contaminants from surface runoff before the water reaches the Bow River;

AND WHEREAS storm ponds are extremely dangerous due to poor water quality (sediment and contaminants) that can cause the ice on storm ponds to be thinner and weaker;

AND WHEREAS due to various risks including rapidly changing water levels and poor water quality, a storm pond should not be used for recreational purposes like wading, skating, sledding or walking on ice;

AND WHEREAS there have been several serious incidents at storm ponds in recent years which have resulted in major injuries or death in Calgary and other municipalities;

AND WHEREAS other major cities, including Edmonton, have conducted public safety audits, reviewed standards, and addressed risks of storm pond facilities in order to ensure the public is safe.

NOW THEREFORE, BE IT RESOLVED THAT:

Council directs City Administration to:

1. Complete an initial public safety investigation into storm ponds in close proximity to high risk areas including, but not limited to, schools, playgrounds, and high use parks, identify and implement any short-term improvements which can be quickly deployed, and report back to Council no later than Q4 2021 with an update on this work;
2. Complete a full public safety audit of all storm ponds in Calgary, regarding factors such as water level and quality, vegetation, bank erosion, signage, and drainage operations equipment, to assess gaps and opportunities in safety measures surrounding storm ponds, with a report back to Council on or before Q3 2022 outlining recommendations and funding sources to make the necessary upgrades for additional safety measures;
3. Immediately expand the public awareness campaign focused on storm pond safety, using communication methods that are culturally appropriate for all Calgarians.

NOTICE OF MOTION CHECKLIST

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

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

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

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

Title of the Motion: Storm Pond Safety

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

Urgent (Include details in Urgency Rationale box below)

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

| |
|---|
| Financial and Other Resource Capacity |
| Finance was consulted in the drafting of this Notice. |
| Legal / Legislative |
| Law was consulted in the drafting of this Notice. |

| |
|--|
| Technical Content |
| n/a |
| Procedural (Including reasons for confidentiality) |
| n/a |
| Other Considerations |
| n/a |
| Urgency Rationale |
| n/a |