



AGENDA

PRIORITIES AND FINANCE COMMITTEE

June 8, 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 May 18
5. CONSENT AGENDA
 - 5.1. DEFERRALS AND PROCEDURAL REQUESTS
None
 - 5.2. BRIEFINGS
 - 5.2.1. Status of Outstanding Motions and Directions, PFC2021-0825

5.2.2. Enabling Construction in Cooperation with School Boards and Developers,
PFC2021-0581

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1. White Goose Flying Update (Verbal), PFC2021-0887
- 7.2. Community Safety Investment Framework Funding Options, PFC2021-0458
- 7.3. Council Innovation Fund Application – Clear Justice Guided Police Complaints App, PFC2021-0793
- 7.4. Citywide Growth Strategy: Strategic Growth in the Belvedere Area Structure Plan, PFC2021-0814
- 7.5. Citywide Growth Strategy: Growth Management Overlay Review, PFC2021-0639
- 7.6. Calgary Exhibition and Stampede Limited – 2020 Credit Facility, PFC2021-0687
Time Specific: First Item following the lunch recess
- 7.7. Financial Task Force Implementation Update, PFC2021-0796
- 7.8. Response to Motion Arising from Verbal Report C2021-0658 (Verbal), PFC2021-0808
- 7.9. Richmond Green Needs Assessment and Real Estate Analysis, PFC2021-0834
Attachment 3 held confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

Review by: 2026 May 01.

8. ITEMS DIRECTLY TO COMMITTEE

- 8.1. REFERRED REPORTS
None
- 8.2. NOTICE(S) OF MOTION
 - 8.2.1. Notice of Motion - Temporary Front Driveway Cover Pilot Project, PFC2021-0875
Councillor Keating
 - 8.2.2. Notice of Motion - Investment in Calgary's Parks and Open Spaces, PFC2021-0909
Councillor Davison and Councillor Sutherland

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**May 18, 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 D. Farrell (Remote Participation)
Councillor S. Keating (Remote Participation)
Councillor J. Magliocca (Remote Participation)

ALSO PRESENT:

City Manager D. Duckworth (Remote Participation)
City Solicitor and General Counsel J. Floen (Remote Participation)
A/General Manager C. Arthurs (Remote Participation)
Chief Financial Officer C. Male (Remote Participation)
A/General Manager D. Morgan (Remote Participation)
General Manager M. Thompson (Remote Participation)
Deputy City Clerk Jeremy Fraser
Legislative Advisor A. de Grood

1. **CALL TO ORDER**

Mayor Nenshi called the Meeting to order at 9:33 a.m.

2. **OPENING REMARKS**

Mayor Nenshi provided opening remarks and a traditional land acknowledgement.

ROLL CALL

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

3. CONFIRMATION OF AGENDA

Moved by Councillor Chu

That the Agenda for the 2021 May 18 Priorities and Finance Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2021 April 27

Moved by Councillor Chu

That the Minutes of the 2021 April 27 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, PFC2021-0677

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Calgary Economic Development - Economic Strategy Update, PFC2021-0556

The following documents were distributed with respect to Report PFC2021-0556:

- A Revised Attachment 2; and
- Presentation entitled "Calgary in the New Economy. Annual Progress Update"

Moved by Councillor Davison

That with respect to Report PFC2021-0556, the following be approved:

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

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

MOTION CARRIED

7.2 Opportunity Calgary Investment Fund Terms of Reference, PFC2021-0608

A presentation entitled "Opportunity Calgary Investment Fund" was distributed with respect to Report PFC2021-0608.

Councillor Keating left the Remote Meeting at 10:18 a.m.

Councillor Magliocca left the Remote Meeting at 10:19 a.m.

Moved by Councillor Davison

That with respect to Report PFC2021-0608, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Approve the revised Opportunity Calgary Investment Fund Terms of Reference included as Attachment 3;
2. Approve the Opportunity Calgary Investment Fund Investment Policy Statement included as Attachment 4;
3. Approve that Opportunity Calgary Investment Fund Ltd. can direct up to \$10 million in Opportunity Calgary Investment Fund monies to investment vehicles established and operated by third parties subject to terms and conditions in the Terms of Reference, Investment Policy Statement, and Operating and Funding Agreement; and
4. Direct Administration to update the Operating and Funding Agreement with Opportunity Calgary Investment Ltd. as required.

For: (7): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, and Councillor Woolley

MOTION CARRIED

Committee then dealt with Item 7.4.

7.3 University of Calgary – Citizen Scientist Wearables Program – Update, PFC2021-0626

This item was dealt with following Item 8.2.3.

A presentation entitled "The Citizen Scientist Wearable Program" was distributed with respect to Report PFC2021-0626.

Moved by Councillor Gondek

That with respect to Report PFC2021-0626, the following be approved:

That the Priorities and Finance Committee recommend that Council receive this report for the Corporate Record.

For: (8): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, and Councillor Keating

MOTION CARRIED

7.4 2020 Year-end Capital and Operating Budget Revisions Report, PFC2021-0571

This Item was dealt with following Item 7.2.

A presentation entitled "2020 Year-End Capital and Operating Budget Revisions Report" was distributed with respect to Report PFC2021-0571.

Moved by Councillor Chu

That with respect to Report PFC2021-0571, the following be approved:

That the Priorities and Finance Committee recommends that Council receive this report for the Corporate Record.

For: (7): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, and Councillor Woolley

MOTION CARRIED

7.5 2022 Budget Update (Verbal), PFC2021-0655

A presentation entitled "PFC2021-0655: 2022 Budget Update - Verbal" was distributed with respect to Verbal Report PFC2021-0655.

Moved by Councillor Gondek

That with respect to Verbal Report PFC2021-0655, the following be approved:

That the Priorities and Finance Committee recommend that Council receive the Verbal Update for the Corporate Record.

For: (8): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, and Councillor Farrell

MOTION CARRIED

7.6 Affordable Housing Development Financing, PFC2021-0445

A presentation entitled "Affordable Housing Development Financing" was distributed with respect to Report PFC2021-0445.

Moved by Councillor Farrell

That with respect to Report PFC2021-0445, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Give first reading of Proposed Bylaw 7B2020 for \$10.0 million for city owned units and Bylaw 8B2021 for \$5.5 million for Rundle, a Calhome Properties Ltd. (operating as Calgary Housing Company (CHC)) owned units, authorizing The City to incur indebtedness for financing the construction of new affordable rental housing projects;
2. Give first reading of Proposed Bylaw 39M2021, being a bylaw authorizing a loan in the amount of \$5.5 million to CHC;
3. Direct Administration to negotiate and execute all definitive documents and agreements and take all actions required to conclude the agreements, arrangements and transactions contemplated in Report PFC2021-0445, such definitive agreements and documents to be in content satisfactory to the GM of Community Services and Chief Financial Officer;
4. Direct Administration to negotiate and enter into agreement(s) with CHC to appoint CHC to perform The City's operational obligations with respect to the Portfolio pursuant to the terms and operational obligations and conditions of the loans;
5. Direct Administration to transfer ownership of the Rundle affordable housing to CHC upon completion of construction;
6. Direct Administration to amend any existing loan agreement(s) between The City and CHC as applicable and in accordance with the Credit Documentation – Loans and Loan Guarantees Policy and Procedures;
7. Withhold second and third reading until the advertising requirements have been met; and,
8. Direct that Attachment 6 remain confidential under Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2026 January 1

For: (8): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, and Councillor Farrell

MOTION CARRIED

7.7 2021 Assessment and Tax Circumstances Report 1, PFC2021-0442

Councillor Woolley and Councillor Farrell left the Remote Meeting at 11:53 a.m.

Moved by Councillor Chu

That with respect to Report PFC2021-0442, the following be approved:

That the Priorities and Finance Committee recommend that Council, under the authority of section 347 of the *Municipal Government Act (MGA)*:

1. Cancel property and Business Improvement Area taxes as listed in Attachment 2; and
2. Cancel municipal property taxes for the qualifying non-profit organizations as listed in Attachment 3.

For: (6): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, and Councillor Sutherland

MOTION CARRIED

7.8 Online Advertising – Public Works Notices, Property Tax Sale and Annual Report, PFC2021-0503

Moved by Councillor Chu

That with respect to Report PFC2021-0503, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Forward this report (PFC2021-0503) to the 2021 June 21 Combined Council Meeting to the Public Hearing portion of the Agenda;
2. Give three reading to the proposed Charter bylaw (Attachment 1) to authorize online posting of public works notices and property tax sale advertisements; and
3. Direct Administration to discontinue newspaper advertising for the annual report.

For: (6): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, and Councillor Sutherland

MOTION CARRIED

7.9 Administrative Penalties System Program Update, PFC2021-0781

Moved by Councillor Chu

That with respect to Report PFC2021-0781, the following be approved:

That the Priorities and Finance Committee recommend that Council defer development of an Administrative Penalties Bylaw, and other related and necessary bylaw amendments, for presentation at public hearing to no later than Q2 2022.

For: (6): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, and Councillor Sutherland

MOTION CARRIED

7.10 Green Line Board Q1 2021 Report, PFC2021-0774

This Item was dealt with following the rise and report on Item 10.1.3.

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2021-0774:

Clerks: J. Fraser and L. Gibb. City Manager: D. Duckworth. Law: J. Floen. Advice: M. Thompson, S. McMullen, L. Adamo, W. Tynan, M. A. Bendfeld, C. Male, M. Perpeluk, T. Rathie, S. Brandt, D. Corbin, K. Ripley and M. Reid. External Advice: D. Fairbairn.

The following documents were distributed with respect to Report PFC2021-0774:

- Two confidential presentations; and
- A public presentation entitled "Green Line Board Q1 2021 Report."

Councillor Farrell left the Remote Meeting at 5:05 p.m.

Mayor Nenshi left the Chair at 5:19 p.m. and Vice-Chair Chu assumed the Chair remotely.

Moved by Councillor Keating

That with respect to Report PFC2021-0774, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Receive the presentations for the Corporate Record;
2. Direct that the Closed Session discussion and presentation on the Financing Update remain confidential pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2036 May 03; and
3. Direct that the Closed Session discussion and presentation on the Project Update remain confidential pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and Section 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2036 May 03.

For: (5): Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, and Councillor Keating

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

Moved by Councillor Sutherland

That the following Notices of Motion be forwarded to the 2021 May 31 Combined Meeting of Council for consideration:

8.2.1 Notice of Motion - 2021 Property Tax Cancellation for Calgary Housing Company Properties, PFC2021-0691

8.2.2 Notice of Motion - 2021 Tax Cancellation for Silvera for Seniors' Properties Under Construction, PFC2021-0776

For: (6): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, and Councillor Sutherland

MOTION CARRIED

8.2.3 Notice of Motion - Proposed Land Exchange - Minto Communities Inc., PFC2021-0778

Moved by Councillor Sutherland

That with respect to Notice of Motion PFC2021-0778, the following be approved:

That Notice of Motion PFC2021-0417 be forwarded to the 2021 May 31 Combined Meeting of Council for consideration.

For: (6): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, and Councillor Sutherland

MOTION CARRIED

Committee recessed at 12:04 p.m. and reconvened at 1:09 p.m. with Mayor Nenshi in the Chair.

ROLL CALL

Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Keating and Mayor Nenshi.

Absent for Roll Call: Councillor Woolley (joined Remote Meeting at 1:26 p.m.)

Committee then dealt with Item 7.3.

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

Moved by Councillor Chu

That pursuant to Section 23 (Local public body confidences), 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*, Committee now move into Closed Meeting at 1:26 p.m., in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 7.10 Green Line Board Q1 2021 Report, PFC2021-0774
- 10.1.1 Verbal Update on NOM PFC2019-1510 Calgary Parking Authority Efficient and Effective Parking Management (Verbal), PFC2021-0772
- 10.1.2 Naming of Six City Parks, PFC2021-0631
- 10.1.3 Local Authorities Election Act Update (Verbal), PFC2021-0791

And further, that the following external participants be invited to attend the Closed Meeting:

- Nicholas Kuhl, NoM Subcommittee Chair;
- Shahid Qureshi, CPA Committee Chair
- Kate Thrasher, NoM Subcommittee Member
- Moe Houssaini, CPA GM
- Andrew Donohoe, CPS Project Lead
- Callum Macdonald, CPA project team member
- Dianne Dickinson, CPA project team member
- Don Fairbairn, Chair, Green Line Board
- Doug Ewing, Acting Delivery Director, Green Line

MOTION CARRIED

Committee reconvened in public meeting at 3:21 p.m. with Mayor Nenshi in the Chair.

ROLL CALL

Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Mayor Nenshi

Absent for Roll Call: Councillor Woolley and Councillor Sutherland

Moved by Councillor Chu

That Committee rise and report.

MOTION CARRIED

By General Consent, pursuant to Section 6(1) of the Procedure Bylaw 35M2017, Committee suspended Section 78(2)(b) of the Procedure Bylaw in order to complete the remaining items prior to the afternoon recess.

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 10.1.1 Verbal Update on NOM PFC2019-1510 Calgary Parking Authority Efficient and Effective Parking Management (Verbal), PFC2021-0772

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2021-0772:

Clerks: J. Fraser and L. Gibb. City Manager: D. Duckworth. Law: J. Floen, L. Davies and A. Henderson. Advice: D. Morgan, C. Male, C. Blaschuk, T. McLeod, R. Whyte, D. Hnatyshyn, A. Hart and L. Kerr. External Advice: N. Kuhl, S. Qureshi, K. Thrasher, M. Houssaini, A. Donohoe, C. MacDonald, D. Dickinson.

Moved by Councillor Davison

That with respect to Verbal Report PFC2021-0772, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Direct that the Municipally Controlled Corporation Report be provided to the Priorities and Finance Committee no later than 2021 July 20 with the recommendation of the Calgary Parking Committee, to fulfill the direction of PFC2019-1510, and
2. Direct that the presentation and Closed Meeting discussions remain confidential under Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* until such time as the Municipally Controlled Corporation Report is delivered to the Priorities and Finance Committee.

For: (5): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, and Councillor Keating

Against: (2): Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Chu

That pursuant to Section 23 (Local public body confidences), 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*, Committee now move into Closed Meeting at 3:26 p.m., in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 7.10 Green Line Board Q1 2021 Report, PFC2021-0774
- 10.1.2 Naming of Six City Parks, PFC2021-0631
- 10.1.3 Local Authorities Election Act Update (Verbal), PFC2021-0791

And further, that Don Fairbairn, Chair, Green Line Board, and Doug Ewing, Acting Delivery Director, Green Line, be invited to attend the Closed Meeting.

MOTION CARRIED

Committee reconvened in public meeting at 4:50 p.m. with Mayor Nenshi in the Chair.

ROLL CALL

Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Council Farrell, and Councillor Keating.

Absent from Roll Call: Councillor Woolley.

Moved by Councillor Chu

That Committee rise and report.

MOTION CARRIED

10.1.2 Naming of Six City Parks, PFC2021-0631

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2021-0631:

Clerks: J. Fraser and L. Gibb. City Manager: D. Duckworth. Law: J. Floen. Advice: C. Male, K. Ripley and M. Reid.

Moved by Councillor Chu

That with respect to Report PFC2021-0631, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Approve the Recommendations contained in Report PFC2021-0631; and
2. Direct that the report and attachments be heard in closed meeting pursuant to Section 23 (Local public body confidences) of the *Freedom of Information and Protection of Privacy Act*, and remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* until Council rises and reports.

For: (7): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Farrell, and Councillor Keating

MOTION CARRIED

10.1.3 Local Authorities Election Act Update (Verbal), PFC2021-0791

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2021-0791:

Clerks: J. Fraser and L. Gibb. City Manager: D. Duckworth. Law: J. Floen

Moved by Councillor Gondek

That with respect to Verbal Report PFC2021-0791, the following be approved:

That the Priorities and Finance Committee direct that the Closed Meeting discussions remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

For: (7): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Farrell, and Councillor Keating

MOTION CARRIED

Committee then dealt with Item 7.10.

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Gondek

That this meeting adjourn at 5:40 p.m.

MOTION CARRIED

The following items have been forwarded on to the 2021 May 31 Combined Meeting of Council:

CONSENT

- Opportunity Calgary Investment Fund Terms of Reference, PFC2021-0608
- University of Calgary – Citizen Scientist Wearables Program – Update, PFC2021-0626
- 2020 Year-end Capital and Operating Budget Revisions Report, PFC2021-0571
- 2022 Budget Update (Verbal), PFC2021-0655
- 2021 Assessment and Tax Circumstances Report 1, PFC2021-0442
- Administrative Penalties System Program Update, PFC2021-0781
- Naming of Six City Parks, PFC2021-0631
- Green Line Board Q1 2021 Report, PFC2021-0774
- Verbal Update on NOM PFC2019-1510 Calgary Parking Authority Efficient and Effective Parking Management (Verbal), PFC2021-0772

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- Affordable Housing Development Financing, PFC2021-0445
- Notice of Motion - 2021 Property Tax Cancellation for Calgary Housing Company Properties, PFC2021-0691

- Notice of Motion - 2021 Tax Cancellation for Silvera for Seniors Properties Under Construction, PFC2021-0776
- Notice of Motion - Proposed Land Exchange - Minot Communities Inc., PFC2021-0778

The following item has been forwarded on to the 2021 June 21 Combined Meeting of Council:

PLANNING MATTERS FOR PUBLIC HEARING

- Online Advertising – Public Works Notices, Property Tax Sale and Annual Report, PFC2021-0503

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held on 2021 June 08 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

BRIEFING

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Item # 5.2.1

**Chief Financial Officer's Briefing to
Priorities and Finance Committee
2021 June 08**

**ISC: UNRESTRICTED
PFC2021-0825**

Status of Outstanding Motions and Directions

PURPOSE OF BRIEFING

Identify outstanding items for the Priorities and Finance Committee as of 2021 May 11.

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. By continuing to maintain and update the monthly status of outstanding motions and directions, Administration is attempting to mitigate the risk of not responding to or losing track of, Committee and or Council direction. Any risks associated with specific directions or motions in Attachment 1 will be dealt with in the context of the report on that specific 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
ANNUALLY	CITY OF CALGARY CITIZEN PRIVACY DATA PRACTICES	2020 January 27	C2020-0039	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.
ANNUALLY	RESILIENT CALGARY STRATEGY UPDATE REPORT	2021 April 27	PFC2021-0429	3. Direct Administration to provide an annual update report of the Resilient Calgary strategy to the Priorities and Finance Committee.
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.
2021 (Revised under C2020-0698)	OPPORTUNITY CALGARY INVESTMENT FUND GOVERNANCE STRUCTURE	2019 July 02	PFC2019-0841	Deferral.

2021 May	FINANCIAL RELIEF FOR TAXPAYERS	2021 April 12	C2021-0578	<p>That with respect to Report C2021--0578, the following Motion Arising be adopted:</p> <p>Direct administration to evaluate the use of tax deferral powers under section 347 of the Municipal Government Act for categories of businesses, and non-profits not covered under Community Organization Property Tax Exemption Regulation, that have been significantly impaired by the COVID epidemic, for example hotels, nightclubs, and fitness facilities, returning with option to the Priorities and Finance Committee at its next meeting.</p>
2022 Q1 2020 January (Revised under C2020-0698 2021 Q2)	CITY PLANNING & POLICY PRIORITIES AND WORKPLAN REPORT	2021 February 08	PUD2021-0046	<p>The Standing Policy Committee on Planning and Urban Development recommend that Council direct Administration to adjust the reporting timelines for:</p> <ul style="list-style-type: none"> 5. New community full operating cost model (PFC2019-1062), to return to Council, through Priorities and Finance Committee, no later than 2022 Q1. 5. Explore the phasing out of the growth management overlay, and report back to the Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary.

2020 Q4	NOTICE OF MOTION PROCESS FLOW AND CHECKLIST	2019 September 30	PFC2019-0913	That Council:
2021 March		2020 December	PFC2020-1374	4. Direct the City Clerk's Office to provide an update of this process to the Priorities and Finance Committee by Q4 2020.
2021 July	DEFERRAL REQUEST – UPDATES TO THE PROCEDURE BYLAW DUE Q1 2020	2021 March 16	PFC2021-0226	Deferral to 2021 March
				Deferral to 2021 July
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.
2021 Q4	DEFERRAL REQUEST – REPORTING ON RE- EXAMINATION OF CITY ASSET NAMES PROCESS TO Q4 2021	2021 March 16	PFC2021-0284	Deferral request.

2021 May 18	RETURNING OFFICER AND DISCLOSURE (VERBAL)	2021 May 10	C2021-0767	<p>That with respect to Verbal Report C2021-0767, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Direct Administration to return to the 2021 May 18 Priorities and Finance Committee in Closed Meeting with an update on this item.
2021 Q2	UNIVERSITY OF CALGARY – CITIZEN SCIENTIST WEARABLES PROGRAM	2019 September 30	PFC2019-1096	<p>That with respect to Report PFC2019-1096, the following be adopted:</p> <p>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.
2021 Q2	FINANCIAL TASK FORCE RECOMMENDATIONS – IMPLEMENTATION NEXT STEPS	2020 December 01	PFC2020-1351	<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.

2021 Q2	NEW COMMUNITY GROWTH STRATEGY	2020 November 01	PFC2020-0963	<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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2021 July	OFFICE OF THE COUNCILLORS: GOVERNANCE REVIEW AND PROPOSAL	2021 May 10	C2021-0699	<p>That with respect to Report C2021-0699, the following be adopted:</p> <p>That Council</p> <p>3. Direct the City Clerk's Office to review the mandate of the CCCO, returning to the Priorities and Finance Committee through the CCCO no later than July 2021 with a framework for Council governance over the accountability and transparency processes for matters related to the Office of the Councillors;</p>
2021 Q3	OFF-SITE LEVY INVESTMENT INCOME Q1 UPDATE (VERBAL)	2021 February 16	PFC2021-0246	<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>
2021 Q3	BENEFIT DRIVEN PROCUREMENT UPDATE	2021 March 16	PFC2021-0395	<p>That the Priorities and Finance Committee recommend that Council:</p> <p>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.</p>
2021 September	COUNCIL INNOVATION FUND APPLICATION FOR VIRTUAL REALITY FIRE AND LIFE SAFETY EDUCATION PILOT	2020 July 14	PFC2020-0784	<p>That with respect to Report PFC2020-0784, the following be adopted:</p> <p>That Council:</p> <p>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.</p> <p>2. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by September 2021.</p>

2021 November	POST-PANDEMIC ECONOMIC RECOVERY	2020 April 27	PFC2021-0579	<p>That with respect to Report PFC2021-0579, the following be approved:</p> <ol style="list-style-type: none"> 2. To report on economic recovery progress, including benefits realized, every six months starting with a 2021 November update, with Briefings thereafter; and 3. To incorporate concluding recommendations of the Economic Resilience Task Force (ERTF) in the 2021 November update.
2021 Q4	HAWKWOOD OUTDOOR RECREATION FACILITY PROJECT	2020 July 20	PFC2020-0696	<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.
2021 Q4	COUNCIL INNOVATION FUND APPLICATION – HERITAGE CALGARY NAMING, RENAMING AND COMMEMORATION PROCESS DESIGN	2021 February 16	PFC2021-0096	<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.

2021 Q4	CIF APPLICATION – CALGARY ECONOMIC DEVELOPMENT LEARNING CITY COMMUNITY PILOT	2021 February 16	PFC2021-0189	<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>
2021 Q4	GOLF COURSE OPERATIONS EXPRESSION OF INTEREST & REAL ESTATE ASSESSMENT	2020 October 13	PFC2020-0952	<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>

2021 Q4	MOTION ARISING FROM GUIDEBOOK FOR GREAT COMMUNITIES	2021 March 22	PUD2021-0015	<p>That Council: Direct Administration to develop a more user-friendly and inclusive Public Hearing process that includes but is not limited to:</p> <ol style="list-style-type: none"> 1. Creating a collaboration between the City Clerk and the Chief Information Technology Officer to identify the best method to implement an integrated and automated registration system for Public Hearings; 2. Exploring the feasibility of holding Public Hearings at more accessible times; and 3. Developing an endorsement statement for members of the public to sign when they register for Public Hearings which outlines the City of Calgary's commitment to anti-racism, equity, diversity and inclusion. <p>Returning to the next Priorities and Finance Committee no later than end of Q4 2021 with the recommended approach.</p>
2021 Q4	CITY OF CALGARY CITIZEN PRIVACY DATA PRACTICES: 2019-2021 PRIVACY FRAMEWORK WORKPLAN DELIVERABLES	2021 March 22	C2021-0373	<p>That with respect to report C2021-0373, the following be adopted as amended:</p> <ol style="list-style-type: none"> 2. Direct the City Clerk to provide a status update on the <i>Privacy Management Program Framework</i> within the annual report to the Priorities and Finance Committee on The City's Privacy Management Program; and 3. Report back to PFC with a work plan no later than Q4 2021 with the intention of bringing resource requests, if any, to the budget adjustment process in November 2021.

2022 January	2020 GROWTH STRATEGY MONITORING REPORT	2020 October 19	PFC2020-0962	<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>
2022 February	CITYWIDE GROWTH STRATEGY INDUSTRIAL	2021 March 03	PUD2021-0150	<p>That the Standing Policy Committee on Planning and Urban Development recommends that Council direct Administration to undertake the Citywide Growth Strategy: Industrial Action Plan as identified in Attachment 3, and report back to Council through the Priorities and Finance Committee no later than 2022 February.</p>
2022 February	MOUNT ROYAL UNIVERSITY – AI DIGITAL TWIN FOR TRUCKS	2021 February 16	PFC2021-0025	<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>
2022 Q1	HERITAGE CONSERVATION TOOLS AND INCENTIVES UPDATE REPORT	2020 July 27	PUD2020-0758	<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>

2022 Q2	SUPPLEMENTAL REPORT – RESPONDING TO COUNCIL QUESTIONS ON THE COUNCIL INNOVATION FUND APPLICATION FOR DOWNTOWN ACCELERATOR PROGRAM – 1MILLION SQUARE FEET	2020 May 25	C2020-0600	That with respect to Report C2020-0600, the following be adopted: 4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by Q2 2022.
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 Q2	RESILIENT ROOFING REBATE PROGRAM	2021 April 27	PFC2021-0575	2. Approve the Resilient Roofing Rebate Program as identified in Attachment 2, and direct Calgary Building Services to return to Priorities and Finance Committee no later than Q2 2022 with a monitoring report on the program's progress, lessons learned, and approach for the subsequent years of the program.

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: 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.

BRIEFING

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Item # 5.2.2

Planning & Development Briefing to

Priorities and Finance Committee

2020 June 08

ISC: UNRESTRICTED

PFC2021-0581

Enabling Construction in Cooperation with School Boards and Developers

PURPOSE OF BRIEFING

At the 2021 March 16 Priorities and Finance Committee, Administration was directed to 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 report back with details of the formalized program by July 2021.

This briefing note serves to provide details for a formal off-site levy late payment relief program to enable the prioritization of the Rangeview Catholic high school site. The program also offers a potential solution for future school sites that are unable to be prioritized for funding by their respective School Boards, and, ultimately, the Province, due to a School Board not being a registered owner of the subject parcel. The program provides an incentive for a developer to subdivide and service a school site that is outside of their own anticipated development timelines.

BRIEFING

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Item # 5.2.2

SUPPORTING INFORMATION

At the 2021 March 16 Priorities and Finance Committee meeting, Administration was directed to develop a late payment relief mechanism, like the off-site levy payment relief program. The intent of this mechanism is to enable Brookfield Residential to proceed with the development of the Rangeview High School site while postponing the off-site levy payments until the school is funded by the province of Alberta, up to a maximum of three years. The school site is currently three (3) years ahead of Brookfield's anticipated development timeline. This program will provide an incentive for Brookfield to subdivide and service the parcel to support the timing required by the Calgary Catholic School Board.

Since The City typically collects off-site levies in full within three (3) years of the Development Agreement signing, given the situation of the Rangeview High School, 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. This program can be applied to the Rangeview high school site and can also support other school sites in similar circumstances.

Criteria of the program are:

1. The developer must make a formal request for relief with their application by submitting rationale to the attention of the Director, Calgary Approvals Coordination as part of the subdivision submission and review process;
2. The proposed subdivision must conform to the approved Outline Plan;
3. The proposed subdivided area must include a school site that has been identified as a priority by a school board and confirmed by the Joint Use Coordinating Committee (JUCC);
4. The relief will apply only to the area of the subdivision designated as Municipal School Reserve (MSR). Relief will not be applied to boundary roads or other roadways or rights-of-way that are required to support the subdivision of the parcel; and
5. The program will be available to consider applications for any subdivision approved after March 16, 2021.

The developer will be invoiced for off-site levies according to the standard 30/30/40 per cent levy payment schedule; however, they may elect to pay the first two installments in year three (3) of the signing of the Development Agreement. The late payments will be subject to a late payment penalty of 2.47 per cent per annum, on the outstanding balance. In any event, the full levy balance, plus applicable interest, must be paid in full by the end of year three (3) of signing of the Development Agreement.

ATTACHMENT(S)

None

Community Safety Investment Framework Funding Options

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration to continue to work with the Calgary Police Service on the Community Safety Investment Framework with it being funded up to a total of \$8M for 2022 from Calgary Police Service with annual assessment of investment based on outcomes; and
2. Request that Calgary Police Commission and Calgary Police Service report back to Council in conjunction with Administration on the investments and outcomes of the Community Safety Investment Framework annually through the Calgary Police Service annual report.

HIGHLIGHTS

- The Community Safety Investment Framework terms of reference was approved by Council during Mid-Cycle Adjustments in November 2020. Administration and the Calgary Police Service are working together to implement the Framework.
- The overall goal of the Community Safety Investment Framework is to transform Calgary's crisis response system to improve the wellbeing of Calgarians through an equitable and effective crisis response system.
- For 2021, \$8 million from the Calgary Police Service budget was reallocated to work with community partners to develop alternative ways to support Calgarians in crisis, while the Community Safety Framework was seeded with a one-time investment of \$8 million from the Fiscal Sustainability Reserve, for a total of \$16 million. The Calgary Police Commission has agreed that the Community Safety Investment Framework will be funded up to \$8 million from a Calgary Police Service Budget Reallocation for 2022.
- In 2021, a total of 50 programs and initiatives received funding from both the Community Safety Investment Framework and the Calgary Police Service Budget Reallocation Funds. In addition, a research and evaluation project has been approved to assess the current crisis response system and recommend alternative models that will improve the wellbeing of Calgarians.
- Funding for the Community Safety Investment Framework beyond 2022 will be determined based upon the realized outcomes from the work in progress and available sources of funding after 2022. The Calgary Police Service and Commission are committed to the continuation of this work and will work with Administration during the 2023 – 2026 budget process to understand the long-term funding priorities resulting from the Framework. This will enable appropriate funding allocations to be considered within the Calgary Police Service budget process, which requires the Calgary Police Commission to approve the internal allocation of budget funds received by the Calgary Police Service from City Council.
- **What does this mean to Calgarians?** Calgarians experiencing a crisis will have access to the most appropriate crisis response services when and where they need them.
- **Why does this matter?** Investment in community safety has the potential to transform how Calgarians are supported during a crisis, reduce call demand, activate those best equipped to respond, allow crisis response services to concentrate on service delivery and find opportunities to respond through collaborative initiatives.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.
- Previous Council Direction is included as Attachment 1.

Community Safety Investment Framework Funding Options

DISCUSSION

Since 2018, Calgary has been engaging in conversations about the intersection of mental health and addictions (*Calgary's Mental Health and Addiction Strategy*), public safety (*Community-Based Public Safety Task Force*), systemic racism (*Calgary's Commitment to Anti-Racism*) and emergency response to these issues. In order to address community concerns and ensure appropriate responses to these issues, Council approved the Community Safety Investment Framework terms of reference and seeded the Framework with \$8 million in one-time funding from the Fiscal Sustainability Reserve. At the same time, the Calgary Police Service reallocated \$10 million of their own budget towards addressing these types of issues (see Attachment 2).

Calgary Police Service Budget Reallocation -2021/22

In September 2020, the Calgary Police Service presented its commitments to Council and Calgarians in response to Council's July 2020 Notice of Motion on anti-racism, community concern that a police response may not be appropriate in all crisis response situations, and a need to decrease demand on front-line police resources. These commitments included the reallocation of a portion of its budget to work with community partners to develop alternative ways to support Calgarians in crisis.

At the 2020 November mid-cycle budget adjustments, the Calgary Police Service presented an adjustment that would see a total of \$10 million reallocated in the following ways:

- \$8 million to improving call response and ensuring the most effective and appropriate services are deployed to support citizens by working with partners to explore models of system integration involving health, social services, justice, and police; and,
- \$2 million to review call response, implement recommendations from the Service Optimization Review, and evaluate existing alternative call response programs for efficiency and effectiveness.

Community Safety Investment Framework

Also in 2020 November, a Community Safety Investment Framework was co-developed by a team from Calgary Neighbourhoods and the Calgary Police Service in response to a Council Notice of Motion (Attachment 2). The Framework identified short-, medium-, and long-term crisis prevention and response-related outcomes (Attachment 3) for investment through two funding priorities: Strengthening Existing Crisis Supports; and Transforming Calgary's Approach to Persons in Crisis.

On 2020 November 26, Council approved the Framework terms of reference (see Attachment 3), in addition to the \$8 million in one-time funding from the Fiscal Sustainability Reserve and encouraged the Calgary Police Commission to participate financially in the Framework. Since the Fiscal Sustainability Reserve funding is one-time for 2021, Council also directed Administration to consider additional sources of funding for the Framework; develop a 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 (Attachment 4); and, requested that the Calgary Police Commission and Calgary Police Service engage in the work of the Community Safety Investment Framework.

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2021 June 8**

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Community Safety Investment Framework Funding Options

With respect to considering additional sources of funding for 2022, and further to Council's request that the Calgary Police Commission and the Calgary Police Service engage in the work of the Community Safety Investment Framework, Administration and the Calgary Police Service agreed that the Community Safety Investment Framework is the right Framework, with the right governance to invest in shared outcomes and will continue working together to see the Framework implemented using a further \$8 million allocation from the 2022 budget of the Calgary Police Service.

Since the Calgary Police Service has no approved budget funding for 2023 onward, it is unable to commit specific funding beyond 2022 at this time. However, both the Service and the Calgary Police Commission are fully committed to the success of this model and will work with Administration to support and prioritize the continuation of the programs based on consideration of demonstrated outcomes, reduced police call volumes, and availability of funding within future Calgary Police Service budgets.

2021 Allocations

For 2021, the following allocations have been made for both the Calgary Police Service Budget Reallocation and the Community Safety Investment Framework. Details of the investments can be found in Attachments 5 and 6.

Calgary Police Service Budget Reallocation	Funds Allocated	Totals
<ul style="list-style-type: none"> Through a combination of targeted and internal Call for Proposals processes, and with input from the Calgary Police Service Diversity Advisory Boards and Anti-Racism Advisory Committee, a total of 26 proposals were approved with a focus on enhancing proven crisis response partnerships including: The Police & Crisis Team (PACT), the Mobile Response Team (MRT) and Calgary Alpha House Downtown Outreach Partnership (DOAP) Main Team, as well as advancing anti-racism, equity, diversity & inclusion, strengthening partnerships and reducing demand for front-line officers. 	\$5.2M	
Calgary Police Service Budget Reallocation Total		\$5.2M

Community Safety Investment Framework Funding Options

Community Safety Investment Framework	Funds Allocated	Totals
Priority 1 - Strengthening Existing Crisis Supports: <ul style="list-style-type: none"> Through a combination of targeted and Open Call for Proposals processes, a rigorous review of applications from the community was undertaken by members of the Calgary Police Service and Calgary Neighbourhoods. As a result, 24 programs received investments to improve the wellbeing of Calgarians. 	\$5.8M	
Priority 1 Subtotal		\$5.8M
Priority 2 - Transforming Calgary's Approach to Persons in Crisis: <ul style="list-style-type: none"> Administration launched an Open Call for Proposals for research to inform the development of a transformational crisis response system. Applications were received and reviewed by a panel comprised of representatives from Administration, the Calgary Police Service and Alberta Health Services. The successful applicant will be supported by a concurrent research project on systems mapping being undertaken in connection with the <i>Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023</i>. Remaining funds (\$1.8M) are set aside for design or implementation work resulting from the 2021 research project. 	\$360K	
Priority 2 Subtotal		\$360K
Community Safety Investment Framework Total		\$6.2M
2021 Total Allocation		\$11.4M

Outcomes and indicators have been developed and successful applicants of both the Community Safety Investment Framework and the Calgary Police Service Budget Reallocation Funds will be required to report back on them. Outcomes include: improved crisis triage, integrated case management, increased availability of 24/7 non-emergency support and outreach services, and other (to allow for organizations to share outcomes they may be tracking independently). Reporting templates are currently under development.

Future Programming and Funding Sources

At this early stage in the programs, it is not yet possible to predict the outcomes and long-term programming resulting from the Framework. However, all parties involved in this collaboration are committed to the success of this model and look forward to continued collaboration to determine the most effective means for continuing and building on the work that has been begun. As noted

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Community Safety Investment Framework Funding Options

above, to support future decision making, assessments will be performed to understand program outcomes and assist in setting priorities. This will include assessment of the success of the programs in reducing demand for policing services. At the same time, funding needs and potential sources for funding will continue to be explored, including the potential for securing additional future funding through further Calgary Police Service budget reallocations.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Stakeholders were consulted and informed about the Community Safety Investment Framework through targeted dialogue and the call for proposals process which started 2021 March 11. In addition, a web page has been developed to help educate citizens, partners and community organizations about the benefits of the Framework.

IMPLICATIONS

Social

Funding of the Community Safety Investment Framework supports:

- Core principles of the Social Wellbeing Policy (2019), including the key outcome areas of increasing resilience and improving services
- The Council endorsed *Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023*. During the development of the strategy and action plan, The City of Calgary, Calgary Police Service, and other stakeholders recognized that both that strategy and the Community Safety Investment Framework sought to improve safety and wellbeing for people experiencing crisis related to mental health and/or addiction. For this reason, actions within the Staying Safe pillar of the *Calgary Mental Health and Addiction Community Strategy and Action Plan 2021-2023* have been utilized as the outcomes for the Community Safety Investment Framework
- Advancement of the principles of equity and the calls to action in the Truth and Reconciliation Report, the Calgary Police Service Indigenous Roadmap and The City's Indigenous Policy and *White Goose Flying Report*
- Themes identified during Council's July 2020 *Calgary Commitment to Anti-Racism* public hearings
- Recommendations from the Community-Based Public Safety Task Force; and the goals and outcomes of the Family and Community Support Services policy and Crime Prevention Investment Plan

Environmental

Not Applicable

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Community Safety Investment Framework Funding Options

Economic

By reducing demand on the emergency response system, it is anticipated that savings will be realized through Framework investments. Further, investments that increase Calgarians' wellbeing through an equitable and effective crisis response system will contribute to a healthy workforce that is required to relaunch and rebuild the economy.

Service and Financial Implications

Other: \$8 million

In 2021, \$16 million is available towards outcomes identified by both the Calgary Police Service Budget Reallocation and the Community Safety Investment Framework processes. However, this amount will be reduced to \$8 million when one-time funds are fully expended. In 2022, the Community Safety Investment Framework will be funded up to a total of \$8 million from the Calgary Police Service budget with investment to be assessed annually based on outcomes.

Investments allocated to community organizations through both funding processes total approximately \$8 million, which is the amount that has been made available to fund the Framework through the Calgary Police Service budget. Future budget needs will be determined based on outcome assessments of the Community Safety Investment Framework programs.

RISK

There is a risk that the investments made do not achieve the intended outcomes. The Framework governance, guidelines for investment outlined in the terms of reference, and the annual assessment will be used to mitigate this risk.

A further risk to the continued funding of the Community Safety Investment Framework outcomes is that of budget uncertainty. The COVID-19 pandemic and associated health restrictions are projected to have impacts to the Calgary Police Service budget through 2021 and into 2022. Additional reductions to the Calgary Police Service budget may impact the Service's ability to sustain funding commitments to the Framework. Mitigation of this risk may be realized through the work of the proposed intergovernmental joint funding partnership group, as well as through demonstration of reduced demand for policing services through success of the programs funded through the Framework.

ATTACHMENTS

1. Background, Previous Council Direction
2. NOM Reallocating Police Resources to Support Community Safety
3. Community Safety Investment Framework Terms of Reference
4. Community Safety Investments Joint-Funding Partnership Working Group Terms of Reference
5. 2021 Allocations - Calgary Police Service Budget Reallocation
6. 2021 Allocations - Community Safety Investment Framework

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Bonita Croft, Chair	Calgary Police Commission	Inform

Background

Previous Council Direction

Note: That Report C2020-1215 Recommendations be amended, by adding the following as new Recommendations 1-4 and, renumbering accordingly, as amended:

That Council:

1a. Approve the Community Safety Investment Framework Terms of Reference (Revised Supplemental Attachment 3)

1b. Seed the Framework with \$8 million in one-time funding from the fiscal sustainability reserve.

1.c. 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.

4. 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 Commissions budget submission.

CITY OF CALGARY
RECEIVED
 IN COUNCIL CHAMBER

NOV 02 2020

ITEM 13.1 C2020-1266
Public
 CITY CLERK'S DEPARTMENT

PFC 2021-0458
 Attachment 2

NM C2020-1266

NOTICE OF MOTION

RE: Reallocating Policing Resources to Support Community Safety

Sponsoring Councillor(s): Mayor Nenshi, Councillor Woolley, Councillor Carra, Councillor Chahal

WHEREAS Following several documented incidents of police brutality this spring, thousands of Calgarians peacefully protested in our streets, in solidarity with the global Black Lives Matter movement, and with those impacted by the numerous incidents of racism related to policing in Calgary.

AND WHEREAS Between July 7-9, 2020, the Community and Protective Services Committee of Council held a Public Inquiry on Systemic Racism in the City of Calgary, including presentations from an expert panel, the personal testimonies of 165 Calgarians, and hundreds of written submissions recounting experiences of systemic racism faced by Black, Indigenous, and Persons of Color in our communities.

AND WHEREAS On July 20th, 2020 Calgary City Council took a monumental step in acknowledging, recognizing, and condemning systemic racism within our communities, our government, our organization, and our institutions, including the City of Calgary, and the Calgary Police Service.

AND WHEREAS On July 20, 2020, Calgary City Council recognized that the shift toward a safe, inclusive, and equitable city for all Calgarians must include sustained efforts towards structural and systemic change, and as such, approved support for multiple short, medium, and long-term initiatives, including the Anti-Racism Capacity-Building Fund and the Terms of Reference for the Anti-Racism Action Committee.

AND WHEREAS On September 10, 2020, at a Special Meeting of Council held in response to the Notice of Motion titled 'Calgary's Commitment to Anti-Racism' (C2020-0715), the Calgary Police Service and the Calgary Police Commission brought forward a report on ongoing and contemplated actions related to anti-racism work.

AND WHEREAS On September 10, 2020, the Calgary Police Service and the Calgary Police Commission outlined support for the reallocation of existing resources towards community partners and programming in efforts to better support responding to Calgarians in crisis.

AND WHEREAS The Calgary Police Service report titled "Commitment to Anti-Racism, Equity, and Inclusion" clearly articulates support for the reallocation of resources towards *"the existing Community Action on Mental Health and Addictions Framework...[an] expansion of mental health partnerships models and alternatives to police response programs."*

AND WHEREAS An overwhelming number of individual Calgarians and community organizations have called for strategic reallocation of the Calgary Police Service budget to reinvest in community programs, partnerships, and projects that support the holistic wellbeing of our citizens and communities.

AND WHEREAS Given the compounding economic and social impacts of COVID-19 experienced by many Calgarians, and the significant reduction of funding from the provincial government, such a strategic reinvestment can directly address root causes of social disorder, including, but not limited to, precarious housing and homelessness, mental health and addictions, and domestic violence.

AND WHEREAS The Calgary Police Service has been an important part of the Community Action on Mental Health and Addiction and the Community Public Safety Task Force, two other initiatives endorsed by Calgary City Council whose potential outcomes could also benefit from such strategic reinvestment.

AND WHEREAS This strategic reinvestment in our communities will reduce demand on the Calgary Police Service and simultaneously provide much needed support for prevention strategies and appropriate responses for people in crisis.

AND WHEREAS Such a strategic reinvestment in our communities must be part of a long-term, sustainable funding model to reflect Council's ongoing commitments to anti-racism, public safety, structural change, and building resilient communities.

AND WHEREAS It is incumbent upon Council to engage with all stakeholders, including the Calgary Police Service, the Calgary Police Commission, administration, and community partners to review and identify appropriate opportunities for such a strategic reinvestment.

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 reallocation of up to \$10 million in 2021 and a further \$10 million in 2022 to the base budget from the existing police budget to support implementation of the framework.

Community Safety Investment Framework Terms of Reference

Background

As a result of themes that have emerged through work with a focus on mental health and addiction, ongoing community engagement about public safety and feedback received through the public consultations on systemic racism, The City of Calgary and the Calgary Police Service recognize there is a need to:

- Address issues of inequity and racism;
- Invest in appropriate programs and services that address community need; and
- Conduct an assessment to determine when a police response is necessary or when an alternate response model is appropriate.

Furthermore, in November 2020, City Council directed Administration to develop a Community Safety Investment Framework (the “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 that Administration engage the Calgary Police Service in the development of the Framework

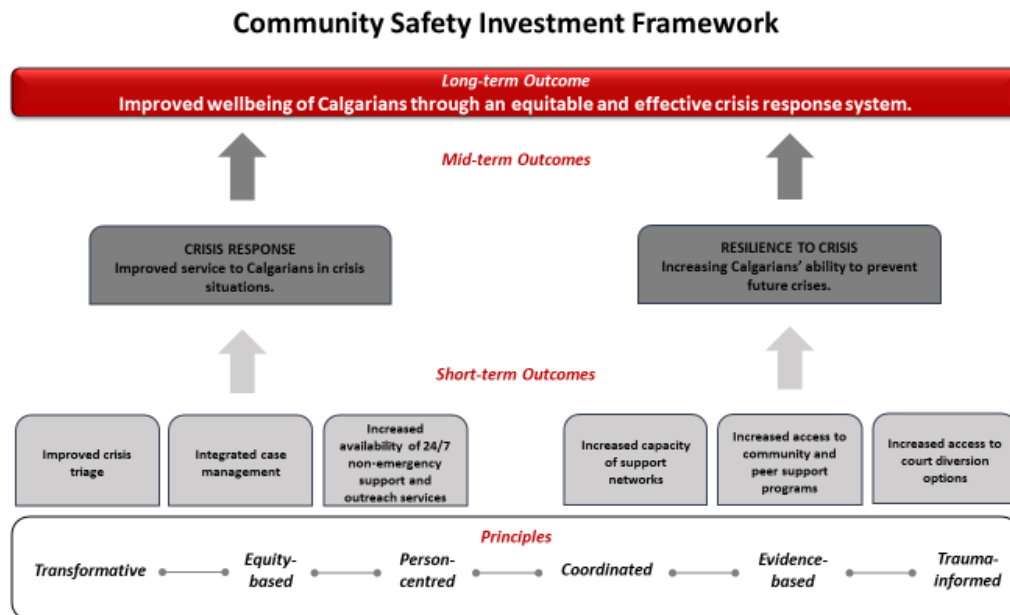
Purpose

The purpose of the “Community Safety Investment Framework Terms of Reference” is to guide decision making for investment in enhancements and improvements to Calgary’s response to persons in crisis. For the purposes of the Framework, a person in crisis is defined as a person in need of urgent support due to mental or emotional distress, conflict or a threat to their safety. Crisis response refers to the immediate resources required by the individual experiencing a crisis, their families, friends and support networks.

Funding Outcomes and Principles

The Framework guides investment in outcomes for Calgarians experiencing crisis, with the long-term outcome to improve the wellbeing of Calgarians through an equitable and effective crisis response system. This will be achieved by improving service to Calgarians in crisis situations and increasing their resilience to prevent future crises. This will also result in decreased demand on police as more appropriate services become available for Calgarians. A multi-pronged approach will be used to reach these outcomes, including investments in new and existing services, improved access to services, and systems transformation. Investments in these outcomes will be guided by the following principles:

1. Transformative to bring marked change to crisis response in Calgary
2. Equity-based to ensure culturally and racially responsive services and remove systemic barriers
3. Person-centered to empower and bring hope to Calgarians and their families
4. Coordinated to ensure systems integration for maximum effectiveness and efficiency
5. Evidence-based to ensure research and analysis are used to inform investments
6. Trauma-informed to strengthen resilience among Calgarians and their families



The diagram below indicates the expected long, medium and short-term outcomes to be achieved through investments guided by the Framework.

Investment Strategies

Through a combination of evidence-based targeted allocations and open calls for funding applications, the implementation of the Framework will follow best practice in funding administration, and leverage processes established in Calgary Neighbourhood. The Framework will be implemented through two concurrent investment strategies:

1. **Strengthening Existing Crisis Supports:** providing investment in Calgary's current crisis response programs and services, including partnership models, outreach services and case management.

Calgary has several functioning partnerships that contribute directly to the outcomes identified in the Framework. These include crisis system and community-based outreach programs, and a range of multi-disciplinary collaborations.

Existing crisis programs with demonstrated outcomes will be identified and their capacity to expand will be assessed. Recommendations for funding allocations will be made based on pre-established selection criteria.

2. **Transforming Calgary's Approach to Persons in Crisis:** creating a comprehensive plan for a sustainable solution to crisis response in Calgary.

Research of models and practices, analysis of current data, outreach programs, and systems, as well as engagement with key stakeholders will guide the development and implementation of a funding plan to achieve crisis system transformation.

Funding recommendations will be made based on pre-established selection criteria.

The implementation of the Framework will be informed by existing policies, strategies and initiatives, including, but not limited to:

- Anti-Racism Capacity-Building
- Calgary Police Service – Indigenous Roadmap
- Community Action on Mental Health and Addiction
- Crime Prevention Investment Plan
- Enough for All Poverty Reduction Strategy
- Family and Community Support Services
- Indigenous Policy
- Public Safety Task Force
- Social Well-Being Policy
- White Goose Flying

Governance

The Framework will be implemented through strategic and operational leadership as outlined below:

1. **Executive Steering Team:** will include senior leadership from The City of Calgary Community Services and the Calgary Police Service. The Executive Steering Committee will oversee the implementation of the Framework and have final approval on all funding allocations.
2. **Implementation Team:** will include key stakeholders in crisis prevention and response in Calgary, convened by The City of Calgary Community Services and the Calgary Police Service. The Implementation Team will convene agency and community subject matter experts as required for specific tasks and make funding recommendations to the Executive Steering Committee for approval.

Community Safety Investments Joint-Funding Partnership Working Group

Terms of Reference

1. Authority

In November 2020, Council directed Administration to develop terms of reference and guiding principles for a joint-funding partnership with the Government of Alberta and the Government of Canada (C2020-1215 Supplemental Attachment 3).

2. Mandate

The Joint-Funding Partnership Working Group will address collaborative funding opportunities related to the crisis response system, as identified in the Community Safety Investment Framework. The Community Safety Investment Framework 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.

3. Responsibilities

The Joint-Funding Partnership Working Group provides opportunities to explore common outcomes, shared responsibility and sustainable resourcing for programs that benefit individuals experiencing a crisis, their families, friends and support networks.

The Joint-Funding Partnership Working Group will be guided by the following principles:

- **Adaptable:** partners use a decision-making process that responds quickly to changes in policy or evidence;
- **Collaborative:** partners work together to achieve a goal that one party cannot achieve on its own;
- **Data-driven:** decisions are made based on emerging data analysis and interpretation in order to adjust investment practices;
- **Innovative:** partners look beyond existing solutions and encourage new approaches to service delivery and funding.

4. Reports To

The Joint-Funding Partnership Working Group reports to Council through the Standing Policy Committee on Community and Protective Services.

5. Composition

The Joint-Funding Partnership Working Group will bring together the following:

- Up to three members of Council
- City Manager (or delegate)

- Chief, Calgary Police Service (or delegate)
- Chair, Calgary Police Commission (or delegate),
- Minister (or delegate) from the provincial Ministries of Justice and Solicitor General, Health, and Community and Social Services
- Minister (or delegate) from the federal Ministries of Public Safety and Emergency Preparedness, and Diversity and Inclusion and Youth.

Should the names or mandates of the Ministries change, invitation/participation should fall to a Ministry with an equivalent mandate as to those noted above.

6. Meeting Support

City Administration will serve as a resource to the Joint-Funding Partnership Working Group, including organizing meetings, agendas and minutes and distributing materials as required.

Calgary Police Service Budget Reallocation

PFC2021-0458

Attachment 5

Organization	Program Name and Description	Funding Amount
Alberta Health Services	Mobile Response Team (MRT): The MRT provides Calgary Police Service members consultation with mental health professionals to support decision-making with respect to mental health Form 10 apprehensions. It also supports community partners (e.g., the Distress Centre) in crisis response. The MRT expansion will increase the hours of operation from twelve hours to twenty-two hours, seven days a week.	\$ 300,123
Alberta Law Enforcement Response Teams	ALERT Human Trafficking: Create a position to embed a civilian social worker in the Human Trafficking Unit to provide real-time wrap around services to victims. This will also lend to the provision of increased awareness and education for officers involved in the initial response or investigations related to human trafficking.	\$ 44,423
Calgary & Area Child Advocacy Centre	Cultural Broker/Cultural Liaison: One-year pilot project to hire a Cultural Broker/Cultural Liaison position to ensure: - All audit recommendations are implemented; - System navigation and direct support for CCAC clients and families; - All CCAC staff and partners receive comprehensive training and education in cultural responsiveness; - Staff and partners receive support and training in other EDI related priority areas such as inclusivity for the LGBTQ+ community and children with special needs; - This position may also support our existing work to strengthen our relationships with Treaty 7 Nations.	\$ 54,405
Calgary Alpha House Society	Downtown Outreach Addictions Partnership - Main Teams: Proposal received from CSIF. The goal of the Downtown Outreach Addictions Partnership (DOAP) program is to provide a trauma-informed, culturally aware, and timely service that reaches individuals struggling with substance use at the street level, to improve the conditions under which people are living and to address their immediate safety while reducing the need for law enforcement response and health care intervention. These monies will go towards additional DOAP teams.	\$ 1,065,135
Calgary Police Service	Child Abuse Unit (CAU) on-call triage specialist: The Child Abuse Unit is requesting the creation of an on-call Triage Specialist position to supplement the current full-time Triage Specialist position. The proposal is to access on-call support in times of greatest volume to ensure the timeliness and comprehensiveness of the triage process. This work is done in partnership with the Calgary & Area Child Advocacy Centre.	\$ 35,993
Calgary Police Service	Crisis Intervention Training: Hire a dedicated Curriculum Designer to develop training at multiple levels. The proposal includes funding for facilitators or external courses, where necessary, for Police and Crisis Team (PACT) training as well as a 'Train the Trainer' modules.	\$ 136,647

Calgary Police Service Budget Reallocation

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Attachment 5

Calgary Police Service	Diversion Team Expansion: The Restorative Justice Unit's Diversion Team is seeking to enhance service deliverability, divert calls for service and make follow-up on diversion easier for patrol, and create regular diversion reporting, all while ensuring the Calgary Police Service is compliant with internal policy, Bill C-75 and the Youth Criminal Justice Act (YCJA). Funding will be used to hire two social workers who would identify youth who would qualify for diversion programs ensuring they are diverted from the justice system. In addition, funds will be used to support the Calgary Youth Justice Police Liaison to coordinate between the Calgary Police Service and stakeholders and provide guidance, technological support and analysis for reporting.	\$ 213,700
Calgary Police Service	Missing Person Integrated Case Management: Create a civilian position with the goal of focusing on historical missing vulnerable persons investigations that are currently active. The position will conduct a systematic review of each case to optimize prioritization and efficiency in the investigative process. It is imperative that the Calgary Police Service remain focused on locating these individuals to provide family and friends the details of their whereabouts and the status of the investigation.	\$ 86,667
Calgary Police Service	Recruiting Outreach and Fitness Initiatives: Inform and create a framework for the Recruiting Unit to implement best practices and increase the number of Black, Indigenous and People of Colour and female candidates applying to become police officers. This project will address recruitment gaps and promotes greater diversity in our workforce. This investment will allow enhancement of marketing for the recruiting team.	\$ 327,500
Calgary Police Service	Digital Evidence Technician: Hire two civilian positions to support digital evidence technology. The goal of the project is to allow officers to enhance their overall call/workload management by quickly and efficiently processing critical pieces of digital evidence to allow them to clear investigations in a timely manner and enhance the service provided to citizens of Calgary.	\$ 114,319
Calgary Police Service	Calgary Police Service Equity Diversity Inclusion (EDI) Tool: Hire an EDI consultant to deliver training, develop and pilot an EDI tool, provide coaching and mentorship, and review selected HR policies through an EDI lens. The proposal includes the hiring of three limited term positions to: <ul style="list-style-type: none"> • Develop a Service-wide training on EDI tools and approaches; • Apply an EDI lens to internally and externally facing services; • Define the approach for the collection of disaggregated race-based data. 	\$ 172,000
Calgary Police Service	Equity Diversity Inclusion (EDI) Consultancy for Wellness and Resiliency: Hire a consultant to support the development and implementation of relevant policy and process documentation, curate and deliver transformative training experiences for all staff, and work with the Psychological Therapies Section to embed a culturally sensitive and socially-just equity, diversity and inclusion lens into the mental health supports and services. This work's ultimate goal would be to ensure all employees' mental health and wellness is supported in the most respectful and affirming way.	\$ 94,000
Calgary Police Service	Police Information Check and False Alarm Translation: Translate two public-facing application systems that are currently in English into ten additional languages: False Alarm Management System (FAMS) for citizens to purchase alarm permits, manage their permits and for alarm agencies to pay false alarm; and Police Information Check Unit.	\$ 28,600

Calgary Police Service Budget Reallocation

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Attachment 5

Calgary Police Service	Communications Specialist Support: This application is for a one-year limited term FTE Communications Specialist to support a Communications Strategist in Public Affairs Media Relations Unit (PAMRU). The Communications Specialist will be responsible for a variety of tasks including preparing written communications such as letters, web posts, reports, key messages, meeting minutes, media lines, social media posts, and memos. The work will be 100% dedicated to supporting the work of the Anti-Racism Action Committee.	\$ 69,230
Calgary Police Service	Anti-Racism Community Outreach and Engagement: Hire an external subject matter expert who will develop a comprehensive outreach and engagement plan to ensure all community voices are captured in the Anti-Racism, Equity, Diversity & Inclusion Strategy.	\$ 300,000
Calgary Police Service	Anti-Racism Action Committee Trauma Specialist: Ensure all anti-racism activities have a trauma lens when conducting outreach and engagement with membership and community.	\$ 100,000
Calgary Police Service	Professional Standard Section (PSS) Contract Investigators: Build capacity within Professional Standard Section for investigations and remove the existing backlog of disposition letters/files. The proposal includes Civilian Contract Investigators for an 8- to 12-month period.	\$ 292,000
Calgary Police Service	Diversity Advisory Board Funding Requests: Working with the Calgary Police Service Advisory Board and Treaty 7 Elders, the CPS seek to increase Equity, Diversity, Inclusion and to support Indigenous Reconciliation by focusing on the importance of relationship building. The proposal includes establishing permanent indigenous displays and spaces at the Calgary Police Service headquarters.	\$ 77,031
Calgary Police Service	Anti-Racism Strategy Change Management, Training and Marketing: The transformational change sought with the Anti-Racism Strategy requires strong change management to increase our chances that employees and citizens will support the strategy and that changes will sustain. The three phases of change management are preparation, management of the change and sustaining outcomes. It includes the following key activities: communications, marketing, and training.	\$ 83,750
Calgary Police Service	Hate Crime Education Coordinator: This is a one-year pilot project that focuses on hate crimes and right-wing extremism in Calgary. The pilot aims to improve community awareness as well as support diverse victims of hate through internal training and updates. Hiring a civilian Education Coordinator with experience in diverse communities will be required to meet the following objectives within the pilot: 1) Calgary Young Adult Hate Crime Board to focus on a community project centered around online hate. 2) A revamped school-based education program focused on the "Impact of Hate" for teens. 3) Community training and awareness on hate crime and right-wing extremism for associations, places of worship, as well as professional organizations and CPS partners.	\$ 125,000
Calgary Police Service and Alberta Health Services	Police and Crisis Team (PACT) Expansion: Invest in existing partnerships and programs to better support citizens in mental health crisis. Increase the number of teams from six to twelve. CPS will assume the salaries of four officers previously funded by AHS, six additional sworn positions, and one AHS clinician. PACT will now be available 22 hours per day.	\$ 1,268,250

Calgary Police Service Budget Reallocation

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Attachment 5

Calgary Police Youth Foundation, Stardale Women's Group	BEAT the Drum for Equity: The Calgary Police Youth Foundation has an opportunity to collaborate with Stardale Women's Group, an organization who has a mission to help indigenous young women and girls overcome systemic barriers by providing life skills, foundational learning and literacy, and advocacy for themselves, their families and their communities. The collaboration will offer weekly art workshops and activities that boosts creativity and confidence; and educate on and promote Indigenous culture.	\$ 30,000
Distress Centre Calgary	211 Make the Right Call: A joint marketing initiative led by the Distress Centre is being proposed to educate the public and emergency services providers to direct their calls to the correct resource, thereby decreasing calls for service to 9-1-1 and 266-1234. This will involve a marketing campaign managed through the Distress Centre to educate Calgarians about when to call 9-1-1, 2-1-1, 3-1-1, or 8-1-1 and 266-1234.	\$ 100,000
Kerby Assembly	Increasing Awareness of the Kerby Centre Elder Abuse Resource Line: Proposal received from CSIF. Kerby Elder Abuse Shelter is a safe place for older adults who are experiencing elder abuse and/or homelessness. We are a part of a collaborative Elder Abuse Response Team and run the Elder Abuse Resource Line. While the Kerby Centre Elder Abuse Shelter has existed for more than 20 years, many Calgarians and local agencies do not know it exists. We are looking to increase awareness about this crucial resource so that the public and other local agencies know who to turn to.	\$ 33,091
United Way / SORCe	SORCe Executive Director: Through United Way, start the transition to sustainable funding of the Safe Communities Opportunity and Resource Centre, or SORCe.	\$ 57,500
YouthLink Calgary Police Interpretive Centre	YouthLink Newcomers Program: Initiative for youth age 11-17 who are recent immigrants to Calgary. This program operates in partnership with the Centre for Newcomers and seeks to build relationships between the police and immigrant youth.	\$ 38,292

Total \$ 5,247,656

Community Safety Investment Framework Allocations

PFC2021-0458

Attachment 6

Organizations	Program Name and Description	Funding Amount
Priority 1 - Strengthening Existing Crisis Supports		
12 Community Safety Initiative Society	East Calgary Ambassador Program: to support those most vulnerable in the community to access referrals and to help the communities to be safe and inclusive.	\$ 178,000
Aboriginal Friendship Centre of Calgary	Outreach and Cultural Reconnection during COVID: to ensure community members have access to basic necessities, mental health support, cultural support, and access to vital services during the crisis.	\$ 113,000
Alberta Northern Spirit Foundation-Wholistic Community Development	Circle of Wisdom Elders and Seniors Centre: to provide 24-hour access-wrap around support service to Elders/seniors and families in crisis.	\$ 272,965
Alexandra Community Health Centre	Mental Health and Addictions Outreach Initiative (MAOI) Expansion: to provide supports to street-involved people experiencing addiction and mental health issues.	\$ 309,913
BeTheChangeYYC	Homeless Street Outreach: to refer clients to the appropriate services such as housing, based on the individual situation.	\$ 55,520
Boys & Girls Clubs of Calgary	Sustainable Families - Harm Reduction Therapist: to provides immediate, mobile and flexible therapeutic services to families experiencing chronic and episodic homelessness.	\$ 91,400
	Níkso'kowaiksi: to support youth and families with additional 1:1 outreach and cultural support to reduce barriers Indigenous people face and help families through a crisis by tackling the gaps in services.	\$ 77,060
Calgary Alpha House Society	Downtown Outreach Addictions Partnership (DOAP) - to improve immediate connection to services to individuals presenting in crisis in the downtown.	\$ 1,828,418
Calgary Downtown Association	Downtown Ambassadors: to provide a safer environment and to respond to the physical and mental health needs of those experiencing vulnerabilities in the Downtown area.	\$ 362,000
Calgary Health Trust	Mobile Integrated Healthcare: to provide more fulsome, wrap-around support for vulnerable Calgarians to reduce reliance on the emergency based system.	\$ 252,782
	Sheldon Chumir Health Centre Urgent Care: to provide a responsive, expansive service for people in crisis, to address the systemic barriers those most vulnerable are having at accessing services in Calgary.	\$ 66,542
Calgary Seniors' Resource Society	SeniorConnect: to identify and respond to older adults who are at risk or crisis, by addressing and preventing issues related to social isolation.	\$ 76,600
CUPS Calgary Society	Connect2Care Community Crisis Response: to provide timely crisis intervention for vulnerable Calgarians and to improve access to community services through care coordination and systems navigation.	\$ 201,900

Distress Centre Calgary	Enhancing Crisis Services to Those at Risk of Suicide: to provide immediate, single point, multiple modality access for Calgarians in suicidal crisis and their families, and provide 24/7 wrap-around support to individuals at risk of suicide.	\$ 406,300
ECSSEN Career School	We Are Together: to provides supportive listening in a culturally responsive way and connect callers with community services through 24/7 non-emergency response to a crisis.	\$ 269,519
Enviros Wilderness School Association	Supporting High Risk Youth Leaving Homelessness: to enhance the support provided to youth, utilizing a trauma informed counsellor during these critical hours, and reducing the impact on emergency services.	\$ 99,200
McMan Youth, Family and Community Services Association	Community Response Model - Triage for Youth at Risk of Sexual Exploitation: to provide a collaborative and coordinated approach to triage and case management supports for youth at risk of or engaged in sexual exploitation in the city of Calgary.	\$ 146,881
Next Step Ministries	Emergency Safe Shelter and Immediate Trauma-Informed Outreach Support for Women: to offer an immediate safe place for women who want to exit sexual exploitation and to provide community outreach response.	\$ 130,000
Nisa Homes- National Zakat Foundation	Nisa Homes- Outreach Services: to provide support to vulnerable and marginalized women experiencing domestic violence and poverty through outreach and remote casework.	\$ 67,830
Punjabi Community Health Services Calgary Society	Quick Response Counselling: to provide quick response to those from the South Asian community in immediate need of Mental Health and Addiction counselling services.	\$ 88,360
RESET Society of Calgary	EXIT Program Crisis/Triage Initiative: to facilitate and support immediate safe exit from sexual exploitation for women age 16+ and their children.	\$ 145,750
Sagesse Domestic Violence Prevention Society	Domestic Violence Crisis Support - COVID-19 Emergency Response: to support the expanded crisis triage and emergency response for clients impacted by domestic violence across Calgary.	\$ 54,285
The Mustard Seed Society	The Mustard Seed Mobile Health Advocacy and Addictions Project: to provide more accessible care to individuals experiencing crisis and streamline access to other services.	\$ 238,045
Wood's Homes	Strengthening Family and Youth Crisis Response Services: to provide immediate and no-cost crisis support to clients from professional crisis counsellors to children, youth, and families.	\$ 285,000
Priority 2 - Transforming Calgary's Approach to Persons in Crisis		
Centre For Suicide Prevention	The Future of Calgary's Crisis Response System: to build an evidence base on best practice research, analysis and stakeholder engagement to identify opportunities to transform the crisis prevention and response system.	\$ 360,000

\$ 6,177,270

Council Innovation Fund Application – Clear Justice Guided Police Complaints App

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Approve this application to the Council Innovation Fund for the Clear Justice Guided Police Complaints App (Attachment 2) in the amount of \$45,000; and
2. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project no later than Q4 2022.

HIGHLIGHTS

- The proposed Council Innovation Fund application (Attachment 2) sponsored by Councillor Woolley would support the development of the Clear Justice Guided Police Complaints App by members of the Digital Law & Innovation Society at the University of Alberta. The project meets the requirements of the Council Innovation Fund as laid out in the terms of reference for the fund (Attachment 3).
- **What does this mean to Calgarians?** In the future, a guided complaint process in an accessible, user-friendly system offered in eight languages will be available to Calgarians seeking to find a way to make complaints against police.
- **Why does it matter?** A more accessible, user-friendly guided complaints system would make it easier for all Calgarians to submit a complaint, including those who are not fluent in English and those who are not familiar with Canada's legal system. The guidance provided through the app is also expected to improve the quality of data that police receive, resulting in a more efficient complaint management process.
- 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

The proposed Clear Justice app is led by members of the Digital Law & Innovation Society at the University of Alberta. Following the 2020 July 7 meeting of the Standing Policy Committee on Community and Protective Services on Calgary's Commitment to Anti-Racism, members of the Digital Law & Innovation Society created the Clear Justice app prototype in response to the needs expressed for a better police complaint process. This Council Innovation Fund application, sponsored by Councillor Woolley, requests \$45,000 to advance the development of the prototype app. A letter of support from the Digital Law & Innovation Society is included as Attachment 4.

As noted in Attachment 2, the Clear Justice app will guide Calgarians through the process of making a police complaint, using plain language questions that assist the person making the complaint to provide all the information that is relevant and necessary to investigate the complaint. The prototype was developed with the objectives of being functional and easy to use, accessible to people of diverse backgrounds and abilities, a legally sound and technologically secure in design, and helpful to the Calgary Police Service to address complaints effectively. The prototype won the 2020 UAlberta Access to Justice Technology Competition and the International Iron Tech Lawyer Competition. The Calgary Police Service has been engaged in an initial conversation about the project.

Council Innovation Fund Application - Clear Justice Guided Police Complaints App

Funding through the Council Innovation Fund would support the final stages of the development of the app, including consultation with professional services and translation into eight languages. Professional consultation includes legal, technical, data security, and the services of a trauma psychologist to consult on trauma-informed language to be used in the app. The project timeline and budget also includes project management and user testing prior to the launch and widespread public use of the Clear Justice app.

The project meets the definition of innovation because it involves translating a new idea (i.e. using a guided interview app for police complaints) for new or improved services, products, processes, or social interaction (i.e. the police complaint process), that create value for the community (i.e. increased access to justice). It is aligned with Council's Citizen Priority of a city of safe and inspiring neighbourhoods, as it contributes to Calgarians having the right and opportunity to participate in public life. This project also contributes to the priority of a prosperous city as it is an example of an innovative use of technology that has received international recognition and has the potential to provide a sustainable, city-wide process to address an aspect of social inequity.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Although public engagement has not been undertaken for this project, the project was informed by the 2020 July 7 meeting of the Standing Policy Committee on Community and Protective Services on Calgary's Commitment to Anti-Racism.

IMPLICATIONS

Social

This project aligns with the Social Wellbeing Policy, and specifically with the principles of equity and Truth and Reconciliation. The Clear Justice app aims to provide a more equitable and accessible police complaints process through the use of plain language, translation into eight languages, and guidance and confirmation that all information relevant to the complaint has been received. It contributes to Call to Action # 39 of the Truth and Reconciliation Commission of Canada Calls to Action and The City of Calgary's White Goose Flying report: to partner with Calgary Police Service to collect data on the criminal victimization of Indigenous people.

Environmental

Not applicable

Economic

This project contributes to Council's Citizen Priority of a prosperous city through its innovative use of technology that has been recognized internationally. The project also demonstrates fiscal

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Priorities and Finance Committee
2021 June 8**

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Council Innovation Fund Application - Clear Justice Guided Police Complaints App

responsibility through its choice of free and open source app platform that minimizes costs to The City, Calgary Police Service, and Calgarians who will be the users of the app.

Service and Financial Implications

\$45,000

The current balance of the Council Innovation Fund is approximately \$2.46 million. This application is a one-time funding request of \$45,000. A detailed budget is outlined in Attachment 5.

RISK

The risk of not supporting the proposed project is the loss of an opportunity to support the development of a prize-winning prototype that has the potential to improve equity and accessibility of the police complaints process and to facilitate a user-friendly and efficient complaints management process.

ATTACHMENTS

1. Previous Council Direction, Background
2. Clear Justice Application for the Council Innovation Fund
3. Terms of Reference for the Council Innovation Fund
4. Letter from the Digital Law & Innovation Society at the University of Alberta
5. Budget for Clear Justice Guided Police Complaints App

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Chief Financial Officers Department	Inform

Previous Council Direction

The following is Previous Council Direction related to PFC2021-0793.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2019 April 29	PFC2019-0381	Proposed Approach to Council Innovation Fund Update Council approved updates to the Council Innovation Fund Terms of Reference. Any member of Council can submit an application for the Council Innovation Fund to the Priorities and Finance Committee for review and consideration and ultimately for Council's consideration and approval. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.



APPLICATION FOR COUNCIL INNOVATION FUND

CC 941 (R2021-04)

Be sure to save your completed document to your desktop before you print and/or email the form for submission so you do not lose any content. Please attach the application to the Cover report you would bring forward to the Priorities and Finance Committee

Date of Submission – 2021 June 8

Name of Project – Clear Justice (Guided Calgary Police Complaint App)

Sponsoring Councillor(s) – Councillor Evan Woolley

Applicant Name – Denis Ram

Applicant Contact Number - Include area code – 587-896-6111

**Applicant Business Unit or Name of Organization –
Digital Law & Innovation Society**

**Affected or Supporting Business Units and/or Departments –
Calgary Police Service,**

**Amount of Funds Requested - please include your budget breakdown details, in an attachment –
\$45,000**

Draft PFC cover report attached – ☒ Yes ☐ No

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Please list supporting documents provided:

Budget Breakdown

Provide a summary description of the project to a maximum of 2 pages –

We are seeking support through the Council Innovation Fund for Clear Justice, a groundbreaking app that will simplify the current process of filing a police complaint.

Clear Justice was created by a group of University of Alberta Law students who all closely watched the July Standing Policy Committee on Community and Protective Services which addressed the City's commitment to anti-racism. Over three days, one of the common threads that emerged was the need for a better way to handle complaints against the Police.

Council, Calgary Police, and Calgary Police Commission all agreed that the current process for submitting police complaints is difficult to navigate, even for native English speakers. Clear Justice addresses this need through plain language questions to generate a formal legal complaint that cites specific sections of statutes and regulations that may have been breached. The App is intended to replace the current system, which is simply an open text box that does not provide guidance, assurance, nor any sort of confirmation whether a complaint even has all the relevant information.

We want users to move intuitively through the complaint process, having the key information of their potentially complicated case collected in small, manageable pieces, then properly categorized and applied by the system, and reassembled in a fashion related to relevant statutory provisions and readily usable by those receiving the complaint letter. We want to facilitate a smooth and easy complaint process to help police identify real complaints and the better management of those complaints once received. This will allow the police to save time and resources by providing them with all the relevant info and points directly to potential breaches in criminal code.

The following objectives were established for the creation of the App:

1. functional and easy to use;
2. accessible to people of varied backgrounds and abilities;
3. a legally sound and technologically secure design; and,
4. help the Calgary Police Service address complaints effectively

A prototype of Clear Justice won the 2020 UAlberta Access to Justice Technology Competition as well as the International Iron Tech Lawyer Competition, hosted by Georgetown University. During the competition, Clear Justice displayed an example of Calgary's innovative atmosphere, tech-friendly City Council, and commitment to combating systemic racism—a large marketing

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boost to the city to world leaders in legal technology. Since starting work on Clear Justice, the Edmonton Police Service has expressed interest as well. We want to showcase this App to the Calgary Police Service but would like to wait until we have finished developing it.

A key feature of the app is its translation function. Once fully implemented, Clear Justice will be easily accessible in many languages commonly spoken in Calgary: Punjabi, Arabic, Cantonese, Mandarin, Blackfoot, and others. Clear Justice will increase access to justice, reaffirm the City's commitment to fighting systemic racism, help the Police save resources, and aligns with objectives set out by the White Goose Flying Report.

While in-depth legal research using Calgary Police Service data has been undertaken by our team, funding is needed to complete Clear Justice. Council Innovation Fund support would allow us to:

1. Review Clear Justice with IT professionals for security checks, design, and user interface/experience best practices.
2. Evaluation of the legal research by a lawyer who practices in police misconduct.
3. Translation into other languages, as needed.

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund. *Please attach additional information as required.* –

Criteria for Terms of Reference:

This meets the Criteria of the Terms of references, as follows:

- a) This meets the definition of innovation because this is translating a new idea (using a guided interview app for police complaints) for new or improved services, products, processes, or social interaction (police complaint process), that create value for the community (value is from the increased access to justice by implementing the app instead of the current process of just a text box).
- b) This supports Council's follow priorities:
 - a. Combatting systemic racism within the city
 - b. Demonstrating Calgary is an innovative tech hub and attracting top tech talent
 - c. Organizational efficiency by streamlining complaints
 - d. Offering translated services online for citizens
 - e. Increasing data for policy decision-making
 - f. Increasing transparency with services and complaints

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- c) This has the potential to change city-wide policies and procedures, if successful upon implementation because police complaints are city-wide, and the website is accessible to everyone city-wide. The procedure for police complaints would be streamlined and more efficient after the app is implemented because investigators will be immediately notified of potential specific sections of the Alberta Police Regulation that may have been breached, along with better, targeted information. This may also change city-wide procedures by demonstrating the value of guided interviews, and may lead to other forms being automated like the police complaints in the future for further increasing access to justice, among others.
- d) This is viable and sustainable in the long term because there is no subscription fee nor large capital investment. The platform, DocAssemble, is free and open source, and is constantly being updated. The app is viable as well because it is used by law firms of all sizes, and has strong implementation in many countries. The code created for the app is also easy to edit and update, and will require little work to update contacts as police staff and ministers shuffle, and emails require updating. Longer term, this is sustainable because there is little to no cost, with the largest cost being hosting the website (which the City already does). It is also viable and suitable in the long term because of all the potential data and unreported complaints that would come in to investigators because of the App. This additional information could improve long term policy decisions. The app is also viable and sustainable because it provides information that would otherwise cost money for free, specifically it provides a service similar to a lawyer for free (hearing a story and providing legal information).
- e) This app is fiscally sound because there are no large capital costs for implementation. The largest cost is the cost for translating the app into different languages, and even that will be reduced by willing volunteers that have already asked to help. The translation will also be easier than typical due to the plain language used in the App. The App also does not require any sort of subscription fee or yearly payment to operate. The largest cost, which has been completed, was the original development of the app, including the legal research to ground the questions. With all of this completed by our group of students during last semester, there are little costs remaining. When compared to the price of a lawyer to complete the same service as the App, hearing stories from the public and providing legal information, this App is much cheaper than hiring a lawyer for the initial stage of a police complaint.
- f) This will be managed well because the timeline is not too long, and the final stage requires simple work to complete. There are no drastic changes, nor big decisions left to be made. As such, the management of the App from here will be easier than the earlier stage. The App will also be managed well because all four of us law students, some graduating this year, have committed to seeing this App through to the end, and will continue to work on it until it is completed in a timely and responsible manner, along with others that have also committed to helping us including the Alberta Digital Law and Innovation Society. The App also has a 3rd party research at UAlberta also studying the app, adding to the responsible research being done with regard to the App.
- g) This App has not previously received a CIF grant.

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Outline the proposed timeline for this project, including the final report back date –

Proposed Timeline, incl Final Report Back Date:

June 25 - Complete Hiring for IT, Legal

July 16 - Complete Assessment by IT and Legal

July 23 - Secondary assessment after changes have been made

July 30 - Begin extended user testing and assessment

August 13 - Final Assessment after changes have been made by IT and legal

August 20 - Complete Hiring/outreach for translation

September 15 - Translation completed

September 31 - Review user testing and assessments

October 31 - Complete adjustments based on user testing and assessments

December 15 - Provide results to Council, advocate for adoption

Identify what success looks like, and how it will be measured –

- 1. Completed outstanding tasks for final phase**
 - a. IT Security/Aesthetic Check**
 - b. Legal check**
 - c. Translations**
- 2. Completed user testing**
 - a. Implemented changes**
- 3. Adopted by City on official website**
 - a. Adopted by CPS/CPC**
- 4. Used as a template for other jurisdictions as evidence for supporting guided interviews for police complaints**
- 5. Completed all as per deadlines listed in prior section**

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TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

Purpose of the Fund

The Council Innovation Fund (CIF) provides non-repayable financial support for **innovation** projects that aim to improve quality of life in Calgary.

Innovation Definition

For the purposes of the CIF, **innovation** is defined as:

The translation of ideas into new or improved services, products, processes, or social interaction, that create value for the community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) Startup project grant.
- b) Pilot project grant.

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **innovation** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CIF grant.

3. Process for Funding Applications

This process will be followed for all applications.

- a) Applications for CIF grant may be prepared by a variety of organizations and must be sponsored by a member of Council or prepared and sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all applications.
- c) The applicant must complete and submit a CIF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, and include detailed documentation.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CIF grant to The City of Calgary.

4. Reporting and Fund Replenishment

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CIF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CIF grants and the overall status of the CIF.
- c) A CIF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CIF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CIF.

**DIGITAL LAW &
INNOVATION SOCIETY**

May 27, 2021

Dear City of Calgary Council,

I am pleased to write this letter in support of the Police Accountability App project.

The Digital Law & Innovation Society (DLIS) is a student group at the University of Alberta Faculty of Law that promotes familiarity with digital law topics and the responsible and effective use of technology in the law.

Part of DLIS' role is to act as a connector and incubator. We support projects that align with our mandate, and assist with design, logistics, partnership development, financial administration, budget management and tailored support to help our partners succeed.

The proposed Police Accountability App project is a natural fit with our mission. Moreover, it dovetails with one of our existing projects, a research collaborative led by Professor Nidhi Hegde. This project is funded by the University of Alberta and Edmonton Police Service Seed Grant Program. Stewarding the Police Accountability App project in tandem represents an efficiency in administrative costs. More importantly, it represents a chance to enhance the quality and scope of this legal app work in the interests of access to justice.

I have been nothing short of impressed with the leadership of Denis Ram, Karyna Omelchenko, Prabhjot Punnia and Darren Wagner on the Police Accountability App work to date. It has been an honour to support M. Ram and M. Omelchenko through the Digital Law Cohort program that DLIS runs. I have no doubt that their continued leadership on the Police Accountability App will lead to strong outcomes for the City of Calgary, and far beyond.

I will be happy to answer any questions you may have about DLIS or our support for this project.

Best regards,



Hero Laird

President
Digital Law & Innovation Society
Faculty of Law, University of Alberta

hslaird@ualberta.ca
647 772 2971

www.dlis.ca

Budget for Final Stage of Funding for Guided Calgary Police Complaints App

Funding For: Digital Law & Innovation Society (Darren Wagner, Denis Ram, Karyna Omelchenko, Prabhjot Punnia)

Requested Amount: \$45,000

Categories for Funding and Brief Description:

- **Professional Services**
 - **Lawyer**
 - Will check through legal research behind app, as well as case law supporting questions in app. Will also work to develop additional questions as per experience.
 - **Back end developer**
 - Will check through coding done by students for app. Will include any changes for efficiency as needed.
 - **Security**
 - Will check through privacy and security of app for any potential vulnerabilities and fixes.
 - **User Interface**
 - Will adjust user interface as needed for efficiency and ease of use.
 - **Trauma Psychologist**
 - Will provide feedback for language used throughout app for minimizing retraumatization and provide fixes.
- **Translation**
 - Will provide translation to 8 different languages. Current identified languages based on Calgary census data and TRC Calls to Action. Languages to be translated: Blackfoot, Cree, Arabic, Tagalog, Punjabi, Hindi/Urdu, Cantonese, Mandarin,
- **User Testing**
 - Will provide user feedback for adjustments to overall app. Incentives worth \$10 on average per user tester will increase pool of users.
- **Project Manager**
 - Will manage all stages of app and provide central head of administration for all aspects of the app. Project manager will oversee professional services, user testing, translation, administrative work, and re-coding as needed.
- **Administrative Work & Re-coding**
 - Will rewrite app coding and language as needed based on changes implemented, including copies of app fully translated in different languages.

Total Breakdown			
\$8,400	Translation		
\$21,600	Professional Services		
\$5,000	User Testing		
\$5,000	Administrative Work & Re-coding		
\$5,000	Project Management		
\$45,000	Total		
Specific Breakdown			
Professional Costs			\$21,600
Professional	Hours	Cost/Hour	Total
Lawyer	30	\$340	\$10,200
Back end developer	30	\$100	\$3,000
Security	24	\$100	\$2,400
User Interface	20	\$120	\$2,400
Trauma Psychologist	24	\$150	\$3,600
Translation Costs			\$8,400.00
Words	Cost/Word	Languages	Total
3,500	\$0.30	8	\$8,400.00
Testing Costs			\$5,000
Users	Cost/User		Total
500	\$10		\$5,000
Project Manager			\$5,000
Project Manager	Honorarium	Est. Hours	Total
1	\$5,000	250	\$5,000
Administrative Work & Re-coding			\$5,000
Est. Max Hours	Cost/Hour		Total
250	\$20		\$5,000

Citywide Growth Strategy: Strategic Growth in the Belvedere Area Structure Plan

RECOMMENDATION(S):

Administration recommends that the Priorities and Finance Committee recommend that Council:

1. Approve the Growth Management Overlay reallocation proposal and business cases as described in Attachment 2; and
2. Direct Administration to prepare a bylaw and advertise for a proposed Area Structure Plan amendment to facilitate a Growth Management Overlay reallocation as described in Attachment 3 and bring this amendment directly to the 2021 September 13 Combined Meeting of Council for a public hearing.

HIGHLIGHTS

- Administration reviewed two business cases for new community growth that propose reallocating Growth Management Overlay approval areas in the Belvedere Area Structure Plan to the 17 Avenue SE MAX Purple Bus Rapid Transit Corridor (“the Corridor”), in response to direction from Council. Administration is recommending approval of these business cases.
- What does this mean to Calgarians? This means that expected new community growth would shift from areas in the western part of Belvedere to areas along the Corridor, offering housing choices, locations for business, and other amenities (Attachment 3).
- Why does this matter? The proposed sequence of new community development in Belvedere will better match developer readiness and support the development of an important transit corridor (Attachment 4).
- The Growth Management Overlay (GMO) is a policy tool used to align new community development with City infrastructure and service capacity. Lands where a GMO is applied do not yet have the approved City investment required to support transportation, water, sanitary, stormwater, emergency services and other City services required to initiate development.
- Two business cases were reviewed in this report using the 2020 New Community Growth Strategy criteria and the three growth decision-making factors: Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) Alignment, Market Demand, and Financial Impact (Attachment 2).
- The funding source for the direct administrative costs of the business case review was the business case proponents.
- Strategic Alignment to Council’s Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

In 2020, as part of the New Community Growth Strategy (NCGS) (PFC2020-0963), Administration received and evaluated 11 business cases for new community development within the framework of the three factors that guide growth decisions - Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) Alignment, Market Demand, and Financial Impact. Council’s decision was not to approve any business cases at that time. This was the second time the NCGS evaluation process had occurred, with the first being in 2018, when 14

Citywide Growth Strategy: Strategic Growth in the Belvedere Area Structure Plan

new communities were approved. At the same time as the 2020 decisions were made, Council provided direction for Administration to work with Belvedere landowners and consider options for adjustments/reallocation of existing Growth Management Overlays (GMOs) along the Corridor.

In alignment with Council's direction, two business cases were reviewed. The business cases were assessed using the same criteria and process used in the 2020 New Community Growth Strategy review. This include demonstration that there are no required operating costs in the current (2019-2022) budget or the next (2023-2026) budget cycle without a proposed mitigating solution, and no capital costs from The City of Calgary required to initiate development.

Unlike the 2020 evaluation process, these business cases contemplate the shift of GMO approvals between willing landowners, which achieves a goal of not increasing the overall GMO approval area in the plan area. This is important for achieving the aforementioned cost criteria.

Below is a summary of Administration's review of the business cases based on the three Citywide Growth Strategy growth decision-making factors:

1. Alignment to the Municipal Development Plan and Calgary Transportation Plan

The two business cases align with applicable MDP/CTP policies. The business case areas propose mixed-use development along the Primary Transit Network and a priority growth corridor in 17 Avenue SE. The GMO reallocation to the Corridor is likely to help realize a higher intensity mixed use corridor of development, supported by transit sooner than if the reallocation does not occur. If developers are able to develop according to their anticipated timelines, it will accelerate the viability of the Corridor and may help advance future transit investment.

2. Market Demand

The two business cases align with the Market Demand factor. While there is a healthy supply of citywide and sectoral new community development budgeted to be serviced, these business cases propose a nearly net zero change in overall supply. Through this proposed GMO reallocation, growth capacity is directed to transit-supportive areas increasing choice and sustainable development opportunities. The reallocation, at the consent of all parties, allows for a motivated developer to proceed further into development, which increases competition. Finally, the market for residential development, particularly single residential, has notably strengthened since 2020 November.

3. Financial Impact

The two business cases, combined with the proposed GMO reallocation, have demonstrated to Administration that no net new capital or operating investment is required to initiate development, meeting the review requirements applied in the 2020 evaluation. Administration identified several servicing risks and conditions that must be addressed at the Outline Plan stage (Attachment 2).

Conclusions

Based on assessment of the three factors, the 2020 business case criteria, and acknowledging the impact of the GMO reallocation, Administration's recommendation is that these business cases be approved.

Citywide Growth Strategy: Strategic Growth in the Belvedere Area Structure Plan

For the Belvedere area in general, Administration anticipates capital investment will be required for stormwater and transportation infrastructure in the upcoming 2023-2026 service plan and budget (Attachment 4). This investment is not triggered specifically by the proposed business cases; rather it is expected to be needed to support previously approved and future growth.

Next Steps

If the report recommendations are approved, Administration would bring forward an amendment to the GMO map in the Belvedere Area Structure Plan. This amendment would remove the GMO from the business case areas and reapply it to the GMO lands in western Belvedere, as described in Attachment 3. Details on the specific areas are being finalized with landowners and will be confirmed prior to the Area Structure Plan amendment, anticipated for 2021 September.

Administration will be evaluating the requirements for Belvedere infrastructure as part of the citywide growth and change strategy and will bring any necessary recommendations as part of this work to the 2023-2026 service plan and budget process.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Administration worked closely with the business case proponents to review the business cases and GMO reallocation proposals. The proponents led the identification of reallocation through conversations with local landowners. Letters from proponents are provided in Attachment 5.

IMPLICATIONS

Social

Approving these business cases and proposed GMO reallocations encourages a more liveable and people-friendly development pattern where existing and new amenities are offered to citizens close to where they live and work. This work supports a balanced, citywide growth strategy through evaluating new growth opportunities using a holistic set of evaluation factors.

Environmental

Approving these business cases provides an opportunity for growth along the Corridor with an urban form that may help reduce greenhouse gas emissions by providing better access to sustainable transportation options.

Economic

Approving these business cases helps optimize growth capacity to proponents demonstrating interest in short-term land development, without increasing overall capacity for growth. This work also helps align growth with the evolution of the Corridor, in a business-friendly way, helping organize the next steps for private and public investment while realizing a more complete, transit-supportive development pattern.

Citywide Growth Strategy: Strategic Growth in the Belvedere Area Structure Plan

Service and Financial Implications

No anticipated financial impact

This report has no immediate financial impacts from its recommendation. However, all growth requires funding and investment over time. Future capital and operating investments that benefit these lands will likely be required in future service plans and budgets.

RISK

Future Capital and Operating Requirements

While the business cases demonstrated that no new capital and operating funding is required to begin development, this does not preclude the need for investment in the future. Growth and development from this and previous growth decisions will trigger the need for funding and investment throughout the Belvedere area as development occurs.

Municipal Development Plan/Calgary Transportation Plan Goals

The proposed business cases, GMO reallocations and 17 Avenue SE framework all are steps towards a more efficient and transit-supportive development pattern in Belvedere. While positive, this work does not address all the challenges in reaching balanced citywide growth that come from continued greenfield growth. Future decisions and strategic investments will be required to reach the vision outlined in the MDP and CTP.

'Commodification' of the Growth Management Overlay

This is the first GMO reallocation in Calgary. This work may generate interest in other GMO reallocation from landowners elsewhere in the city. If applied too loosely, GMO reallocations risk undermining The City's strategic approach to investment decisions in new communities. If applied too strictly, GMO reallocations risk further commodifying the GMO among landowners. To mitigate this risk, the scope of work is being limited to Belvedere specifically. Future GMO reallocations may be considered in similar situations where willing landowners can demonstrate a net-zero impact across the review factors as a result of a reallocation proposal.

ATTACHMENT(S)

1. Attachment 1: Background and Previous Council Direction
2. Attachment 2: Business Case Summaries
3. Attachment 3: Map of Belvedere ASP and Business Case Areas
4. Attachment 4: Framework for 17 Avenue SE MAX Purple Bus Rapid Transit Corridor
5. Attachment 5: Industry Letters

Department Circulation

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

Background & Previous Council Direction

The purpose of this attachment is to provide a summary of the background and previous Council decisions that led to this report and the review of the two business cases that propose to reallocate Growth Management Overlay removal areas in Belvedere. This attachment also includes background on previous decisions regarding 17 Avenue SE and the transit corridor discussed in Attachment 4.

Background

Introduction of the Growth Management Overlay

In 2012, Council approved the use of Growth Management Overlays (GMO) in individual Area Structure Plans (ASP) in order to manage growth related funding gaps and strategic alignment with Council priorities. The Belvedere ASP, which is the relevant ASP for this report, was approved with a GMO in 2013. Later In 2013, through the C2013-0057 New Area Structure Plan Process report that introduced developer funded ASPs, Council endorsed the continued use of GMOs and identified the need to resolve infrastructure and services funding gaps prior to further progression and approvals in the planning continuum.

2018 New Community Growth Strategy

In early 2018, Council provided direction for a New Community Growth Strategy through a Strategic Session of Council in January (verbal report C2018-0122), through report PFC2018-0200, and with the setting of indicative rates in report C2018-0489. Foundational to the New Community Growth Strategy, Administration and industry representatives agreed on six principles that were developed together in the fall of 2017 to guide this work, they are; 1) Collaborate, 2) Incorporate a market oriented perspective, 3) Advancing new development, 4) Establishing accountable processes, 5) Cumulative impact considerations on capital and operating costs, and 6) Shared risk.

On 2018 July 30, Council approved 14 new communities as part of the 2018 New Community Growth Strategy (PFC2018-0678, C2018-0900). This included two communities in the Belvedere ASP. Council directed that required capital and operating investments to support these communities be added to the One Calgary (2019-2022) service plan and budget, and these investments were funded almost entirely with off-site levies and a dedicated citywide property tax increase. The Belvedere area benefitted from the approval of a new fire hall and associated operating costs and investments in sanitary and water infrastructure.

At the time of Council's approval of the 14 new communities, a community was defined generally by the community boundaries approved within Area Structure Plans. Since that time, some of the business cases have moved forward in the land development process and have received Council approval of new community boundaries and names. These new community boundaries and names no longer add up to 14. For consistency, Administration continues to reference the 14 new communities as they were approved in 2018 July. To avoid this from occurring in the 2020 New Community Growth Strategy 2020 process, Administration only refers to applications as business cases from now on.

Previous Council Direction

2020 New Community Growth Strategy

On 2019 November 18, in recognition of The City's financial constraints, Council directed a modified business case process as outlined in PFC2019-1062. Council directed that any business case accepted for review was expected to (1) have no operating costs prior to 2027 and (2) have no City-funded capital costs required to support the initiation of development (PFC2019-1062). This was in addition to existing review criteria that reflect the three growth decision making factors – Municipal Development Plan/Calgary Transportation Plan Alignment, Market Demand, and Financial Impacts.

In 2020, 11 business cases were submitted to Administration as part of the 2020 New Community Growth Strategy. On 2020 November 3, Council did not approve any of these business cases (PFC2020-0963). Five business cases were in the Belvedere ASP.

An amendment to main motion was approved by Council at this same meeting, specific to Belvedere:

This report responds to recommendations 6, 7 and 8 of PFC2020-0963:

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.*

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:

7. *Establish a funding and timing framework for the prioritization of the 17 AV MAX Purple BRT transit corridor; and*
8. *Report back to Priorities and Finance Committee no later than Q2 of 2021.*

As Administration was sufficiently satisfied that (1) “early results” from landowners did demonstrate that reallocation of existing GMO removals was possible, and that (2) the landowners were committed to funding the business case evaluation work of City staff, Administration is responding to all three directions in this report.

Exploration of the Phasing Out of the Growth Management Overlay

Relatedly, Administration has also been directed to explore the phasing out of the Growth Management Overlay (GMO) as a tool for strategic new community growth. This work is scheduled to return to Council by Q2 2021 through PFC2021-0639, and will be heard on the same agenda as this report.

On 2019 November 18 through PFC2019-1062, Council directed Administration to:

5. *Explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary.*

On 2020 June 15, through PUD2020-0698, this work was deferred to return to Council by Q2 2021.

Belvedere Transportation Infrastructure and the 17 Avenue SE MAX Purple Transit Corridor

On 2018 July 30, Council approved removing the Growth Management Overlay (GMO) from two business case areas in the Belvedere ASP (Attachment 3), and further directed adding the required capital and operating investments necessary to initiate the development of the communities to the One Calgary (2019–2022) service plan and budget. The 2019-2022 budget included capital funds for The City's share of 17 Avenue SE along the south boundary of the Mountain View Funeral Home and Cemetery, as well as funding to advance design only of the Stoney Trail – Memorial Drive SE overpass and CN Rail overpass, between 68 Street SE and the east boundary of the Transportation & Utilities Corridor (TUC).

On 2020 December 14 through TT2020-1289 ([Route Ahead Prioritization of Future Capital Projects](#)), Council updated transit project priorities. This report included information on two projects relating to 17 Avenue SE including the extension of the MAX Purple Transit Corridor and transitway infrastructure from its current end points at East Hills Shopping Centre (end point of the MAX Purple route) and 52 Street SE (end point of the transitway infrastructure), respectively. As part of this report, Administration identified that the timing and sequence of these projects will be dependent on the pace of development along 17 Avenue SE but will eventually see the transitway and MAX service extend to the City limits. This infrastructure will also support future regional transit services to Chestermere.

Business Case Summaries

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Purpose & Business Case Background

Purpose

The purpose of this attachment is to summarize each business case in a consistent way, relying upon information collected from business cases themselves and from City Administration. Administration's review is organized by the three growth factors: Municipal Development Plan/Calgary Transportation Plan Alignment, Market Demand and Financial Impact.

Information Sources in this Attachment

1. *Information regarding "Factor 1: Alignment to MDP/CTP" and "Factor 2: Market Demand" has been provided by business case proponents and summarized by Administration.*
2. *Information regarding "Factor 3: Financial Impact", supply and demand projections, and the mapping information has been provided by City Administration.*

Business Case Background

The business cases are proposing to reallocate Growth Management Overlay removal from areas where it was previously removed to new areas. The effect is intended to be that growth capacity (Market Demand) and City capital and operating costs (Financial Impact) can be evaluated using a “net neutral” approach – that no new cost commitments or new land supply is introduced should the business cases be approved. Given the proposed reallocation, Administration agrees that the net change in Overlay removed areas (and associated costs) proposed is not material.

If the reallocations are approved by Council, the GMO on the proponents’ lands will be removed via an ASP amendment and, simultaneously, the GMO will be reapplied on the ‘donor’ land, achieving the reallocation. Both business case proponents, Trico and Truman, have identified willing GMO donor landowners and have demonstrated GMO donor landowner support (see Attachment 5 for landowner letters), but will be required to specify the lands in which the GMO will be changing before the GMO is removed from their lands (see Attachment 3 for reallocation mapping).

Two business cases were submitted and reviewed as part of this report: Trico Parcel A and Truman East Belvedere. For Truman’s business case, two options were provided by the applicant:

- 2A Truman “Proposed” - is a GMO reallocation of 16.2 ha between two parcels that Truman owns.
- 2B Truman “Potential” - an additional 15.2 ha Truman has discussed with other landowners in West Belvedere.

For Truman’s business case, the two options were considered together as one combined business case (2A+2B) unless it was important to draw a distinction for Administration’s analysis.

Table 1 summarizes the total area and number of units proposed by the applicants as part of these business cases.

Table 1: Business Case Unit Development Summary							
Business Case	Total Area (Ha)	Single/Semi Units		Multi Units		Total Units	
		By 2027	At Buildout	By 2027	At Buildout	By 2027	At Buildout
1 - Trico Parcel A	39.3	270	279	196	741	466	1,020
2A - Truman Proposed	16.2	130	130	200	285	330	415
2B - Truman Potential	15.2	70	70	100	315	170	385
TOTAL	70.8	470	479	496	1341	966	1,820

Municipal Development Plan (MDP) Goals

MDP Goal – 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.

MDP Goal – 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.

MDP Goal – Great Communities

Great communities are flexible. They adapt to the 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.

MDP Goal – 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.

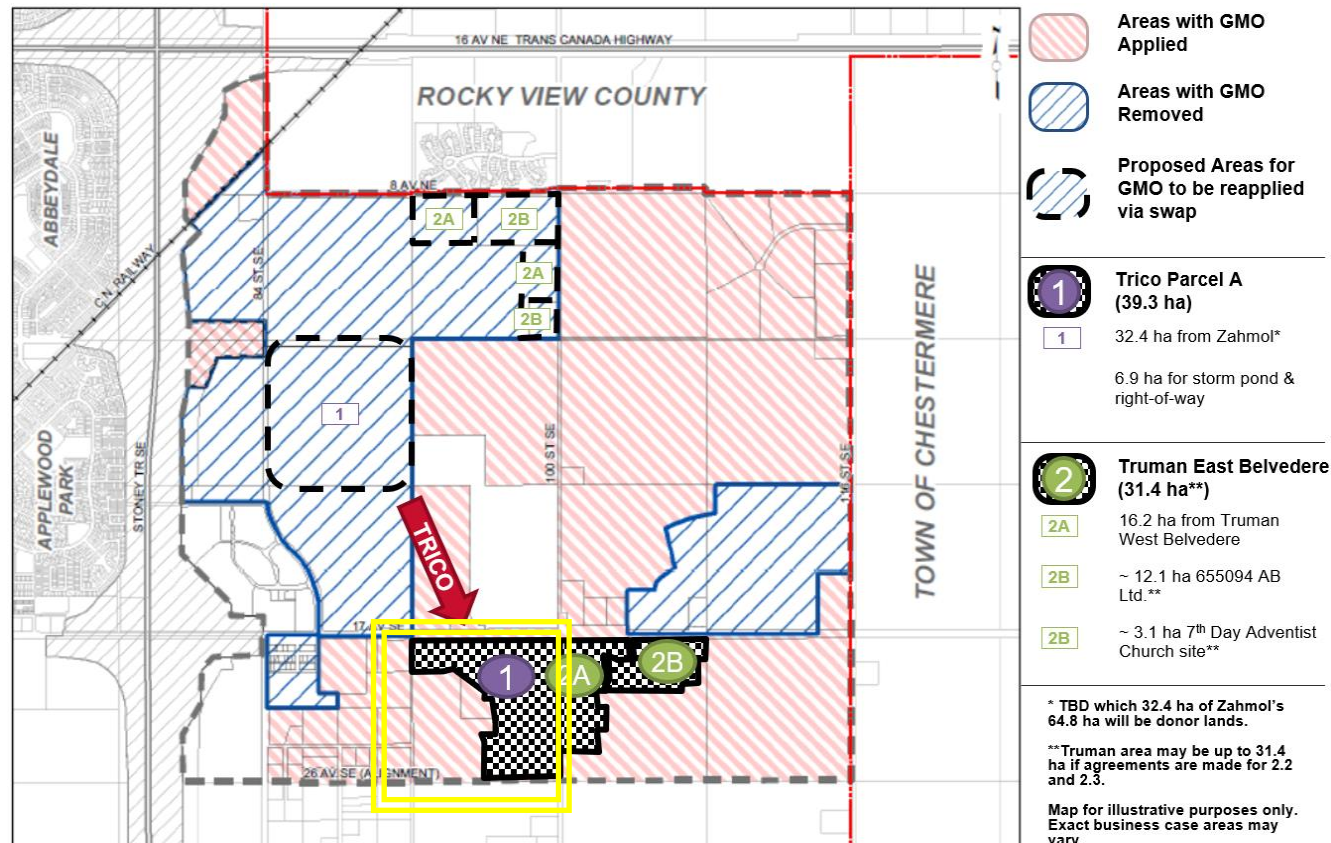
MDP Goal – Greening the City

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.

MDP Goal – Managing Growth and Change

Founded on the principles of sustainable development and guided by fiscal responsibility and managed growth, this goal will stimulate growth and change across the city of the next 60 years.

Business Case 1: Trico Parcel A



Trico's business case area is located along the south side of the 17 Ave SE corridor, west of 100 St SE. A total of 1,020 housing units are forecast by the proponent until completion beyond 2034. Trico intends to submit a business case for the remainder of the Parcel A lands in 2022.

Trico proposes a GMO reallocation of 32.4 ha from the Zahmol property. An additional 6.9 ha of GMO removal is proposed to accommodate storm pond and transportation right-of-way requirements – these lands will not host any population or jobs.

At-A-Glance

Market – East sector (2020-2024)

Single/semi supply expected by 2024

Approved supply..... 2,138 units

Projected demand.....520 units

Difference.....+1,618 units

Business case proposes 90 units by 2024

Multi-residential supply expected by 2024

Approved supply..... 3,398 units

Projected demand.....270 units

Difference.....+3,128 units

Business case proposes 76 units by 2024

Gross Developable Hectare

Business Case Area.....39.3 hectares

Estimated jobs

2,350 temporary

1,115 permanent

Proposed non-residential development

2.87 ha Mixed-Use Retail/Office

Proposed innovation

Entrepreneurial Centre

Diverse housing forms & walkability

12+ years to completion

Review Factor 1 – Alignment to MDP/CTP

MDP Goal – Prosperous Economy

Criteria: Supporting economic diversification

The business case will help develop a mixed-use commercial along 17 Avenue SE. In addition, the plan proposes an Entrepreneurial Centre, intended to provide opportunities and support services to facilitate start-up companies and entrepreneurs, especially for new immigrants, allowing them to transition into the Calgary market.

MDP Goal – Compact City

Criteria: Minimum intensity target of 60 people and jobs per gross developable hectare

The development anticipates 94 people and jobs per gross developable hectare.

MDP Goal – Great Communities

Criteria: Fitting into the greater community

- Closing the development gap between East Hills and Tristar developments to the west and Twin Hills Cyber City to the east Chestermere border
- Facilitates the extension of the 17 Avenue SE regional transit corridor to Chestermere

Criteria: Supporting existing non-residential facilities

- Located adjacent to the future library and recreation facility identified in Belvedere ASP
- Supports existing and future East Hills commercial development by providing additional residential base

Criteria: Integrating and leveraging Activity Centres

- Business case area is located on the 17 Avenue SE Urban Corridor and within a Transit Station Area.

- The business case area also includes a portion of the Neighbourhood Activity Centre (NAC), identified within the Belvedere ASP.

MDP Goal – Connecting the City

Criteria: Integration with the Primary Transit Network

- 17 Avenue SE as part of the Primary Transit Network east of 84 Street, dependent on supportive land uses. The business case area includes a transit station.
- Development will help facilitate the extension of the existing Max Purple transit line beyond East Hills, including regional transit service to Chestermere.
- Development will help support transit with ridership and contribute to the ultimate cross-section proposed in the approved 17 Avenue SE Corridor Study.
- The Calgary Metropolitan Region Growth Plan identifies 17 Avenue SE as a Preferred Growth Area due to regional significance of this transit corridor.

MDP Goal – Greening the City

Criteria: Quality public and open spaces

- Development proposes an expansive open space that will be programmed to include passive and active recreation opportunities, pathway connections and a sense of place.

MDP Goal – Managing Growth and Change

Criteria: Utilizing existing utilities, fire/emergency services, and transportation infrastructure

The business case proposes to utilize the following:

- Temporary Belvedere Fire Hall, anticipated in Q4 2022
- Water feeder mains and sanitary trunk extensions as part of the Open Gate development Construction Agreement

- Zero-discharge interim stormwater solution and support for the Cooperative Stormwater Management Initiative (CSMI) to integrate the ultimate servicing solution
- Stoney Trail, 16 Avenue NE, 17 Avenue SE Transit Corridor, existing MAX transit service to East Hills and future extensions

Review Factor 2 – Market Demand

MDP Goal – Managing Growth and Change

Criteria: Business Plan

The business case proposes the following schedule:

- Q3 2021 – Q3 2022 Outline Plan/Land Use Approvals
- Q3 2022 Stripping and Grading
- Q1 2023 Phase 1 Subdivision Approval
- Q2 2023 Construction Start
- Q4 2023 Phase 1 Occupancy

Criteria: Third Party Considerations

- Right of way requirements to build the water and sanitary sewers will be addressed through the Construction Agreement between Open Gate and The City.
- Trico has commenced discussions with The City to acquire the surplus lands along 17 Avenue SE right-of-way and will work with The City to secure the right-of-way for future road widening in the Belvedere ASP as needed.

Criteria: Possible Delays

- Business case is dependent on Open Gate Construction Agreement for water and sanitary sewers. Delays to this infrastructure may impact development timelines.
- Delay in Cooperative Stormwater Management Initiative (CSMI) may impact ultimate stormwater disposal. Trico has

indicated that developer will maintain zero-discharge storm pond facility until ultimate infrastructure is built.

- Typical market and absorption risk apply as for any development. Trico has proposed they can mitigate this risk with diverse housing products to offset fluctuating market strength in any particular market segment.

Criteria: Benefits to the city-wide serviced residential and/or non-residential growth capacity

- Provides residential development in the east sector of Calgary, where, until the approval of several new communities in 2018, there has been little new community residential supply in recent decades.
- Increased choice within Calgary's east sector will help address market share loss to Chestermere.

Criteria: Benefits to the local serviced residential and/or non-residential growth capacity

- Proposes mixed-use retail and office development along 17 Avenue SE will help establish continuity of development along the Primary Transit Network and a major regional transit corridor.
- Proposed residential development will support the retail and services existing in East Hills Shopping Centre.

Review Factor 3 – Financial Impact

MDP Goal – Managing Growth and Change

Criteria: City of Calgary Annual Operating Costs for the business case area over the lifetime of the development

OPERATING COST							
Operating (\$000s)	Total 2019-2022	2023	2024	2025	2026	Total 2023-2026	Final Year
Direct Incremental Operating Cost	0	0	422	437	976	1,835	1,193
Community-based Revenue Share	0	106	514	652	1,056	2,327	1,770
Revenue (Shortfall)	0	106	91	215	80	492	577
Required Tax Rate	0.00						0.00

Administration's analysis estimates that there is no anticipated operating cost deficit until 2027 that would require an increase in property taxes.

Criteria: Anticipated total amount of levies to be contributed by the business case area

The business case is estimated to generate levies of \$20,330,295.

Criteria: Annual City portion of property tax revenue for the business case (2020 property tax rate)

None

Criteria: Required capital investment to develop business case area

As indicated in the 2020 new community business cases process, Administration's position remains that additional GMO removal in Belvedere will require transportation investments. This business case is contingent on a GMO reallocation; therefore, the business cases propose no significant change in GMO removal area and has the business case review has indicated that it is unlikely to trigger net new capital requirements by itself.

Department comments:

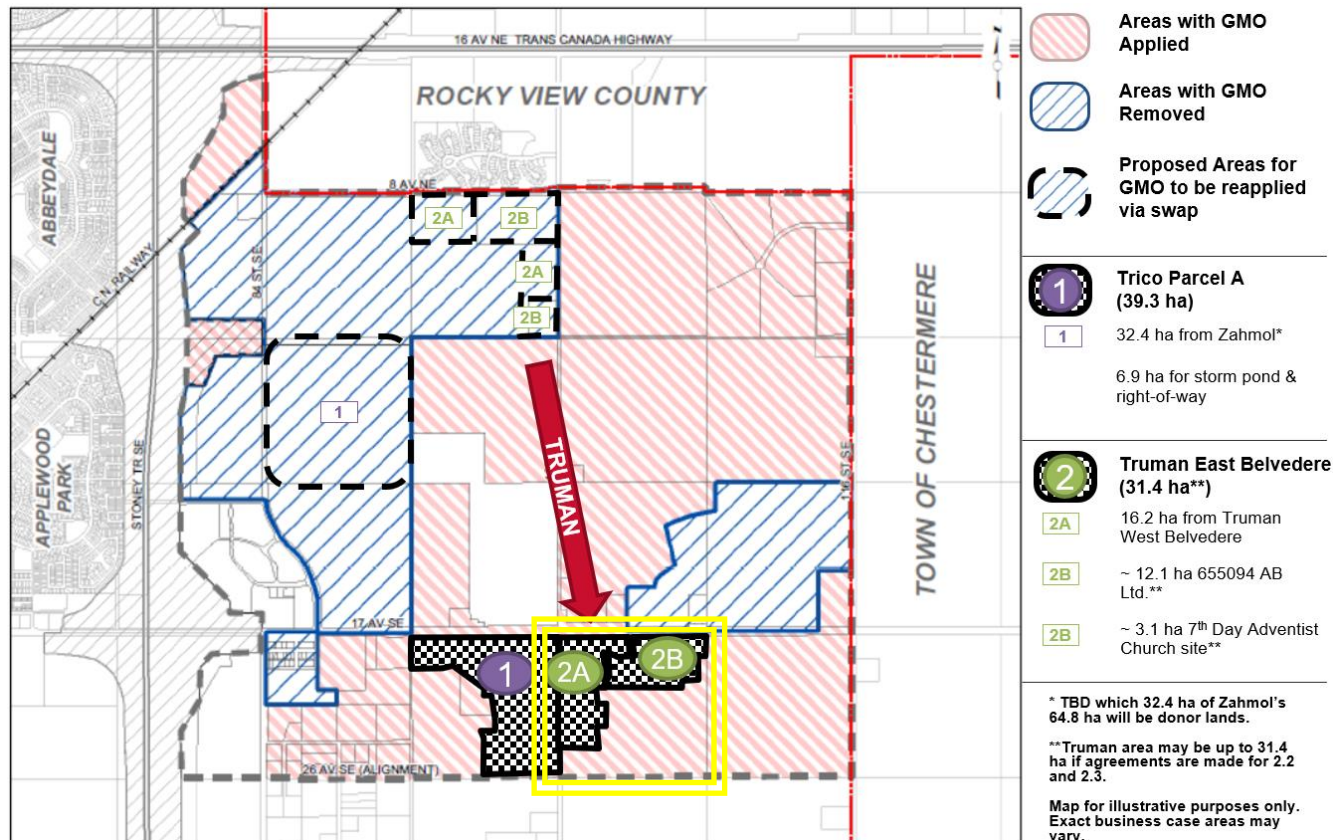
Water and Sanitary: no additional capital water or sanitary infrastructure are required to service the area. Leading infrastructure is dependent upon the servicing previously required by the Twin Hills Business Case, planned for 2019-2022 via an executed Construction Agreement. Detailed design is underway, with construction start anticipated in 2022. The completion date is yet to be determined due to Right of Way issues still to be resolved by Open Gate. In addition, a developer funded 400mm water main along 17 Avenue SE will be required to service the area.

Stormwater: the ultimate stormwater servicing for the area is yet to be determined and will be dependent on the recently approved CSMI agreement with our Regional partners as well as the Belvedere Master Drainage Plan (MDP) which commenced in Q1 2021. The Belvedere MDP will inform the ultimate stormwater servicing approach for the lands and is not expected to be completed until Q3 2022. Efforts are being made to have this study inform Capital investment for the upcoming 2023-2026 Business Plan and Budget. Interim stormwater management measures will be considered by Water Resources until the Ultimate Infrastructure is in place.

Transportation: While this business case does not trigger capital costs on its own as a result of the GMO reallocation, capital will likely be needed in Belvedere to support overall growth and previous growth decisions. There is opportunity for mode shift with investment in 17 Avenue SE Transit Corridor. Opportunity to defer Memorial Drive fly-over investment has not materialized due to increased planning application activity in West Belvedere.

Fire: This business case will not trigger additional capital infrastructure and will have adequate emergency response coverage.

Business Case 2: Truman East Belvedere



Truman's business case area is located on the south side of 17 Ave SE, east of 100 St SE. Truman intends to submit a business case for the remainder of their East Belvedere lands for consideration in 2022.

Truman has proposed two land options for their business case review:

- Proposed (2A): is a GMO reallocation of 16.2 ha between two parcels that Truman owns.
- Potential (2B): an additional 15.2 ha Truman has discussed with and other landowners in West Belvedere.

For the purpose of this review, both options were reviewed together as a combined business (2A + 2B). If a distinction between the options was required, the cases were identified separately .

At-A-Glance

Market – East sector (2020-2024)

Single/semi supply expected by 2024

Approved supply..... 2,138 units

Projected demand.....520 units

Difference.....+1,618 units

Business case proposes 80 (Option 2A)

or 120 (Option 2B) units by 2024

Multi-residential supply expected by 2024

Approved supply..... 3,398 units

Projected demand.....270 units

Difference.....+3,128 units

Business case proposes 80 units by 2024.

Gross Developable Hectare

16.2 ha (2A)

15.2 ha (2B)

31.4 ha (2A + 2B)

Estimated jobs

600 – 1,535 temporary

255 - 730 permanent

Proposed non-residential development

1.5 ha retail/commercial (2A)

4.3 ha retail/commercial (2B)

Proposed innovation

Low Impact Design, sustainable practices

8 Years to completion (2A)

12+ Years to completion (2B)

Review Factor 1 – Alignment to MDP/CTP

MDP Goal – Prosperous Economy

Criteria: Supporting Economic Diversification

The business case area is centrally located in the Calgary region, providing good vehicle access to regional destinations and employment hubs along the east side of Calgary. The proposed development also provides access to nearby retail and employment hubs for a range of transportation options via the 17 Avenue SE transit corridor, such as East Hills Shopping Centre to the west and the Twin Hills Cyber City development to the east.

MDP Goal – Compact City

Criteria: Minimum intensity target of 60 people and jobs per gross developable hectare

The development anticipates 77 people and jobs per gross developable hectare.

MDP Goal – Great Communities

Criteria: Fitting into the Greater Community

- Proposes community facilities include a library, recreation facility and community centre to be located within future municipal reserve lands within the business case area.
- Proposes a green corridor and regional pathway network to connect residents to surrounding destinations and amenities.
- Access to a future MAX Purple transit line station to support high quality transit access to destinations along the corridor.

Criteria: Supporting Existing Non-Residential Facilities

The additional population proposed by the business case options will help support existing non-residential developments such as East Hills Shopping Centre, International Avenue

Business Revitalization Zone, and mixed-use retail/commercial developments as part of this business case

Criteria: Integrating and Leveraging Activity Centres

- Both business case options reviewed include a Neighbourhood Activity Centre and the Urban Corridor identified along 17 Avenue SE.
- The development vision intends to follow design principles that support the 17 Avenue Urban Corridor, including providing a mix of transit-supportive residential and non-residential uses that leverage proximity to the future MAX transit service
- Residential units within the business case area will help support the Cyber City development, identified as a Community Activity Centre

MDP Goal – Connecting the City

Criteria: Integration with the Primary Transit Network

- The portion of 17 Avenue SE within the business case area is part of the planned Primary Transit Network.
- The site is less than 1.5 km from the existing MAX Purple transit service at East Hills Shopping Centre
- There are two planned MAX Purple stations within the business case areas along 17 Avenue SE; 1 station in each of the 2A and 2B business case areas.

MDP Goal – Greening the City

Criteria: Quality Public and Open Spaces

- Proposes corridor and regional pathways within the business case areas will connect the subject site to planned adjacent neighbourhoods and destinations.
- A green corridor along 17 Avenue SE will connect the business case area to the East Hills Shopping Centre and the City Centre, while a north-south green corridor is planned along 100 Street SE.

- The business case area will provide a minimum of 10% of the gross developable area as municipal reserve for open space, recreation opportunities and amenities.
- Proposes naturalized stormwater ponds within the greater quarter-section of land in order to form an environmental open space amenity.

MDP Goal – Managing Growth and Change

Criteria: Utilizing existing utilities, fire/emergency services, and transportation infrastructure

The business case proposes to utilize the following:

- Temporary Belvedere Fire Hall, anticipated in Q4 2022
- Water feeder mains and sanitary trunk extensions as part of the Open Gate Construction Agreement
- Zero-discharge interim stormwater solution and support for the Cooperative Stormwater Management Initiative (CSMI) to integrate the ultimate servicing solution
- Stoney Trail, 16 Avenue NE, 17 Avenue SE Transit Corridor, existing MAX transit service to East Hills

Review Factor 2 – Market Demand

MDP Goal – Managing Growth and Change

Criteria: Business Plan

The business case proposes the following schedule:

- Q2/Q3 2021 Outline Plan/ Land Use Approvals
- Q1 2022 Stripping and Grading
- Q1 2023 Development Permit Approval
- Q1 2023 Construction Start
- Q4 2023 First Occupancy

Criteria: Third Party Considerations

- Development application will be subject to the standard circulation with Rocky View County as per the Rocky View County/City of Calgary Intermunicipal Development Plan.

- The site has utility rights of way for a water pipeline, an abandoned gas pipeline and an abandoned well. Future site planning will consider the maintenance of any setbacks required. Truman has indicated they will seek to coordinate with abandoned infrastructure owners through the Outline Plan process to remove any utility right of way encumbrances.

Criteria: Possible Delays

- Business case is dependent on Open Gate Construction Agreement for water and sanitary sewers. At time of this review, no impact to timelines is anticipated.
- Delay in Cooperative Stormwater Management Initiative (CSMI) may impact ultimate stormwater disposal. Truman has indicated that developer will maintain zero-discharge storm pond facility until ultimate infrastructure is built.
- Typical market and absorption risk apply as for any development.

Criteria: Benefits to the city-wide serviced residential and/or non-residential growth capacity

- Provides residential development in the east sector of Calgary, where, until the approval of several new communities in 2018, there has been little new community residential supply in recent decades.
- Increased choice within Calgary's east sector will help mitigate market share loss to Chestermere.

Criteria: Benefits to the local serviced residential and/or non-residential growth capacity

- The purpose of this business case is to reallocate some of the approved growth areas to the 17 Avenue SE corridor. This business case seeks to build on this existing growth, investment and development momentum to unlock additional lands along the 17 Avenue SE corridor.

Review Factor 3 – Financial Impact

MDP Goal – Managing Growth and Change

Criteria: City of Calgary Annual Operating Costs for the business case area over the lifetime of the development

Proposed (2A) and Potential (2B) options were considered individually and together. A summary of the combined operating cost model analysis is provided below.

OPERATING COST							
Operating (\$000s)	Total 2019-2022	2023	2024	2025	2026	Total 2023-2026	Final Year
Direct Incremental Operating Cost	0	0	434	437	962	1,832	1,219
Community-based Revenue Share	0	172	441	613	914	2,139	1,564
Revenue (Shortfall)	0	172	7	176	(48)	307	345
Required Tax Rate	0.00						0.00

Criteria: Anticipated total amount of levies to be contributed by the business case area

The combined Proposed and Potential business case is estimated to generate levies of \$16,264,236.

Criteria: Annual City portion of property tax revenue for the business case (2020 property tax rate)

Proposed (2A): Administration's analysis indicates that Option 2A of the business case demonstrates negative operating cost until 2027.

Proposed (2A) & Potential (2B): Administration's analysis shows negative property tax revenue in 2026. However, this is within the operating cost model margin of error and the overall business case demonstrates no tax support required.

For both options the business case is contingent on the GMO reallocation so can be assessed as a net-zero comparison to the current state. Administration considers the difference in current state and these business cases to be negligible.

Criteria: Required capital investment to develop business case area

As indicated in the 2020 new community business cases process, Administration's position remains that additional GMO removal in Belvedere will require transportation investments. This business case is contingent on a GMO reallocation; therefore, the business cases propose no significant change in GMO removal area and has the business case review has indicated that it is unlikely to trigger net new capital requirements by itself.

Department comments:

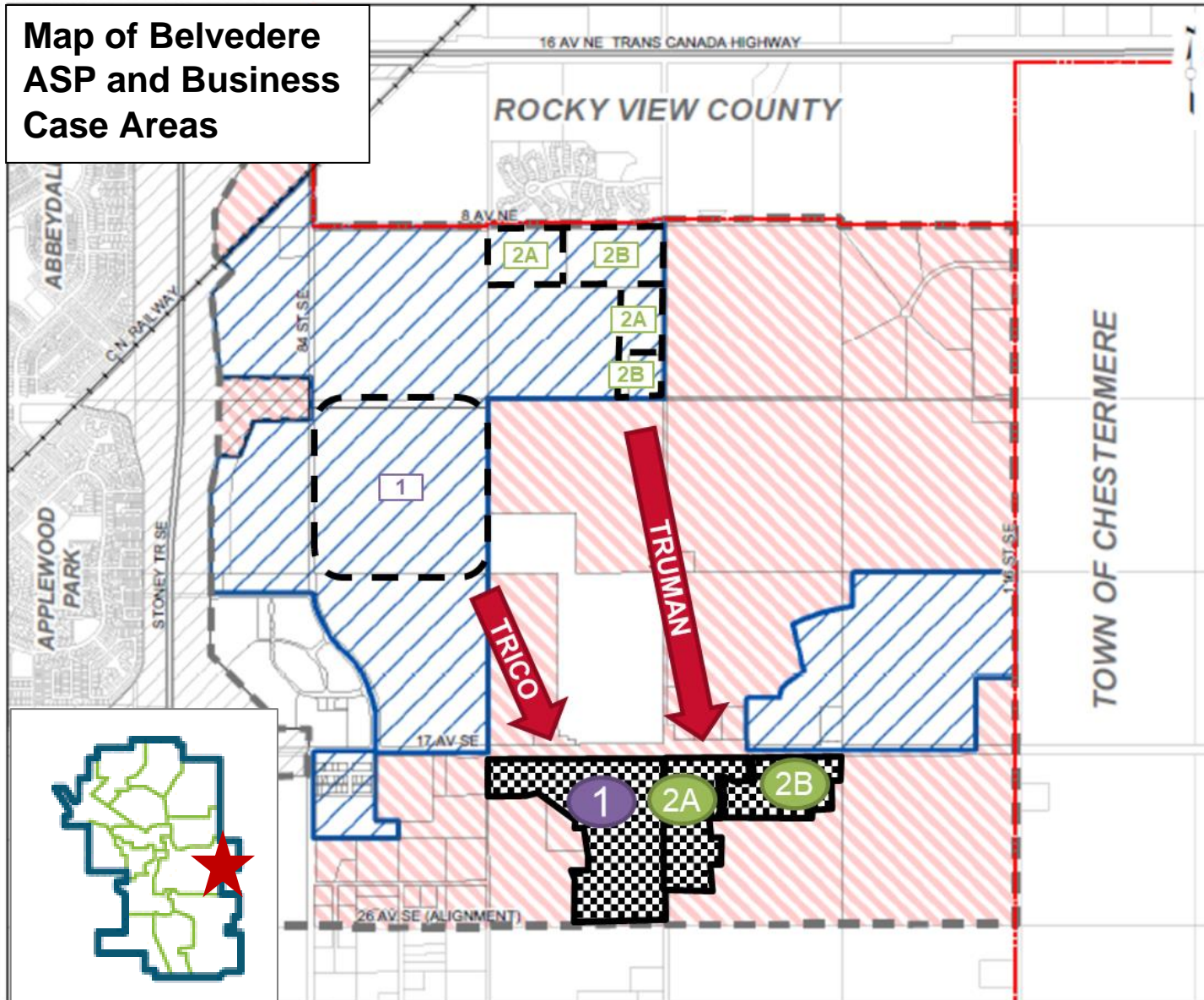
Water and Sanitary: no additional capital water or sanitary infrastructure are required to service the area. Leading infrastructure is dependent upon the servicing previously required by the Twin Hills Business Case, planned for 2019-2022 via an executed Construction Agreement. Detailed design is underway, with construction start anticipated in 2022. The completion date is yet to be determined due to Right of Way issues still to be resolved by Open Gate. In addition, a developer funded 400mm water main along 17th Avenue SE will be required to service the area.

Stormwater: the ultimate stormwater servicing for the area is yet to be determined and will be dependent on the recently approved CSMI agreement with our Regional partners as well as the Belvedere Master Drainage Plan (MDP) which commenced in Q1 2021. The Belvedere MDP will inform the ultimate stormwater servicing approach for the lands and is not expected to be completed until Q3 2022. Efforts are being made to have this study inform Capital investment for the upcoming 2023-2026 Business Plan and Budget. Interim stormwater management measures will be considered by Water Resources until the Ultimate Infrastructure is in place.

Transportation: While the business case does not trigger capital costs on its own as a result of the GMO reallocation, capital investment will likely be needed in Belvedere to support overall growth and previous growth decisions. There is opportunity for mode shift with investment in 17 Avenue SE Transit Corridor. Opportunity to defer Memorial Drive fly-over investment has not materialized due to increased planning application activity in West Belvedere.

Fire: This business case will not trigger additional capital infrastructure and will have adequate emergency response coverage.

Map of Belvedere ASP and Business Case Areas



- Areas with GMO Applied
- Areas with GMO Removed
- Proposed Areas for GMO to be reapplied via swap

- 1** **Trico Parcel A (39.3 ha)**
 - 1** 32.4 ha from Zahmol*
 - 6.9 ha for storm pond & right-of-way
- 2** **Truman East Belvedere (31.4 ha**)**
 - 2A** 16.2 ha from Truman West Belvedere
 - 2B** ~ 12.1 ha 655094 AB Ltd.**
 - 2B** ~ 3.1 ha 7th Day Adventist Church site**

* TBD which 32.4 ha of Zahmol's 64.8 ha will be donor lands.

**Truman area may be up to 31.4 ha if agreements are made for 2.2 and 2.3.

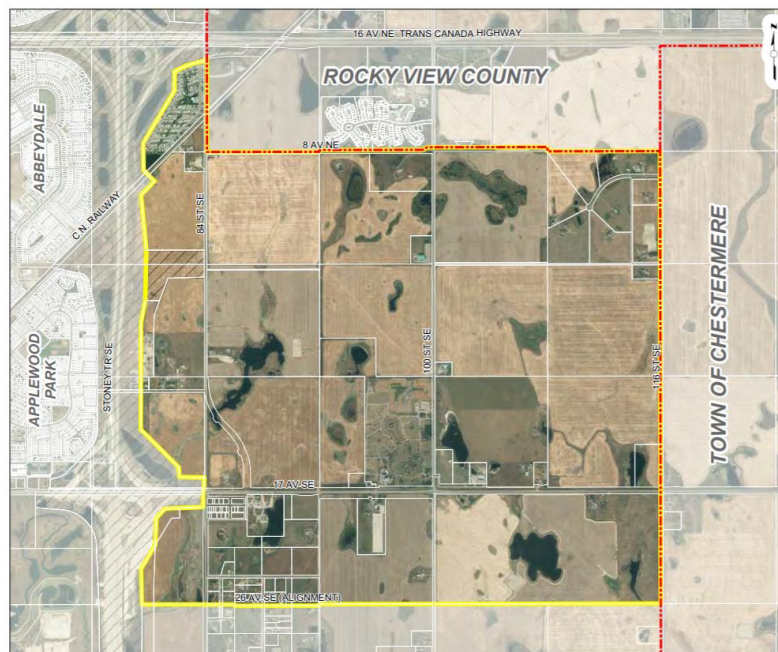
Map for illustrative purposes only. Exact business case areas may vary.

Framework for 17 Avenue SE MAX Purple Bus Rapid Transit Corridor

The purpose of this attachment is to outline the development context and case for investment in Belvedere's transportation network, focusing on the 17 Avenue SE MAX Purple Bus Rapid Transit (BRT) Corridor as a key strategic investment opportunity. Development of the 17 Avenue SE corridor will require leveraging of private and public investment. An outline of the next steps toward the realization of the corridor as the transit-oriented hub for the Belvedere area is also provided.

Background on the Belvedere ASP Transportation Network

The Belvedere Area Structure Plan (ASP) is generally bounded to the west by Stoney Trail E, to the east by 116 Street SE, 8 Avenue NE to the north, and to the south by 26 Avenue SE. 116 Street SE, 8 Avenue NE, and 26 Avenue SE are along the City of Calgary boundary. The existing transportation network within the Belvedere ASP generally includes 17 Avenue SE, 100 Street SE, and 116 Street SE as two-lane rural undivided streets north of 17 Avenue SE. 17 Avenue SE is upgraded to a four basic lanes Arterial street between Stoney Trail and 84 Street SE, inclusive. 84 Street SE, north of 17 Avenue SE is constructed as a four basic lanes arterial street along the boundary of the East Hills development.



Map 2
Plan Area

Legend
 --- City / Town / County Limits
 [Hatched Box] Transportation / Utility Corridor
 [Yellow Box] Plan Area

Source: Belvedere Area Structure Plan

To realize full development of the Belvedere ASP lands, Belvedere will require investment in capital infrastructure over time within the City of Calgary, as well as staged investment of infrastructure outside the City of Calgary's boundaries along the Trans-Canada Highway, 116 Street / Range Road 284, as well as the east extension of Peigan Trail SE from the City's east boundary at 84 Street SE, through Rocky View County, connecting to the City of Chestermere.

Together with capital investment in streets infrastructure, a plan for staged investment in Transit service for Belvedere is required, largely represented by an extension of the MAX Purple BRT transit corridor from Hubalta Road SE, across Stoney Trail and through to the City's boundary. Supporting local transit service within Belvedere will also be required as development proceeds within the ASP lands.

Why Investment is Needed in Belvedere ASP

In 2018, Council approved removal of the Growth Management Overlay (GMO) on lands within Belvedere that equated to approximately 4,400 Single Family-Equivalent (SFE) units (2,140 single/semi-detached and 3,400 multi-residential units). Administration determined that the existing transportation network within the Belvedere ASP lands could accommodate approximately 2,000 SFE units of new growth, allowing proponents to initiate new growth within the ASP lands over the timeframe of the One Calgary (2019-2022) service plan and budget. Council's approval of the two business cases (yielding two new communities) in Belvedere recognized that new capital and operating investment in Belvedere was required beyond 2022 to facilitate and support continued development of the approved lands.

The [Suburban Residential Growth Report 2020-2024](#) estimates that the east sector of the city is anticipated to accommodate three percent of residential growth through 2024, equating to approximately 700 SFE units per year (520 single/semi units and 270 multi-family units). As of the writing of this report, approximately 600 SFE (263 single/semi-detached, 502 multi-residential) units are either submitted or approved in subdivision applications and are generally located at the west side of the ASP lands, along the 17 Avenue SE corridor.

Development outside Calgary's boundary continues apace, with new residential communities advancing along the boundary with the City of Chestermere, as well as continued industrial growth and development within Rocky View County. Development in Chestermere and Rocky View County relies on the City of Calgary's transportation infrastructure, namely the 17 Avenue SE corridor, to provide direct access to Stoney Trail as well as to local services and destinations within Calgary. This new growth outside Calgary is likely to induce greater stress on The City of Calgary's streets network, which may lead to needing to advance capital infrastructure investment that may increasingly support regional growth.

Taken together, Administration's review of anticipated development in the east sector (both inside and outside of Calgary) suggests that capital investment in transportation infrastructure is likely required as early as the 2023 – 2026 budget cycle.

17 Avenue SE Corridor as a Key Strategic Investment

17 Avenue SE is classified as a Parkway street between Stoney Trail and 100 Street SE, and as an Urban Boulevard street from 100 Street SE through to 116 Street SE. Both street classifications provide highest priority to transit, cycling, and active modes, and foster an environment that supports quality urban design and integration with adjacent land uses.

The MAX Purple BRT is planned as a separated facility within the corridor. In general terms, the BRT is planned to run down the middle of 17 Avenue SE between 28 Street SE through to the east City boundary at 116 Street SE. Phases 1 and 2 of the BRT corridor from 28 Street SE to Hubalta Road SE, and from 28 Street SE to 9 Avenue SE were completed and opened to service in 2018.

As part of the [Route Ahead Prioritization of Future Capital Projects](#) report, approved at the 2020 December 14, the relevant investments are identified as two future projects:

- 52 Street SE to 84 Street SE: Extending the existing MAX Purple transitway from its current end point at 52 St E to the current MAX Purple route terminus at 84 Street SE (East Hills).
- 84 Street SE to City boundary (116 Street SE): Extending the existing MAX Purple route and transitway from its current terminus at 84 St SE to the east City boundary.



MAX Purple to City Boundary (116 Street SE)

Source: [Route Ahead Prioritization of Future Capital Projects](#), TT2020-1289

Investment in the 17 Avenue SE corridor provides a strategic opportunity to align development within the Belvedere ASP with the development MAX Purple BRT corridor. These transit investments will help encourage mixed-use, transit-oriented development complemented by

high quality transit service that supports a more sustainable growth pattern in alignment with the goals of the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP). Aligning public investment along this corridor also creates opportunities to leverage private investment concurrent with development as well as other potential funding sources that could yield a higher potential return on investment.

Leveraging Private and Public Investment

Private investment into the 17 Avenue SE corridor is expected from boundary landowners along the length of the corridor. In general terms, landowners are largely responsible to dedicate lands required to accommodate 17 Avenue SE, as well as are responsible for the design and construction of the street and boulevard components of the corridor.

Public investment will also be critical to advancing the 17 Avenue SE corridor. On 2020 June 26, the Calgary Metropolitan Region Board (CMRB) approved the recommendations of [Integrated North Calgary Regional Transportation Study \(NCRTS\) and the South & East Calgary Regional Transportation Study \(S&ECRTS\)](#). Among the recommendations, the CMRB confirmed that widening of 17 Avenue SE corridor from 84 Street SE in Calgary through to Rainbow Road in the City of Chestermere is the highest Regional priority for provincial funding.

Investment will also be required by The City to advance the MAX Purple BRT component of the corridor. It is recognized that The City's [Route Ahead Prioritization of Future Capital Projects](#), approved at the 2020 December 14 combined meeting of Council ranked future investment in the MAX Purple BRT extension lower in priority than other potential projects, however the opportunity to leverage private investment into this strategic corridor to support growth in Belvedere may require a reconsideration and review of investment priorities.

Next Steps

On 2016 November 07 Council approved the [17 Avenue SE Corridor Study](#). The corridor study confirmed the 17 Avenue SE street classification as a Parkway and Urban Boulevard between Stoney Trail and 116 Street SE (City boundary), as well as identified components within the corridor necessary to support the direction provided by the Belvedere ASP.

The 17 Avenue SE Corridor Study will provide the starting point for the next steps in the planning, design, and delivery process. Working in cooperation and collaboration with Belvedere ASP proponents, a functional planning study will be required to determine and confirm technical components of the corridor, land required to accommodate the street components and transit corridor, as well as any ancillary facilities required to support the corridor. In conjunction with the functional planning study, Administration will need to review need and priority of introducing or expanding MAX Purple transit service, in conjunction with timing and need of local service to support growth in Belvedere, in accordance with the Route Ahead project prioritization approach that considers net benefits and costs of potential transit projects.

Further capital infrastructure investment will be required in support of the Belvedere ASP, including the Memorial Drive overpass across CN Rail and Stoney Trail to support increased development activity in west Belvedere. Further funding may also be required to work with regional partners to deliver infrastructure outside of the City's jurisdiction. Administration will lead efforts to develop an infrastructure staging plan, identifying a timeline for infrastructure investment needed to support Belvedere through to buildout of the ASP lands, with the 17 Avenue SE corridor as the focus of initial capital investment.

In general terms, the outcome of this work is expected to help Administration and Council align capital and operating investments over time, as follows:

1. A plan to plan, design, and stage delivery of the 17 Avenue SE corridor. Recommendations for staging the transit corridor from Hubalta Road SE through to the east city limits and 116 Street SE will also be required.
2. A capital infrastructure project list necessary to support development within the Belvedere ASP lands through to ASP buildout, including infrastructure outside the City's jurisdiction necessary to support development. Supporting operations funding will also be assessed; and
3. A timeline outlining capital investment funding needs to support development will be developed to align future investment decisions to the City's budgetary process.

In conclusion, Administration believes that there is a strategic opportunity for investment in Belvedere ASP to support the 17 Avenue SE corridor and leverage private and public investment in the area's transportation system. In preparation for the 2023-2026 budget cycle process, Administration will continue to refine its understanding of the plans, designs and delivery stages needed to realize the 17 Avenue SE corridor as a key transit-oriented hub to support growth in Belvedere ASP.



May 31, 2021

To: Members of City Council and Priorities and Finance Committee:

**Re: Citywide Growth Strategy - Strategic Growth in the Belvedere Area Structure Plan
Report #: PFC2021-0814**

Trico would like to thank the Administration and Council for the time and effort put forth to bring this item to the Priorities and Finance Committee. The approach taken to achieve the recommendation before the Committee required a great deal of commitment from all parties involved.

Trico has been one of the top builders in Calgary for several decades, and a leader in its commitment to Corporate Social Responsibility and advancing Social Enterprise. Trico is strongly committed to advancing growth in the East sector. We are excited to bring this business case forward as it will provide Trico the opportunity to invest in the East sector which has been neglected over the past two decades for investments and a steady supply of land.

Trico requests the Priorities and Finance Committee's support of the administration's recommendation to approve Trico's Business Case and to report back to Council on September 13, 2021, for an amendment to the Belvedere Area Structure Plan Map 4.

Since Council's motion in November 2020, Trico has worked cooperatively with Zahmol Properties for an agreement to swap half (± 80 acres) of the GMO Removal area from Zahmol Properties to Trico's parcel along 17 AV SE resulting in NO NET NEW GMO Removal area.

The approval of this Business Case will have the following benefits:

- Addresses the under-supplied market in the East Sector of the City and loss of market share to Chestermere,
- Provides land dedications and developer-funded capital improvements to assist in establishing the ultimate functional transportation infrastructure along 17 AV Transit Corridor. The Calgary Metropolitan Region Board (CMRB) South and East Calgary Regional Transportation Study ranked the 17 AV SE (84 ST SE to Rainbow RD) widening and MAX Purple BRT transit corridor as the highest priority among all regional corridor and interchange projects. The extension of the transit corridor also aligns with City of Calgary's Climate Resilience Strategy,
- Leverages the funded water and sanitary trunks which Open Gate Properties has agreed to construct on behalf of the City of Calgary.
- Utilizes the Cooperative Stormwater Management Initiative (CSMI) when this system becomes functional.
- Requires no new City capital and operating funding through to the 2027 budget cycle.

Thank you very much for your consideration of this matter.

Sincerely,



Michael Brown, President
Trico Homes Inc.



31 May 2021

Attn: The City of Calgary Council
Priorities and Finance Committee

Re: East Belvedere (17 AV BRT Transit Corridor) Business Case for Growth Management Overlay (GMO)
Reallocation from Truman-owned lands at 655 Garden RD NE to 2498 100 ST SE

Dear Mayor and Council,

For over thirty-five years, Truman has been developing and building properties of exceptional quality and distinguished craftsmanship in Calgary and surrounding areas with the core belief that everyone can Live Better.®

Truman and their project team has prepared a Business Case as a formal response to Council's direction to Administration during a Combined Meeting of Council on November 2, 2020:

1. That Council direct Administration to work with Belvedere landowners and consider options for adjustments/reallocation and sequencing of existing Growth Management Overlay (GMO) removals and proposed Business Cases for targeted GMO removals along the 17 AV MAX Purple BRT transit corridor.

Recommendations 2 and 3 (below) be referred to Administration until early results are available from Recommendation 1 and to identify a funding source for this work to report to Council through the Priorities and Finance Committee as soon as possible:

2. Establish a funding and timing framework for the prioritization of the 17 AV MAX Purple BRT transit corridor; and,

3. Report back to Priorities and Finance Committee no later than Q2 of 2021.

This Business Case proposes a GMO reallocation of 40 acres of developable lands from Truman-owned West Belvedere (Memorial DR corridor) land to Truman-owned East Belvedere (17 AV transit corridor) lands through a GMO removal process and amendment to the Belvedere Area Structure Plan (ASP). We are also in dialogue with two landowners (655094 AB Ltd. and 7th Day Adventist Church) who do not have near-term development intentions and are contiguous to Truman-owned West Belvedere lands - forming part of the 2018 West Belvedere GMO removal. There is potential for up to an additional 37.5 areas of GMO reallocation to the Truman-owned East Belvedere lands. This additional GMO reallocation area is noted on the attached Figures 1.0 and may be included within a greater GMO reallocation area prior to an Administration recommended ASP Amendment and Public Hearing of Council.

In collaboration with a neighbouring landowner (Trico) and a second GMO reallocation Business Case along the 17 AV transit corridor, two Business Cases propose a reallocation of GMO area from West Belvedere to East Belvedere as **a strategic redirection of growth to the 17 AV MAX Purple BRT transit corridor and represents no net new GMO removal within greater Belvedere.**

Business Case Highlights

- Truman and Trico, as large landowner-developers in Belvedere, have made GMO reallocation Business Cases along the 17 AV SE transit corridor in Belvedere.



- The two Business Cases propose a reallocation of GMO area from West Belvedere to East Belvedere as a strategic redirection of growth to the 17 AV MAX Purple BRT transit corridor and represents no net new GMO removal within greater Belvedere.
- No new City capital and operating funding through to the 2027 budget cycle is required to support GMO reallocations along 17 AV SE.
- In June 2020, Calgary Metropolitan Region Board's South and East Calgary Regional Transportation Study ranked the 17 AV SE (84 ST SE, within Belvedere, to Rainbow RD) widening and MAX Purple BRT transit corridor as the highest priority among all regional corridor and interchange projects.
- The full build-out of the West Belvedere area (or that area approved for GMO removal in 2018) relies on new capital for transportation infrastructure (primarily the Memorial DR/Stoney TR overpass) and this remains unfunded at an estimated cost of \$30-50M. The functional design work for the overpass was triggered and funded through GMO removal in 2018, and this work has yet to proceed.
- While the Memorial DR/Stoney TR overpass is required in the long-term and for the West Belvedere area in particular, this infrastructure project lacks a transit focus. The 17 AV MAX Purple BRT transit corridor project is an alternative project that can realize greater mobility options and transit-oriented growth within Belvedere and the region
- The Truman and Trico proposals will provide land dedications and developer-funded capital improvements to assist in establishing the ultimate functional transportation infrastructure. Construction of 17 AV SE allows for the interim operation of a BRT within the carriageway to be constructed by the developers. Capital improvements and operating funding from The City and other regional Municipal partners to establish the BRT transit service will be determined as per the work program identified in Council's Recommendation #2: Establish a funding and timing framework for the prioritization of the 17 AV MAX Purple BRT transit corridor. The developers will work with The City through the Land Use and Outline Process to assist in establishing the funding and timing framework for 17 AV SE transit corridor.
- With the principal goal of greenhouse gas emissions reduction, The City of Calgary Climate Resilience Strategy encourages transportation and land use planning that prioritizes: low-emissions transportation modes, the expansion of transit, like the MAX Purple BRT, and growth through more compact forms of development that support non-motorized modes and greater transit use.
- The advancement of construction of 17 AV SE through public-private partnership will facilitate the expansion of transit/BRT services through to Chestermere and will provide for added transportation capacity on 17 AV SE in the Belvedere area while delaying the requirement to construct the Memorial DR/Stoney TR overpass.
- The presence of a transit corridor and increased capacity on 17 AV SE will allow the proposed developments in East and West Belvedere to proceed and is projected to support absorptions until 2028 based on 9% market share for Calgary's East Sector.
- Delaying the cost of Memorial DR/Stoney TR overpass until 2028 allows for better use of The City's funds and facilitates enhanced transit/BRT services, while still continuing to stimulate the development of a tax base in this sector and collect off-site levies revenues.
- The delay will allow The City the time to complete functional and detailed design for Memorial DR/Stoney TR overpass and allocate budget to align with its required timing.
- Transit service mode splits for residential communities per the most recent available City census data (2016) showed a city-wide average of approximately 12%. Within communities where BRT is available, that proportion would be expected to increase. Since BRT service was added subsequent to the latest available census data, there is no current local information available to assess the expected shift in mode split due to BRT. However, the available census data showed that in Royal Oak the transit



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mode split was found to be approximately 24%, surmised to be largely due to the provision of LRT on its southern boundary. This suggests that the provision of BRT could result in transit mode splits somewhere between 12% and 24%. The investment in 17 AV SE is intended to accommodate BRT and to help the City realize a substantive increase in transit mode split, and that will equate to an increased number of dwelling units than would otherwise be supported without the improvement to 17 AV SE.

Thank you for your time and consideration. I'd be happy to discuss this proposal further and I am best reached at peter.trutina@trumandevlopment.com or directly at 403.510.0066

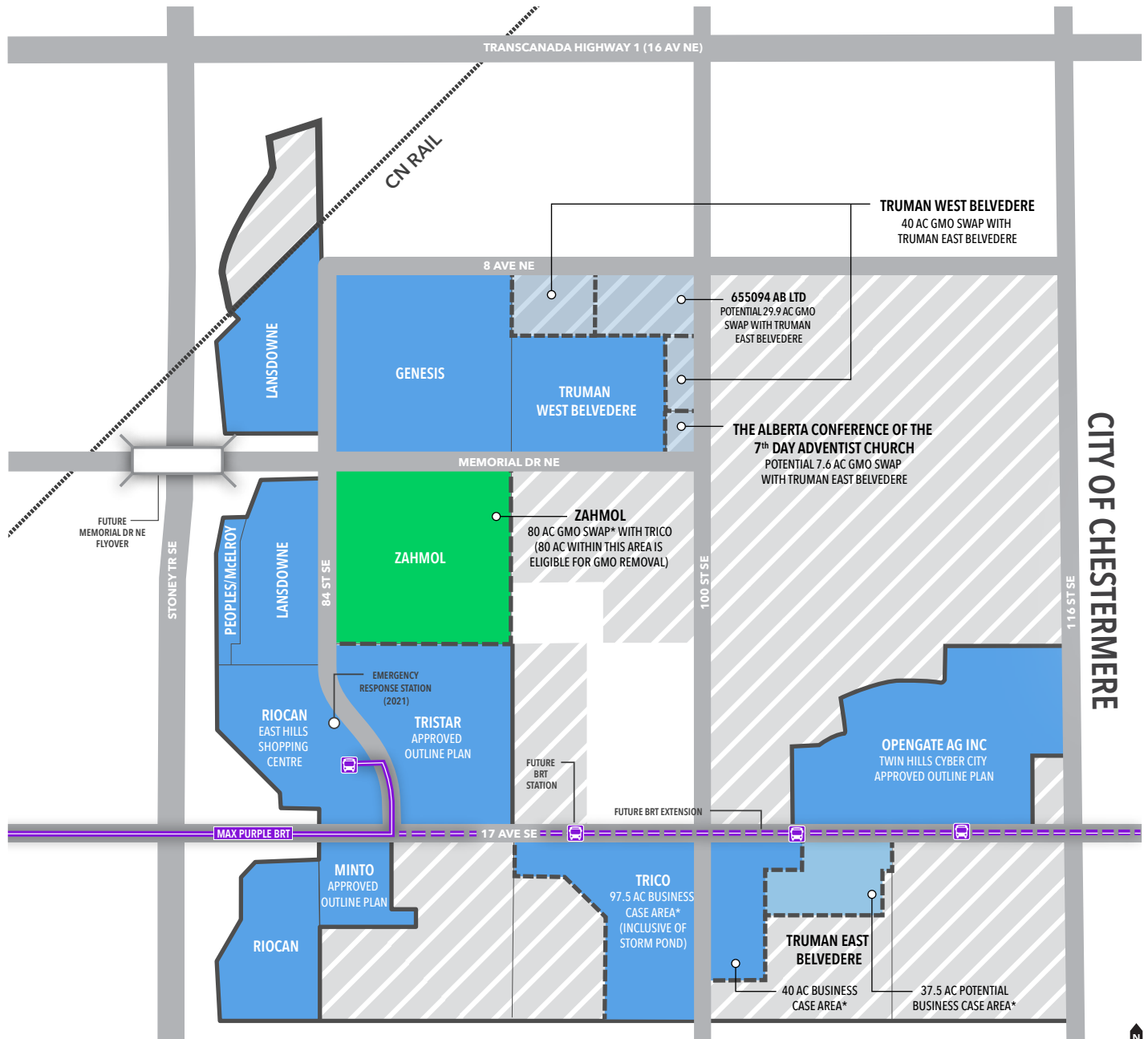
Sincerely,

Peter Trutina

**Vice President, Development
Truman**



Figure 1.0 Growth Management Overlay Reallocation



* Boundary to be determined through Outline Plan Approvals process

LEGEND

- Growth Management Overlay
- Growth Management Overlay Removed
- Growth Management Overlay Swap as Noted (GMO Re-Introduced)
- 2021 Business Case Area (GMO Removal)
- Potential 2021 Business Case Area (GMO Removal)
- ZAHMOL GMO Removal (±80 ac Eligible for GMO Removal)

TRUMAN EAST BELVEDERE BUSINESS CASE

Zahmol Properties

CONFIDENTIAL - BY ELECTRONIC MAIL

March 3rd, 2021

Greg McCarthy, Planner
Calgary Growth Strategies
City of Calgary, 800 Macleod Trail S.E.
Calgary, AB T2G 2M3

**RE: Reallocation of existing GMO removals in Belvedere Area
Structure Plan**

Mr. McCarthy,

In November of last year, the item *PFC2020-0963 New Community Growth Strategy 2020* was presented to a Combined Meeting of Council. At this meeting Council directed 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

Pursuant to this motion, we are writing to confirm that we consent to the reallocation of approximately 80 acres of growth management overlay removal from our lands (legal description: NW-18-24-28-W4) which currently possess approximately 160 acres of growth management overlay removal. Furthermore, Zahmol will be submitting an outline plan for approximately 80 acres to its lands within the Belvedere ASP.

The intent of this reallocation is to support development along the 17th Ave corridor, and in particular, to allow for a simultaneous growth management overlay removal on Trico's lands within NE-7-24-28-W4.

We appreciate the time and energy you and your team have put into this work and look forward to the build out of the larger Belvedere area.



Basil Haymour
Zahmol Properties Ltd.

2705 84 STREET N | CALGARY AB | T1Y 7H2 | T 403.969.3777

Citywide Growth Strategy: Growth Management Overlay Review

RECOMMENDATION(S):

That the Priorities and Finance Committee recommends that Council direct Administration to continue to work with stakeholders to explore and implement business-friendly refinements to improve the 2022 New Community Growth Strategy Business Case review process, and consider more significant changes to the Growth Management Overlay mechanism, as outlined in Attachment 2.

HIGHLIGHTS

- The recommendations of this report provide a path to simplify and streamline The City's strategic growth practices for new communities by committing to business-friendly improvements in the short term and more substantive changes in the medium term, while continuing to align to a sustainable direction for new community growth that is closely linked to The City's service plan and budget process.
- What does this mean to Calgarians? This work will increase process clarity for new community development while sustaining The City's practices for strategically investing in growth, enabling the continued development of safe and inspiring neighbourhoods.
- Why does this matter? In a context of constrained resources and a challenging economy, it is critical for The City to continue to attract private investment while ensuring that growth decisions align with Council's economic, environmental, and social priorities.
- This report sets out a work program for improvements to the Growth Management Overlay (GMO) mechanism and the Citywide Growth Strategy: New Communities Business Case review process.
- It is critical to maintain the link between planning approvals, Council's vision for strategic growth, and the public investment decision making process; the Growth Management Overlay is currently the principal mechanism for maintaining these links.
- A proposed *Refine and Rethink* work program is set out (Attachment 2) that identifies shorter-term refinements to the 2022 Citywide Growth Strategy: New Communities Business Case review process to inform the 2023-2026 business plan and budget, and further opportunities to rethink the Growth Management Overlay mechanism.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Background

On 2019 November 18, as part of a broader discussion that set parameters for the 2020 New Community Growth Strategy, Council directed Administration to explore the phasing out of the Growth Management Overlay mechanism, and report back with options in order to better reflect the current economic situation and to create policy that encourages a business-friendly environment for retaining private investment in Calgary's land development sector.

In 2012, the Growth Management Overlay mechanism was introduced to provide a stronger link between strategic planning, City capital and operating investment decisions, and new community development proposals. In 2018, the new community Business Case evaluation process was introduced to fully and transparently assess the revenues and costs of growth

Citywide Growth Strategy: Growth Management Overlay Review

ahead of service plan and budget time (Financial Impact), alongside an assessment of Market Demand and Alignment to the Municipal Development Plan/Calgary Transportation Plan.

This process has now been used for a full service plan and budget cycle (2019-2022), with strategic growth recommendations made by Administration to Council in both 2018 and 2020. The next new community Business Case review is anticipated for 2022, to inform growth investment the 2023-2026 service plan and budget. A more detailed discussion of the history of the Growth Management Overlay mechanism and Business Case review can be found in Attachment 1.

Stakeholders, members of Council, and Administration have recognized there are challenges with current new community growth tools. However, the identification of different tools that enable Council decisions for funding necessary capital and operating investments to support growth within a multi-criteria framework while removing barriers faced by proponents, have proven elusive.

How best to incorporate business-friendly changes and explore the future use of the Growth Management Overlay?

The development of a multi-year service plan and budget typically starts early in the year before the service plan and budget takes effect. The upcoming 2022 Citywide Growth Strategy: New Communities Business Case review process is expected to be initiated as early as 2021 Q3 in order to inform strategic growth decisions in 2022, ahead of the approval of the 2023-2026 service plan and budget.

Both Administration and the New Community Working Group agree on the need to proceed, on time, with the 2022 Citywide Growth Strategy: New Communities Business Case review process, in order to take advantage of market opportunities and service plan and budget alignment.

Through Administration's internal and external review, a number of opportunities to improve the process were identified. Given the time constraint, Administration worked with the New Community Working Group to triage these opportunities into two categories – those that could be enabled in time for the 2022 evaluation, and those that should be considered after the 2022 Business Case evaluation has concluded.

Proposed Solution: a *Refine and Rethink* Approach

Administration is proposing a *Refine and Rethink* approach that outlines short and medium term phases to explore and implement business-friendly changes to the Growth Management Overlay mechanism and decision-making process, while allowing the next review to proceed on time. The details of this approach are presented in Attachment 2.

This approach enables the 2022 Citywide Growth Strategy: New Communities Business Case review process to proceed on time, while preparing for more substantive change once the evaluation is concluded. This review process is seen as in-scope for this work, as it is the practical means by which proposals for Growth Management Overlay removal and subsequent new community development are evaluated, and City investment decisions are incorporated into the service plans and budgets.

In the *Refine* stream, shorter term refinements will be implemented in time for the 2022 new community Business Case review process, and include a more collaborative, precise, and disaggregated approach to market factors (supply and demand), greater focus on the merits of

Citywide Growth Strategy: Growth Management Overlay Review

individual Business Cases, clarification on how cumulative impacts will be assessed, and other process and communications improvements (see Attachment 2 for a full listing of proposed changes).

In the *Rethink* stream, further medium-term shifts to potential alternatives to the Growth Management Overlay will be considered, with an emphasis on greater flexibility for areas that do not require City-funded capital investment, in response to stakeholder input and consideration of links with the service plan and budget and funding process. These options will be explored in a context that continues to link growth decision making within the Citywide Growth Strategy and service plan and budget preparation, while ensuring Alignment with policy (Municipal Development Plan/Calgary Transportation Plan), Market Demand, and Financial Impact considerations.

In terms of accountability, Administration will continue to convene the New Community Working Group to guide this work, and will continue to meet throughout the next Business Case review process. In this way, *Refine* and *Rethink* may overlap in timing. Further, Administration will bring updates as required to Council, including through the annual Growth Monitoring Report process.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Administration continues to collaborate with Industry partners through the New Community Working Group. Together, this work is identifying and developing business-friendly near-term *Refine* opportunities for exploration and implementation for the 2022 Citywide Growth Strategy: New Communities Business Case review process. During and following the 2022 business case process, ongoing stakeholder dialogue regarding the subsequent *Rethink* considerations (involving more fundamental change to the Growth Management Overlay) will be required. Attachment 3 includes a What We Heard Report on the conversations conducted with the New Community Working Group. The Growth Management Overlay and Business Case review process have generated concern from the New Community Working Group, who are eager to proceed with land development and, generally speaking, see the review as an encumbrance.

IMPLICATIONS

Social

New communities are an important contributor for maintaining housing affordability in Calgary. Ensuring a competitive offering of new communities is important to supporting diverse socioeconomic groups in the city. Strategic review of new community proposals linked to The City's business plan and service plan and budget process is important to realizing community completeness and ensuring that these areas offer citizens equitable access to City services.

New communities are a significant part of Calgary's attractiveness to newcomers from within Canada and beyond. Ensuring housing choice in vibrant, liveable new communities may therefore be important to maximizing Calgary's diversity advantage.

Citywide Growth Strategy: Growth Management Overlay Review

Environmental

As The City increases focus on reducing its carbon footprint and enhancing environmental resilience, the Growth Management Overlay mechanism and Citywide Growth Strategy: New Communities Business Case process allow for the Calgary Climate Resilience Strategy to be considered when strategic planning and City investment decisions are made.

Economic

Calgary's new and actively developing communities continue to attract the vast majority of the city's residential growth. This work directly supports growth by improving the business friendliness of the current business case review process. The proposed approach also sets the stage for future consideration of more wholesale improvements that would improve the connection between planning approvals and strategic City investment decisions, while reducing time and resource demands. By improving the process for informing City investment decisions, this work helps to advance the Place pillar of Calgary Economic Development's "Calgary in the New Economy" strategy.

Service and Financial Implications

No anticipated financial impact

This report has no impacts on capital or operating budgets. However, new community growth decisions do impact both capital and operating service plans and budgets. The process by which these financial decisions are made is informed by the tools and processes discussed in this report.

RISK

There are risks to phasing out the Growth Management Overlay with respect to the upcoming 2022 Citywide Growth Strategy: New Communities Business Case review process and the development of the 2023-2026 service plan and budget. These include:

- Uncertainty for Administration and proponents entering the business case review process;
- Absence of a defined process for aligning strategic City growth investment decisions with a holistic view of proponent intentions and the development approvals process; and
- Resource constraints relating to the delivery and implementation of the overall Citywide Growth Strategy.

The *Refine and Rethink* approach outlined in Attachment 2 largely mitigates the risks identified above, however includes its own risks:

- Greater emphasis on the merits of individual business cases and more scope for proponent representation may create challenges for considering the aggregate impacts of multiple proposals and non-capital cost criteria;
- The number of items to address in the lead up to the 2022 round of new community Business Cases may prove challenging to resource for exploration and implementation;

Citywide Growth Strategy: Growth Management Overlay Review

- Stronger collaboration with stakeholders on assessing market factors may highlight divergences in understanding supply levels and demand forecasts among all stakeholders; and
- Increased focus or reliance on capital costs relative to other factors (policy alignment, market demand, and operating costs) will challenge Administration's ability to provide recommendations balanced across the full range of criteria in line with the Citywide Growth Strategy.

ATTACHMENT(S)

1. Attachment 1 - Background and Previous Council Direction
2. Attachment 2 - Refine and Rethink Work Program
3. Attachment 3 - What We Heard Report
4. Attachment 4 - Stakeholder Letters

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
S Dalglish	Planning and Development	Approve
D Morgan	Transportation	Approve

Background and Previous Council Direction

This attachment provides background to the historical context of the Growth Management Overlay and New Community Growth Strategy Business Case evaluation process, and gives an overview of the Council direction to which this report responds. This broader report outlines an approach to undertake near-term refinements to the Business Case review process ahead of the 2022 Business Case evaluation, in order to ensure an effective and efficient path forward for Industry and Administration ahead of the development of the 2023-2026 service plan and budget. These near-term refinements are complemented by a longer-term commitment to rethink the Growth Management Overlay mechanism, with a view to improving its business-friendliness while ensuring a link between development approvals and infrastructure investment decisions and continued consideration of Municipal Development Plan/Calgary Transportation Plan Alignment, Financial Impact, and Market Demand.

Background

History

The Growth Management Overlay policy tool emerged from a period of changing approaches to decision making around local area planning, land use approvals, and City servicing for new community development.

In the 2000s, Area Structure Plans were the key mechanism for Council to decide on where to invest in growth, in the context of an overall Municipal Development Plan target of 5 years supply of serviced land that has infrastructure in place (sanitary, water, storm water, transportation, and emergency services), and a 15 year supply of planned land that is within a Council approved Area Structure Plan but may not yet be serviced by infrastructure and may not yet be ready for subdivision and development (the 15 year planned land supply was inclusive of the 5 year serviced land supply). Both targets have been included in Municipal Development Plans since at least the Calgary Plan (1998); the serviced land supply target was amended to 3-5 years as part of the 2009 plan approval. By initiating and then approving an Area Structure Plan, City departments would respond by programming required capital and operating investments into service plans and budgets, blend funding needs into tax, utility and off-site levy rates, and action implementation activities to deliver the infrastructure and services.

By 2012, the situation had evolved such that more Area Structure Plans had been adopted than could be serviced using existing funding capacity. The City subsequently entered into a number of infrastructure front-ending agreements, which temporarily deferred City payments, however The City was unable to sustain the costs of such agreements as they accumulated and required repayment, as well these agreements counted as debt on The City's balance sheet. The result was ultimately that having an approved Area Structure Plan could no longer serve as a guarantee of the required land servicing in the short term, and a new regulatory mechanism was needed.

In this context, Administration introduced the Growth Management Overlay as a means to signal to Council and new community developers which lands were serviced or funded for servicing within an Area Structure Plan. Lands that were not serviced or funded for servicing had a Growth Management Overlay applied, via a map inside the plan. This was first introduced in 2012 in three Area Structure Plans (Keystone, South Shepard, and Belvedere). With this policy

mechanism, approval of Outline Plan/Land Use applications was not permitted as The City did not have the funding to deliver the capital and operating investments necessary to support development.

Following the approval of the three aforementioned Area Structure Plans, Administration and Industry collaborated on a series of eight developer-funded Area Structure Plans covering over 4,000 hectares of land, confirming that the Area Structure Plan approval could no longer regulate the ability to move further into the planning continuum. The “New Area Structure Plan Process” report (C2013-0057) detailed the parameters for the developer-funded plans and also articulated the function of the Growth Management Overlay, which was then adopted into the New Community Planning Guidebook within the Municipal Development Plan.

As the inventory of planned land supply grew with approved Area Structure Plans, this led to the need for a strategic and transparent process by which to identify where to proceed with servicing. Alignment with City policy and objectives, facilitating a competitive housing market related to demand, and sound stewardship of limited financial resources were identified as critical components.

The first process attempt was the prioritization and sequencing process in the Framework for Growth and Change, circa 2013. This process led to infrastructure and operating approvals captured in the 2015-2018 service plan and budget.

A new evaluation was introduced in 2018 with the Business Case review process (PFC2018-0200), which resulted in recommendations to Council in 2018 and again in 2020. These reviews considered Municipal Development Plan/Calgary Transportation Plan Alignment, Market Demand, and Financial Impact as the three key factors in the evaluation. The next round of Business Case reviews will take place in 2022. In this coming round, the Business Case reviews will be further aligned with citywide comprehensive strategic growth decisions, by balancing investment in new communities with that of established and industrial areas – a true Citywide Growth Strategy.

Current Application

Presently, the Growth Management Overlay is a neutral tool to flag the existence of infrastructure servicing (or lack thereof) within a statutory Area Structure Plan, with the Business Case review process as the transparent intake route to inform Council's strategic decision making at service plan and budget time. This ensures a holistic consideration of the big picture of proponent proposals for land development, allows for consideration of City policy and informs investment of limited resources in a strategic way.

In this sense, the Growth Management Overlay is a mechanism to ensure that new community development approvals work within the constraints of available funding, as established by Council. The Business Case review is the process to help ensure that those service plan and budget and funding decisions are informed by market factors and growth readiness through collaboration with Industry.

Looking Forward

The *Refine and Rethink* approach put forward in this report endeavours to improve the Business Case review process in the near term to ensure a successful 2022 round to inform the 2023-2026 service plan and budget, and to continue ongoing work to rethink this system more fundamentally beyond this point.

In a future scenario where the Growth Management Overlay has been phased out, the need will remain for an instrument to indicate where lands have been serviced (or not) through budget decisions. The Rethink component of the approach outlined in this report will address this need while focusing on strategies to ensure that evaluation of alignment between investment decisions and land use approvals is done in a simplified and streamlined way that recognizes the need to maintain a competitive and attractive investment environment.

Project Alignment with Next Generation Planning and the Municipal Development Plan/Calgary Transportation Plan

Next Generation Planning is a new way of planning that ensures our citizens, and the people who move to and invest in Calgary, can make a great life and a great living in our city. It's a better way to plan our future. We're enabling development and investment through clear, accessible plans, strategies and tools that strategically guide and support growth. This program of nine initiatives provides a coordinated and clear planning system for the whole city, modernizes our planning and development approach, updates and simplifies policy to implement the MDP/CTP, and creates a better toolbox to allow for development and investment in Calgary (see Attachment 2 for more information).

This approach to planning supports and grows our communities so they continue to thrive and are prosperous for years to come. When our communities thrive, so does Calgary. These nine Next Generation Planning initiatives allows professionals from different backgrounds, to collaborate, align and close gaps between our MDP/CTP, local planning and development activity. The result is enabling growth and investment in Calgary's communities.

The Citywide Growth Strategy: New Communities leverages/implements the NEXT20 MDP project and provides the foundation for and enables partnerships and investment. This Strategy aims to:

- Communicate capital and operating costs of new growth to all stakeholders;
- Ensure City infrastructure is delivered during the service plan and budget period in alignment with development; and
- Work towards the growth and change framework of the Municipal Development Plan.

The *Refine and Rethink* approach outlined in this report represents continued collaboration within the Citywide Growth Strategy: New Communities framework and continuous improvement of the mechanisms and processes used to support investment and land use decision making.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2020 November 02	PFC2020-0962	New Community Growth Strategy 2020 Business Case 2020 New Community Growth Strategy adopted; 11 Business Case proponents invited to resubmit these applications during the next review process.
2020 June 15	C2020-0698	Defer 2020 Q3 and Q4 Reports to Later Date in 2021 Deferral to 2021 Q2.
2020 March 16	PUD2020-0016	City Planning and Policy 2020 Work Plan Deferral to 2020 Q4.
2019 November 18	PFC2019-1062	Growth Strategy Monitoring Report Council direction received to explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary.
2018 July 30	C2018-0900	New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678 Approval of funding and direction to pursue Growth Management Overlay removal for 14 new communities.
2018 March 19	PFC2018-0200	New Community Growth Strategy Introduction of the Business Case review process.
2013 March 14	C2013-0057	New Community Growth Strategy Introduction of the Growth Management Overlay mechanism.

Growth Management Overlay Review: Refine and Rethink Approach – PFC2021-0639

The *Refine and Rethink* approach outlined below includes a series of actions to explore in the short- and medium-term. The first set of actions, in the Refine stream, are to be explored and implemented as part of an improved approach to the 2022 Citywide Growth Strategy: New Communities Business Case review process, with work beginning immediately. These changes reflect a shared understanding among Administration and development and building industry (“Industry”) stakeholders on the need to ensure that this upcoming review process can proceed as effectively and efficiently as possible in the lead up to the 2023-2026 service plan and budget process.

The second set of actions, in the Rethink stream, form the basis for continued and ongoing collaboration to explore alternatives to the Growth Management Overlay mechanism and Business Case review process. These items fully reflect the original Council direction for this work, and are informed by ongoing conversation with the New Community Working Group, with an emphasis on creating a more business friendly approach that maintains the link between land use approvals and City service plan and budget an decisions, with continued consideration of overall Municipal Development Plan/Calgary Transportation Plan Alignment, Financial Impact, and Market Demand.

This attachment can serve as a shared understanding for proceeding with these actions.

Growth Management Overlay Review: Refine Phase	
A. Market	
1.	Seek third party market supply and demand data to validate and complement City forecasting, and use third party input to reflect supply timelines to align with stakeholders' understanding of the servicing and delivery of lots.
2.	Place greater emphasis on geographic sector and housing type market supply and demand, including better understanding of specific parcel timelines.
3.	Complement the Suburban Residential Growth (SRG) report with enhanced opportunities for stakeholders to provide the most up to date information available on tentative plans and builder timelines.
4.	Ensure these changes to market demand are undertaken in a way that prioritizes simplicity and leverages opportunities to streamline the Business Case review process.
B. Cumulative Impacts	
1.	Identify situations where multiple Business Cases can contribute to operating cost efficiencies (e.g., a transit route, fire coverage) and consider ways to acknowledge these efficiencies in the Business Case evaluation.
2.	Consider the capital impacts of multiple Business Cases in the aggregate. Consider developing a way to evaluate and make a recommendation on a geographic cluster of Business Cases that together require capital but do not individually.
3.	Clarify what cumulative impact evaluation means and how Administration will use it to evaluate Business Case specifics in terms of Municipal Development Plan/Calgary Transportation Plan alignment (MDP/CTP), market demand, and financial impact.
4.	Clarify how MDP citywide criteria are to be used in the evaluation. Commit to a balanced evaluation that highlights both alignments and misalignments.

C. Process
1. Ensure that in the evaluation of Business Cases, Administration provides comments from a consistent technical foundation and set of standards, and a policy foundation rooted in the MDP/CTP.
2. Provide more complete guidance for Business Case intake, while still endeavouring to be efficient and brief.
3. Explore a simplified and streamlined review process for any Business Case previously reviewed in 2020 that is focused on updates to those proposals and any changes in supporting context.
4. Improve transparency and communication between Administration and proponents, with an emphasis on clearly sharing analysis relied upon for recommendations.
5. Seek the level of detail that best aligns with where a proponent is at in the approvals process (pre-application, outline plan/land use, subdivision, etc).
6. Establish a two to three week response and clarification period so that review conclusions can be addressed by proponents prior to report finalization.
D. Communications
1. Clearly communicate the scope and size of the Business Cases, emphasizing whether they are completing an in-progress community or starting a new one. Commit to clear communication around the process being an evaluation for strategic growth in new community areas.
2. Ensure that a business-friendly mindset is applied to how the Growth Management Overlay is approached and how decisions are communicated. Reinforce business friendliness and messaging that is positive to investing in Calgary.
E. Approvals
1. Explore how to provide opportunities for proponents and stakeholders to speak to Committees and Council.
2. Consider structuring the report recommendation into two streams or portfolios: one where City capital investment is required, and another where no City capital investment is required.

Growth Management Overlay Review: Rethink Phase	
F. Future	
1.	Continue to pursue further conversation on how to improve the strategic decision process for new community growth and investment with a closer link to the City service plan and budget timing.
2.	Explore conditions under which interim servicing arrangements may be an option.
3.	Continue to collaborate with Industry and work transparently on the ongoing evolution of The City's operating cost model, keeping simplicity and streamlining of the Business Case review process in mind.
4.	Consider alternative, more flexible processes for Business Cases that do not require City capital investment, where alignment with policy, financial impact (operating cost), and market factors (can be demonstrated, potentially through the Outline Plan process.
5.	Continue to explore the potential to phase out the Growth Management Overlay as directed by Council. Develop alternatives to the Growth Management Overlay that maintain a link with the Citywide Growth Strategy, off-site levy bylaw, general service plan and budget, and continued consideration of policy alignment, financial impact, and market factors.

What We Heard Report – PFC2021-0639

The Citywide Growth Strategy: New Communities (also known as the New Community Growth Strategy (NCGS)) is enabled through tools and processes that support Council decisions for funding necessary capital and operating investments to enable strategic growth in new communities. Stakeholders, members of Council, and Administration have recognized there are advantages and disadvantages with the current tools and processes. However, the identification of different tools to replace current tools that enable Council decisions within a multi-criteria framework while removing barriers identified by proponents, have proven elusive.

Through Administration's internal and external review conducted to support this work, a number of opportunities to improve the process were identified. Since 2016, Administration has continuously collaborated with development and building industry ("Industry") partners through the New Community Working Group on where improvements can be made to the decision process, most notably through the Industry/City Work Plan and implementing the findings of the "New Community Growth Strategy: Stakeholder Engagement Review and Lessons Learned" consultant report commissioned for PFC2019-1062.

Based on the Council direction provided in PFC2019-1062 to create policy that encourages a more business and investment friendly environment for development in Calgary, this work is identifying and developing business-friendly near-term Refine opportunities for exploration and implementation to improve the 2022 NCGS Business Case review process. Following the 2022 Business Case process, ongoing stakeholder dialogue regarding the subsequent Rethink considerations (involving more fundamental change to the Growth Management Overlay) will be undertaken as part of the proposed work plan (Attachment 2).

This attachment outlines five key themes heard from Industry representatives of the New Community Working Group in relation to the Growth Management Overlay mechanism and the Business Case review process, collected through a series of meetings between December 2020 and May 2021.

1. Market Factors and Supply and Demand Assessment

Industry members expressed concern about ensuring that the understanding of serviced land supply be done in a way that is as up to date as possible and that accounts for the variety of challenges to land development, which can vary significantly by geography. Industry expressed the desire to have greater third party and Industry input into the supply assessment and demand forecast elements of the Business Case review process.

Industry members expressed support for greater nuance and emphasis on sector- and housing-type-specific variations in supply and demand, as well as clear communication on the difference between serviced and budgeted-to-be-serviced land supply

2. Cumulative Impacts and Policy

Industry members would like to see greater clarity on how Administration identifies and evaluates cumulative impacts across the portfolio of submitted Business Cases and alignment

with citywide Municipal Development Plan policy, and how this informs Administration's recommendations.

Industry members expressed support for the concept of highlighting situations in which multiple Business Cases may together share the ability to realize operating cost efficiencies, such as the servicing costs of transit routes or fire services coverage.

Industry members expressed reservations and a desire for further conversation about the approach to be taken to evaluate where multiple Business Cases may not require City-funded capital investment on an individual basis, but do in the aggregate.

3. *Process Improvements*

Both Industry members and internal stakeholders expressed a desire to ensure that any previously considered Business Cases are subject to as streamlined and efficient a review process as possible in the 2022 round.

Industry members expressed a desire to ensure that the Business Case review be done with increased transparency, with a consistent technical foundation applied to all Business Cases.

Industry members noted that the current intake and template process for Business Case submission and review is satisfactory, but that the level of detail required should be the minimum necessary, noting that not all sites have the same technical information available, given their variety in progress along the planning approvals continuum.

4. *Communications*

Industry members expressed a desire for proponents to be able to have more opportunity to speak to the merits of individual Business Cases, both within Administration's evaluation process as well as directly to Committee and Council at the decision stage.

Industry members expressed a desire to ensure that broader public communications and dialogue around the Business Case review process be measured and constructive, emphasizing the technical cost benefit nature of the decisions and reducing the temperature of the conversation, in order to ensure continued investor confidence.

5. *Overall Approach*

Industry members were not supportive of continued application of the Growth Management Overlay mechanism in cases where no initial City-funded capital investment is required (typically defined as water, stormwater, sanitary, transportation, and emergency services). At the very least, Industry members would like to see Business Cases split into two categories of evaluation – those requiring and not requiring capital investment to initiate the development. In the future, Industry members would like to see no Business Case required (and no Growth Management Overlay applied) for areas that do not require initial City-funded capital. Operating costs and Municipal Development Plan alignment would be evaluated individually at the Outline Plan stage.



May 31, 2021

Delivered by Email

The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P 2M5

Attention: Members of Priorities and Finance Committee

RE: PFC2021-0639: New Community Growth Strategy

BILD Calgary Region (BILD CR) thanks the Calgary Growth Strategies team for engaging Industry in follow up to Councillor Davison's Council approved motion of November 5, 2019, directing Administration to explore the phasing out of the Growth Management Overlay (GMO) process. As with a number of initiatives, progress in responding to the direction to Administration approved by Council was delayed due to the COVID-19 public health emergency. Industry understands that The City will invite proponents to submit business cases during the next New Community Growth Strategy process, to be aligned with the start of development of the 2023-2026 service plan and budget cycle anticipated to be in Q4 2021.

Although, Industry would have preferred to enter The City's next round of new community growth evaluations with Council's GMO direction to Administration fully addressed and, in any event, different processes for 'capital cost impact' and 'no capital cost impact'; nevertheless, Industry does not want the next business case intake cycle to be delayed. In the interim, to enable Administration the time to complete its work on Council's GMO direction, Industry supports proceeding with the 2022 process in an open and transparent manner with a greater focus on the merits of individual business cases.

Industry is beginning to experience supply-related issues in Calgary, in both new land approved for development and available housing in certain areas of the City, which added to other market factors (i.e., increases in raw material costs and lot prices) results in housing affordability concerns. Unaddressed, these issues will get significantly worse with time. Industry is committed to working with the Calgary Growth Strategy team to address these issues as well as ensure an improved New Community Growth Strategy intake, evaluation, and approval process for 2022 works as smoothly as possible.

Industry is pleased with the team's intent to embed a third party and Industry perspective on land supply to get a timelier forecast that includes demand considerations. We are concerned that several business case proposals were refused in the New Community Growth Strategy 2020 process yet met the criteria with no City capital infrastructure funding requirements. Industry relies upon the decisions of policy makers and the predictability of the processes and procedures, which result from those decisions, to evaluate and make investments. The reliance on the stability of given decision and the predictability of

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corresponding processes is a key factor in competitively attracting investment into all aspects of The City's growth plan – new communities, established areas and industrial areas. We are optimistic that the Administration's proposed refinements in the review process will better assess these situations in a more fair, reasonable, and transparent evaluation than in the past.

As we progress through the 2023-2026 business cycle, it is imperative that the Council directed work required to evaluate the phasing out of the GMO process is not delayed. It is critical that Administration works with the Industry to develop a more efficient and effective process to coordinate strategic growth infrastructure investment decisions with budget and land use approvals. In particular, BILD believes, for applications that do not require investment of City capital, that there are opportunities to develop more flexible processes which are in alignment with the outline plan process and better serve Calgarians.

In summary BILD supports:

- Maintaining the current New Community Growth Strategy business case intake timing, anticipated to start later this year, given the delays in addressing Council's direction in respect to exploring the phasing out of the GMO process;
- That the next New Community Growth Strategy process be more open and transparent, with individual New Community business cases being evaluated on their individual merit;
- Amongst other business cases in which The City may decide based on merit to approve, New Community business cases which do not require investment of incremental City capital be approved; and
- Engagement of Industry regarding the timely investigation of the phasing out of the GMO consistent with Council's direction.

BILD looks forward to working with Administration to reduce the regulatory and cost burden on Industry and home purchasers. Industry envisions a new process aimed at saving time, money, and resources (both City and Industry) while protecting The City's finances and market affordability. We thank Administration for continuing to work with Industry on the Citywide Growth Strategy, and we thank members of the Priorities and Finance Committee for the opportunity to bring forward our Industry's input on the GMO mechanism and the review process by which Council approves new community development.

Yours truly,
BILD CALGARY REGION

Brian R. Hahn
Chief Executive Officer, BILD Calgary Region

/dc

cc: Stuart Dagleish, General Mgr, Planning & Development, City of Calgary
Josh White, Director, Growth & Strategic Services, Planning & Development, City of Calgary
Matthew Sheldrake, A/Mgr, Growth & Strategic Services, Planning & Development, City of Calgary

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2021 June 8**

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Calgary Exhibition and Stampede Limited – 2020 Credit Facility

RECOMMENDATION(S):

That the Priorities and Finance Committee recommends that Council:

1. Direct Administration to consent to amendment of certain Calgary Exhibition and Stampede Limited ("The Stampede") credit facilities in order to ensure The Stampede remains in good standing under such credit facilities. The form and terms of such amendments to be in accordance with The City's Credit Documentation- Loans and Loan Guarantees policy;
2. Direct Administration to amend the necessary financial covenants to allow The Stampede to remain in good standing under its credit facilities with The City. The form and terms of such amendments shall be in accordance with The City's Credit Documentation- Loans and Loan Guarantees policy; and
3. Direct Administration to amend any existing agreements between The City and Calgary Exhibition and Stampede Limited as applicable and in accordance with The City's Credit Documentation – Loans and Loan Guarantees policy.

HIGHLIGHTS

- Due to the ongoing global COVID-19 pandemic the scope and the ability to proceed for The Stampede's 2021 annual exhibition is uncertain when this report was written.
- The pandemic forced the cancellation of the 2020 exhibition and prevented The Stampede from conducting other year-round revenue generating activities. This resulted in an operating loss of \$26.5 million for fiscal 2020 after receipt of COVID-19 related government funding of \$9.9 million.
- The Stampede is seeking amendments to its credit agreements for the 2021 fiscal year similar to the ones for fiscal 2020 such as principal payment deferrals, financial covenant waiver and amendments to its operating facility.
- What does this mean to Calgarians? The Stampede is a cultural icon and important contributor to the City's economy and identity.
- Why does it matter? The City guarantees credit facilities of The Stampede which are provided by a Canadian chartered bank. Without amendments to certain credit facilities and certain financial covenants being provided by the lender and The City as guarantor The Stampede could be in default under its credit facilities.
- The Canadian chartered bank which provides credit to The Stampede has been supportive of The Stampede by providing amendments to certain credit facilities and certain financial covenants and improving its access to liquidity in The Stampede's credit agreements to ensure The Stampede remains in good standing under its credit facilities.
- While the duration of the pandemic and its eventual impact on The Stampede is uncertain, The Stampede is considering other possible actions it could potentially take to further deal with the financial impact caused by the pandemic. These include Federal government support programs, sales of unencumbered assets and additional credit facilities.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

Calgary Exhibition and Stampede Limited - 2020 Credit Facility

DISCUSSION

- Annually, Administration updates Council regarding the credit facilities guaranteed by The City of Calgary for the Calgary Exhibition and Stampede Limited, related to Stampede Park redevelopment and expansion. The Stampede has historically demonstrated positive operating results.
- 2020 was, and it appears 2021 will likely be, anomalies for The Stampede's operations brought about by the global pandemic and not the result of operational problems of The Stampede itself. The Stampede requires support from governments, lenders and the community to continue its community investment objectives.
- Despite the pandemic, The Stampede has had higher debt levels guaranteed by The City in the past. In 2014 The City was guaranteeing \$120 million compared to current levels of \$73.5 million. The Stampede has demonstrated ability to reduce debt over time.
- The Federal government's budget released 2021 April 19 proposes to invest \$200 million through regional development agencies to support "Major Festivals" such as The Stampede's annual exhibition. Currently no details are available with respect to the logistics, nature, amount and timing of support that may specifically be provided by the Federal government.
- Despite uncertainty The Stampede remains hopeful and is currently marketing tickets for the afternoon rodeo and evening shows. The continuation of the pandemic represents an ongoing financial risk for The Stampede as the annual exhibition historically contributes approximately 60% of its annual revenues and 62% of its annual operating income.
- The Stampede's management has implemented several initiatives to mitigate the impact of the pandemic by reducing personnel expenses, negotiated a deferral of debt principal repayment with its lender of \$6.9 million from 2020/2021 and a proposed \$5.5 million from 2021/2022.
- The City is being asked to waive The Stampede's 2021 debt service coverage ratio financial covenant in its Credit Agreement, with it to be reinstated in 2022. The City is also being asked to consent to amendments to the credit facility between The Stampede and its lender that include a new \$10 million revolving credit facility, facility extensions, amendments to lender's security, covenant waivers and amendments, and further principal repayment deferrals until its ultimate maturity of the debt ranging from 2024 to 2036.

- **Guaranteed Credit Facilities**

As of 2020 December 31, a total of \$60.1 million was outstanding on the guaranteed credit facilities. The Stampede has \$13.4 million of undrawn availability remaining under its original \$120 million of total authorized non-revolving credit facilities with guarantees provided by The City. The Stampede plans to utilize any undrawn capacity for Stampede Park expansion and development with a remaining maximum available facility of \$73.5 million.

- **2020 Financial Highlights**

As might be expected the pandemic drastically reduced The Stampede's revenues in 2020 compared to 2019, going from \$154.1 million to \$25 million. The severe impact on The Stampede's profitability in 2020 was mentioned above. Liquidity has also been

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Calgary Exhibition and Stampede Limited - 2020 Credit Facility

adversely impacted as reflected by The Stampede's recent increase to its revolving credit facility. Further financial details are available in Attachment 2.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Staff from Treasury within the Finance Business Unit interact with The Stampede on a regular and as needed basis and have had ongoing communication with respect to financial and operational performance, and capital expenditure plans. Treasury is continuing to monitor The Stampede and expects additional amendments to the credit agreements with their Canadian chartered bank will be required and are currently being discussed. To date their lender has been supportive of The Stampede and Treasury has not been advised of any change in that regard. The Stampede has remained compliant with their bank agreements. The Stampede has reviewed and concurs with this report.

IMPLICATIONS

Social

The Stampede contributes significantly to the quality of life in Calgary. It embodies the unique spirit of the west and provides many Calgarians inspiration for identity and character and its world-renowned status is a source of civic pride. It preserves, promotes and contributes to Calgary's western heritage and values. It celebrates western pioneers, its citizens, highlighting the region's indigenous people and youth, the animals, the land and traditions that make up the diverse and inclusive community that is Calgary.

Environmental

Not Applicable

Economic

In a 2019 November report The Conference Board of Canada estimated The Stampede's year-round operations contributes about \$540 million and \$450 million to Alberta's and Calgary's annual economies, respectively. Many businesses and charities lever off of and depend a great deal on The Stampede. Thousands of direct and indirect jobs are created by Stampede.

The Stampede is a volunteer-supported, not-for-profit community organization. All revenue is reinvested into the annual exhibition and Stampede programs and facilities.

No anticipated service or financial impact

No implications based on the current status of the credit facilities.

The City charges an annual administration fee of 0.02% on the average outstanding balance of the guaranteed credit facilities. The fee paid for 2020 was \$12,085, which supports the administrative and monitoring costs associated with the guaranteed credit facilities.

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Calgary Exhibition and Stampede Limited - 2020 Credit Facility

RISK

Financial loss to The City as guarantor of The Stampede's term debt in the event of default is mitigated by way of a fixed-charge debenture covering all loans guaranteed by The City and secured with specific property owned by The Stampede. The City Loan to Value Ratio amount equal to 131% of the Maximum Guaranteed Amount provides excess value to secure the guarantee in the event the appraised value does not materialize. An updated appraisal of the aggregate market value of "The City Charged Lands" is to be delivered every fifth year during the term of The City's credit agreement. The last appraisal report received in 2019 April remained in compliance with this requirement. (The appraisal underwent Real Estate & Development Services' Valuation Review Committee and the appraised values of The Stampede lands were confirmed.) The next appraisal is scheduled to be completed in 2024.

ATTACHMENT(S)

1. Attachment 1 - Previous Council Direction, Background
2. Attachment 2 - Summary of The Stampede's Operating Results

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Chief Financial Officer	Approve

Background

Historic summary of loan guarantees to Calgary Exhibition and Stampede Limited

Context

The City has guaranteed three credit facilities (Facilities B, C, and D) for Calgary Exhibition and Stampede Limited (“The Stampede”) related to the Stampede Park redevelopment and expansion.

In September 1998, Council approved a \$60 million loan guarantee for land acquisition, the initial expansion of the BMO Centre, and subsequent on-site upgrades (FB98-49). In October 1998, Council approved Guarantee Bylaw No. 38M98. Council also directed Administration to provide regular project updates which have since been presented annually.

In December 2005 (FCS2005-42), Council approved an additional loan guarantee of \$80 million related to The Stampede’s Master Plan (Guarantee Bylaw No. 49M2005). In 2014, the loan guarantee was reduced by \$20 million at the request of The Stampede (PFC2014-0463).

The City entered into an amended credit agreement dated 2008 April 1 to add guaranteed Facility D for \$80 million, which was reduced in 2014 to \$60 million in the amended and restated credit agreement dated 2014 April 11.

Challenges arose in 2020 with the COVID-19 pandemic resulting in the cancellation of the annual exhibition for the first time in nearly a century. For the 2019 fiscal year, The Stampede remained in full compliance with all covenants set out in its credit agreement facilities, but, as a result of the COVID-19 pandemic, The Stampede required The City’s consent to amend certain credit facilities and amend certain financial covenants for fiscal year 2020 (PFC2020-0670) in order and to ensure The Stampede remained in good standing under its credit facilities and to align with those granted by The Stampede’s lender.

Previous Council Direction

Previous bylaws related to Calgary Exhibition and Stampede Limited:

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2020 July 14	PFC2020-0670	Calgary Exhibition and Stampede Limited requested consent to amend certain credit facilities and amend certain financial covenants for fiscal year 2020 in order and to ensure The Stampede remained in good standing under its credit facilities and to align with those granted by The Stampede's lender. Approved per second amended and restated credit agreement dated 2020 July 29.
2014 June 17	PFC2014-0463	Calgary Exhibition and Stampede Limited requested debt guarantee approved per Bylaw 49M2005 be reduced by \$20 million. Reduced per amended and restated credit agreement dated 2014 April 11.
2006 January 16	49M2005	Bylaw to guarantee Calgary Exhibition and Stampede Limited debt \$80 loan guarantee bylaw
1998 October 05	38M98	Bylaw to guarantee Calgary Exhibition and Stampede Limited debt \$80 loan guarantee bylaw

Calgary Exhibition and Stampede Limited
Summary of Audited Operating Results (\$'000s)

	2021 Budget	2020	2019	2018	2017
Gross Revenue (<u>Note 1</u>)	93,033	25,010	154,105	149,255	142,998
Provincial Government Grants	5,505	6,023	7,112	7,674	7,674
COVID-19 related Government Funding	3,287	9,944	--	--	--
Direct Expenses	(61,556)	(24,322)	(104,034)	(102,631)	(97,314)
Subtotal	40,269	16,655	57,183	54,298	53,358
Indirect Expenses (<u>Note 2</u>)	(38,200)	(29,149)	(40,059)	(38,298)	(37,755)
Amortization	(13,777)	(14,054)	(14,876)	(12,361)	(12,541)
Excess (Deficiency) of Revenue over Expenses	(11,708)	(26,548)	2,248	3,639	3,062

Note 1: Includes Amortization of deferred contributions, based on an accounting change to realign CES reporting with other not-for-profit organizations (CES' Auditor, PwC has reviewed and concurs, based on its experience with other not-for-profits).

Note 2: Includes Administration, Marketing, Park Maintenance, Interest, and Employee Future Benefits.

	2021 Budget	2020	2019	2018	2017
EBITDA less UCE before Deferred Contributions	(3,361)	(17,765)	8,449	6,440	7,575
Deferred Contributions	4,718	4,772	5,394	4,273	4,358
EBITDA less UCE*	1,357	(12,993)	13,843	10,713	11,933
Debt Service Requirements	2,864	3,949	7,905	7,961	7,601
Annual DSCR**	0.47	-3.29	1.75	1.35	1.57
4-Year Rolling Average DSCR**	1.44	1.59	1.59	1.53	1.58
=EBITDA/(Debt Service Requirements)					

The accounting change described in Note 1 above had a positive impact on the DSCR covenant calculation (shown above).

* EBITDA less UCE stands for Earnings Before Interest, Taxes, Depreciation and Amortization less Unfunded Capital Expenditures.

** DSCR stands for Debt Service Coverage Ratio. Minimum of 1.00:1 average of 4 most recent years. For 2020 amendment granted to allow exclusion of 2020 results from the calculation due to COVID-19 global pandemic.

Current Ratio	N/A	0.81	0.94	0.91	0.96
=Current Assets/Current Liabilities					

2021 Budget

The presented 2021 budget above from The Stampede was prepared in the fall of 2020 and is currently being updated as part of The Stampede's spring forecasting process. The reduced revenue projection of \$93 million versus 2019 actual results was due to estimations of a reduced scale of the annual exhibition and 60% reduction in year-round activities. The estimated costs are to align with activity levels and capital expenditures reduced to essential maintenance requirements. And no Federal support outside of the Canadian Emergency Wage Subsidy were estimated. In this scenario, the budget will result in breakeven year before amortization if the assumptions were to be realized.

2020 Operating Results

The annual exhibition was cancelled and many of The Stampede's year-round activities were also cancelled due to the COVID-19 global pandemic. The Stampede's revenues in 2020 were drastically reduced to \$25 million. Profitability was severely impacted resulting in a loss with excess expenses over revenue of \$26.5 million in 2020. Liquidity was also impacted as reflected in The Stampede's drop in its Current Ratio from .94 in 2019 to .81 in 2020.

The Stampede received \$6.0 million in funding from the Government of Alberta through Alberta Culture and Tourism in 2020 (\$7.1 million in 2019). The Stampede does not have a long-term grant agreement with the Province; however, grants renew on an annual basis. The grants are expected to increase \$0.3 million in 2021 due to the 2021 February Provincial budget.

In 2020 The Stampede also received COVID-19 related financial assistance of \$9.9 million primarily from the Federal government intended to help mitigate some of the financial impact of the pandemic.

Financial Covenant

The Debt Service Coverage Ratio ("DSCR") is a financial covenant within both The City's and The Stampede's external bank lender's credit agreements. The covenant requires that the four-year average DSCR be not less than 1:00 to 1. The four-year average ratio DSCR for 2020 was 0.34x due to the pandemic's adverse impact on The Stampede's operations. However, The City and The Stampede's external bank lender both agreed to amendments to permit The Stampede to exclude 2020 results from the financial covenant, in effect reverting to the 2019 calculation of 1.59x. The Stampede remained in compliance, in all material respects, with the covenants outlined in the Credit Agreements.

The City is also being asked to waive The Stampede's 2021 debt service coverage ratio financial covenant in its Credit Agreement with it to be reinstated in 2022.

Asset to Loan Ratio

The Stampede provided The City with an appraisal of The Stampede's owned lands with a "Hypothetical Current Market Value Estimate" as at 2019 March 15. The City's security includes parcels with an aggregate value of \$96.5 million which would offer 131% coverage to the amended loan guarantee amount of \$73.5 million (based on exposure as of 2020 December).

Capital Campaign / Projects Update

BMO Centre Expansion

In 2016 March, The Stampede announced it was exploring options for a \$500 million expansion of the BMO Centre ("BMO Centre Expansion") and in 2018, The Stampede entered into a development agreement with Calgary Municipal Land Corporation to oversee the BMO Centre Expansion. The Stampede requested that the BMO Centre Expansion be funded equally by the three levels of government.

The project broke ground on 2021 April 29 and is currently executing on time and on budget.

As of 2021 March 31 The City, through a loan to Calgary Municipal Land Corporation, has advanced \$71.6 million to the project.

Park Development

In early 2019, The Stampede entered into a marketing agreement with Calgary Municipal Land Corporation to lead the marketing and development strategy of Stampede-owned lands for mixed-use development opportunities. This land assembly represents approximately 30 acres at the centre of Calgary's future culture and entertainment district. The plan is to move forward to

secure a hotel development partner to support the needs of the planned BMO Centre expansion.

Financial Task Force Implementation Update

RECOMMENDATION(S):

That the Priorities and Finance Committee recommend that Council:

1. Endorse the planning and budget principles in Attachment 5 and direct Administration to:
 - (a) use the principles in order to develop a decision-making framework for the 2023-2026 service plan and budget cycle; and
 - (b) include the principles in the next update to the *Multi-Year Business Planning and Budgeting Policy*.

HIGHLIGHTS

- **Reason for recommendations:** A semi-permanent set of principles for planning and budgeting will help increase citizen understanding of the service planning and budgeting process. It supports Council's desire for improved communication and better understanding of the high-level aims of the service plans and budgets.
- **What does this mean to Calgarians?** Calgarians will see a better service planning and budgeting process. Administration is actively engaged in the implementation of the recommendations of the Financial Task Force.
- **Why does it matter?** A semi-permanent set of service plan and budget principles forms the foundation of a solid process and service plan and budget document that meets the needs of citizens and Council. The recommendations of the Financial Task Force seek to ensure more sustainable, long-term approaches to municipal fiscal issues.
- Administration remains committed to addressing each of the recommendations brought forward by the Financial Task Force and is actively engaged in implementing those recommendations.
- Progress has been made and there remains a lot of work ahead.
- The City's next four-year plan and budget process will be key to integrating the Financial Task Force recommendations.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The Financial Task Force report and recommendations were delivered to Council in July 2020. The scope of the recommendations is expansive and the implementation of the recommendations is a cross-corporate program. There were 35 recommendations made by the Financial Task Force and Administration responded to the recommendations with 73 administrative action items. A high-level overview of each recommendation and administrative action item is included in Attachment 2.

Overall Program Status

A member of Administration with relevant skills and experience has been assigned to each action item and asked to provide a proposal to address the item. Thus far, 61 of the 73 Administrative Action Items are being implemented through 33 proposals. A one-page summary featuring the substance of each proposal, the progress made thus far, and what to expect in the

**Chief Financial Officer's Report to
Priorities and Finance Committee
2021 June 2**

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Financial Task Force Implementation Update

next 6 months has been included in Attachment 3. Where a proposal has not yet been drafted, it has been due to the lack of organizational capacity due to COVID-19 impacts, the organizational realignment or other competing priorities. It is anticipated that in December 2021, all the Administrative Action Items will have an implementation proposal. Potential future impacts on timelines could occur due to service plan and budget changes, COVID-19 impacts and the organizational realignment. The focus will be to integrate as much as possible into the upcoming 2023-2026 service planning and budgeting cycle.

Key Areas of Progress

Over the past 6 months, progress has been made on many fronts including: improving the understanding of municipal financial circumstances with The City's Financial Narrative and a new benchmarking initiative; working towards addressing crisis-level vacancy in downtown office properties through the downtown strategy; removing barriers to TIPP participation; accessing alternative revenue streams; and better engaging with partners through a provincial engagement strategy. Details on these success stories can be found in Attachment 4.

Real Estate Working Group

Real Estate Working Group has been established to provide advice to the Chief Financial Officer and has offered advice on a potential grant program to incent the development of industrial land. They will continue to work on Recommendations 19, 21 and 33 as originally outlined in their terms of reference.

Planning and Budgeting Principles

In responding to Recommendation 2, the Financial Task Force Implementation Team recognized that (a) forming principles around taxation could not be done in isolation from the larger service planning and budget process; and (b) a solid decision-making framework needs to be supported by foundational principles. The team reviewed principles for planning and budgeting that The City has used in the past, looked at the current principles used by large municipalities like Toronto and Vancouver, and reviewed principles from the Government Finance Officers Association and the Organization for Economic Cooperation and Development. The proposed principles in Attachment 5, though high-level, set the foundation for a solid decision-making framework for the 2023-2026 service plans and budgets and, with Council direction, will be included in the next update to the *Multi-Year Business Planning and Budgeting Policy*. These principles will be supplemented by tax setting principles to be included in the Taxation Policy, which Administration intends to present to Council in Q2 2022.

What's Next

In the next 6 months, the implementation work will continue. Council can expect additional items mentioned by the Financial Task Force, including:

- the delivery of The City's Long Range Financial Plan;
- recommendations on the TIPP program and potential changes to the TIPP bylaw; and,
- a scoping report on the appropriate distribution of tax share between the residential and non-residential classes.

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Financial Task Force Implementation Update

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Public communication or engagement was not required for the drafting of this report.

The Financial Task Force Implementation Steering Committee, comprised of experts both internal and external to The City, have been kept informed of Financial Task Force implementation progress and were consulted in the drafting of this report.

IMPLICATIONS

Social

Including equity as a principle for service planning and budgeting will raise awareness and increase our focus on achieving equity in service delivery.

Environmental

Not applicable

Economic

The implementation of the Financial Task Force recommendations includes supporting business friendly initiatives,¹ promoting fiscal responsibility and accountability for financial decisions,² and aiding in the prioritization of important initiatives to promote Calgary and encourage growth.³

Service and Financial Implications

No anticipated financial impact

The recommendations of the Financial Task Force have broad implications across The City. In general, the recommendations tend towards improvement to the assessment and taxation system, clearer communication of value, more diversity in revenue sources, more regional coordination and a clear focus on economic development.

RISK

The implementation of the Financial Task Force recommendations is a large and complex program composed of many projects. There are three significant risk categories.

Dependency on partners – many recommendations rely on our regional and provincial partners' collaboration and cooperation. While work on The City's position and approach will continue, actual implementation could be slowed or stopped due to disagreement about implementation

¹ Financial Task Force Recommendation #5, for example.

² Financial Task Force Recommendations #1,2, and 3, for example.

³ Financial Task Force Recommendation #33, for example.

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Financial Task Force Implementation Update

details with partners. City Administration will work hard to mitigate this risk by prioritizing early engagement on joint interest and responsibility issues.

Corporate context – the implementation of the Financial Task Force recommendations will take place in a context of change. Work on the organizational realignment underway may impact the amount of time that non-dedicated employees devote to Financial Task Force Implementation-related activities. In addition, the SAVE program will continue to require resources around the organization to continue to find savings for the 2022 budget adjustments. The one-time and base budget requests associated with the Financial Task Force help mitigate the risk.

Political sensitivity – the Financial Task Force has recommended increasing user fees to reduce the need for property tax funding or changing the taxation system. The impacts of these types of changes are likely to be felt acutely by certain users or taxpayers. Affected groups would likely express some degree of concern publicly. Where it is possible to foresee these acute impacts, the Financial Task Force implementation team will inform affected stakeholders about the potential impacts as early as possible.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Overview of Administrative Action Progress
3. Implementation Reports
4. Financial Task Force Q2 2021 Highlights and Successes
5. Service Planning and Budgeting Principles

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Chief Financial Officer's Department	Approve
Chris Arthurs	Deputy City Manager's Office	Inform
Doug Morgan	Transportation	Inform
Les Tochor	Finance	Consult

Previous Council Direction

Context

Council directed work, through a Financial Task Force (FTF), on solutions to address the challenges of the current municipal property assessment and tax system. The Task Force identified eight success factors. On 2020 June 29, Council accepted thirty-five recommendations that contribute to achieving success. On 2020 July 27, Council directed the CFO to monitor and report on progress semi-annually in June and December through the Priorities and Finance Committee. For governance support, Administrative oversight includes members of the Task Force and the Senior Management Team (SMT).

Previous Council Direction






DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
12/14/2020	PFC2020-1351	Financial Task Force Recommendations – Implementation Next Steps That the Priorities and Finance Committee recommends that Council: <ol style="list-style-type: none"> 1. Direct Administration to bring a comprehensive provincial engagement plan to the Intergovernmental Affairs Committee no later than 2021 Q2; and 2. Direct Administration to incorporate engagement plan implications in the 2021 Q2 Semi-Annual FTF Implementation Update Report to the Priorities and Finance Committee.
7/27/2020	C2020-0815	Financial Task Force Recommendations – Implementation Approach and Resources Council adopted the following recommendations: <ol style="list-style-type: none"> 1. Direct Administration to implement the 17 Financial Task Force recommendations that only require existing resources (expanded work programs or re-directed to prioritize the action items). 2. Direct Administration to implement the 18 Financial Task Force recommendations identified in Attachment 4 that require new one-time resources using the 2020 investment income attributable to the Fiscal Stability Reserve as the funding source for one-time funding components. 3. Approve up to \$4 million in one-time funding across City departments for 2020 and 2021 to be funded from the Fiscal Stability Reserve. 4. Direct Administration includes a request for the base funding required for implementation in 2021 and beyond in the Mid-Cycle Adjustment report to Council in November 2020

7/27/2020	C2020-0815	<p>Financial Task Force Recommendations – Implementation Approach and Resources</p> <p>Council adopted the following Motion Arising:</p> <p>1. To further assist the Chief Finance Officer with recommendation #19 (Distribute tax responsibility appropriately), as well as assisting the Business and Local Economy (BLE) team in tackling recommendation # 33 (<i>Investigate the crisis level vacancy in the downtown office market and respond with actions</i>), direct Administration to:</p> <ol style="list-style-type: none"> establish an Administration-led Real Estate Working Group by bringing a mandate and direction for the Real Estate Working Group (similar to the 2019 Tax Shift Assessment Working Group) to the October 2020 meeting of the Priorities and Finance Committee of Council; the Real Estate Working Group will liaise directly with the Priorities and Finance Committee of Council through a standing agenda item, until Administration recommends that the working group be disbanded; determine composition of the Real Estate Working Group to include but not be limited to interested members of the Real Estate Sector Advisory Committee of Calgary Economic Development, as well as the now disbanded Financial Task Force with real estate experience, and/or other experts within Calgary; Direct the City Manager to assign an Administrative Chair for the Real Estate Working Group other than the Chief Financial Officer (who is presently tasked with execution of the Financial Task Force recommendations); and As part of the scope of work of the independent consultant for recommendation #19, as led by the Chief Financial Officer, ensure appropriate stakeholder engagement, including the Real Estate Working Group.” Direct Administration includes a request for the base funding required for implementation in 2021 and beyond in the Mid-Cycle Adjustment report to Council in November 2020
6/29/2020	C2020-0742	<p>Report and Recommendations of the Financial Task Force</p> <p>Council adopted the following recommendations:</p> <ol style="list-style-type: none"> Accept the reports and recommendations of the Financial Task Force in Attachments 2 and 3; Direct Administration to scope the costs of implementation based on Administration’s responses and timelines in Attachment 5 and report to Council with a request for approval of resources, where appropriate by 2020 July 29; Direct the City Manager to assign a lead to monitor and report back with a bi-annual schedule for reporting on the implementation of the Financial Task Force’s recommendations; Receive a presentation and this report as part of the Council orientation in 2021; and Thank the citizen volunteers for their professional contributions and their passion for Calgary’s success.

Overview of Administrative Action Progress

Administration is making progress on a number of the 73 actions and 35 recommendations across the 8 Financial Task Force themes. The table provides an overview of progress (whether there is not yet any information to report, or if the associated work is in the planning, installation, implementation, or benefits realization phase) and status (whether the associated work has been **completed**, is **on schedule**, is **delayed**, or has been **cancelled**). Details on specific projects are contained in the Implementation Reports in Attachment 2.

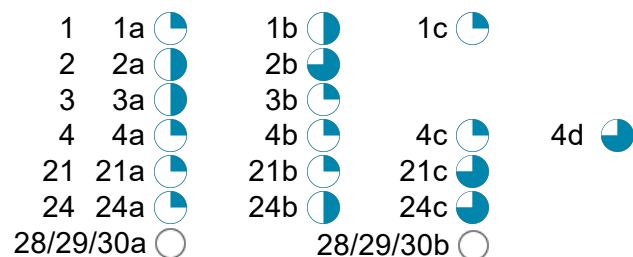
Phase

-  Not reported
-  Planning
-  Installation
-  Implementation
-  Benefits Realization

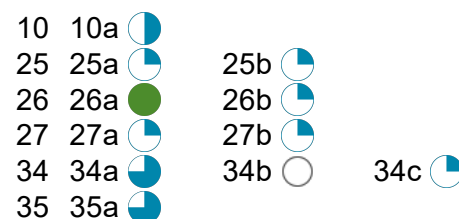
Status

- Cancelled
- Delayed
- On schedule
- Completed

Responding to Calgary's Cyclical Economy using Existing Tools



Improving Tax Efficiency for Long-Term Fiscal Sustainability



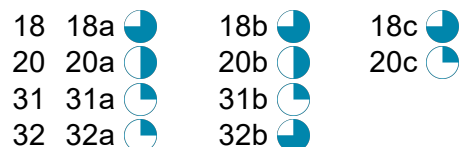
Improving the Understanding of Municipal Finance Circumstances



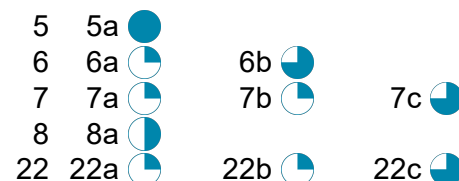
Bringing Property Taxation into the Twenty-First Century



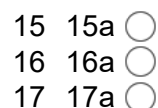
Making Calgary More Competitive, Livable and Attractive



Preparing for changes that would occur as the economy evolves



Supporting Regional Economic Development



Working Better with Partners in Achieving Progress



The City of Calgary

Financial Task Force Implementation Reports

Chief Financial Officer's Department
2021 June 01

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Service Plans and Budgets 2023-2026 Program Plan (4a, 10a, 1a, 1b, 1c, 2a, 2b, 3a, 3b, 4b, 5a, 7a, 7b, 8a, 9a, 11a, 18a, 18b, 19a, 20a, 20b, 20c, 21b, 23a, 24b, 25a, 27a, 27b)	Planning	32
ShopHERE powered by Google (5a)	Benefits	34
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User Fees and Subsidies Policy Review (4c)	Planning	43

Annual Assessment Cycle Continuation

Led By: Property Assessment

Related Administrative Action: 26a

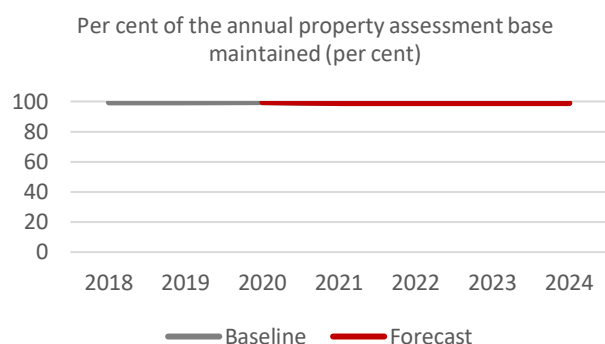
Description: Recommendation 26 was “do not sacrifice high-quality information available through annual property assessments that improve the ability to monitor and respond to underlying changes in the economy and real estate markets. The administrative action was “administration will continue the annual assessment cycle.”

Implementation Phase: Benefits Realization	What has happened over the past 6 months: N/A
Expected Implementation Date: December 2020	
Current Status: Completed	What’s next: N/A

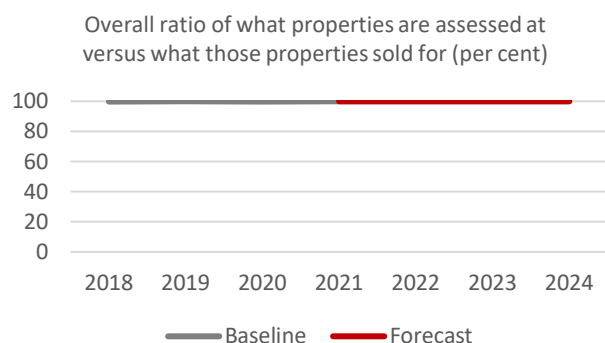
Customers: Property owners, City of Calgary, and Government of Alberta	Partners: NA
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Overall Risk Rating: Slight	Strategic Alignment: A well-run city
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Performance Measures	Performance Story
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“Per cent of the annual property assessment base maintained” is Assessment’s flagship performance measure and is at the core of everything Assessment does. Recent results have been historically strong and have been drastically outperforming set targets. Since this administrative action is maintaining the status quo there are no changes from originally set forecasts.



“Overall ratio of what properties are assessed at versus what those properties sold for” is Assessment’s preferred performance measure regarding the quality/accuracy of the assessment roll. There are a number of other performance measures that supplement this performance measure and provide additional context. Since this administrative action is maintaining the status quo there are no changes from originally set forecasts.

Assessment Smoothing Investigation

Led By: Property Assessment

Related Administrative Action: 35a

Description: Arising from FTF Recommendation #35, Administration was tasked with scoping a program along with required resources and present it to Council by the end of 2021.

The proposed plan is as follows:

- 1) Extract data required for analysis (complete).
- 2) Apply smoothing techniques per FTF (complete).
- 3) Research and analyze the results of the smoothing techniques and discuss in report (in process). Include analysis of practices in other jurisdictions.
- 4) Make recommendation based on the above for or against further pursuing assessment smoothing techniques. If for, proceed with scoping a program for effecting the required changes (not yet complete).

Implementation Phase: Implementation	What has happened over the past 6 months: The data for the analysis has been extracted. Various smoothing techniques have been applied to property assessments. Administration is currently determining how to demonstrate the impacts of the smoothing techniques on property taxes.
Expected Implementation Date: March 2021	
Current Status: On schedule	What's next: Complete research, demonstrate the effects of smoothing, and make recommendations for or against further pursuing assessment smoothing.
Customers: The City of Calgary Property Owners	Partners: Financial Task Force Finance - Corporate Budget Office Finance - Tax & Receivables
Overall Risk Rating: Low	Strategic Alignment: A well-run city

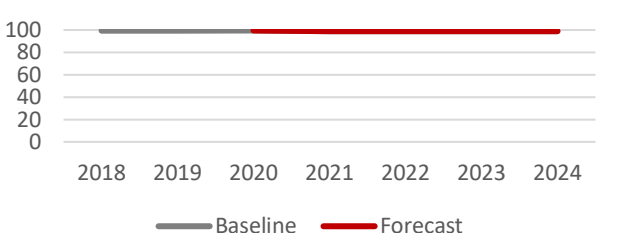
Assessment Timeline

Led By: Property Assessment

Related Administrative Action: 4b, 27a, 27b

Description: Initial planning indicates that the proposed work to address administrative actions 4b, 27a, and 27b will potentially include efforts to:

- A. Move the assessment roll freeze earlier:
 - 2021 Freeze: December 11, 2020
 - 2022 Freeze: December 3, 2021
 - 2023 Freeze: November 17, 2022
- B. Deliver as much info as possible on the distribution of responsibility across classes
- C. Include impacts on a rate of tax rate decision on different classes and taxpayer groups at key times of the year
- D. Provide early tax shift information around preliminary roll timeframe (end of September)
- E. Affirm TSAWG recommendations requiring the same type of information for the indicative rate decision before the approved tax rate decision
- F. Seek legislative changes where necessary including regarding the December 31 property condition date
- G. Present information needed to make informed decisions in varied and more easily understandable formats

Implementation Phase: Planning	What has happened over the past 6 months:
Expected Implementation Date: December 2022	1. 2021 Assessment Business Plan has been passed with an assessment roll freeze date established of December 3, 2021 which is eight days ahead of the last assessment roll freeze date - December 11, 2020. 2. Assessment Timeline project team established. 3. Planning has begun with the Assessment Management Team signing off on preliminary direction.
Current Status: On schedule	What's next:
Customers: Property owners, City of Calgary, and Government of Alberta	Partners: Finance - Corporate Budget Office; Corporate Initiatives; Assessment
Overall Risk Rating: Medium	Strategic Alignment: A well-run city
Performance Measures	Performance Story
<p>Per cent of the total annual assessment base maintained (per cent)</p>  <p>Legend: — Baseline — Forecast</p>	<p>Changes to well-established critical path dates may impact assessment roll quality and customer service due to a significantly compressed timeline. The “per cent of the annual property assessment base maintained” is Assessment’s flagship performance measure and is at the core of everything Assessment does. Recent results have been historically strong and have been drastically outperforming set targets but that trend may be difficult to continue if assessment roll quality and customer service are impacted by this shift. The ≥98.95% target is intentionally low due to a number of factors, a number of which are outside of Assessment’s control and these</p>



Financial Task Force Implementation Report

	administrative actions will affect these results but probably not enough to push below that target.															
<p>Number of days assessment roll freeze advanced earlier in the year (per cent)</p> <table><thead><tr><th>Year</th><th>Baseline (per cent)</th><th>Forecast (per cent)</th></tr></thead><tbody><tr><td>2021</td><td>0</td><td>8</td></tr><tr><td>2022</td><td>0</td><td>16</td></tr><tr><td>2023</td><td>0</td><td>-</td></tr><tr><td>2024</td><td>0</td><td>-</td></tr></tbody></table>	Year	Baseline (per cent)	Forecast (per cent)	2021	0	8	2022	0	16	2023	0	-	2024	0	-	<p>As directed by Council, Assessment will move the assessment roll freeze date earlier in the year starting in 2021 and finishing in 2022. This is being done to ensure that Council has the most accurate assessment data possible when they enter into budget deliberations.</p>
Year	Baseline (per cent)	Forecast (per cent)														
2021	0	8														
2022	0	16														
2023	0	-														
2024	0	-														

Business Licensing Cost and Value

Led By: Business Licensing

Related Administrative Action: 28a, 28b, 29a, 29b, 30a, 30b

Description: The FTF Report included a summary scope of work and resource implications for involvement from Calgary Community Standards (CCS). Three of the recommendations place emphasis on quantifying the cost and value of services and distribution of benefits for CCS service lines (#28, #29, and #30).

This implementation proposal is specific to the administrative action items for the business licensing service line, including a cost study and value study to help quantify the distribution of benefits to residents and businesses. Following this work, administration will leverage results into recommendations for service optimization and future user fee pricing reviews.

Implementation Phase: Planning	What has happened over the past 6 months: A comprehensive cost and value study are currently progress for the business licensing service line. This work includes interviews with subject matter experts, development of a service delivery blueprint and research on other Canadian and U.S. municipalities business licensing services. The findings from this work are intended to help inform recommendations for business licensing, designed to help improve the value offered to citizens and businesses.
Expected Implementation Date: December 2022	
Current Status: On schedule	What's next: Recommendation development.

Customers: <ul style="list-style-type: none"> •Business Owners •Citizens •Visitors (non-residents) 	Partners: <p>Internal</p> <ul style="list-style-type: none"> •Calgary Community Services •Calgary Building Services •Financial Task Force implementation team •Calgary Fire Department <p>External</p> <ul style="list-style-type: none"> •Business Advisory Committee •Alberta Health Services (AHS) •Alberta Gaming, Liquor, and Cannabis (AGLC)
Overall Risk Rating: Low	Strategic Alignment: <p>This project aligns with a number of citizen, council, corporate, and business unit goals:</p> <ul style="list-style-type: none"> •A Well Run City: Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others. •A Prosperous City: Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business. •2021 Corporate Goal: Support modernization of service delivery, optimization of investments, and financial sustainability at The City.

Business Perspectives Panel Research

Led By: Executive Leadership

Related Administrative Action: 5a

Description: Since 2017, The City has surveyed the business community quarterly through a Business Perspectives Panel, including follow-up discussions through randomly recruited business leader focus groups. The panel currently sits at approximately 800 business members across varied sectors and sizes of business.

Since 2019, The Business and Local Economy team has used the quarterly panel surveys and follow up focus group discussions to gain insights to inform strategies.

It also monitors four measures to support the success of the Business and Local Economy team's initiatives:

- 1) Perceptions of being business friendly – Why/why not
- 2) City recognized as acting to be business friendly (or not acting)
- 3) Awareness of Calgary in the New Economy strategy
- 4) Perception of City communications with businesses

Implementation Phase: Benefits Realization	What has happened over the past 6 months: Q1 survey and follow-up interviews completed, results under review.
Expected Implementation Date: December 2021	
Current Status: On schedule	What's next: Panel surveys with follow up interviews planned every quarter (4x per year) to measure success, keep a pulse on the business community and help inform future strategies.
Customers: Business and Local Economy team, and ultimately, the business community	Partners: Corporate Research Team (CSC) City Manager's Office
Overall Risk Rating: Low	Strategic Alignment: Business Sector Task Force alignment Calgary in the New Economy (Economic Strategy) Rethink to Thrive Strategy

Performance Story

Businesses perceptions of The City being business friendly is strongly connected to trust in Administration. Businesses trust in The City has doubled since the pandemic, showing that when we increased transparency and support for businesses, they heard our messages and trusted us more.

We regularly measure businesses' awareness of City initiatives that support business to determine if information is permeating to the appropriate audiences, and what adjustments must be made if they aren't reaching the ears of business owners. During 2020, this measure was not taken and was instead replaced by awareness of COVID business supports during the pandemic, but it is noted the similar measures were the same.

Business Web Hub

Led By: Executive Leadership

Related Administrative Action: 5a

Description: The current business pages on calgary.ca create difficulties and inconsistent experiences for business users coming to The City for information and services in the following areas:

- Finding the content and service you want.
- Being informed about other content and services relevant to you as a business owner.
- Demonstrating value The City provides to business users.

This can lead to poor customer experiences business users have with The City.

This was originally raised as a gap at the Business Advisory Committee in 2019, but we lacked funding/resources to undertake it. We put an ask into Council, and they approved funding for us to do this work.

The new business hub design will incorporate new features and technology to the existing business pages and how they would be organized to improve overall customer experience business owners have with The City.

Implementation Phase: Benefits Realization	What has happened over the past 6 months: The online hub was built out with a user experience lens and approved by CMO, and endorsed by members of Council. The site has been promoted to citizens and businesses and been well received. Since launch 6 weeks ago, the pages have received 11,574 pageviews with an average time on a page at around 2 minutes. The most popular pages continue to be, "Start a Business", and "Licensing and Permits".
Expected Implementation Date: April 2021	
Current Status: On schedule	What's next: As part of sustainment, further user experience testing will occur to help further iterations as more content is added, and more metrics are gathered to ensure the most user-friendly pages possible. Some new content in the works to be included is around investing in Calgary (tied to CED), and technical information for the film industry to entice them to consider Calgary.
Customers: <ul style="list-style-type: none"> -Business owners, managers and employees -Business Improvement Areas (BIAs) -Business Sector Task Force -Calgarians who support local business 	Partners: <ul style="list-style-type: none"> -Customer Service and Communications -Calgary Emergency Management Agency -Calgary Community Standards -Planning & Development (primarily Calgary Building Services) -Roads -Transportation Infrastructure -Green Line -Calgary Neighbourhoods (primarily Meghan Mahoney) -Information Technology -Finance -Assessment -Waste and Recycling -Mayor's Office -City Council members
Overall Risk Rating: Medium	Strategic Alignment: <ul style="list-style-type: none"> -Business Advisory Committee (highlighted as a gap by Councilors chairing committee and reinforced by industry on committee). -Rethink to Thrive Strategy (improved information to businesses and two-way communication with them)



Financial Task Force Implementation Report

Performance Measures	Performance Story
	Based on quarterly surveys of a sample of Calgary's business community via the Business Perspectives Panel, the measure of satisfaction on the question, "I have enough information about support available from The City to businesses" increases post launch of the hub.
	Post launch, web traffic to the online hub is high, and visits supersede corporate benchmarks for other page and microsite launches. Moving beyond the launch, the traffic to the hub (visits to various pages within the hub) remains steady and relatively high for most of the content.

Corporate eCommerce Program

Led By: Data Analytics & Information Access

Related Administrative Action: 7a, 7b

Description: Leveraging the One Calgary capital budget, Corporate Analytics & Innovation, working alongside partners in Customer Service & Communication and Information Technology, is bringing in a standard Corporate technology solution for eCommerce.

In response to Task Force recommendations 7a and 7b, the Corporate eCommerce Program will bring in a standard technology offering to provide:

- 1) Consistent and improved user experience – to support ease of Calgarians and businesses transacting with The City.
 - 2) Potential financial savings – from reduction in discreet software solutions.
 - 3) Operational efficiencies – from utilization of a standard technology offering.
- The solution will first replace City Online (2020 revenues = ~\$2.4M). A concurrent SAVE business case is also being implemented in 2021 which will use the software solution to increase revenues via City Online to an estimated ~\$3.4M in 2021 and then to a total of ~\$4.4M in 2022, and every subsequent year thereafter.

Through the Corporate eCommerce Program, a new technology solution will be implemented, City Online will be replaced and a high-level roadmap for other possible services to utilize the Corporate tool will be developed.

Implementation Phase:

Planning

What has happened over the past 6 months:

Contract signed with solution vendor

Expected Implementation Date:

March 2022

Current Status:

On schedule

What's next:

- 1) Install solution in City of Calgary environment
- 2) Design and build City Online replacement

Risks:

- 1) Schedule will continue to be a risk
- 2) Estimated revenues are dependent on the Calgary region economy

Customers:

Calgarians and businesses who transact with The City

Partners:

Corporate Analytics & Innovation, Customer Services & Communication and Information Technology

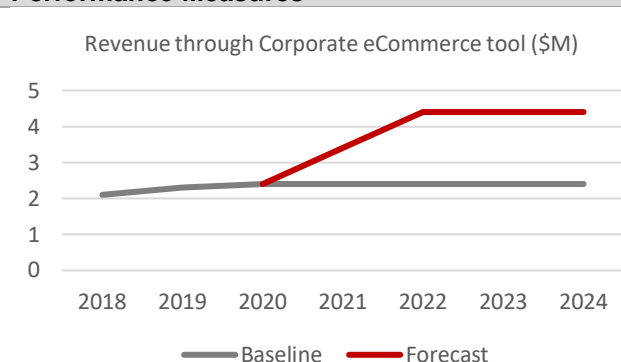
Overall Risk Rating:

Medium

Strategic Alignment:

Digital Strategy, Digital Governance Committee, SAVE

Performance Measures



Performance Story

It is anticipated that current and future revenues through a standard technology tool and replacement of City Online will increase with a more user-friendly tool. The developed roadmap for the inclusion of future products and/or services will provide a better clarity of future possible revenue potential when, and if, future services leverage the Corporate technology solution.

Council-approved Budget and Taxation Principles

Led By: Financial Support

Related Administrative Action: 2a, 11a, 20a, 31a, 8a

Description: This proposal would create a more permanent set of principles around service planning and budgeting, including principles for setting tax rates. These principles would be approved by Council through amendment to the Multi-Year Business Planning and Budgeting Policy (CFO0004).

The principles should be approved in 2022, prior to the beginning of the next four-year business planning and budgeting cycle (2023-2026).

In response to Task Force recommendations 20 and 31, the development of principles will include stability and predictability of taxes as a specific consideration. The development of principles will also consider the economic strategy Calgary in the New Economy in response to recommendation 8.

Implementation Phase: Installation	What has happened over the past 6 months: Compiled principles related to planning and budgeting that have been used by the City in the past, examined current principles being used by large municipalities like Toronto and Vancouver, and reviewed principles and guidance from the Government Finance Officers Association and the Organization for Economic Cooperation and Development. Proposed principles are included in this report.
Expected Implementation Date: December 2021	
Current Status: On schedule	What's next: The principles will set the foundation for a solid decision-making framework for the 2023-2026 service plans and budgets and, with Council direction, will be included in the next update to the Multi-Year Business Planning and Budgeting Policy.
Customers: Council, the public, Administration planning and budgeting stakeholders	Partners: Corporate Budget Office; Corporate Initiatives
Overall Risk Rating: Low	Strategic Alignment: Multi-Year Business Planning and Budgeting Policy;

Countercyclical Fiscal Policy Report

Led By: Financial Support

Related Administrative Action: 32a

Description: Administration will prepare a report that details the options available to The City to employ counter-cyclical policy and identify optimal counter-cyclical policies. The report will be realistic about the options for The City given the limited fiscal capacity of The City when compared to other levels of government.

Implementation Phase: Planning	What has happened over the past 6 months: Foundational preparations for the report have begun, including review of relevant sections of the Municipal Government Act, The City's annual financial reports and the academic literature on counter-cyclical measures and levers. Further review of materials on municipal finance and counter-cyclical elasticity measures are underway.	
Expected Implementation Date: December 2021		
Current Status: On schedule	What's next: Plan to complete the report by the end of 2021 and make it available to Council.	
Customers: Council, Public	Partners: N/A	
Overall Risk Rating: Low	Strategic Alignment: Long-range Financial Plan	

Differentiated Taxation

Led By: Property Assessment

Related Administrative Action: 6a

Description: Recommendation 6 is “consider differentiated taxation for businesses and organizations that make significant contributions to the character and fabric of the city. It would include

- Organizations like BIAs
- Non-profit organizations
- Owner-operated small businesses with limited financial means"

Administrative action 6a is “administration will continue to examine the best ways to apply available tools.”

Proposed Plan:

- 1) Summarize the existing tools of “differentiated taxation” per FTF recommendation #6 that are currently being administered and/or that have been explored and purposefully not administered by The City.
- 2) Review the legislation for additional, existing legislative tools not already administered and/or explored by The City.
- 3) Assess if the tools identified in Step 2 would be reasonable to implement, and if Administration feels it is so, provide a business case for proceeding using the following non-exhaustive criteria: The City’s objectives in implementing such tools, the capacity for the tools to achieve those objectives (e.g. will they reach the intended beneficiary, etc.); estimated costs vs estimated benefits (financial and non-financial); risks associated with implementing the tools and planned mitigation measures.
- 4) Assess if the current tools identified in Step 1 require improvement to better achieve their objectives, and if so, provide a business case explaining the reasons for the change based on the same or similar criteria as per the business case in Step 3.

Implementation Phase: Planning	What has happened over the past 6 months: N/A	
Expected Implementation Date: July 2021		
Current Status: On schedule	What’s next: Resource the project, begin conducting research and begin drafting report.	
Customers: Property owners, City of Calgary, and Government of Alberta	Partners: Finance - Tax & Receivables	
Overall Risk Rating: Slight	Strategic Alignment: A well-run city A prosperous city	
Performance Measures	Performance Story	



Financial Task Force Implementation Report

<p>Per cent of non-residential assessment base which is exempt from taxation (per cent)</p> <table><tr><th>Year</th><th>Baseline (%)</th><th>Forecast (%)</th></tr><tr><td>2018</td><td>25</td><td>-</td></tr><tr><td>2019</td><td>28</td><td>-</td></tr><tr><td>2020</td><td>28</td><td>30</td></tr><tr><td>2021</td><td>-</td><td>30</td></tr><tr><td>2022</td><td>-</td><td>30</td></tr><tr><td>2023</td><td>-</td><td>30</td></tr><tr><td>2024</td><td>-</td><td>30</td></tr></table> <p>— Baseline — Forecast</p>	Year	Baseline (%)	Forecast (%)	2018	25	-	2019	28	-	2020	28	30	2021	-	30	2022	-	30	2023	-	30	2024	-	30	<p>The greater the percentage of the overall assessment base which is considered exempt for taxation means there are fewer properties contributing to the property tax base that is used to provide the important tax supported products and services that The City of Calgary provides every year. This measure has been trending upward.</p>
Year	Baseline (%)	Forecast (%)																							
2018	25	-																							
2019	28	-																							
2020	28	30																							
2021	-	30																							
2022	-	30																							
2023	-	30																							
2024	-	30																							
<p>Number of available tools implemented and/or tools newly created via advocacy (number)</p> <table><tr><th>Year</th><th>Baseline (number)</th><th>Forecast (number)</th></tr><tr><td>2018</td><td>0</td><td>-</td></tr><tr><td>2019</td><td>0</td><td>-</td></tr><tr><td>2020</td><td>0</td><td>-</td></tr><tr><td>2021</td><td>-</td><td>1</td></tr><tr><td>2022</td><td>-</td><td>1</td></tr><tr><td>2023</td><td>-</td><td>1</td></tr><tr><td>2024</td><td>-</td><td>1</td></tr></table> <p>— Baseline — Forecast</p>	Year	Baseline (number)	Forecast (number)	2018	0	-	2019	0	-	2020	0	-	2021	-	1	2022	-	1	2023	-	1	2024	-	1	<p>The intent of this newly created performance measure is to provide an incentive to push for new tools and to push for the use of the tools which have already been provided to address Recommendation 6.</p>
Year	Baseline (number)	Forecast (number)																							
2018	0	-																							
2019	0	-																							
2020	0	-																							
2021	-	1																							
2022	-	1																							
2023	-	1																							
2024	-	1																							

Downtown Survey

Led By: City Planning & Policy

Related Administrative Action: 33b

Description: • There are currently a series of 10 downtown specific questions that are asked of The City of Calgary Corporate Research Business Panel periodically

- The Business Panel is comprised of 800 decision-makers in small, medium and large-sized businesses throughout Calgary.
- This research is currently conducted and already budgeted for at The City; however, is likely not comprehensive enough to fulfill Recommendation 33B. It is, however, an excellent indicator of what could and should be asked of businesses should a net new survey be undertaken.
- Currently, there has only been data collected from the wider business community. This survey will seek to gather insights directly from the demographic of businesses that have relocated from the downtown core to suburban areas. This will provide a greater understanding of this trend, which will lead to better policy making to revert it. This information will help realize both the Downtown Strategy and FTF's ambition to understand and action their recommendations to assist in the City's economic recovery and financial resilience.

Implementation Phase:

Planning

What has happened over the past 6 months:

The Downtown Business Survey is being considered as a part of a greater research and data strategy for the Downtown. We have a high level outline of what would be included in the survey (modeled after the existing Business Panel work); however, are considering how it works amongst other Downtown surveying and focus groups.

Expected Implementation Date:

October 2022

Current Status:

On schedule

What's next:

Deciding on the research strategy (in conjunction with Corporate Research). There will then be a decision on the format and contents of this piece.

Customers:

- Planning & Development
- Downtown Strategy
- Business & Local Economy
- Downtown Business Community and Associated BIAs
- Calgary Economic Development

Partners:

- Internal
 - Corporate Research
 - Financial Task Force (Implementation)
 - Downtown Strategy
 - Corporate Analytics & Innovation, Innovation Lab
- External
 - External Vendor for survey development and delivery
 - Calgary Economic Development

Overall Risk Rating:

Low

Strategic Alignment:

Financial Task Force (Implementation)
Downtown Strategy
Business & Local Economy

eCommerce Taxation Research

Led By: Executive Leadership

Related Administrative Action: 9a, 22b

Description: In summary, FTF Recommendation #9 expresses concern that the decline of businesses with a physical presence highlights the need for municipalities to consider new ways of revenue collection beyond property tax, and advocate for change accordingly. For example, traditional real estate tax revenues may not effectively capture e-commerce transactions.

Administration will scope a research and analysis program, including an environmental scan, and determine the resources required to assess the decline of bricks and mortar and investigate the new ways of providing goods & services (including e-commerce) effectively. A decision to pursue the program will include resources (internal and external partners) required.

Proposed Plan:

- 1) Draft a scoping report with resource requirements (planning).
- 2) Solicit approval to proceed with evidence-gathering, analysis and reporting (installation).
- 3) Receive approval or denial. If denied, cease further action and report status to Council on the next scheduled report.
- 4) Draft a report that achieves scoping objectives and returns reasonable findings (implementation).
- 5) If findings prove advocacy is necessary, hand off to 9b Lead as part of Provincial advocacy (benefits realization).

Implementation Phase: Planning	What has happened over the past 6 months: With regards to eCommerce Taxation Research relating to the Financial Task Force recommendations, no action has yet been taken.
Expected Implementation Date: October 2021	
Current Status: On schedule	What's next: Complete the project planning process, receive approvals as required, commence research.
Customers: The City of Calgary Property Owners Business Owners The Public	Partners: Finance – Corporate Budget Office Intergovernmental Affairs Law
Overall Risk Rating: Low	Strategic Alignment: A well-run city A prosperous city

Economic Resilience Task Force (ERTF) Liaison

Led By: Financial Support

Related Administrative Action: 21a, 22a, 24a

Description: The Financial Task Force Implementation Team will coordinate with those bringing revenue related items through task force implementation processes to ensure that the Economic Resilience Task Force is aware and can provide feedback on the plans.

Implementation Phase: Planning	What has happened over the past 6 months: The Economic Resilience Task Force has been meeting irregularly and once the Task Force resumes meeting on a regular schedule, a representative from the Financial Task Force Implementation Team will attend on a regular basis.
Expected Implementation Date: May 2021	
Current Status: On schedule	What's next: A representative of the Financial Task Force Implementation Team will attend meetings of the Economic Resilience Task Force to solicit ideas for additional revenue streams. In addition, as ideas for additional revenues are brought forward through other streams of the Financial Task Force Implementation Program, the Economic Resilience Task Force will be consulted.
Customers: Economic Resilience Task Force	Partners: External Economic Resilience Task Force Internal Services / BUs seeking or currently employing revenue mechanisms other than the property tax.
Overall Risk Rating: Low	Strategic Alignment: User Fee & Subsidies Policy

Fabrication Workshop

Led By: Fleet Management

Related Administrative Action: 21b

Description: This proposal would expand Fleet Management's Fabrication Workshop's compliment of staff by 6.0 FTEs to design and manufacture fabricated items for external municipalities. The proposal includes 1.0 FTE to project manage the work and support marketing along with 5.0 FTEs for journeyman welders.

ELT has approved Fleet Management's business case to hire for these positions.

Corporate prioritization and lack of resourcing forces Fleet Management to often turn away requests from external municipalities and organizations. This proposal will allow to Fleet Management to complete these external requests and increase its revenue beyond the \$8-9 million each year. Fleet Management has committed to generating an additional \$.5 million in revenue in year one and \$1.0 million in year two. This revenue would then be captured into a Budget Savings Account as an annual "royalty". As Fleet Management's budget is net neutral, these positions are self-funded.

Implementation Phase:

Installation

What has happened over the past 6 months:

Fleet Services will finish hiring the foreman and team lead positions. In the Installation Phase, Fleet Services the equipment needed to support the new shift. Fleet Services will then work in collaboration with Customer Service and Communications to develop and implement a marketing plan for external customers. Later in the period, Fleet Services will start manufacturing new products and will begin planning for after sale technical maintenance and parts support for customers.

Expected Implementation Date:

January 2022

Current Status:

On schedule

What's next:

Fleet Services received corporate approval to hire four technicians, one foreman, and one team lead. The hiring process is complete for the technicians, and we are working closely with HR to post for the foreman and team lead positions. We are working with Labour Relations, Human Resources, and union representatives to create a new shift in the Fabrication Workshop for these positions. Once we have approval for the new shift, Fleet Services will begin the Installation Phase.

Customers:

External municipalities and organizations

Partners:

Corporate Budget Office; Strategic Marketing and Communications; Procurement and Warehousing;

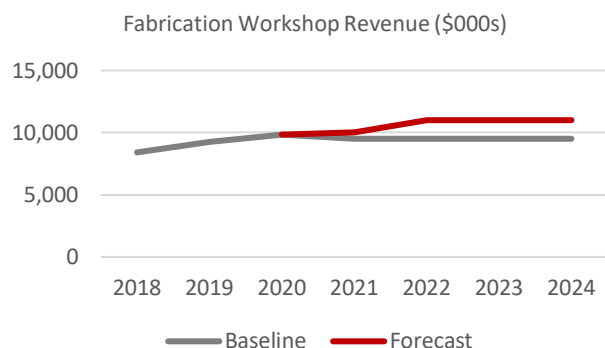
Overall Risk Rating:

Medium

Strategic Alignment:

A well-run city

Performance Measures



Performance Story

Fabrication Workshop Revenue was \$9.8 million in 2020, up from \$9.2 million in 2019. This proposal will add a second shift to the Fabrication Workshop and start marketing its products to external municipalities and organizations resulting in a forecasted revenue of \$10.5 million and \$11 million in 2021 and 2022, respectively.

Financial Narrative

Led By: Strategic Marketing & Communications

Related Administrative Action: 2b, 23a, 34a

Description: The Financial Narrative will create a cohesive narrative connecting The City's annual financial cycle initiatives (Planning & Budgeting, Assessment, and Taxes). In addition the narrative will include elements of service value, citizen opportunities and other information inputs, and continuous financial and process improvement initiatives. This will help to demonstrate value and create awareness and understanding of The City's annual financial cycle.

Implementation Phase:
Implementation

Expected Implementation Date:
November 2022

What has happened over the past 6 months:

1. Financial Narrative web presence has been created at www.calgary.ca/ourfinances
2. Combined tax calculator now includes year over year % and \$ changes, as well as a tax \$ value breakdown
3. Completed 3 videos as part of FN Video series (Property Tax Dollars at Work; and Determining Your Share of Property Tax).
4. Some visuals developed (FN overview; TIPP adjustment cycle, etc).
5. Service Value Campaign (including media and social media buys).
6. Launched the Financial Narrative Toolbox on Teams for Council and Sr. Leadership to keep them apprised of ongoing work and make messaging and visuals easily available.

Current Status:
On schedule

What's next:

1. updates to the Financial/City Facts page for ongoing updates to common misinformation
2. Additional Videos for the FN Video Series (service value, planning and budgeting)
3. TIPP promotion later this year
4. Live tweeting during budget process
5. Ongoing maintenance of website and FN toolbox on Teams

Customers:

Citizens, Businesses, Employees, Council, Media, and Non-Calgarians.

Partners:

Financial Task Force; Intergovernmental and Corporate Strategy; Departments for service value.

Overall Risk Rating:
Medium

Strategic Alignment:

1. Planning and Budgeting
2. Assessment
3. Tax collection

Long Range Financial Plan Update

Led By: Financial Support

Related Administrative Action: 1b, 20b, 3a, 10a, 24b

Description: The update to the Long Range Financial Plan currently underway explicitly incorporates: a broader view of the impact of City finances on the economy (1b), including a review of the validity and generalizations of recommendations 20 (20b); an analysis of the property tax impacts of future financial gaps outside of the current budget cycle (3a); a broader view of the link between The City's financial projections, including the projected property tax increases, and the growth in the overall economy (10a); and a review of revenue sources (24b).

Implementation Phase:

Installation

What has happened over the past 6 months:

The Long Range Financial Plan (LRFP) project team has updated the LRFP modelling system, validated assumptions, conducted projections for the base case and sensitivity tests, developed scenarios, and updated the financial strategies, tactics and implementation actions. Currently the project team is reviewing the first draft.

Expected Implementation Date:

December 2022

Current Status:

On schedule

What's next:

The Steering and Working Committees will review and finalize the LRFP draft. We will also have an external peer review process before the Steering Committee's final approval. The LRFP update will be reported to the ELT in October, to PFC in November, and to Council in December. Implementation of the LRFP financial strategies and tactics will follow after the reporting.

Customers:

Council, the public, Administration planning & budgeting stakeholders

Partners:

Corporate Budget Office; Finance;

Overall Risk Rating:

High

Strategic Alignment:

ImagineCALGARY, MDP&CTP, One Calgary

Long Range Financial Plan Update – External Review

Led By: Financial Support

Related Administrative Action: 1c

Description: The External Review process is to seek opinions and advice to The City's Long Range Financial Plan (LRFP) Update from external reviewers with finance, economics, financial modelling and projection, and fiscal impact analysis expertise. The External Review Panel plans to have 3-5 members to ensure a good coverage of knowledge and to provide value-added advice to LRFP Update process and overall validation. The external review should provide an overall validation on the high level reasonability of the financial projections methodology and results.

This proposal should be approved after the completion of the first draft of the LRFP Update report in 2021 April, so that the external review can be conducted before the report is presented to the Executive Leadership Team, Priorities and Finance Committee and Council later this year.

Implementation Phase: Planning	What has happened over the past 6 months: The Long Range Financial Plan (LRFP) project team has been seeking recommendation from the Working Committee and the Steering Committee on the timing, potential candidates, review requirements and other related aspects for the external peer review process.
Expected Implementation Date: September 2021	
Current Status: On schedule	What's next: With the approval and direction from the LRFP Steering Committee, the project team will reach out to external reviewers and request for their review on the LRFP draft. Their recommendation and feedback will be discussed within the project team and incorporated before the draft finalization and Steering Committee approval.
Customers: Council, the public, Administration planning & budgeting stakeholders	Partners: Corporate Budget Office; Finance; External Reviewers
Overall Risk Rating: Medium	Strategic Alignment: imagineCALGARY, MDP & CTP, One Calgary

Patio Program 2020/2021

Led By: Executive Leadership

Related Administrative Action: 5a

Description: On May 11, 2020, City Council unanimously approved a COVID-19 relief package to support temporary outdoor patios. As a result, City Administration developed a new process to support local establishments for approvals of temporary patios on public lands, as well as additional measures to process applications for those residing on private property. We are continuing those supports this year and launching the program earlier to give businesses more time to prepare for the season.

A temporary permission will be issued at no cost for an outdoor temporary patio. Development permits fees for patios are also waived. Food establishments, like restaurants, cafes and pubs can use a temporary patio to extend onto adjacent public road right of way by placing tables and chairs on the sidewalk. Establishments are required to acknowledge several conditions within the temporary permission including protecting pedestrian accessibility, insurance, and indemnification.

Other retailers may temporarily use a sidewalk, like a sidewalk sale, under the Land Use Bylaw. The use of outdoor space is one way to enable more physical distancing for both patrons and staff.

Implementation Phase:

Benefits Realization

Expected Implementation Date:

March 2021

What has happened over the past 6 months:

The 2021 patio program has proceeded successfully with almost 200 patio applications processed over a weekend. The set ups and approvals were quick and received positive recognition from the business community. However, patios were closed due to the recent round of restrictions and as a result some temporary outdoor patios were removed to allow room for pick-up and delivery outside businesses.

Current Status:

On schedule

What's next:

Once restrictions are lifted, there will be further work to re-open the patios and potentially re-install those that were removed. There is also work underway with CADA to have local artists paint some of the barriers for patios on public property to make them more aesthetic.

Customers:

Businesses and retailers who want/need a patio (private property, public, temporary public)

Partners:

Business Improvement Areas (BIAs)
Mayor's Office + Council
Tourism Calgary
Calgary Parking Authority (CPA)
ENMAX
Alberta Gaming and Liquor Commission (AGLC)
Calgary Building Services (PD)
Calgary Growth Strategies (PD)
Community Planning (PD)
Stream 3 (PD)
Roads
Calgary Community Standards (Community Services)
Calgary Neighborhoods (Community Services)
Fire
Corporate Analytics and Innovation (DCMO)
Customer Service and Communications

Overall Risk Rating:

Medium

Strategic Alignment:

Calgary in the New Economy (Economic Strategy)
Rethink to Thrive Strategy
Business Sector Task Force TOR



Financial Task Force Implementation Report

Performance Measures	Performance Story
	<p>Streamlining of patio process, fee relief and addition of temporary patios on public lands provided support to businesses during the COVID-19 pandemic and enabled 116 businesses to extend their capacity under restrictions and thus keep them in business in 2020. The 2021 patio season is just beginning, and those numbers will be included by fall 2021.</p>
	<p>From the 17 Ave BIA patio survey in 2020 (approx. 50 respondents, 98% food industry/restaurants), 64% of respondents found the process to obtain the permit for a patio extension somewhat to very easy. It is estimated that satisfaction in 2021 will increase as The City built upon and improved the program. Additionally, in 2020 close to 47% advised that 21-50% of their revenues came from the patio extensions, while 22% advised that 50-100% of their revenue came from the patio extensions. It is anticipated that these numbers will remain the same. 90% of respondents agreed the patio extensions helped their businesses stay open, a sentiment supported by members of the Business Sector Task Force (not surveyed).</p>

Promoting Calgary - Downtown Strategy

Led By: City Planning & Policy

Related Administrative Action: 33a

Description: Downtown is central to Calgary's economic recovery. Downtown is the economic and cultural heart of Calgary. It's our central hub for business, innovation and creativity. What happens downtown, especially in terms of real estate, has a direct impact on the rest of the city. Calgary needs a strong core to grow our economy, create jobs and fund the City services we rely on every day. To increase vibrancy and economic vitality of the downtown, on April 26, 2021, Council approved the Greater Downtown Plan and initial investment for implementation including the following:

- Financial incentives for office conversion, office replacement and new residential development
- Financial incentives to offset +15 Fund contributions for residential development
- Funding for impactful capital projects to improve public spaces, create vibrancy and support complete neighbourhoods
- Funding to activate downtown public spaces with festivals, events and community spaces to build vibrancy
- Funding over four years for a dedicated City of Calgary Downtown team
- Funding for Arts Commons Transformation

Implementation Phase:

Implementation

What has happened over the past 6 months:

On April 26, 2021, Council approved the Greater Downtown Plan and initial investment for implementation.

Expected Implementation Date:

Current Status:

On schedule

What's next:

For the next 6 months, The Downtown Strategy will focus on developing the proposed office to residential (adaptive use) incentive program terms of reference and report back to Priorities and Finance Committee and Council in July 2021 before officially launching the incentive program.

Customers:

The City of Calgary
Business Owners
Institutions (Post-Secondary, for example)

Partners:

CED, CMLC, UofC, Tourism Calgary, BIAs

Overall Risk Rating:

High

Strategic Alignment:

Calgary in the New Economy, Resilience Strategy, Industrial Land Strategy

Promoting Calgary - Economic Strategy

Led By: Economic Development & Tourism

Related Administrative Action: 33a

Description: Vision: Calgary is the city of choice for the world's best entrepreneurs. We embrace technology to solve the world's greatest challenges: cleaner energy, safe and secure food, efficient movement of goods and people, and better health solutions. Calgary in the New Economy: An economic strategy for Calgary is a community built and supported strategy, that was guided by the community's business and community leaders representing a variety of industries, post-secondary institutions and municipal agencies. Insights were also gathered from community stakeholders and citizens. Calgary Economic Development stewards implementation of the strategy in collaboration with other stakeholders including Civic Partners

Implementation Phase:

Implementation

What has happened over the past 6 months:

Please refer to PFC2021-0556 for highlights from results achieved in 2020, and year to date highlights up to 2021 May.

Expected Implementation Date:

Current Status:

On schedule

What's next:

Implementation of Calgary in the new economy continues, and further details are included in PFC2021-0556. In 2021, Calgary Economic Development is undertaking a minor refinement of the Strategy to pressure test the Strategy against current and future global trends to ensure long term shared prosperity and resilience, and better monitor and measure progress towards achieving outcomes under each pillar and the vision of the Strategy. The Strategy continues to guide The City's work including alignment with plans and strategies including Calgary's Greater Downtown Plan approved 2021 April 26 (PUD2021-0220).

Customers:

The City of Calgary; Business Owners; Jobseekers and entrepreneurs; Institutions (Post-Secondary, for example); Visitors; Meeting and event planners; Investors

Partners:

CMLC, Post Secondaries, BIAs, community and business leaders, Civic Partners including Calgary Economic Development, Tourism Calgary, Platform Calgary, Calgary TELUS Convention Centre and other stakeholders

Overall Risk Rating:

High

Strategic Alignment:

Calgary in the New Economy, Resilience Strategy, Downtown Strategy, Calgary's Destination Strategy, Enough for All poverty reduction strategy

Provincial Engagement Plan

Led By: Corporate Governance

Related Administrative Action: 4d, 6b, 7c, 9b, 12a, 13b, 14b, 14c, 21c, 22c, 23b, 24c, 32b

Description: The Financial Task Force's final report includes 12 recommendations whose successful implementation will depend on support from other orders of government, primarily the province, ranging from legislative or regulatory change to improved coordination and communication.

The engagement plan itself differentiates between FTF recommendations that are "advocacy ready" and those that require further research or development. In both cases, the plan proposes to enlist a combination of four different tools. Advocacy ready items will be dealt with on an accelerated timeline.

The selection of each of the different tools is based on past advocacy experience with the same or similar issues, the current intergovernmental context, and anticipated risks and opportunities.

The tools proposed are as follows: 1) aligning FTF recommendations with the Government of Alberta's existing legislative priorities and engagement opportunities, including the ongoing Red Tape Review process; 2) enlisting FTF and other partner voices in a campaign for change, including public messaging; 3) engaging the Government of Canada in a tri-lateral conversation about municipal finance reform; 4) where opportunities exist for the Mayor and other Members of Council, sharing the aim of fiscal reform with local Members of the Legislative Assembly and Members of Parliament.

Implementation Phase:

Implementation

What has happened over the past 6 months:

As directed in 2020 December (PFC2020-1351), a provincial engagement plan was brought to the Intergovernmental Affairs Committee in Q2 2021. The Intergovernmental Affairs Committee endorsed the engagement plan laid out in IGA2021-0615 to address the Financial Task Force recommendations that require cooperation or legislative change from other orders of government.

Expected Implementation Date:

March 2022

Current Status:

On schedule

What's next:

The plan will be implemented following the timeline laid out in IGA2021-0615, returning with a progress update to IGA in Q1 2022.

Customers:

N/A

Partners:

Government of Alberta; Government of Canada; Financial Task Force and Economic Resilience Task Force members; AUMA;

Overall Risk Rating:

Low

Strategic Alignment:

A well-run city

Residential property taxes and utility charges survey

Led By: Financial Support

Related Administrative Action: 18a, 18b, 18c

Description: In response to Task Force recommendation 18a, Corporate Economics will continue to ask participants in the City's Residential Property Tax Survey what the non-residential property taxes per square foot are in their municipality. Additionally, when survey participants, and other municipalities who chose not to participate in the survey, do not provide this information, Corporate Economics will use reasonable best efforts to collect this information from public sources.

Implementation Phase:

Implementation

Expected Implementation Date:

October 2021

What has happened over the past 6 months:

Corporate Economics sent out this year's property tax survey questionnaire asking participants the added question about what the non-residential property taxes per square foot are in their municipality. So far, CE got four cities' responses including The city of Toronto. Toronto's early reply is a good progress compared to previous years. We expect the completion of report on schedule this year.

Current Status:

On schedule

What's next:

If survey participants do not provide the new information asked, Corporate Economics will use reasonable best efforts to collect this information from public sources.

Customers:

City Council, Administration leadership team, taxpayers and potential investors who want to know the competitiveness of Calgary's property taxes

Partners:

Participating municipalities

Overall Risk Rating:

High

Strategic Alignment:

Recommendations of the Task Force

Restaurant/Brewery Experience Improvement Program

Led By: Executive Leadership

Related Administrative Action: 5a

Description: The Business Advisory Committee (BAC) working group had identified the restaurant and brewery industry as a key priority for BAC to address in 2020. BAC hosted three confidential meetings with representatives from the restaurant and brewery sector in 2020 July with the objective to collect their feedback on their experiences with The City.

The whiteboarding sessions resulted in BAC advising Administration to make tangible improvements for report back in Q2 2022 on:

- Customer experience: relationship between business customers and The City.
- Education & training: knowledge for a successful journey and a consistent service.
- Business licence: value articulation and modernization.

The progress of the improvement program so far has created an ideal environment to continue executing the solutions to address the issues identified by the restaurant/brewery stakeholders. Even though the focus of the work has been on the restaurant/brewery sector, the solutions being implemented will support the entire business community in Calgary.

Implementation Phase: Implementation	What has happened over the past 6 months: The customer journey map for the Restaurant/Brewery Experience was presented to the Business Advisory Committee and Administration was tasked with improvements to address specific gaps in the customer journey.
Expected Implementation Date: March 2022	
Current Status: On schedule	What's next: Calgary Building Services in Planning and Development is working on these improvements to be presented back to the Business Advisory Committee in Q1, 2022.
Customers: -Restaurant/Brewery industry -Impacts hotel and hospitality industry as well as other connected retail businesses.	Partners: Planning and Development Community Services Business Advisory Committee City Manager's Office Stakeholders from Restaurant/Brewery Industry
Overall Risk Rating: Medium	Strategic Alignment: Council Direction – Business Advisory Committee mandate Rethink to Thrive Strategy Calgary in the New Economy (Economic Strategy)
Performance Measures	Performance Story
	Business Experience Representative Pilot: launched end of Q1 2021 to gather appropriate customer insights on an ongoing basis.



Revenue Review

Led By: Financial Support

Related Administrative Action: 22b, 24b, 21b, 1a

Description: Administration will conduct a review of all revenue sources available to The City and examine whether there are additional revenue opportunities available.

Implementation Phase: Planning	What has happened over the past 6 months: Review of historical FTF work including council report (dated June 29, 2020), recommendations, and alternative revenue sources in North America. Review of historical FTF work completed, including the history of Calgary's tax policy, Tax Review Committee findings, recent tax/revenue developments, and provincial attitudes/approaches to taxation.
Expected Implementation Date: March 2022	
Current Status: On schedule	What's next: Updating recent revenue developments. Examining how revenue options may or may not interfere with the private sector. List pros and cons of any additional revenue opportunities.
Customers: Citizens / Customers of City Services	Partners: Enmax Calgary Parking Authority
Overall Risk Rating: Slight	Strategic Alignment: Long Range Financial Plan; User Fee Policy; SAVE Program

SAVE Program Integrated in Budget Adjustments

Led By: Executive Leadership

Related Administrative Action: 31b

Description: On 2019 November 29 (C2019-1052), during the 2020 Adjustments to One Calgary Service Plans and Budgets Strategic Meeting, Council directed SISV to inform the 2020 November budget deliberations by identifying the strategies and tactics to reduce the responsibility of taxpayers for the remainder of the One Calgary cycle, including targeting: a reduction in operating budgets of \$24 million in 2021 and \$50 million in 2022 to deliver modern and affordable municipal lines of service within our City mandate; new or improved revenue streams for the City, and ensure all current initiatives being undertaken related to savings and efficiency be wrapped into the above process going forward.

The Solutions for Achieving Value and Excellence (SAVE) program Wave 1 business cases were integrated in the Mid-Cycle Adjustment process, achieving \$26.4 million in base budget reductions in 2021.

During the Mid-Cycle Adjustments, Council directed an additional \$6M in savings through the SAVE program to replace the projected cost of a one-time 2021 residential property tax rebate with permanent reductions in 2022. This cost was amended to \$1.2M with passage of the property tax bylaw in March 2021. SAVE will bring Wave 2 and 3 business cases to the budget adjustments process in November 2021, targeting an additional \$51.2 million in base budget reductions for 2022 (a \$1.2M increase from the original \$50M).

Implementation Phase: Implementation Expected Implementation Date: November 2021	What has happened over the past 6 months: The Solutions for Achieving Value and Excellence (SAVE) program Wave 1 business cases were integrated in the Mid-Cycle Adjustment process, achieving \$26.4 million in base budget reductions in 2021.
Current Status: On schedule	What's next: SAVE will bring Wave 2 and 3 business cases to the budget adjustments process in November 2021, targeting an additional \$51.2 million in base budget reductions for 2022 (a \$1.2M increase from the original \$50M).
Customers: Council and by extension citizens and businesses.	Partners: Corporate Initiatives Corporate Budget Office Various services impacted by business cases
Overall Risk Rating: Low	Strategic Alignment: SAVE Program Multi-Year Business Planning and Budgeting Policy (CFO004)
Performance Measures	Performance Story
	The SAVE program achieved more than expected for 2021. For 2022 SAVE is striving to achieve \$51.2 = \$50 million + \$1.2 million for the residential rebate. The original target was \$50 million.

Service Plans and Budgets 2023-2026 Program Plan

Led By: Executive Leadership

Related Administrative Action: 4a, 10a, 1a, 1b, 1c, 2a, 2b, 3a, 3b, 4b, 5a, 7a, 7b, 8a, 9a, 11a, 18a, 18b, 19a, 20a, 20b, 20c, 21b, 23a, 24b, 25a, 27a, 27b

Description: Service plans and budgets serve as the foundation for understanding our service delivery, the value it provides, and how this contributes to the quality of life in our community.

The One Calgary program team has started drafting the program plan for 2023-2026 Service Plans and Budgets (SPB). The program team will focus on program coordination as a key requirement of the project plan. Coordination will create a line of sight between different segments of work, completed over several years by different groups, supporting Council and citizens to use that information to provide feedback and enable evidence-based decisions.

Key links for coordination include, but are not limited to:

- Long-Range Financial Plan
- Economic Outlook
- Revenue Review
- Assessment processes

The program team proposes to develop templates (Attachment, PowerPoint slide and 'visual cue') for use by all stakeholders bringing information to citizens, business and Council in order to link to 2023-2026 SBP. Strategic alignment between each individual report supports Council decision-making.

Both the One Calgary program team and the Financial Task Force Implementation Team will support the rollout and use templates by stakeholders.

Success of this proposal entails a program plan which contains related work being completed across the corporation (financial or service) to ensure that line of sight is achieved through focused coordination, shared understanding and alignment of financial decisions.

Implementation Phase: Planning	What has happened over the past 6 months: Program plan is currently in development, including initiation of communications support.
Expected Implementation Date: April 2023	
Current Status: On schedule	What's next: Program plan will be finalized, and the program will be initiated.
Customers: Citizens, businesses and Council	Partners: Corporate Initiatives Corporate Budget Office Infrastructure Calgary Calgary Growth Strategies Intergovernmental and Corporate Strategies Assessment Finance CFOD (Including Communications) Financial Task Force Implementation Team Corporate Economics Long-Range Financial Plan Team
Overall Risk Rating: Medium	Strategic Alignment: Multi-Year Business Planning and Budgeting Policy Rethink to Thrive



Financial Task Force Implementation Report

Performance Measures	Performance Story																								
<p>The City does a good job of providing citizens with information about how their property tax dollars are invested in various City services. (Fall Survey only) (Per cent agree)</p> <table><thead><tr><th>Year</th><th>Baseline (%)</th><th>Forecast (%)</th></tr></thead><tbody><tr><td>2018</td><td>60</td><td></td></tr><tr><td>2019</td><td>55</td><td></td></tr><tr><td>2020</td><td>56</td><td></td></tr><tr><td>2021</td><td>50</td><td></td></tr><tr><td>2022</td><td>50</td><td>55</td></tr><tr><td>2023</td><td>50</td><td>55</td></tr><tr><td>2024</td><td>50</td><td>55</td></tr></tbody></table> <p>— Baseline — Forecast</p>	Year	Baseline (%)	Forecast (%)	2018	60		2019	55		2020	56		2021	50		2022	50	55	2023	50	55	2024	50	55	<p>With these additional tools to support citizen engagement and understanding, maintaining the historical levels of satisfaction should be achievable.</p>
Year	Baseline (%)	Forecast (%)																							
2018	60																								
2019	55																								
2020	56																								
2021	50																								
2022	50	55																							
2023	50	55																							
2024	50	55																							
	<p>This would be a new question to include in the Lessons Learned sessions with Council. There is no previous data to use as a baseline.</p>																								

ShopHERE powered by Google

Led By: Executive Leadership

Related Administrative Action: 5a

Description: The City of Calgary joined the ShopHERE powered by Google program to help independent business and artists build a digital presence and minimize the economic impact of the COVID-19 pandemic.

In May 2020, Google Canada announced a one-million-dollar investment to enable Digital Main Street to expand the program to municipalities across the country, offering more businesses the opportunity to build their own online store. Because the opportunities afforded by the digital economy are still limited if people don't have the right skills, the program also helped small businesses receive the digital skills training needed to participate in the digital economy.

The City allocated funds for a pilot in September 2020 and recently launched a second phase in February 2021 utilizing funding from Western Diversification Canada. The program utilized local MBA students hired by Digital Main Street to support the digitalization of these small businesses, creating jobs for students in the process.

Implementation Phase:

Benefits Realization

Expected Implementation Date:

March 2021

What has happened over the past 6 months:

Phase 1 (pilot) and 2 (WD funded) roll-outs of ShopHERE were successfully rolled out. For the pilot, 198 businesses applied, 157 businesses were supported (not a full site but with training, help for their site), 45+ new sites were launched and four Canadian students were employed. In Phase 2, 293 businesses applied, 184 were supported, 77+ new sites were launched and 24 Calgary students were employed.

Current Status:

On schedule

What's next:

This project is now wrapped up, however it has led to our involvement in the work the province's Business Link is doing to create and implement a strategy to support the digitization of AB's small businesses. This program is in initial stages with several cross-province partners including Chambers of Commerce, Universities, City of Edmonton, Alberta Innovates and Digital Main Street. At this stage we have only been initially engaged but plan to support where and how possible as the strategy unfolds.

Customers:

Small businesses and artists

Partners:

- Digital Main Street (City of Toronto/Toronto Association of Business Improvement Areas) in partnership with Google Canada
- Mayor's Office
- Western Diversification Canada
- Information Technology, Smart Cities Lead
- Intergovernmental and Corporate Strategies Lead

Overall Risk Rating:

Medium

Strategic Alignment:

Calgary in the New Economy (Economic Strategy)
Rethink to Thrive Strategy
Business Sector Task Force TOR + Business Advisory TOR



Financial Task Force Implementation Report

Performance Story

The pilot of the ShopHERE program roll-out saw 198 businesses apply and 157 helped online. Phase 2 has already seen almost 250 businesses apply, with these applications currently being processed.

The pilot of the ShopHERE program roll-out employed 4 Canadian MBA students to create websites paying them for three months work. Phase 2 saw 26 local Calgary MBA students hired for three months each to get businesses online.

Subclass Investigation

Led By: Executive Leadership

Related Administrative Action: 26b

Description: Arising from FTF Recommendation #26, Administration will review the use of non-residential subclasses to mitigate the distributional impacts of changes in assessments.

The proposed plan is as follows:

- 1) Research and discuss how subclasses may be used to mitigate tax distribution changes, including to support targeted, temporary tax relief;
- 2) Explore existing legislative subclasses;
- 3) Explore potential subclasses, including an overview of any required legislative changes;
- 4) Draft a report making recommendations as to which subclasses Administration ought to make use of and how, including an overview of required legislative changes as applicable;
- 5) Report findings to Council, requesting that they direct Administration to pursue (or not pursue) subclass implementation based on findings;
- 6) If approval received under #5, pass off report findings to ICS to advocate to the province as necessary;
- 7) If approval received under #5, draft a project scoping report including requirements and timelines for implementation.

Implementation Phase: Planning	What has happened over the past 6 months: N/A
Expected Implementation Date: September 2021	
Current Status: On schedule	What's next: Resource the project, begin conducting research and begin drafting report.
Customers: The City of Calgary Property Owners	Partners: Assessment; Finance - Tax & Receivables; Finance - Corporate Budget Office; Special Projects (Downtown Plan, Strategy).
Overall Risk Rating: Low	Strategic Alignment: A well-run city

Support Local YYC campaign

Led By: Executive Leadership

Related Administrative Action: 5a

Description: A city-led campaign to support local businesses maintain support throughout a pandemic and into recovery.

Our campaign centred around storytelling. We featured prominent business owners and community members; letting them weave the business-friendly and support local narrative, rather than only telling the story ourselves.

Throughout the campaign, we had to balance with COVID-19 safety messaging, telling Calgarians how to support local in a safe way.

Implementation Phase: Benefits Realization	What has happened over the past 6 months: <p>During this time period, we ran our largest influencer campaign to date with 18 prominent social media influencers posting across Instagram, TikTok, Facebook, Twitter and YouTube, funded by Western Economic Diversification. They each picked Business Improvement Areas to highlight, with creative freedom to tell a personal story about why they choose to support local and highlighting the areas in different ways. We chose a variety of influencers, showing the diversity of our city across various niches like food, shopping, new Canadians, and more. Sentiment on all posts was positive, with high engagement on several.</p> <p>In total from Feb. 15-May 6, we reached over 1.8 million impressions with over 38,000 positive reactions from citizens. We also saw 17,879 public hashtag uses of #SupportLocalYYC, showing that citizens still care about this cause and want to share it on their own channels.</p> <p>Additionally, we shared new support local stats that were researched by Corporate Economics across our channels, which performed exceptionally well. On Twitter, our first tweet reached over 100,000 impressions, 10x our benchmark for this channel.</p>
Expected Implementation Date: July 2021	
Current Status: On schedule	What's next: <p>Moving forward, we will continue to use the campaign organically but any further paid promotions or pushes will be done building of newer projects and initiatives to ensure the hash tag stays relevant.</p>
Customers: Citizens Businesses	Partners: <p>Calgary Economic Development Calgary Chamber of Commerce Tourism Calgary Calgary Arts Development Association Business Improvement Areas (BIAs) Mayor's Office</p>
Overall Risk Rating: Medium	Strategic Alignment: <p>Calgary in the New Economy (Economic Strategy) Rethink to Thrive Strategy Business Sector Task Force TOR</p>

Performance Story



Financial Task Force Implementation Report

Outside of our channels, Calgarians embraced the message. We were the top city in Canada for the #SupportLocal hashtag on Twitter in April, according to Twitter Canada, and saw over 55,000 uses of #SupportLocalYYC over the course of the campaign. Business stakeholders have noted to us the difference it made to their sales.

The campaign (to date) has been the most successful social media awareness campaign in The City of Calgary's history. With hundreds of posts, our campaign generated over 17.2 million impressions with over 133,000 positive reactions from citizens.



Tax Responsibility Study

Led By: Financial Support

Related Administrative Action: 19a, 19b

Description: The purpose of this plan is to examine how to proceed with a study about the tax share between residential and non-residential taxpayers and potential solutions to tax volatility. The plan is to provide a scoping report and then proceed with the study with results available to inform tax levy discussions as part of the 2023-2026 service plan and budget cycle. The scoping report will examine whether to contract with an independent expert to conduct the study.

Implementation Phase:

Installation

What has happened over the past 6 months:

Scoping report drafted for Council review.

Expected Implementation Date:

December 2021

Current Status:

On schedule

What's next:

Depending on Council direction: procure the services of an Independent Expert or Administration to research and begin drafting report with recommendations.

Customers:

The City of Calgary
Residential and Non-Residential Property Owners

Partners:

Finance – Corporate Budget Office
Corporate Initiatives
Assessment
Customer Service and Communications (CSC)

Overall Risk Rating:

High

Strategic Alignment:

A well-run city

Taxation Policy

Led By: Financial Support

Related Administrative Action: 19c, 20c, 34c, 26b, 31a

Description: This implementation will draft of a formal Council policy on taxation based on the current Council decisions and Administration processes. The draft will be used as a basis for discussion with Council and Senior Management to determine any changes that are required for Council approval.

Implementation Phase:

Planning

What has happened over the past 6 months:

Initial scoping has been done.

Expected Implementation Date:

January 2023

Current Status:

On schedule

What's next:

Project planning, and identification and assembly of current tax policy elements.

Customers:

Tax payers
Council
Citizens

Partners:

Finance
Assessment
Corporate Initiatives

Overall Risk Rating:

Strategic Alignment:

Multi-Year Business Planning and Budgeting Policy for
The City of Calgary CFO004
Long Range Financial Plan

TIPP – Modernization

Led By: Taxation

Related Administrative Action: 25a, 25b

Description: Review Tax Instalment Payment Plan (TIPP) program. Evaluate and identify actions that could improve customer satisfaction along with increase the uptake of enrolment into the program.

Attain ways to broaden access points and simplify enrolment process. By enhancing customer interaction points, making it easier for property owners to enroll, will encourage enrolment into the program. Review potential productivity gains to redirect focus on enhanced customer service activities.

Review financial motivational incentives tied directly to the program to evaluate effectiveness of promoting enrolment within the TIPP program.

Investigate ways to effectively communicate and correspond the value and benefits of TIPP to help shape and design the program in a way that will promote the value of the program.

Implementation Phase: Planning	What has happened over the past 6-months: 1. Administration engage Customer Service and Communications to assist with research/stakeholder engagement. Insights will focus on perspectives, awareness, recall, barriers to use, and other perceptions of the program. This research was conducted April 2021 with report back to administration in May 2021. This research is currently being reviewed to better understand the perspectives and perceptions of TIPP. 2. Administration is gathering requirements and is currently working to build a quote for system enhancement. This will be to develop an additional intake method for citizens to apply directly for the TIPP program through calgary.ca. 3. Engagement with communications to complete a comprehensive review of the marketing campaign to increase awareness of the benefits of the TIPP program, changes to the program, as well, as to encourage an increase in enrollment.
Expected Implementation Date: May 2022	
Current Status: On schedule	What's next: 1. Administration to report back to Council Q4, with recommendations for the TIPP program and potential changes to the TIPP Bylaw 2. Continue work with communications with the review of the marketing campaign to continue to advocate the benefits of TIPP, create awareness of the program and encourage enrollment in TIPP. 3. Continue system development of the additional intake method for citizens to enroll in TIPP.
Customers: Residential and non-residential property owners	Partners: Taxation Law City Clerks (TBD) IT Customer Service Finance Communications support FTF Implementation Team
Overall Risk Rating: Low	Strategic Alignment: Financial Task Force Recommendation



Financial Task Force Implementation Report

Performance Measures	Performance Story																								
<div><p>TIPP Participation Enrolment (#)</p><table><thead><tr><th>Year</th><th>Baseline (#)</th><th>Forecast (#)</th></tr></thead><tbody><tr><td>2018</td><td>250,000</td><td></td></tr><tr><td>2019</td><td>260,000</td><td></td></tr><tr><td>2020</td><td>270,000</td><td></td></tr><tr><td>2021</td><td></td><td>280,000</td></tr><tr><td>2022</td><td></td><td>290,000</td></tr><tr><td>2023</td><td></td><td>295,000</td></tr><tr><td>2024</td><td></td><td>300,000</td></tr></tbody></table></div>	Year	Baseline (#)	Forecast (#)	2018	250,000		2019	260,000		2020	270,000		2021		280,000	2022		290,000	2023		295,000	2024		300,000	<p>Providing broader access point to enroll within the TIPP program, focus on financial benefits of the program, remove barriers to entry into the program, along with improving the customer service experience. Tracking number of properties enrolled within the TIPP program.</p>
Year	Baseline (#)	Forecast (#)																							
2018	250,000																								
2019	260,000																								
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2021		280,000																							
2022		290,000																							
2023		295,000																							
2024		300,000																							
<div><p>Property Tax Revenue collected through TIPP (\$M)</p><table><thead><tr><th>Year</th><th>Baseline (\$M)</th><th>Forecast (\$M)</th></tr></thead><tbody><tr><td>2018</td><td>1.45</td><td></td></tr><tr><td>2019</td><td>1.45</td><td></td></tr><tr><td>2020</td><td>1.45</td><td></td></tr><tr><td>2021</td><td></td><td>1.48</td></tr><tr><td>2022</td><td></td><td>1.49</td></tr><tr><td>2023</td><td></td><td>1.50</td></tr><tr><td>2024</td><td></td><td>1.51</td></tr></tbody></table></div>	Year	Baseline (\$M)	Forecast (\$M)	2018	1.45		2019	1.45		2020	1.45		2021		1.48	2022		1.49	2023		1.50	2024		1.51	<p>Monitoring the property tax levy collected through TIPP. This identifies the amount of revenue collected throughout the year for The City for those property tax accounts enrolled in the TIPP program. The higher the annual amount collected from TIPP will assist with smoother cash flow and provide more revenue stability.</p>
Year	Baseline (\$M)	Forecast (\$M)																							
2018	1.45																								
2019	1.45																								
2020	1.45																								
2021		1.48																							
2022		1.49																							
2023		1.50																							
2024		1.51																							

User Fees and Subsidies Policy Review

Led By: Executive Leadership

Related Administrative Action: 4c

Description: The User Fee and Subsidy Policy will be reviewed based on CC046 Council Policy Program by 2024. The review will have two phases: an Update of the Policy itself; and implementation of the policy through Service Plan and Budget processes.

The project plan is currently under development and the following opportunities relate to Financial Task Force and will be considered in the scope of work:

- the societal costs for services to non-residents without discouraging non- Calgarians from increasing economic activity through their spending;
- user fee reliability which may contribute to reduced reliance on property taxes;
- clear understanding of the legal restrictions for user fees and levies;
- cost of service guidance in the implementation process; and
- link to the outcomes of the Revenue Review to determine any policy implications.

Implementation Phase:

Planning

What has happened over the past 6-months:

The project is currently being scoped and a project resource assessment is underway.

Expected Implementation Date:

December 2024

Current Status:

On schedule

What's next:

Project initiation.

Customers:

Citizens and businesses, visitors (non-residents)
Council, Services with User Fees

Partners:

Corporate Initiatives (One Calgary/Risk/PM/Reporting)
FTF Implementation Team
Corporate Budget Office
CFO Departmental Strategist
Economic Resilience Task Force
Social Wellbeing Advisory Committee
Intergovernmental & Corporate Strategies (Calgary Metropolitan Regional Board (CMRB))
City Clerks (Policy Review Program)
Law
Service Owners
Departmental Planners & User Fee teams
Subject Matter Experts (Social Well-Being, Environmental, Smart Growth, Economics, costing, etc.).
Communications and Engagement

Overall Risk Rating:

Medium

Strategic Alignment:

1. Council and Admin Policies: Triple Bottom Line; Transparency and Accountability; Social Wellbeing; and Multi-Year Business Planning and Budgeting.
2. Long-Range Financial Plan and Economic Outlooks.
3. Policy Review Program.



Financial Task Force Recommendations

Q2 2021 Highlights & Successes

Achieving success on the Financial Task Force recommendations is a significant effort by the whole corporation. Many have contributed their talents, knowledge and experience to assist in making sure the full benefit of the task force's recommendations can be fully leveraged for the benefit of all Calgarians. The highlights below showcase the collaborative work by teams across the organization to help strengthen The City's financial system by implementing Financial Task Force recommendations.

Improving the understanding of municipal financial circumstances

The City's Customer Service & Communications team has responded to Financial Task Force recommendations focused on enhancing the approach to ongoing communications by establishing a cohesive financial narrative that connects The City's annual financial cycle and initiatives. The narrative includes elements of service value, citizen opportunities for input, as well as continuous improvement initiatives to:

- Improve transparency about services plans and budgets, and how property tax dollars are invested, starting with clarity about the provincial and municipal split.
- Demonstrate service value by highlighting the variety of services and programs The City provides through the municipal portion of property taxes.
- Communicate initiatives underway to reduce municipal government costs, such as the Solutions for Achieving Value and Excellence (SAVE) program.



The calgary.ca/OurFinances webpage provides a central place where citizens can go to learn about City Finances and how The City is working to ensure Calgarians receive good value for their property tax dollars, including:

- A [tax calculator](#) that shows the year-over-year change in property taxes, a breakdown of how much of your property tax goes to the province, how much goes to The City, and how your City tax dollars are invested in services that make life better.
- A video series to increase awareness and understanding of the financial cycle, inputs, property assessment, taxes and investments in municipal services.

The City implemented a service value campaign from March-to-June to improve understanding of municipal finances through multi-cultural marketing and social media. The campaign includes key messages about City finances and addresses misconceptions and myths about our finances, programs, and services at calgary.ca/financial-facts.

Sustaining Calgary's superior livability outcomes while maintaining competitive property tax rates

The Financial Task Force recommended The City further develop and sustain Calgary's superior livability outcomes while having competitive residential and non-residential property taxes to achieve the goal of tax competitiveness.

The City is committed to meeting the needs of Calgarians in a fiscally responsible way to help maintain some of the lowest property tax and utility rates compared to other Canadian cities, while also sustaining high scores on livability and quality of life. These factors – livability and tax competitiveness – play a vital role in attracting skilled labour and capital investments in Calgary.

The City measures its performance relative to other Canadian cities on an ongoing basis to identify where we are doing well and where we can improve. We also monitor how we compare against international cities based on various world ranking studies throughout the year. This knowledge strengthens The City's accountability and enhances transparency. Ongoing improvements to municipal measurement and benchmarking are underway in collaboration with other cities to enhance tax competitiveness. Visit calgary.ca/compare-municipalities to learn how Calgary compares to other cities (available on June 4th).



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Working with partners to achieve progress on downtown revitalization

Calgary, as a whole, benefits from a strong downtown, as it contributes to its economic success and The City's revenues, tax base, and ability to provide services.

Organizations across Calgary, including The City through Council direction, have undertaken research and planning initiatives that seek to address the crisis level vacancy in the downtown core and respond with actions. Downtown Calgary faces the challenges of a restructuring oil industry, office space oversupply and the impacts of the COVID-19 pandemic.

Downtown recovery will take time and requires intentional commitment from government, community, business, and partners to be bold and work together. The Downtown Strategy team is leading this charge and leveraging the collective efforts of The City and its public and private sector partners. Together, they respond to the prolonged economic challenges and capitalize on opportunities to create jobs, drive economic recovery, and revitalize and transform the downtown. The team, comprised of The City of Calgary, civic partners, community partners and business improvement areas, has developed a vision, roadmap and commitment to building a thriving, future-focused downtown.

In April 2021, City Council approved the [Greater Downtown Plan](#) and an initial investment of \$200 million to support the actions outlined in the plan. This investment allows The City and its downtown partners to take bold action and make intentional investments in public spaces, support vibrant neighbourhoods, and ensure that Calgary continues to create a downtown where people want to live and work.

More recently, the province established the Calgary Office Revitalization and Expansion (CORE) Working Group, whose purpose is to make recommendations on the best path forward to fill office towers and renew the vibrancy of Calgary's downtown core. The working group will assess existing findings and recommendations, determine their feasibility, and submit a final report by September 30, 2021.

New revenue through Fleet Innovations

Fleet Services is leveraging untapped revenue potential through the expansion of the Fleet Services' Fabrication Workshop. This innovation will enable Fleet Services to increase its revenue beyond the current \$8-9 million per year by designing and manufacturing fabricated items for external parties and municipalities.

The City often uses vehicles and equipment to meet service delivery requirements. Understanding the unique service requirements of customers leads Fleet Services to source the most appropriate solution to enable service delivery. Off-the-shelf solutions are often either not available in the market or require significant modifications to meet customer needs, which drives up costs.

In collaboration with Roads, Fleet Services designed, engineered and fabricated a slip-in asphalt carrier. This innovative piece of equipment, through its slip-in design, increases the utilization of the existing fleet of dump trucks. With the design of slip-in sanders and drip tanks, one dump truck now provides three distinct services:

- snow and ice control in the winter
- street clean-up in the spring
- asphalt recycler/carrier in the summer.

All three pieces of equipment are plug-'n-play using the same control system installed on the base dump truck. In less than 30 minutes, one operator can change the equipment and make the unit ready for the next application.

The design and manufacturing of slip-in products provides an innovative cost saving solution not readily available in the market, which has captured interest from external parties and municipalities. The design creates efficiencies in service





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delivery, reduces fleet expense and increases fleet utilization. Marketing and selling Fleet Innovations to external organizations creates a new revenue stream for The City while maximizing the use of existing facilities and equipment.



Incentives to increase TIPP participation through January 1, 2022

The Financial Task Force recommended The City strive for a higher uptake of the tax installment payment plan (TIPP) to smooth City cashflows over time and limit the strain on resources during the tax season.

TIPP is a popular program that allows property owners to pay their property taxes monthly instead of making one payment in June. TIPP helps property owners by making budgeting easier - enabling smaller monthly payments, while avoiding a lump sum payment in June and eliminating the risk of incurring a late payment penalty for missing the deadline.

To increase the uptake and participation in TIPP, Council waived the two per cent filing fee and there is no initial payment required for taxpayers who join TIPP between January 1, 2021 and December 31, 2021. This has resulted in an uptick in participation with approximately 289,000 property tax accounts being paid through TIPP. This is the highest participation rate in Canada (approximately 60 per cent). A comprehensive marketing campaign is underway to increase awareness of the benefits of TIPP and changes to the program, as well as, to motivate even more property owners to participate in TIPP.

Leverage the “Calgary in the New Economy” strategy and align decision-making priorities

Calgary Economic Development is collaborating with The City, partners and industry to create an environment where businesses, innovation and communities can thrive. The vision is for Calgary to be the city of choice in Canada for entrepreneurs who are embracing advanced technology to solve the world’s greatest challenges: cleaner energy, safe and secure food, efficient movement of goods and people, and better health solutions. *Calgary in the New Economy* emphasizes the pillars of Talent, Innovation, Place and Business Environment, taking a holistic approach to economic diversification and growth. This includes efforts to attract investment into the downtown core. Significant progress and achievements include:

- \$2.2 million saved in business costs from The City of Calgary COVID-19 Relief Package including waived and deferred Planning & Development fees, property tax relief, Business Improvement Area tax relief, and deferral of waste, water, and recycling charges.
- Calgary was identified as a national leader in 5G readiness and preparedness, compared with peer cities in Canada, and is working with wireless service providers and other organizations to create a digital zone downtown to test and pilot new technologies.
- Calgary became the first city in North America to permit mass testing of unmanned aerial vehicles beyond line of sight.
- Calgary attracted \$353 million in venture capital investment in local companies in 2020, led by the technology sector with over 33 deals, double the amount in 2019.
- Use of The City’s online permitting services increased 43 per cent from 2019, reducing the time and effort required to apply and receive required permits to start a business.
- Calgary was one of the first locations to reopen for filming and, through close partnership with The City of Calgary in permitting projects, conducted \$90 million in film production in 2020. Calgary ranked 10th across North America as one of the 2021 Best Places to Live and Work as a moviemaker by *MovieMaker* Magazine.
- Calgary is an emerging centre for innovation in aerospace and logistics technology. YYC Calgary International Airport saw an 11 per cent increase in air cargo landings from 2019 to 2020; was one of only four airports open during COVID-19 and continued to lead the country in connecting flights (43 per cent of passengers are connecting).
- The Southern Alberta Institute of Technology announced a \$30 million investment into a School for Advanced Digital Transformation. Opportunity Calgary Investment Fund invested \$8.2 million of \$19.8 million to create a downtown Digital Transformation Tech Hub to enable building foundational competencies for digital transformation in traditional industries.





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- A new study estimated Calgary's investment in technology and services that will enable a digital transformation of business practices, products and services will be \$7.5 billion by 2022.

Visit calgaryeconomicdevelopment.com to learn more.

Engagement and advocacy with other orders of government for better fiscal tools

The external Financial Task Force members made 12 recommendations whose successful implementation depends on support from other orders of government, ranging from legislative or regulatory change to improved coordination and communication. Inter-governmental & Corporate Strategy has developed a comprehensive plan to engage other orders of government for change. Engagement on advocacy ready items has begun to:

- Improve reliance on non-property tax revenue and reduce the shortcomings of over-reliance on property tax.
- Consider differentiated taxation for businesses and organizations that make significant contributions to the fabric of the city.
- Work with the province to allow legislator's intent on the definitions for non-residential subclasses.
- Collaborate with the province to authorize tools that address service costs that arise from provincial government direction or changes.



The engagement plan will use several strategies based on past advocacy experience with the same or similar issues, the current intergovernmental context, and anticipated risks and opportunities, including:

- Aligning Financial Task Force recommendations with the Government of Alberta's existing legislative priorities and engagement opportunities, including the ongoing Red Tape Review process.
- Enlisting Financial Task Force and other partner voices in a campaign for change, including public messaging.
- Engaging the Government of Canada in a tri-lateral conversation about municipal finance reform.
- Leveraging opportunities for the Mayor and Members of Council to share the aims of fiscal reform with local Members of the Legislative Assembly and Members of Parliament.

Engagement activities will proceed through the fall and return to Intergovernmental Affairs Committee with an update and discussion of the next steps in 2021 December. For Calgarians, this plan represents an opportunity to support Calgary's economic recovery and financial resiliency with innovative solutions recommended by an expert panel. Successful reform of the fiscal framework through advocacy should have positive long-term implications for The City to finance its social and environmental obligations and priorities

Draft Multi-Year Service Planning and Budgeting Principles

Context

The importance of service planning and budgeting principles

Service plans and budgets serve as the foundation for understanding our service delivery, the value it provides, and how this contributes to the quality of life in our community. An established set of principles to guide the decision-making process over multiple four-year cycles will inform general practice across all different aspects of planning and budgeting activities. Enshrining the principles in policy will better allow the process itself to focus on the prioritization and decisions required to develop our multi-year service plans and budgets.

Response to Financial Task Force recommendations

Administration relies on many Council-approved principles throughout the service planning and budgeting process, and past practice has seen principles repeatedly approved as part of the process. This results in our longstanding principles-based approach being contained in a number of Council presentations and report attachments, limiting transparency and accountability, as there is no single comprehensive document that can be reviewed, updated and measured against. Developing more permanent service planning and budgeting principles and integrating them into policy arises as a result of a number of Financial Task Force recommendations. Several Administrative Action Items relate to the establishment of Council-approved principles for service planning and budgeting, including principles for adjusting tax rates (2a; 11a) and provide factors for consideration in the establishment of the principles (20a; 31a; 8a). They follow on from the Financial Task Force's recommendation #1 ("Apply a decision-making framework that addresses forces within the control of The City."), and are related to other recommendations, including 12 (non-residential subclass legislation), 19 (tax levy split) and 20 (c. develop clear tax policy). More detail is contained in Appendix 1, [Related Recommendations and Administration's Responses](#).

The broader decision-making framework referred to in Recommendation 1 is reflected in various existing Council and Administration policies and procedures, though the overarching framework could be better described and integrated, and potential gaps could be identified in comparison to the [OECD Principles of Budgetary Governance](#) and the Government Finance Officers Association's [Framework for Improved State and Local Budgeting](#).

Existing Council-approved service planning and budgeting principles

An overview of existing Council-approved principles

At separate points in the process of preparing the 2019-2022 One Calgary Service Plans and Budgets, Council approved [The City's Strategic Plan Principles \(PFC2018-0445\)](#) and [Principles for Setting Indicative Tax Rates \(C2018-0304\)](#). While Appendix 2 has a full list of principles that inform some aspects of the multi-year service planning and budgeting process (including the Capital Infrastructure Investment Principles), these are the current set of overarching principles. The content of these two sets of principles are outlined in Table 1.

Broadly, these principles speak to providing services that achieve citizens' priorities and Council's directives in a way that is affordable and maximizes value for services by seeking efficiencies, continuously improving and focusing on long term economic and financial goals. They reflect accountability through performance monitoring and adjustment, as well as making things easy to understand and communicate with the public. They reinforce the integrated nature of our planning and budgeting across the organization and among operating and capital expenditures.

Table 1: Current overarching multi-year service planning and budgeting principles

Strategic Plan Principles	Indicative Tax Rate Principles
<ol style="list-style-type: none"> 1. Vision: Address citizen needs and long-term quality of life aspirations. 2. Strategy: Use a Council-driven and corporately integrated approach to planning for service delivery. 3. Value: Focus on what matters most to citizens and customers and maximize their value for city services. 4. Accountability: Monitor the value generated through services by using performance measures and reporting. 5. Continuous Improvement: Seek to improve services and processes and adjust on an ongoing basis. 	<ol style="list-style-type: none"> 1. Include consideration of citizens' needs and expectations, expressed through long term goals, Council directives, and citizen engagement and research. 2. Include consideration of financial situation of taxpayers (citizen affordability). 3. Meet legislative requirements. 4. Reflect a long-term sustainable and affordable balance among enabling Calgary's maintenance, growth and service changes that meet Council approved service levels and further our resilience agenda. 5. Maintain approval of four years with opportunity to adjust annually. 6. Rationale underlying tax rate decisions should be easy to understand and communicate. 7. Base the rates upon most recent information available at the time of approval. 8. Raise the care and attention that the Administration pays to restraining expenditures and continually seeking efficiencies with a focus on service value and intentional management.

The specific gaps addressed by this update

Harmonizing existing principles: The City's approach to service planning and budgeting is presently guided by many principles and fulfilled through many Council and Administration policies. This includes those in Council-approved documents like the *Long-Range Financial Plan*, standalone principles that Council has approved at various points in the planning and budgeting process (e.g. the Capital Infrastructure Investment Principles, The City's Strategic Plan Principles, and the Principles for Setting Indicative Tax Rates), and other policies (e.g. the *Transparency and Accountability Policy* (CC039), and the *Budget Reporting Policies* (CFO006), etc.). More information is available in Appendix 2 and Appendix 3 ([Other Council-approved principles related to planning and budgeting](#)). This update seeks to enhance these principles to ensure they are consistent.

Completing the content of Council Policy: Though Council has approved the above principles in specific contexts, the Multi-Year Business Planning and Budgeting Policy (CFO004) does not currently outline the principles that guide Administration in its preparation and adjustment of service plans and budgets, or the principles used in setting and adjusting tax rates. Those sets of principles are the focus of this work. With Council approval, these proposed principles would inform a future update to the policy.

Consistent decision-making support: [The City's Strategic Plan Principles](#) (PFC2018-0445) and [Principles for Setting Indicative Tax Rates](#) (C2018-0304) are the primary principles that guide current decision-making. These two sets of principles are overlapping and reinforcing. The former set of principles has a stronger focus on the requirements to guide City Administration when developing service plans and budgets for Council approval. The latter set of principles focus narrowly on the tax rate decision that directly informs only part of the budget. In other words, there is a difference between our overall principles when preparing and adjusting service plans and budgets and those used specifically when recommending an indicative tax rate for Council approval to guide Administration's budget preparation and adjustments. Grounding conversations throughout the multi-year service planning and budgeting process in a uniform set of principles at various decision-making points would increase long-term stability in decisions and budget outcomes.

Principles, not priorities

This proposal would put into policy the underlying principles that guide the *process* of Administration turning Council direction into multi-year service plans and budgets. Cementing these procedural guidelines beforehand is intended to allow Council to have an even more strategic focus on its priorities as the plans and budgets are created. In line with the current approach outlined in the Multi-Year Business Planning and Budgeting Policy, Council will still provide direction on its *priorities* for a four-year period and guidelines and direction to Administration throughout the process of building the plans and budgets.

Proposed Multi-Year Service Planning and Budgeting Principles

Accountable: We focus on citizens by ensuring they can meaningfully engage and participate in budgetary choices. The City's service plan and budget documents are transparent, understandable, meaningful and available to all Calgarians. We measure and report on performance and service value and make adjustments as needed to meet expectations.

Aspirational: We identify and address the needs of all Calgarians as expressed in our existing long-term plans, policies, strategies and priorities. We use the best available evidence, including medium and long-term forecasts, to create realistic multi-year service plans & budgets.

Equitable: We consider Calgarians' diverse needs, strengths and social realities, recognizing that different barriers exist for diverse individuals and groups, and delivering services in a way that all people have the opportunity to benefit equally.

Integrated: We use a cross-corporate approach to planning, managing and reporting that includes risk management and attention to the relationship between operating and capital investments, while proactively involving our partners.

Value for money: We responsibly invest public funds in City services for long-term benefits while continuously seeking efficiencies in order to maximize the value that Calgarians receive from their municipal government.

These principles should be applied throughout the multi-year service planning and budgeting process and are reflected in the prioritization and decision-making at each stage. The principles are also consistent with Administration's *Rethink to Thrive Strategy*, with strong links to its goals of financial sustainability, optimized investments, and organizational focus, among others. Some examples of the implications for the service planning and budgeting process and decision-making framework are outlined in Table 2.

Further detail on how these principles impact decisions would be part of the service planning and budgeting process, and further outlined in the taxation policy. These principles are used to guide Administration's preparation of service plans and budgets, but the precise calculation and setting of annual tax rates – including how property tax responsibility is distributed between classes – is outside the scope of the Multi-Year Business Planning and Budgeting Policy.

Table 2. Example implications within the multi-year service planning and budgeting process

Principle	Implications on the Service Plan and Budget Process
Accountable	<ul style="list-style-type: none"> • Should be informed by the opinions of all Calgarians. • Rationale underlying all revenue including tax and user fee decisions should be easy to understand and communicate. • There need to be regular public updates
Aspirational	<ul style="list-style-type: none"> • Priorities should be set based on measurable population indicators used in existing plans, policies and strategies. Examples of population indicators include “the percentage of waste diverted from landfills” and “the percentage of Calgarians using in each mode of transportation” • Priorities should be multi-year to allow the necessary time to direct resources and see results. • Deliver multi-year service plans and budgets with the ability to adapt through annual and mid-cycle adjustments processes. • Where possible service performance measurement should align to priorities.
Equitable	<ul style="list-style-type: none"> • Equity thinking will be more integrated into the service planning & budget process by using tools like the forthcoming Equity Index produced by Calgary Neighbourhoods. • Services should consider specific demographics, population groups and under-served areas of the city. • Services should consider barriers to access, inclusion and civic participation.
Integrated	<ul style="list-style-type: none"> • Existing plans and policies including but not limited to <i>Imagine Calgary</i>, the <i>Municipal Development Plan</i> and <i>Calgary Transportation Plan</i>, <i>White Goose Flying</i>, <i>Rethink to Thrive</i>, <i>Calgary in the New Economy</i>, the <i>Climate Resilience Strategy</i>, the <i>Social Wellbeing Policy</i> and the <i>Resilient Calgary Strategy</i> inform the preparation of the service plans and budgets. • Recognize that many services may be able to contribute to one priority. • Consider how priorities and direction apply to enabling and governance services, which help drive down costs and increase value for money.
Value for money	<ul style="list-style-type: none"> • The number of priorities needs to align to budgetary realities including population growth and inflation and the long-term need for investment. • Should consider the financial situations of all Calgarians. • Understand The City’s competitive position, including the effect of changes on stakeholder decisions. • Include the impact of growth in the city and ensure a sustainable financial balance with existing services. • Balance the stability and predictability of service levels and the stability and predictability of property taxes and user fees.

Appendix 1. Related Recommendations and Administration's Responses

Recommendation #2:

Develop and sustain the credibility of the decision-making process by:

- Committing to a principles-based process for adjusting municipal property taxes with strong accountability and ownership.
- Delivering analysis, in everyday language, of the upcoming year's property tax challenges ahead of the tax rate decisions for adequate reflection.
- Communicate, using standardized terms, the evolution of drivers of change and their fiscal impact before decision-making.

Recommendation #11:

Use globally accepted guiding principles that generate a well-functioning property taxation decision-making process to secure a property taxation mandate from Council that captures Council's taxation priorities initially by 2020 Q4 and on an annual basis after that.

- The principles should align with those for a sound property assessment and taxation system.
- The annual mandate would provide clarity to Administration on the expectations for property tax options for Council consideration.

The mandate would draw the link between the range of services, service levels and generally accepted principles for an effective taxation system.

Administration's responses:

Agree. As part of the business planning and budgeting process, The City outlines principles that guide decision making. The One Calgary Service Plans and Budgets outlined five principles that formed the basis for the service plans and budgets. However, these are not contained in Council approval.

The principle of Value includes consideration of affordability; however, it does not speak directly to property taxes. Council has approved capital infrastructure investment principles that guide decision making for capital investment. The analysis of property tax challenges, including drivers of change, is provided to Council as part of the indicative rates discussion early in the budget preparation process. However, communication in the planning stages tends to focus more on the reports and presentations to Council, with communication to citizens focused more after Council's decisions, including online and through social media.

There is an opportunity to create a more permanent set of principles around service planning and budgeting, and specifically highlight principles for setting tax rates. There is an opportunity to implement a more robust, performance-driven, strategic planning system to prioritize service level decisions. There is also an opportunity to focus more on clear, plain-language communication to citizens at every stage in the process, before decision making.

2a/11a. Administration will review the feasibility of establishing permanent Council approved principles before the beginning of the next planning and budgeting cycle.

Recommendation #20:

Calgary residential and non-residential taxpayers need to rely on stable property tax payments with low and predictable changes over time.

- Change the approach from determining the level of services before finding the tax dollars because it runs the risk of creating volatility.
- Reduce the risk of volatility by determining maximum revenue growth and then finetuning the level of service to meet the restricted revenue growth.
- Recognize that some thin-tail risk events, such as the COVID-19 pandemic, that would be challenging to accommodate.

Administration's response:

Agree – with potential modifications. Individual volatility can occur due to market-driven, redistributive forces within the assessment processes. Recommendations 12 and 19 are meant to address assessment-driven individual taxpayer volatility. In terms of tax-supported operating budget volatility, this appears to conform to The City's current approach, whereby Council provides an indicative tax rate at the outset of the process. The service planning and budgeting process includes a review of the financial projections and confirmation of the indicative tax rate before determining allocation to service levels. Furthermore, the property tax is determined after growth in other revenue sources is considered. Service levels are then identified within the ceiling of the indicative tax rates.

There is an opportunity to create more stability by establishing a permanent set of principles identified in Recommendations 2 & 11. **There is also an opportunity** to improve stability through the City policy resulting from Recommendations 12 & 19.

20a. Administration will include stability and predictability as a consideration in developing the principles, recognizing this must be balanced with the need for stability and predictability for services that citizens need.

Recommendation #31:

Adjust the taxation policy and its implementation to balance the level of service and taxation level in favour of long-term stability in taxes over stable services:

- Build flexibility to service delivery – plan for differentiated operational flexibility of service level provision, not the elimination of services that Calgarians have come to rely on, to allow adjustments to the costs to deliver services promptly. For example, adjusting the frequency of garbage collection to accommodate financial circumstances. It would be beneficial to:
 - Underlie the analysis that would inform decisions with a triple bottom line review of impacts to avoid defunding vulnerable groups or generating unintended consequences.
 - Outline and communicate the options available for consideration and the rationale for the Council decisions.

- Adjust to Taxpayer Preferences – Recent survey data, following the downtown tax shift, suggested that Calgary taxpayers are more tolerant of volatility in the level and breadth of services than tax volatility. Conduct additional survey analysis to verify the findings and update taxation policy as required to adjust by leveraging the flexibility built into service delivery.
- Exception for New Services – Recognize better acceptance of increases in taxes whenever new services or service improvements occur that lead to the increases.
- Private Sector Support – Adjustment to services in constrained environments should include contracting out services wherever possible. It would consist of a business case that confirms that cost savings would materialize – prioritizing the local business community where it makes the most sense. Consider adding the cost of administering the contracts (i.e. contract administration) as an administration fee.
- Municipal Finance Communication – Intensify communication on the link between taxes paid and services received. Recognize that many taxpayers have a tax input-to- service output view of municipal finances.
- SAVE Program Review – Embrace the findings from the detailed review of the balance of spending activities relative to existing taxation authority already underway.

Administration's response:

Administration proposed the following modifications. In the discussions, the Financial Task Force members recognized this could have a profound impact on service levels that Calgarians need and rely on, and could result in unintended consequences. The proposal from the Task Force would mean to achieve long term tax stability. Service delivery would be flexible, a concept such as temporary changes in service to maintain tax rate stability. The Task Force was concerned that necessary services for vulnerable populations could be at risk. In addition, approximately two-thirds of the tax-supported budget supports public safety and transportation services. Further research would need to be conducted to understand long term policy implications where surveys may indicate that taxpayer preferences may change from year to year. Administration believes the stability and certainty that is the goal of this recommendation can be achieved through Recommendations 2, 3 and 11. As noted in the response to Recommendation 20, the adjustment of service levels to affordability, as indicated by Council decisions, is a prominent step in developing service plans and budgets. The SAVE program was identified as a critical initiative and has continued to focus on increasing efficiencies and reducing costs, not limited to some of the concepts presented above. There may be circumstances that prevent preferences for tax stability over service stability. In that case, Council would be provided with evidence to make that decision. In addition, the recognition of tax increases for new services or service improvements assists in the development of policy.

There is an opportunity to include these factors in the principles developed in 2 (a) & (b).

31a. Administration will consider these factors in the development of principles in 2 (a) and 11 (a).

Recommendation #8:

Leverage Calgary's economic strategy –“Calgary in the New Economy.” Align decision-making priorities with the strategy.

- Focus activities on the four pillars of the strategy that involve making Calgary the destination for talent in Canada, the leading business-to-business (B2B) innovation ecosystem, the most livable city in Canada, and the most business-friendly city in Canada.
- Establish Calgary as a centre of excellence where businesses build the future. As a centre of excellence for energy, communicate specific initiatives that demonstrate long-term efforts at diversifying, including a sustainable energy sector and oil and gas industry. It should include tracking performance metrics, such as ESG scores, to demonstrate progress.
- As a centre of excellence for the digital economy, target initiatives addressing adaptable talent, digital governance and innovation, and corporate social responsibility.

Administration's response:

Agree. Administration supports the economic strategy and agrees that activities should align with the strategy. The City is committed to working with Calgary Economic Development and other partners and inleading initiatives such as the Downtown Strategy that directly align with the strategy. All four pillars of the economic strategy are vital to Calgary's success.

Administration is continually working towards being the most business-friendly city in Canada. We are strengthening our relationship with the business community. For example, during the COVID-19 response, The City collaborated with businesses by equipping them with resources and information to strengthen their resilience. Other efforts include improving our services and processes to attract, retain and support business opportunities. The City opened civic infrastructure (physical, digital and data) to the community to position Calgary as an innovation ecosystem, puts the customer first and adopts a “business-friendly” lens for City processes and initiatives.

There is an opportunity to explicitly align the principles underlying the service planning and budgeting process with the economic strategy, and include the impact of services on live ability and talent attraction in decision making. There is an opportunity to leverage aspects of The City's operations, such as The City's commitment to sustainable energy and being a centre of excellence for energy through focused communications. Administration will build on work to incorporate the economic strategy as an important consideration in developing and communicating the service plans and budgets.

8a. Administration includes the economic strategy as an input into developing strategic plan principles in 2(a).

Appendix 2. Overarching Council-approved principles related to planning and budgeting

The City's Strategic Plan Principles (2018)

In the process of preparing the last 4-year plan, at the 2018 April 23 Regular Meeting of Council ([PFC2018-0445](#)), "[The City's Strategic Plan Principles](#)" were approved:

1. Vision: Address citizen needs and long-term quality of life aspirations.
2. Strategy: Use a Council-driven and corporately integrated approach to planning for service delivery.
3. Value: Focus on what matters most to citizens and customers and maximise their value for city services.
4. Accountability: Monitor the value generated through services by using performance measures and reporting.
5. Continuous Improvement: Seek to improve services and processes and adjust on an ongoing basis.

Principles for Setting Indicative Tax Rates

Council has also approved principles for setting indicative tax rates (initially in C2011-31), which were updated at the 2018 March 21 Strategic Meeting of Council ([C2018-0304](#)), [Attachment 3](#) "Principles for Setting Indicative Tax Rates":

1. Include consideration of citizens' needs and expectations, expressed through long term goals, Council directives, and citizen engagement and research.
2. Include consideration of financial situation of taxpayers (citizen affordability).
3. Meet legislative requirements.
4. Reflect a long-term sustainable and affordable balance among enabling Calgary's maintenance, growth and service changes that meet Council approved service levels and further our resilience agenda.
5. Maintain approval of four years with opportunity to adjust annually.
6. Rationale underlying tax rate decisions should be easy to understand and communicate.
7. Base the rates upon most recent information available at the time of approval.
8. Raise the care and attention that the Administration pays to restraining expenditures and continually seeking efficiencies with a focus on service value and intentional management.

Appendix 3. Other Council-approved principles related to planning and budgeting

I Capital Infrastructure Investment Principles

On 2015 November 25, the Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).

On 2018 March 21 (C2018-0304), Council approved the Capital Infrastructure Investment Strategy. Council renamed this document the Capital Infrastructure Investment Principles.

These are the approved Capital Infrastructure Investment Principles, also last updated at the 2018 March 21 Strategic Meeting of Council ([C2018-0304](#)), [Attachment 4](#):

1. Support the delivery of City of Calgary services, at approved service levels
2. Promote the well-being of communities, environment, and economy
3. Build an adaptable, resilient and smart city
4. Enhance the long-term value of City assets
5. Integrate, coordinate and optimize The City's investment
6. Optimize financing and funding sources

II Long-Range Financial Plan Strategies and Tactics

The Long-Range Financial Plan identifies sustainability and resilience as its overarching goal, supported by five main financial strategies:

1. Flexibility
2. Efficiency
3. Sufficiency
4. Risk Management
5. Credibility

And the Long-Range Financial Plan also has 8 tactics:

1. Ensure adequate funding
2. Achieving diverse sources of funding
3. Managing expenditures
4. Providing for contingencies
5. Using debt strategically
6. Operating with prudent foresight
7. Maintaining sufficient cash flow
8. Strengthening resilience

III Guiding Principles for the \$60M permanent operating budget reductions

At the [2019 June 10 Special Meeting of Council re: 2019 Budget Strategies](#) Council directed through a motion arising:

That Administration should consider but not be limited to the following guiding principles for the \$60M permanent operating reductions:

1. Least harm (to services) approach (all direct and indirect Tax Supported areas).
2. Treat employees with dignity and respect.
3. Preserve front line services, albeit, reductions may create a lower level or elimination of service.
4. Permanent reductions whenever possible, and short term strategies to yield long term permanent savings.
5. Reductions should not result in future additional costs that exceed the reductions.
6. Consider the capital related implications of operating reductions.
7. Analysis whether to proceed with new initiatives that have not started and reduce existing services.
8. Continue to prioritize long term plans and policies.
9. Reduce the use of consultants and short term contracts.
10. Outsource work where possible to reduce overhead & benefits.
11. Have subsidiaries and Civic partners engage in the above in a similar manner.
12. Review reporting structures for additional savings and efficiencies.
13. Operationalize Capital or capitalize Operating where possible.

V Multi-Year Business Planning and Budgeting Policy (CFO004)

The opportunities for Council to confirm or change the principles listed above have historically occurred throughout the process detailed in section 5:

Multi-Year Planning and Budgeting Approach

Operating and Capital Budgets, Business Plans:

- a. The Administration prepares long-term forecasts as background information to Council's preparation of guidelines for four-year business plans and operating and capital budgets.*
- b. Council prepares a statement of its priorities for a four-year period and provides budget guidelines to the Administration that frame the preparation of four-year business plans and corresponding budgets.*
- c. The Administration prepares business plans that reflect Council's priorities and guidelines, and which are achievable within the limits of the approved budget guidelines.*
- d. Council approves those business plans, including measures of performance.*
- e. Based on the approved business plans, the Administration prepares detailed proposed four-year operating and capital budgets for Council approval.*
- f. The budget includes four years of property tax rates, utility rates and user fees, as well as changes to those rates and fees.*
- g. The capital budget continues to include a five-year plan.*

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RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Approve the recommendations of the Richmond Green 'Needs Assessment' contained in Attachment 2;
2. Approve the cost of sale items contained in the Needs Assessment (Attachment 2) and approve an increase of \$7.429 million in 2022 in the capital budget in the Golf Course Redevelopment Budget ID A403784, funded by the sale proceeds from the approximately 5.5 acres land disposition at Richmond Green. These funds to be maintained within the Real Estate Services reserve. In addition, Council direct the balance of sale proceeds shown in Confidential Attachment 3 to Calgary Recreation (Golf); and
3. Direct that Attachment 3 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2026 May 01.

HIGHLIGHTS

- Real Estate and Development Services (RE&DS) conducted a 'Needs Assessment' across all of Richmond Green Park and the Operations Workplace Centre (OWC). The Needs Assessment consulted Parks, Water Resources (WR), Facility Management (FM), Recreation, Transit, Transportation, and Sport and Golf Development (Golf), to determine the current and future land needs for Richmond Green Park, the Operations Workplace Centre (OWC) and the recently closed Richmond Green golf course;
- The Needs Assessment validates the approximately 5 acres (Parcel 'A') Land Use and Subdivision application in the NW corner of the park and highlights the need to preserve the remaining park land for both open space and water infrastructure needs. The findings from the Needs Assessment are included in an Executive Summary in Attachment 2. The larger report is included in Confidential Attachment 3;
- Development costs, internal land transfers, and estimated potential proceeds of sale that support the recommendations are provided in the Needs Assessment; and
- The remaining potential proceeds of sale are intended to go to Calgary Recreation (Golf), as per previous council direction.

What does this mean to Calgarians?

- An opportunity to increase publicly accessible open space at Richmond Green Park;
- Preserve inner city land for future potable water infrastructure needs;
- Repurposing of the former golf course and former depot lands for new open space opportunity;
- Smart densification in the established area to add to the tax base and capitalize on Bus Rapid Transit (BRT);
- Available funding for the park upgrades including one (1) new 76.2-metre baseball diamond at Richmond Green, playground upgrades and offsite little league ball diamonds;
- Demolition of outdated structure(s) at the Richmond Green Operations Workplace Centre

Richmond Green Needs Assessment and Real Estate Analysis

(OWC) and the remediation/stripping and grading of the site to support future park amenities; and

- Funding for the next phase of master planning, which includes a new Outline Plan, Land Use, and Subdivision application for approximately 47 acres at Richmond Green Park that will include the extension of Quesnay Woods Road SW from Currie Barracks to 33 Avenue SW.

Why does this matter?

- Council directed RE&DS in PFC2020-0952 to complete the work;
- This work pertains to Scope 2 of PFC2020-0952 and the recommendations directly impact scope 1 (Land Use / Subdivision application);
- By advancing this scope of work ahead of Scope 1, Council can be informed of the rationale that supports the proposed land use application and land stewardship and funding opportunities available as a result of the potential sale of Parcel 'A';
- Citizens expect Administration to undertake appropriate due diligence prior to making decisions about re-zoning and disposing of City land; and
- A unique City building opportunity without any request for new capital funds.

Strategic Alignment and Council Direction

- The Needs Assessment aligns with the following Council Citizen Priorities: "A Prosperous City", "A City that Moves", "A Healthy and Green City" and "A Well Run-City".
- Background and Previous Council Direction is included in Attachment 1.

DISCUSSION

Current Status

Richmond Green Park and the OWC includes ±52 acres, stewarded by three City business units: Parks, Water Resources (WR) and Facility Management (FM). The uses on the overall lands are as follows:

- Water storage and includes two underground potable water reservoirs, pump stations, vents, fencing, and feeder mains stewarded by WR.
- Parks stewards and maintains three baseball diamonds, one tot lot, three tennis courts, one tobogganing hill, one parking lot, various pathways, and general open space locations.
- FM is the steward of the ±10 acres used for the Operations Workplace Centre (OWC), otherwise known as a maintenance depot. FM also stewards the now closed golf clubhouse building which did contain office space for the Calgary Neighbourhoods staff, up until 2021. The Richmond Green golf course was closed in 2019 (stewarded by Golf) and Council directed Administration to implement disc golf as an interim use in 2021.

Richmond Green Needs Assessment and Real Estate Analysis

As part of the Currie Barracks Outline Plan (LOC2014-0109), an extension of Quesnay Wood Drive SW was required from the north boundary of the community to 33 Avenue SW. This road will be built by Canada Lands Company.

Needs Assessment

Upon documentation and research of the above conditions, RE&DS validated future land stewardship, and amenity use/needs with individual BUs and stakeholders through a Triple Bottom Line (TBL) lens, and respecting the following principles:

- *Achieve a well-rounded multi-use site for the lands within Richmond Green Park, the former Richmond Green Golf Course and Operations Workplace Centre (OWC) site while providing opportunities for future water infrastructure expansion that supports inner city growth.*
- *Interim uses on the former Richmond Green Golf Course and OWC lands can offer an opportunity to provide amenities or other uses in the short to medium term.*
- *Prioritize public accessibility to the City-owned lands and open space areas where possible, while maximizing the opportunities to offer a variety of amenities that will provide greater benefit and value to the community and Calgarians.*
- *Capitalize on the Transit Oriented Development (TOD) opportunities related to the future Bus Rapid Transit (BRT) line and multi-modal connectivity to Currie Barracks and neighbouring communities.*
- *A Triple Bottom Line (TBL) approach is key to finding the right balance that can create value and maximize the benefit to The City and Calgarians.*

The accompanying Executive Summary (Attachment 2) and Needs Assessment (Attachment 3) report outlines the work RE&DS took to document the existing uses and validate their continued, expanded or discontinued service. The outcome of this work includes recommendations for new stewardship boundaries, financial recommendations and obligations for surface and subsurface maintenance. These recommendations are as follows:

1. All the lands within Richmond Green Park except for Parcel 'A', Parcel 'B' and Parcel 'C' should be preserved for the future expansion or work related to the expansion of the existing water reservoirs and associated water infrastructure.
2. As Water Resources anticipates the east portion of the OWC site may be required at some point in the future for work related to the expansion of the existing and future water infrastructure, RE&DS recommends that OWC lands east of the proposed alignment of Quesnay Woods Road SW be jointly stewarded by Parks/WR and the business units continue to work together to program and time their desired needs.
3. A portion of sales proceeds from Parcel 'A' should be provided to Parks for the replacement of the lost ball diamonds.
4. Parks should become the steward of Parcel 'B' and the lands are to be dedicated as Municipal Reserve (MR) to be used as a replacement little league baseball diamond.
5. Any remaining Municipal Reserve required as a result of the subdivision of Parcel 'A' is to be dedicated to preserve the tennis courts and/or playground/tot lot as public open space at Richmond Green Park shown as Parcel 'C'.
6. A subsequent Outline Plan & Land Use Application/subdivision plan is recommended to be prepared at the appropriate time to complete the MR dedication, provide for the

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- extension of Quesnay Woods Road SW and consolidate the remaining lands into the larger Richmond Green Park.
7. Parks/Water Resources should become the steward of the lands at Richmond Green Park as illustrated in Figure 3 – Proposed Stewardship contained in Attachment 2 and 3.
 8. Parks and Water Resources should continue to work towards maximizing the park and open space opportunities at Richmond green for the benefit of Calgarians while ensuring the lands are retained for future water infrastructure expansion.
 9. A portion of sale proceeds from Parcel 'A' should be provided to cover the cost of any remediation of the OWC site as required, in anticipation of Parks' redevelopment of the site as open space.
 10. A portion of sale proceeds from Parcel 'A' should be designated by Council to Parks to fund the redevelopment of the OWC site or for other park upgrades or amenities, (apart from the remediation) as potential open space or future interim or permanent recreational amenities. A portion of sale proceeds should also be provided to Urban Forestry to replace potential tree canopy loss.
 11. Facility Management should receive book value for the OWC lands as a cost of sale from the proceeds of Parcel 'A'.
 12. RE&DS recommends Council amend their original direction to provide funding for the replacement of the lost ball diamonds from Parcel 'A' and include remediation costs to provide for additional open space to be repurposed at the OWC in addition to providing for reinvestment to sustain the overall operations of public golf courses in Calgary as further outlined in Section 10 of this report.
 13. RE&DS recommends the preservation of as much of the existing structures and amenities as is possible and to look to design and construct Quesnay Woods Drive SW in a manner that minimizes the disturbance to the site and the requirements for additional land.
 14. Should the alignment of Quesnay Woods Road SW result in the demolition of the former clubhouse/Calgary Neighbourhood Services building, RE&DS recommends taking the cash equivalent from Canada Lands Company and forego reconstruction of the building at Richmond Green so that land is preserved for water and open space needs.

An estimated timeline is available in Attachment 4. It illustrates the possible schedule for Parcel 'A' development, and the remaining Richmond Green Park, should Council accept the recommendations for this work. The Estimated Development Costs for the work as recommended in the Needs Assessment is provided in Attachment 2. The preferred alignment of Quesnay Woods Road SW is as shown on Figure 3 – Proposed Stewardship in Attachment 2.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

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☒ Stakeholder dialogue/relations were undertaken

RE&DS worked with Customer Service and Communication's Engage Resource Unit and the project consultant, O2 Design and Planning, to undertake public and stakeholder engagement. Attachment 5 contains the results of the engagement process. Please note that stakeholder engagement combined the two scopes as directed by Council. Scope 1 being the Land Use Application and Scope 2 being the 'Needs Assessment'.

Who we engaged: Internal stakeholders such as Transit, Transportation, Water Resources, Parks, Facility Management, Golf, and Recreation. External stakeholders: Carewest, Canada Lands Company, Grace Lutheran Manor, Calgary West Little League, Rutland Park Community Association, Richmond/Knob Hill Community Association, Killarney-Glengarry Community Association, and the general public.

What we did: The project team developed a website to communicate key project facts, illustrate timelines, and provide contact information for community members who wished to direct questions about the project to the RE&DS project manager. A running FAQ was created and uploaded to the website for viewing. Finally, RE&DS developed a social media campaign to advertise the project, installed onsite and community signage, and developed a post card for the 2021 May 04 virtual open house. Over 500 people registered for the event and approximately 280 people attended the meeting.

What we heard:

The following items were the primary concerns for both scopes of work:

- The importance of green space. The deficiency of green space in surrounding communities and protecting the future of Richmond Green as a Regional Park;
- Concerns about selling park land;
- Concerns about the loss of the little league baseball diamond;
- Density, height, commercial uses, and traffic concerns for the Parcel 'A';
- Water infrastructure security;
- The CFB West Master Plan policies;
- Funding for the Park, Council direction and process questions; and
- Golf course and OWC land requirements now, and into the future.

What was done with the information:

RE&DS received the public input and made the following project changes:

1. The Needs Assessment (Scope 2) was prioritized slightly ahead of the Land Use / subdivision Application (Scope 1), to assist Council decision making on the future of the park and its funding. This may help to provide the certainty the public wants to see for the funding, before deciding on the Land Use changes;
2. A height modifier of 4 storey maximum was placed adjacent to Sarcee Road SW to respect the adjacent single detached houses across the street and the height of the rest of the site was dropped from 25 metres to 22 metres. Policy was introduced within the CFB West Master Plan to ensure that 'residential' is the primary use for the MU-1 site.
3. One new baseball diamond is recommended at Richmond Green Park. This will provide a replacement for at least one of the two lost diamonds, mitigating impacts to Calgary West Little League. Administration will continue to work with Calgary

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West Little League to find additional diamonds to ensure there is no loss of playing time.

4. A second Outline Plan and Land Use application is recommended in order to secure the 10 per cent municipal reserve owing as a result of the subdivision of Parcel 'A'. This will be undertaken once demolition is largely complete and the necessary remediation is initiated, and the alignment of Quesnay Woods Road SW is finalized. The appropriate land use district will be determined to support WR and Parks infrastructure and open space needs.

IMPLICATIONS

Social

Prior to the closure of the Richmond Green Golf Course, golf was a pay-to-play activity at Richmond Green. With the introduction of disc golf (which will double as free, publicly accessible open space) and the recommendation by RE&DS to convert the roads portion of the OWC to open space, 27 acres of land will eventually become accessible to Richmond Green Park users. In addition, funding is expected to be available from the proceeds of the sale of Parcel 'A' to support upgrades to the park and additional amenities. The development of Parcel 'A' also supports our ongoing inner-city density goals.

Environmental

The potable water reservoirs at Richmond Green are some of the oldest in Calgary. As the city densifies (especially in this pressure zone), land should be preserved around the reservoirs to meet future water demand. The future road between Currie Barracks and Quesnay Wood Drive SW is a Bus Rapid Transit (BRT) road and thus modest densification capitalizes on this infrastructure. The proximity to downtown and the established area context leverages existing infrastructure. Repurposing of the brownfield OWC to open space will allow for the remediation of the site.

Economic

The potential sale and development of Parcel 'A' will result in a tax uplift from the newly subdivided parcel (Attachment 6). In addition, the sale proceeds will fund the remediation of the OWC and potential park upgrades and future amenities. Proceeds are also available to support golf operations as per the original direction from Council. The multi-faceted approach allows for Golf to meet their sustainability goals, new park space to be replaced in a greater quantity than what would be disposed of, while upgrading and replacing lost amenities (i.e. new approximately 76-metre baseball diamond).

Service and Financial Implications

No anticipated financial impact

RE&DS utilized the Real Estate Reserve for the project costs. To date, approximately \$300,000 has been spent of the budgeted \$750,000. There was an annual operating cost savings of \$150,000 for Golf, based on the closure of Richmond Green golf course, and the addition of approximately 4 acres of green space at the OWC, will not have a significant effect on the Parks operating budget for Richmond Green Park. Golf utilized a Recreation Reserve to fund

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approximately \$40,000 in disc golf infrastructure and it is expected that in the interim golf will maintain the disc golf landscape via staff from Shaganappi Golf Course. In summary, this project requires no new funds from Council, costs are all recouped through the sale of land with only minimal impact on operating budgets.

Opportunity Cost of Pursuing the Recommendation

If the Needs Assessment is not accepted by Council, specifically the costs needed to replace the lost green space and baseball diamond, then Administration recommends abandoning the approximately 5 acre Land Use application in the NW corner of the Park (Parcel 'A'). This is because it does not provide the funding guarantees that citizens expect when it comes to replacing lost green space. Subsequently, the status quo would continue at Richmond Green Park, until such time that Water Resources determines a timeline and location for reservoir expansion.

RISK

If Council does not allocate the funding from the potential sale of Parcel 'A' as indicated in Attachment 3 – Confidential Needs Assessment, then the redevelopment of Richmond Green Park and the OWC would not have a funding source. Golf Course operations would continue with their Golf sustainability initiatives, with no possible revenue from the proposed land sale.

ATTACHMENTS

1. Previous Council Direction
2. Richmond Green Needs Assessment Executive Summary
3. Confidential Richmond Green Needs Assessment - Full Report
4. Richmond Green Estimated Timeline
5. Public Engagement Summary
6. 2021 Tax Scenario
7. Public Submissions

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Darrel Bell	Facility Management	Consult
Francois Bouchard	Water Resources	Consult
Kyle Ripley	Parks	Consult
James McLaughlin	Recreation	Consult.
Ryan Vanderputten	Transportation Planning	Consult
Campbell Berry	Real Estate and Development Services	Consult

Previous Council Direction

On 2020 November 02, Council directed Administration to (PFC2020-0952):

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:

1. Direct Real Estate and Development Services (RE&DS) to prepare land use and subdivision applications for the ±5 acre parcel at 33 AVE SW and Sarcee Road SW and if planning approvals are granted, proceed to market the property consistent with The City's established sales process;
2. 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;
3. Prepare and implement a plan to accommodate disc golf as an interim use at Richmond Green starting in 2021 and until such time that a future redevelopment plan has been completed and implemented;
4. **Approve new capital budget in Real Estate and Development Services Program #705 for up to \$750,000 in 2021 from the Real Estate Services Reserve, for all work at Richmond Green; and**
5. Direct that Attachment 4 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act, to be reviewed 2025 October 01.

On 2020 March 16, Council directed Administration to (PFC2020-0251):

1. To investigate a shorter time frame option and expression of interest from the marketplace;
2. To prepare a financial report on the closure of Richmond Green and options for stage 2 assessment; and
3. Discontinue further investigation of Shaganappi Point golf course.
4. That Recommendations 1 and 2 return to the April 21 Priorities and Finance Committee Meeting.

On 2019 November 18, Council approved the Golf Course Operations Request For Proposal Notice of Motion (C2019-1468) which provided the following instructions:

1. Direct Administration to develop a Request For Proposal (RFP) and go to market to secure a long-term management contract for the operations and service provision of all City of Calgary golf courses.
2. Direct Administration to develop a scope of work to deliver an RFP to the market and report back to Council through the SPC on Community and Protective Services no later than early Q1 2020 with a timeline and funding recommendation required to create, administer and evaluate and RFP process.

On 2019 November 12, the results of Golf Programs and Activities' Sub-Service Review were delivered to Council in Attachment 10 of the 2020 Adjustments to the One Calgary Service Plans and Budgets (C2019-1052).

On 2019 October 08, a Golf Sustainability Framework briefing note (PFC2019-1227) was provided to the Priorities and Finance Committee (PFC). The briefing note contained:

- a. An interim update on the Golf Course Sustainability Strategy;
- b. An interim update on the Golf Course Real Estate and Development Assessment; and,

- c. Options for future use of the Richmond Green land.

On 2019 July 16, Council approved the recommendation below regarding a sub-service review, of which Golf Programs and Activities was one of six sub-services initially approved for review. That with respect to Recommendation 1 of Report C2019-0883, the following be adopted:

That Council:

1. Approve the sub-service reviews contained in Table 1 of Attachment 3, released to the public during the presentation at the 2019 July 16 Strategic Meeting of Council, to be completed for the November 2019 adjustments to the One Calgary 2019 – 2022 Service Plans and Budgets.

On 2019 June 17, the Richmond Green Golf Course Closure notice of motion (C2019-0790) which was approved by Council. It stated that Council:

1. Direct Administration, as part of its Golf Course Sustainability Strategy, to proceed to close the Richmond Green Golf Course after the end of the 2019 golf season.
2. Direct Administration to return to Priorities and Finance Committee (PFC) in October 2019 with:
 - a. An interim update on the Golf Course Sustainability Strategy;
 - b. An interim update on the Golf Course Real Estate and Development Assessment; and
 - c. Options for future use of the Richmond Green land, considering the utilities and road requirements, as well as the Currie Barracks Master Plan.

On 2019 May 27, with respect to report CPS2019-0475, the following was adopted:

That Council:

1. Adopt the recommendation to proceed with Stage 1 of the proposed plan for a Real Estate and Development Assessment, leveraging The City's internal expertise to conduct an initial assessment of all golf course properties and return to the Priorities and Finance Committee no later than Q1 2020 with a recommendation on which properties should be included in Stage 2 of the analysis. The plan for Stage 2 will include Administration's recommendation on which golf course lands require further analysis as well as recommendations on timeline, scheduling and costs for Stage 2; and
2. Not include McCall Lake Golf Course in any development assessments given a Redevelopment Feasibility Study was completed on McCall Lake Golf Course in 2014, and the recent investment and improvements to the course in 2018-2019.

On 2018 November 30, through a motion arising at the One Calgary budget discussions (C2018-1158), Council directed Administration to:

1. Bring forward a plan for a real estate and redevelopment assessment (including costs) which may include decommissioning, repurposing, and/or divesting of public golf course(s) for reinvestment in the remaining amenities to sustain the overall operations of public golf courses in Calgary. And further, report back directly through the SPC on Community and Protective Services no later than May 2019.

On 2018 November 19, per CPS2018-1256 Golf Course Operations Update, Council directed Administration to report back to Council through the SPC on CPS by Q2 2021 with an update on progress toward the options outlined in the report, which were the break even options of the Sustainability Work Plan.

On 2018 June 25, Council adopted CPS2018-0349 Golf Course Sustainability Work Plan Update:

1. Direct that Administration report back to Council on results, indicators and performance measures by Q2 of the final year of each planning cycle to inform a plan for the next cycle;
2. Direct that Attachment 6 remain confidential pursuant to Sections 23(1)(b), 24(1), and 25(1) of the Freedom of Information and Protection of Privacy Act (and that Council consider content therein in camera if requested by Council).
3. Direct that Administration report back to Council through the One Calgary budget process with options that reflect the overall Golf Course Operations to break even in terms of revenue and operating expenses.

On 2017 November 27, at the 2018 budget adjustment deliberations:

With respect to report CPS2017-0539 Review of Golf Courses Planning Considerations and Taxation Implications, and the Motion Arising for Report CPS2017-0539 contained in the 2017 July 24 Minutes of the Regular Meeting of Council,

Council directed Administration to come forward to the SPC on Community and Protective Services no later than 2018 June with an update on the Golf Course Operations Sustainability Workplan and a status report on the direction from the Motion Arising from CPS2017-0539.

On 2017 July 24, in response to NM2017-04 Administration delivered to Council report CPS2017-0539 Review of Golf Courses Planning Considerations and Taxation Implications.

With respect to report CPS2017-0539, Council requests Administration to consider the content of Councillor Colley-Urquhart's proposed Motion Arising document (contained in the 2017 July 24 Minutes of the Regular Meeting of Council) and return to Council at the 2018 budget adjustment process with options on how to move forward with City-owned golf course operations.

On 2017 February 27, Council referred Notice of Motion NM2017-04 Tax Burden of Calgary Golf Courses to the Administration and that in advance of executing the resolution contained in NM2017-04, Council directs Administration to review the state of golf and golf courses within The City of Calgary and propose a framework for addressing golf course retention and redevelopment and report back to Council through the SPC on Community and Protective Services and/or the SPC on Planning and Urban Development by Q3 2017.

On 2015 December 14, Council adopted CPS2015-0947 Golf Course Operations Sustainability Work Plan Update:

1. Direct Administration to continue providing municipal golf services with a City operated service model, inclusive of contracting out select services where efficiencies can be realized; and
2. Direct that Attachment 2 remain confidential pursuant to Sections 23(1)(b), 24(1)(c), 24(1)(g) and 25(1)(c) of the Freedom of Information and Protection of Privacy Act, until Administration fully implements Council's decision(s) with regard to Attachment 2 content.

On 2015 June 29, Council adopted CPS 2015-0492 Golf Course Capital Update:

That Council receive this update report for information.

On 2014 July 21, Council adopted recommendations contained in Report CPS2014-0398 McCall Lake Redevelopment Feasibility Study:

1. Direct Administration to discontinue McCall Lake redevelopment planning and Outline Plan preparation;
2. Direct Administration to implement the Updated Golf Course Operations Sustainability Work Plan as outlined in Attachment 2, after amendment to the Targeted Completion Date for the Item "Service Model Analysis", contained on Page 1 of 2, by deleting the date "Q1 2016", and by substituting with the date "Q4 2015"; and
3. Direct that Attachments 6 and 7 remain confidential pursuant to Sections 23(1)(b), 24(1)(c), 24(1)(g), 25(1)(a), 25(1)(b), and 25(1)(c) of the Freedom of Information and Protection of Privacy Act.

On 2013 May 27, Council adopted CPS2013-0410 Golf Course Operations Guiding Principles:

1. Approve the guiding principles as a framework for Golf Course Operations revised fee structure decision making; and
2. Direct Administration to bring a revised fee structure to Council during the 2014 budget adjustment process (2013 November) for consideration.

On 2012 October 15, Council adopted CPS2012-0702 Golf Course Operations Operational Business Review & Update:

1. Approve, in principle, the elimination of the \$200,000 annual contribution to general revenues from the Business Unit Recreation – Golf, Operating Budget Program 426 and refer this recommendation to the 2013 budget adjustment process in 2012 November for consideration;
2. Approve, in principle, the change of Golf Course Operations mandate from "fully self-sufficient" to "tax supported" to align with the mandate of the rest of the Recreation Business Unit and refer this recommendation to the 2013 budget adjustment process in 2012 November for consideration;
3. Approve the recommendations outlined in Attachment 2, Appendix 4 to develop a revised golf course fee structure and report back through SPC on Community and Protective Services by 2013 May with recommendations on golf fee structure.
4. Approve Administration Recommendation 4 and that Recommendation 4 remain confidential under Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25(1)(c)(ii) of the Freedom of Information and Protection of Privacy Act; and
5. Direct Administration Recommendation 4, as amended, and the Report and Attachments, remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25(1)(c)(ii) of the Freedom of Information and Protection of Privacy Act.

Richmond Green Needs Assessment Executive Summary

Introduction

In November 2020, Real Estate and Development Services (RE&DS) was directed by Council (PFC2020-0952) to complete a real estate feasibility analysis on the Richmond Green Lands and Operation Workplace Centre (OWC) to validate the existing uses currently occupying the lands and assess future uses on the site. This work is also closely tied to the Land Use application for ±5.0 acres (Parcel 'A') of lands in the northwest corner of Richmond Green Park which Council directed RE&DS to undertake as part of the overall direction resulting from the closure of Richmond Green Golf Course. The overall subject lands are illustrated in **Figure 1 – Richmond Green** and are located within the SW quadrant of Calgary, municipally addressed as 2539 33 Avenue SW and 3435 Crowchild Trail SW.

This Needs Assessment was conducted by RE&DS' Development Services group. The Needs Assessment has been undertaken in consultation with a number of business units including Calgary Parks, Water Resources (WR), Facility Management (FM), RE&DS, Recreation, and Transportation and there is general consensus of the recommendations contained herein.

An illustration of the stewardship and assets owned and operated by Calgary Parks is seen in **Figure 2 - Current Stewardship**. Both Parks and WR co-steward the land at Richmond Green, which is not unusual within the Corporation. Open space and the former golf course are a compatible (secondary) use on top of the (primary) water infrastructure use, and thus the two uses have coexisted. The park currently contains three baseball diamonds, tennis courts, a playground/tot lot, tobogganing hill, parking lot and a building which formerly served as a clubhouse for the Richmond Green Golf Course and offices for Calgary Neighbourhood Services.

Discussion

One of the first discussions with respect to business unit's requirements for land at Richmond Green was with Water Resources. As the primary use on the former golf course lands was for water reservoirs and associated infrastructure, WR's future needs and use of the lands was important to identify. Initially, Water Resources expected to require all the remaining lands at Richmond Green Park, the golf course and the OWC for future expansion of the water infrastructure. However, after further discussion and investigation WR advised they anticipated that the current large baseball diamond, former golf course lands and only the east portion of the OWC site may be required at some point in the future for work related to the expansion of the existing and future water infrastructure within the overall site. This is illustrated in **Figure 3 – Proposed Stewardship**.

The proposed land use change which was directed by Council mentioned above for Parcel 'A' would result in Calgary West Little league (CWLL) losing two little league baseball diamonds. The recommendations included in the Needs Assessment provide for the replacement of one

diamond at Richmond Green (Parcel 'B') as shown in **Figure 3 – Proposed Stewardship**, and funding to upgrade diamonds at other locations within the CWLL catchment area. Parks has also advised that the hours lost at Richmond Green may also be made up at existing diamonds at other locations.

As a result of the overall analysis that was completed, RE&DS is recommending that all remaining lands at Richmond Green and the OWC be added to the open space of the park and be stewarded jointly by Parks and Water Resources. As Water resources has advised that some these lands may be needed in the future, this will permit open space uses to be used on an interim basis as they are compatible for the short to medium term and would add a net gain of 4.0 acres to Richmond Green if Parcel 'A' is approved for sale and future development.

Municipal Reserve (MR) dedications are proposed to be provided to accommodate a replacement little league baseball diamond and preserve the existing tennis courts and playground while a subsequent Land Use and Outline Plan application will ensure the remaining lands at the OWC site are to being included in the overall Richmond Green Park space, as shown on **Figure 3 – Proposed Stewardship**.

There were a number of other discussion points and resolutions with involved Business Units that had to be addressed to support the successful implementation of the recommendations within the Needs Assessment. They are as follows:

1. Facility Management is to be provided book value for the OWC lands;
2. Funds from the proposed disposition are proposed to be allocated to cover costs of demolition and remediation at the OWC;
3. The preferred alignment of Quesnay Woods Road SW is as shown on **Figure3 – Proposed Stewardship**
4. A portion of the sale proceeds from Parcel 'A' should be designated to Parks to fund the redevelopment of the OWC site or for other park upgrades or amenities, (apart from the remediation) as potential open space or future interim or permanent recreational amenities.
5. The remaining proceeds from the sale or Parcel 'A' once demolition, remediation, ball diamond replacement and associated park upgrades are funded should be directed to Golf & Sport Development as originally directed by Council

A summary of the anticipated revenue is provided in the Needs Assessment which is included as confidential **Attachment 3** to the associated council report.

The complete recommendations from the Needs Assessment are as follows:

1. All the lands within Richmond Green Park except for Parcel 'A', Parcel 'B' and Parcel 'C' should be preserved for the future expansion or work related to the expansion of the existing water reservoirs and associated water infrastructure.
2. As Water Resources anticipates the east portion of the OWC site may be required at some point in the future for work related to the expansion of the existing and future water infrastructure, RE&DS recommends that OWC lands east of the proposed alignment of

Quesnay Woods Road SW be jointly stewarded by Parks/WR and the Business Units continue to work together to program and time their desired needs.

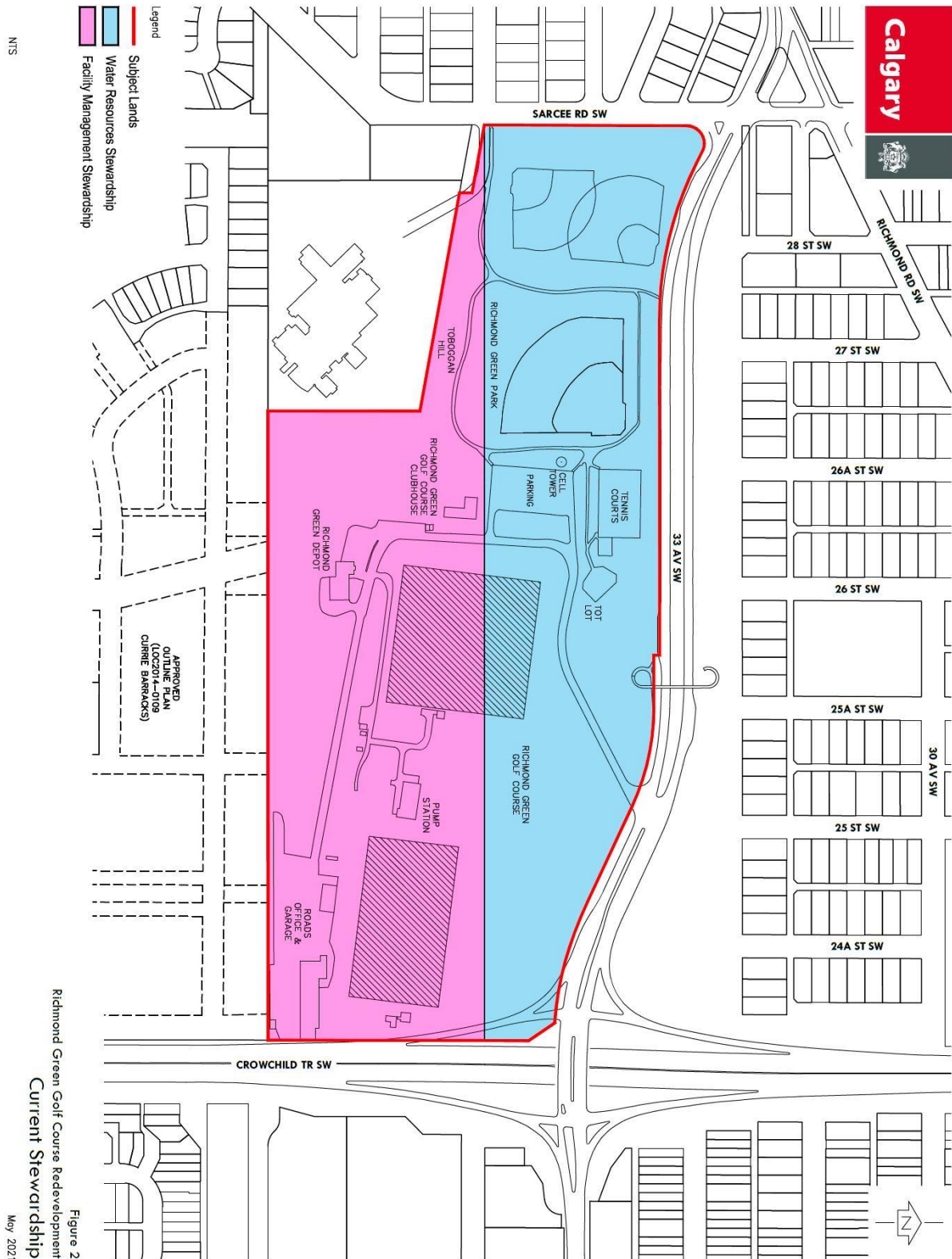
3. A portion of sales proceeds from Parcel 'A' should be provided to Parks for the replacement of the lost ball diamonds.
4. Parks should become the steward of Parcel 'B' and the lands are to be dedicated as Municipal Reserve (MR) to be used as a replacement little league baseball diamond.
5. Any remaining Municipal Reserve required as a result of the subdivision of Parcel 'A' is to be dedicated to preserve the tennis courts and/or playground/tot lot as public open space at Richmond Green Park shown as Parcel 'C'.
6. A subsequent Outline Plan & Land Use Application/subdivision plan is recommended to be prepared at the appropriate time to complete the MR dedication, provide for the extension of Quesnay Woods Road SW and consolidate the remaining lands into the larger Richmond Green Park.
7. Parks/Water Resources should become the steward of the lands at Richmond Green Park as illustrated in **Figure 3 – Proposed Stewardship contained in Attachment 2 and 3**
8. Parks and Water Resources should continue to work towards maximizing the park and open space opportunities at Richmond green for the benefit of Calgarians while ensuring the lands are retained for future water infrastructure expansion.
9. A portion of sale proceeds from Parcel 'A' should be provided to cover the cost of any remediation of the OWC site as required, in anticipation of Parks' redevelopment of the site as open space.
10. A portion of sale proceeds from Parcel 'A' should be designated by Council to Parks to fund the redevelopment of the OWC site or for other park upgrades or amenities, (apart from the remediation) as potential open space or future interim or permanent recreational amenities. A portion of sale proceeds should also be provided to Urban Forestry to replace potential tree canopy loss.
11. Facility Management should receive book value for the OWC lands as a cost of sale from the proceeds of Parcel 'A'.
12. RE&DS recommends Council amend their original direction to provide funding for the replacement of the lost ball diamonds from Parcel 'A' and include remediation costs to provide for additional open space to be repurposed at the OWC in addition to providing for reinvestment to sustain the overall operations of public golf courses in Calgary as further outlined in Section 10 of this report.
13. RE&DS recommends the preservation of as much of the existing structures and amenities as is possible and to look to design and construct Quesnay Woods Drive SW in a manner that minimizes the disturbance to the site and the requirements for additional land.
14. Should the alignment of Quesnay Woods Road SW result in the demolition of the former clubhouse/Calgary Neighbourhood Services building, RE&DS recommends taking the cash equivalent from Canada Lands Company and forego reconstruction of the building at Richmond Green so that land is preserved for water and open space needs.

Table 1 – Estimated Development Costs illustrates the costs required to successfully execute on the recommendations listed above. The costs represent tasks required to repurpose land for new open space opportunities.

Table 1 – Estimated Development Costs

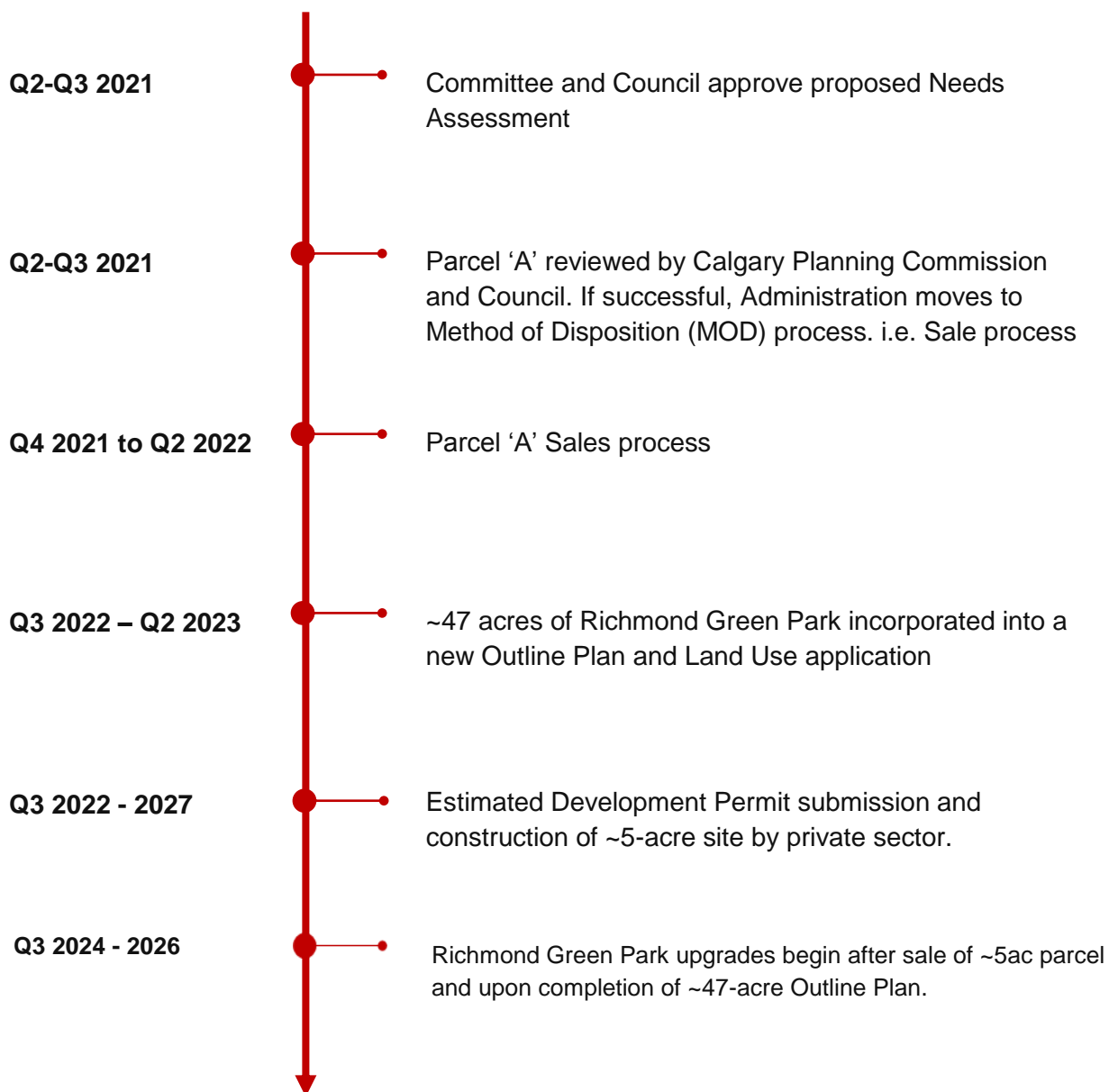
DEVELOPMENT COSTS		
Description	Amount	Notes
Consulting Fees	\$750,000	RE&DS incurred and 3 rd party fees
Real Estate Fees	\$625,000	Costs of sale and transfer costs
Tree Canopy Compensation	\$254,000	Compensation paid to Urban Forestry for loss of trees at Parcel 'A'
Demolition Costs for Operations Workplace Centre	\$700,000	For demo of outdated Roads buildings, salt dome, trailers / panabodes / misc equipment removal.
Low-cost option for remediation of salt contamination at OWC	\$3,000,000	Repurposing costs needed to prepare the site for new open space uses. 1m depth excavation
Stripping/Grading/Topsoil/ Seed, at the OWC	\$2,000,000	
Replacement of one (1) ball diamond at OWC	\$675,000	Replacement of little league ball diamond at Parcel 'B'
Upgrades to future open space amenities	Up to \$500,000	Funding for tot lot improvements and offsite baseball diamond improvements
Total Development Costs	\$8,504,000	
LAND TRANSFER COSTS		
Book Value of OWC	\$644,000	To be paid to FM for OWC lands
Book Value of Parcel 'A' (±5.5 ac @ \$552/ac)	\$3,036	50% to Parks and 50% to WR for loss of ball diamond land
Land Transfer Costs	\$647,036	
FUTURE PLANNING COSTS		
Future OP/LUR application	\$300,000	To provide for the LU changes required to dedicate the MR/road ROW and Changes to OWC site
TOTAL PROJECT COSTS:		\$9,451,036
Notes <ol style="list-style-type: none"> 1. Costs represents upset limits. 2. OWC remediation costs are a high-level class 5 estimate and required remediation will depend on anticipated uses considered for the OWC lands. Hard surfaces such as sport courts, pathways, or pump tracks would require less remediation than vegetated surfaces. 1m depth for remediation assumed. 3. Baseball diamond cost represents class 5 estimate 4. Upon potential sale of land, funds would be secured in the Real Estate Revolving fund. 		







Richmond Green Estimated Timeline



*The schedule is draft and subject to change

Public Engagement Summary

Background

Engagement for Richmond Green includes two scopes of work, the first scope is engagement on the land use and outline plan application and the second scope is engagement on the remainder of the Richmond Green park and 'Needs Assessment'.

Engagement Overview

Outreach on this project began prior to the submission of the Land Use Amendment and Outline Plan application with meetings to connect with internal stakeholders within The City and with external community stakeholders. Prior to submission of the application RE&DS met with internal stakeholders that included the following business units:

- » Transit;
- » Transportation;
- » Water Resources;
- » Parks;
- » Facility Management; and
- » Recreation.

The City launched a project website <https://engage.calgary.ca/richmondgreen> on 2021 February 2 to provide information about the project including, key project facts, timelines and the project manager's contact information.

A Frequently Asked Questions (FAQ) document was added to the website to help clarify the project information. RE&DS also developed a social media campaign to advertise the project and allowed for community members to sign-up on the website and receive project updates.

In addition, the following external stakeholders were engaged before and during the application submission:

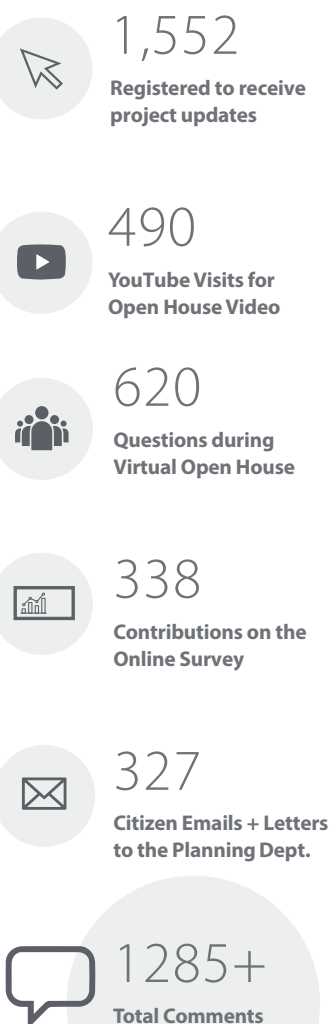
- » **Rutland Park Community Association**, January 26, February 17 and April 29;
- » **Richmond/Knob Hill Community Association**, February 8, 19 and April 30;
- » **Canada Lands Company**, March 3;
- » **Killarney-Glengarry Community Association**, February 17 and April 30;
- » **Lutheran Manor**, March 9, email follow up April 22 and 26;
- » **Carewest**, prior to application submission and follow up emails April 19 and 20; and
- » **Calgary West Little League (CWLL)**, March 9 and April 27.

In conjunction with the Land Use Amendment and Outline Plan application two bold signs were placed on the proposed development site at the north and south ends indicating a development application had been submitted.

Engagement during the application included the meetings noted above and a virtual open house on 2021 May 4. Over 500 people registered for the open house event and approximately 280 people attended the meeting. Following the meeting, the video of the open house was uploaded to the project website and a subsequent survey was added to the website to solicit feedback on the future of the remainder of Richmond Green park.

As of 2021 May 25, 301 visits have been made to the project website with 1,552 registered to receive updates and 339 people contributing comments. There have been 490 YouTube visits for the open house video and 620 questions were received during the open house. The survey on the future of Richmond Green has had 338 contributions as of May 25.

A What We Heard summary from the engagement is on the following page.



What We Heard

- » Concerns with Council disposing of the ± five acres of open space;
- » Concerns with traffic on Sarcee RD, Access into development parcel, what will happen with the remainder of the park, security at the golf course, loss of open space, height of new development, CFB master plan amendments, stormwater factors, etc;
- » Loss of ball diamonds and how kids / community will be affected;
- » Concerns with parking;
- » There is already a large amount of undevelopable land in Currie. Why add more?;
- » The City's Operation Work Centre (OWC) site should be designated open space in exchange for the subject site;
- » Opposition to commercial uses on the site;
- » There is already a deficiency in open space;
- » Loss of existing tree canopy;
- » Land use modifiers are required to define height and density;
- » A holistic vision for the remaining green space should be completed prior to approving the application;
- » A portion of the remaining lands should be designated Municipal Reserve; and
- » Could support the proposed development if money from the sale of land is used to upgrade the remaining Richmond Green park and the OWC site is dedicated open space;
- » Funding for the Park, Council direction and process questions;
- » Golf course and OWC land requirements now, and into the future; and
- » Water infrastructure security.

In response to the feedback received from community members, below is a summary of what we did in relation to the planning application and the Needs Assessment.

How We Responded

- » The Needs Assessment will be presented to Council committee prior the land use application so that Council can decide on the future of the park and its funding;
- » A height limit of 14m (4 storeys) has been created along the majority of Sarcee Road to provide an appropriate transition to the adjacent single detached houses across the street and the height of the rest of the site was dropped from 25m to 22m;
- » The Operations Work Centre (OWC) site is proposed to be designated as Parks and Open Space in the Revised CFB West Master Plan;
- » The development site will be identified as its own residential policy area in the policy plan with specific policies requiring residential development on the site and limiting commercial uses on the site preventing the site of being primarily commercial;
- » One new baseball diamond is recommended at Richmond Green Park to replace at least one of the two lost diamonds. Administration will continue to work with CWLL to find additional diamonds to ensure there is no loss of playing time;
- » A second Outline Plan and Land Use application is recommended to secure the 10% municipal reserve owing as a result of the subdivision of Parcel 'A'. This will be undertaken once demolition is largely complete and the necessary remediation is initiated and the alignment of Quesnay Woods Road SW is finalized. The appropriate land use district will be determined to support WR and Parks infrastructure and open space needs.

2021 Tax Scenario - ~5 acre Development Parcel

The 2021 tax scenario is based upon the development concept provided for the ~5 acre Land Use application. It is conceptual only and subject to change through the Development Permit process and final built form. The tax generated is based on the 2021 Residential and Non-residential tax rates. RE&DS assumed 75 to 100 townhomes and 200-250 Multi-residential units, with approximately 15,000 to 25,000 square feet of commercial. The total tax generated (Municipal and Provincial combined) using this data is between \$900,000 to \$1,200,000 annually.





In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, the information provided may be included in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

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- ☒ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required) Leanne

Last name (required) Ellis

What do you want to do? (required) Request to speak, Submit a comment

Public hearing item (required - max 75 characters) June 8 PFC Committee Meeting on the Richmond Green Needs Assessment

Date of meeting Jun 8, 2021

Comments - please refrain from providing personal information in this field (maximum 2500 characters) I wish to speak at the June 8 PFC Committee Meeting with regards to the Richmond Green Needs Assessment. I am also submitting a letter from the Rutland Park Community Association to be added to the public record for this meeting. Thank you.



Your Community, Your Association, Your Voice

May 31, 2021

Re: Needs Assessment for Richmond Green Regional Park

Dear PFC Committee Members:

It is difficult to provide any rebuttal to documents which have yet to be made available to the public, but since this must be entered as a public submission in advance of a published agenda, we will focus on our key concerns and register to speak at the meeting.

There are still so many unanswered questions with regards to this process that we believe the document is incomplete and needs to be referred back to Administration for further input.

This process started with an investigation into the potential sale of golf course land as a means of providing operational income for City Golf. **As Richmond Green Golf Course houses some of the largest water reservoirs in the City, it is undevelopable and should NEVER have been considered in this investigation.** Somehow RE&DS then set their sights on the 2 upper baseball diamonds in Richmond Green Regional Park as a funding source instead. **We have been unable to determine EXACTLY who decided that selling 2 well used, well maintained baseball diamonds in a regional park equates to selling golf course land to subsidize golf operations.**

ALL of Richmond Green Regional Park including the ball diamonds, the golf course and the OWC land, etc are currently designated S-R. When the Currie Barracks land use amendment went before Council, we were opposed to the higher density residential land use that was being sought for the OWC land. While the policy area for the space was amended to allow for residential development, the land remains S-R and would have to go through a land use amendment in order to permit development in regional park space.

We supported the remainder of the Currie Barracks land use with the stipulation that ALL of Richmond Green Park and Golf Course remain as park space to offset the proposed density for the policy area. We were assured that their inclusion as "special places" in the Master Plan meant that they would remain as park space.

Now we are being told that the OWC land is being "swapped" for the upper baseball diamonds. Both spaces are ALREADY S-R and part of Richmond Green Regional Park. **The OWC land is contaminated, and needs to be remediated** out of Roads budget. There is still potential interest in developing the OWC land down the road. **If any land is to be developed, it needs to be the OWC land, NOT the baseball diamonds. Park space along Crowchild Trail would be SIGNIFICANTLY less enjoyable than park space along a residential street.**

ALL of Richmond Green Regional Park including the golf course, ball diamonds and OWC land is part of the stormwater catchment area for CFB West, as detailed in the Master Drainage Plan. Stormwater Management Systems for Currie were developed based on including this space for



Your Community, Your Association, Your Voice

water absorption. We brought this up with RE&DS in an email on March 6, 2021, and have never received any response with regards to this concern.

We have written numerous emails both to Water Resources and RE&DS with regards to how much of the golf course will need to be fenced off from the public. This is still unclear. When the course closed, City Golf indicated the space would always need to be fenced off in some fashion. City Water indicates that the space between the reservoirs will need to be fenced off FOR SURE. Reservoir expansion is estimated to be required in about 12 years. How much additional space will be lost? It is also our understanding that the security advisor for water treatment has not been engaged at this point with regards to the fencing requirements for the golf course reservoirs. **How can this Needs Assessment move forward without input from some of the most significant stakeholders in Water Security and potentially Stormwater Management?**

The CFB West Policy Area (CFB) is approved for a population of 21300, including Currie Barracks, and is being touted as the second downtown. Parks Open Space Policy dictates that 2.0 hectares of open/green space be provided per 1000 population. **At a population of 21300, the CFB West policy area will already be short 65 acres of open space before the final build. Richmond Green Regional Park is the ONLY space that can help offset that deficit (even though regional park space is intended to be in ADDITION to community open space).** The City should NOT be considering the sale of ANY of this space.

Regardless of how the City chooses to spin the sale of the baseball diamonds in Richmond Green Regional Park, selling ANY of the land results in a NET LOSS of public land.

In terms of the public engagement for the Needs Assessment, there were a number of inconsistencies in the May 4 Open House presentation and a number of errors of omission in terms of what was presented to the public. In addition, the responses from that presentation were intended to update the Richmond Green FAQ sheet on the engage website, and that has never been done. Citizens were notified that they could ask questions, when in reality this was supposed to form the What We Heard document. We have also requested a copy of the verbatim responses from the Open House (twice) and have never even received an email reply from RE&DS.

On May 25, 2021 we sent an email and attachment to all of City Council. It raised some procedural concerns with regards to the process to date, including documentation that a community association which does not directly border the baseball diamonds or Richmond Green Regional Park has been purportedly directing RE&DS as to how to spin this whole Needs Assessment.

We understand that RE&DS will be seeking an additional \$300000 for an outline plan and land use application for the remainder of Richmond Green Regional Park. **It is time to stop the spending—the baseball diamonds should NOT even be considered for sale, and surrounding communities have NOT been asking for upgrades to the park.**

The surrounding communities are very much aware that water infrastructure takes precedence over all other uses at Richmond Green Regional Park. They are also aware that a second access road for Currie Barracks is required, and that it will be built to BRT bus route standards.



Your Community, Your Association, Your Voice

We respectfully propose the following for your consideration:

1. **The Land Use Amendment and Policy Area changes to accommodate residential and commercial use on the upper baseball diamonds at Richmond Green Regional Park should be abandoned/withdrawn completely.**
2. **No further funding should be allotted for additional disposition of any of Richmond Green Regional Park or for any further Needs Assessment work at this point if said funds are to come out of the sale of the baseball diamonds.**
3. **The OWC land should be remediated out of the Roads budget.** Preferably this remediated land would then be added to the open space total for the rest of the regional park in an effort to try and offset the approved density for the CFB West Policy Area.
4. **As much of the Richmond Green Golf Course as possible should be opened up for public use.**
5. **The plan for the Currie Barracks access road should be finalized.**
6. **When there is budget money available, the City should consider potential upgrades to the regional park,** once the above concerns have been addressed, but NOT at the expense of selling off parts of this (or any other) regional park to do so.
7. **Council needs to give careful consideration to a Regional Parks Policy. Should the decision be to sell off regional park space of any kind, Calgarians need to have a say in the form of a referendum question for the October election.** Should Council consider the sale of regional park space as means of balancing their budget during difficult economic times? Yes or No?

Thank you for your time and consideration on behalf of the communities of Currie Barracks, Rutland Park and Lincoln Park.

Regards,

Leanne Ellis

RPCA VP Development and Traffic

Craig Marceau

RPCA President

For the record, we do have a signed letter from the Richmond Knobbill Community Association, a pre-planning application file open, and an escalation open with the Mayor to transfer the development input boundaries from Richmond Knobbill Community Association to Currie Barracks/Rutland Park Community Association, as all of the space falls within Policy Area A of the CFB West Master Plan, and we are the development contact for the revised CFB West Master Plan.



In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, the information provided may be included in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

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- ☒ I have read and understand that my name and comments will be made publicly available in the Council agenda. My email address will not be included in the public record.

First name (required)	Mark
Last name (required)	Yobb
What do you want to do? (required)	Submit a comment
Public hearing item (required - max 75 characters)	Richmond Green Needs Assessment Concerns for June 8 PFC Meeting
Date of meeting	Jun 8, 2021
Comments - please refrain from providing personal information in this field (maximum 2500 characters)	Letter of concerns attached

May 31, 2021

Re: Needs Assessment for the Richmond Green Regional Park

Dear PFC Committee Members:

The Rutland Park Community Association conducted an online survey of our communities regarding the sale and / or repurposing of the 5 acre section on the west side of Richmond Green Park. Ninety (90) percent of respondents are fully opposed.

In addition to the interests of the community council should be aware of the following issues associated with the current proposal and deviation from the intent of council's prior guidance.

The narrative used by the City of Calgary RE&DS department to turn the investigation into disposition of the Richmond Green Golf Course into an investigation into the disposition of the adjacent regional Richmond Green Park was (as written in PFC2019-122 Attachment 3B:

"Aside from the closure of RGGC, the relocation of the ball diamonds to the RGGC lands would result in no net loss of ball diamonds from a quantitative standpoint for Richmond Green Park and qualitatively, would provide ball diamonds that meet The City's current standard specifications;"

Currently what is being proposed is nothing like what council voted on. Additionally the narrative regarding the available use cases of the closed Richmond Green Golf Course space as presented to council is misleading.



Figure 1 – Site composite

The old Richmond Green Golf Course was located in a fenced secured area, on top of the Currie finished potable water storage basins 103 and 104. Figure 1 shows a composite of the site. The use case was

that patrons were allowed to enter the secure area to play golf under the supervision of golf course staff. The facility was secured and locked outside of golf course operational hours. The general public were never allowed unsupervised access to the site.

The Currie potable water storage basins are some, if not, the oldest in Calgary. There has been a water storage facilities at this site for 100 years. This facility is schedule to be further expanded within the next 10 to 12 years. The OWC site, south of the existing facility has been ruled out as an expansion site. This means that the future expansion will have to be north of the existing basins (and north of the north feeder main as show in Figure 2.) **Once this facility is expanded in 10 or so years all land on the site will effectively be taken up by water storage facilities.**

Figure 2: Existing Water, Sanitary and Drainage Infrastructure

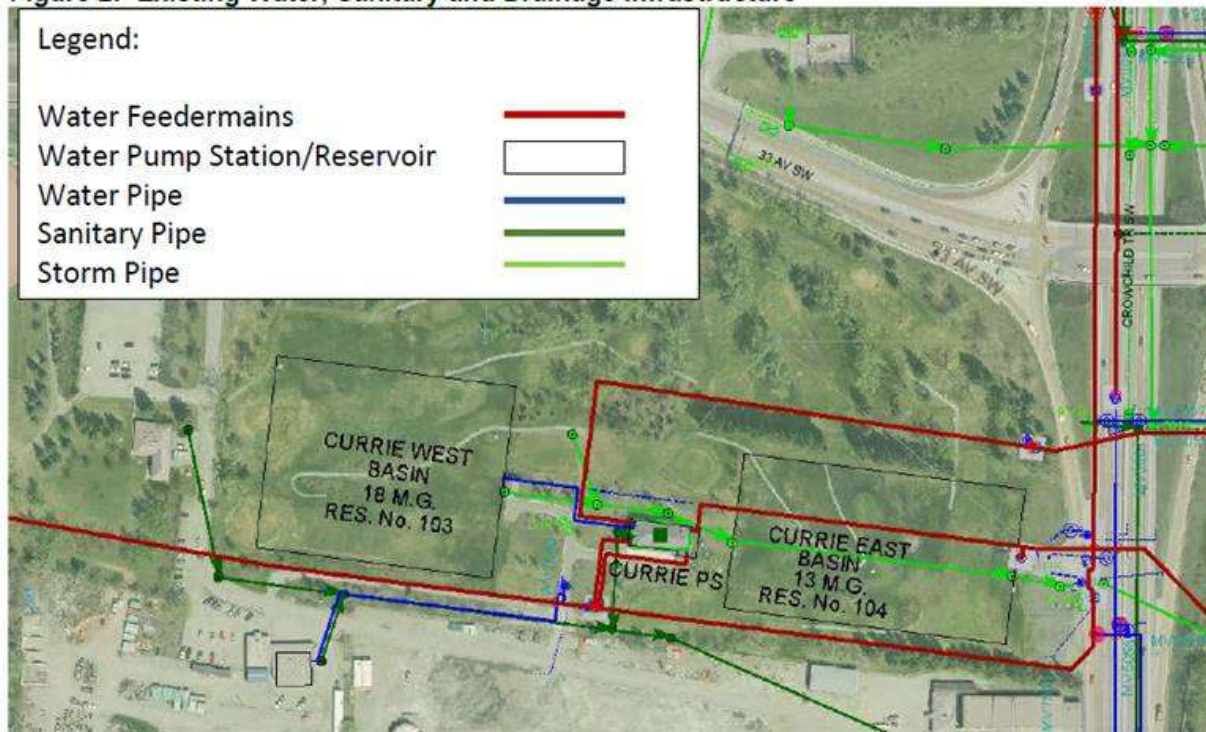


Figure 2 – City of Calgary Water Department Site Map

Not only is the Currie facility one of the oldest in the city but it is one of the largest. Similar facilities exist on the south end of Nose Hill (water storage basins 118 and 119) and in Panorama Hills (storage basin 120). Despite being directly adjacent to park space both the Nose Hill facility and the Panorama facility are fully enclosed and fenced.

The Richmond Green Golf Course was commissioned during a time of substantially lower threat of terrorism or sabotage. Modern potable water storage facility security requirements is informed by modern model standards such as the EPA referenced ASCE/AWWA Draft American National Standard for Trial Use, Guidelines for the Physical Security of Water Utilities. This standard for example provides

tables detailing benchmark security measures that identify countermeasures for identified threats.

TABLE 5-1
Benchmark Security Measures for Finished Water Storage Facilities

Security Measure	System Objective ^a		Vandals		Criminals		Saboteurs		Insiders		Applicable Sections in Appendix A, Physical Security Elements
	Delay	Detection	Base Level	Enhanced Level	Base Level	Enhanced Level	Base Level	Enhanced Level	Base Level	Enhanced Level	
Perimeter											
Basic perimeter fencing or perimeter walls	●		✓								1.0, 1.1, 8.1
Enhanced climb/cut-resistant fencing	●			✓	✓	✓	✓	✓			1.2
Foundation enhancements for fencing to prevent tunneling	●						✓	✓			1.7
Bollards or vehicle barriers limiting vehicle access	●							✓			5.0
Intrusion detection at perimeter		●		✓		✓	✓	✓			1.6, 3.0, 7.0, 9.1, 9.2, 11.0
Key-locked entrance gate	●		✓		✓		✓		✓		2.1, 10.2
Electronic access-controlled entrance gate	●	●		✓		✓		✓		✓	2.2, 2.3, 10.4
Perimeter site lighting		●	✓	✓	✓	✓	✓	✓			7.0
Gate entrance lighting		●		✓		✓	✓	✓			7.0 (4), (5), (6)
Hardened site openings larger than 96 sq. inches (62,000 sq. mm.) in area (e.g., grates on vents)	●		✓	✓	✓	✓	✓	✓			1.1, 13.2, 14.3

Figure 3- AWWA Guidelines for the Physical Security of Water Utilities

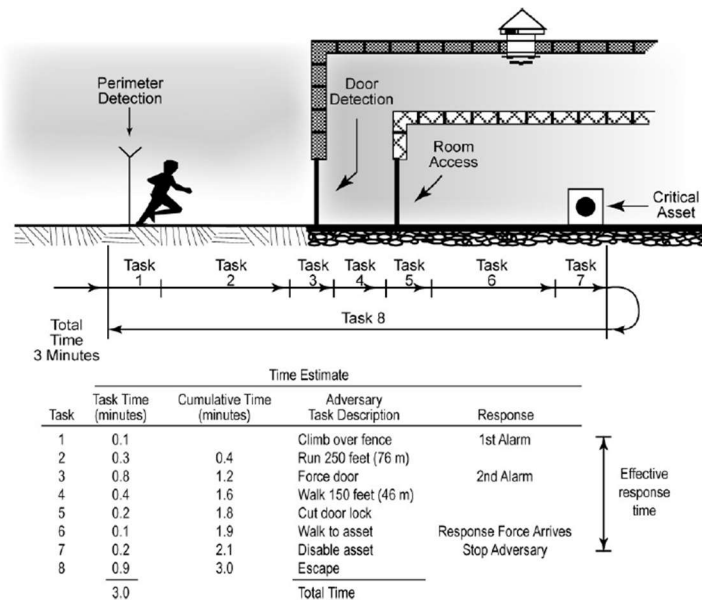


FIGURE 1-1
Concept of Delay Calculation (adapted from Garcia, 2001)

Figure 4 – Threat Assessment

An example page of one of these tables is included as Figure 3. **This standard talks about the need to complete a vulnerability assessment for determination of threat countermeasures.** This includes for example determining the time it would take for a perpetrator to contaminate water or damage equipment. Figure 4 is an example tool used for such a vulnerability assessment. A senior City of Calgary Water Department employee, when queried, admitted that to his knowledge no threat assessment had been conducted for the Currie water storage facility.

It is hard to image, based on modern security requirements, that a facility such as the Richmond Green Golf Course would ever be proposed. Why is the City of Calgary now proposing an even less secure use case for the Currie water storage facility as an offset for the sale of a regional park? Why is any acreage of this space even being included in the discussion?

The latest proposal from RE&DS only includes for provision of a single, substandard, ball diamond located on the South West corner of the OWC site. A hit to right field will land balls on a newly construct BRT route. In additional and somewhat unbelievably the site is located on the side of a substantial hill.

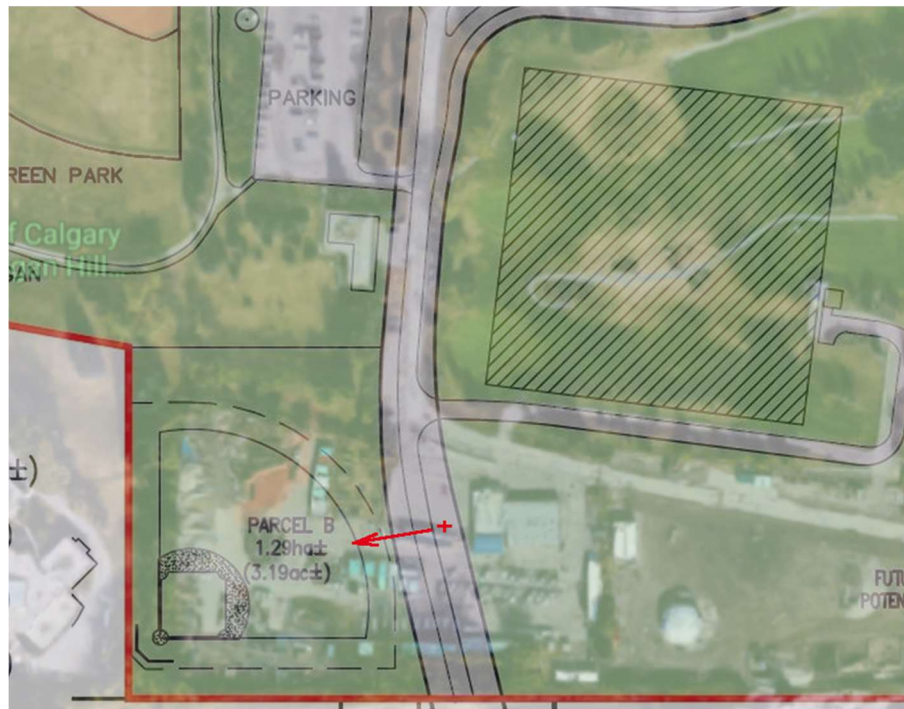


Figure 5 – Current Proposed Single Substandard Ball Diamond

The red cross and arrow in Figure 5 shows the site and direction of a picture taken of this site that is provide as Figure 6. There is an approximately 20 feet change in elevation from the space behind where the back stop would be to the edge of where the outfield would be. **Construction of this proposed ball diamond will require a retaining wall that would cost on the order of \$500k. Is the city serious about building a substandard ball diamond beside a BRT road for which an extremely expensive retaining wall would be required? Figure 7 shows a retaining wall of the expected scale that would be required. Has city engineering contacted the Westcare facility operators regarding this as tie backs may have to be driven underneath their facility?**



Figure 6 – Picture of proposed ball diamond site

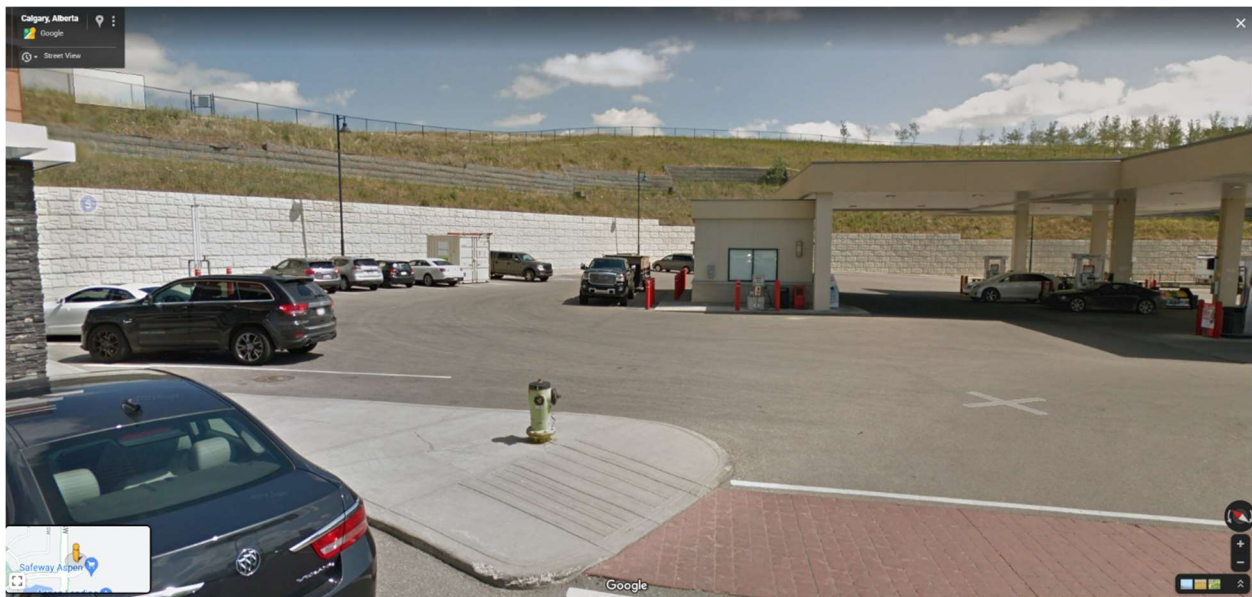


Figure 7 – Expected retaining wall size. (Located at Aspen Landing Safeway)

In addition to the likely infeasibility of such a small ball diamond there are additional concerns regard this proposal such as the fact that no parking or access for this ball diamond is proposed.

Until last week the already approved but not yet built secondary access road to Currie Barracks (Quesnay Wood Drive) has been shown passing through the existing Richmond Green parking lot and tot park. This is shown in the proposal image provided in Figure 8.



Figure 8 – Prior proposed Quesnay Wood Drive

Seemingly based on identification of the essential nature of the parking facilities for the existing ball diamond, tennis courts and sliding hill the current proposal now shows the road following the path of the existing OWC site access road. This is shown in Figure 9.

The proposed change is appreciated only from the perspective of as an attempt to preserve existing facilities but **based on the seriousness of the existing ball diamond proposal and use case proposal of the Currie water storage facility there is significant concern that this road proposal is also not considered.** The CFB West Policy Area will be the home to over 21,000 people once it is built out. Will the proposed traffic circle and right turn heading south facilitate the thousands of vehicles attempting to enter Currie via this route at rush hour? Will this cause traffic to back up onto Crowchild Trail?

The proposals being forwarded by the City to this point seem to be only providing lip service to maintenance of existing facilities utility. The acreages presented at the May 4 open house were totally misleading. **RPCA volunteers have been in contact with City of Calgary Water department employees and have been told time and again that the water storage facility will have to be fenced off not only for security reasons but also for operational reasons.** Hypochlorination of this water facility can mean unsafe vapour release around the basin vents shown in Figure 1.



Figure 9 – Current Quesnay Wood Drive proposal

The communities that border Richmond Green Park are opposed to development of the 5 acre portion of the west side of the park. The city has continued to propose offsets that are illogical, unreasonably expensive, insecure and unsafe. A development on Richmond Green Park will result in the net loss of public space in contraction to the cities current own guidance. The OWC land is contaminated and is located directly adjacent to the 80 km/hr Crowchild Trail Laydown space will be required for maintenance of the Currie water storage facility which has also not been identified. The regional park space at Richmond Green Park has already been designated as offset space for the extremely high density that is approved and being built out on Currie Barracks. **How is it that 5 years after green space has been promised as an offset it is being offered up for sale?**

Table 1 includes an itemized list of major concerns.

No.	Proposal	Concerns
1.	Proposed offset of public access to old golf course i.e. Currie water storage facility.	a) Against common security practice. Significant risk to potable water users. b) Future expansion will mean the entire site will be effectively finished potable water storage infrastructure.
2.	Original proposal of upgrading existing two ball diamond to full size ball diamonds on top of the water storage basins.	a) Current proposal is for only one substandard ball diamond. c) Original proposal is impossible because of immovable infrastructure like the basin vents and access panels (independent of security issues.)

		<p>b) Original proposal is not secure.</p> <p>c) Substandard ball diamond currently being proposed is on the side of a hill and will require a very significant retaining wall making it impractically expensive.</p>
3.	Claim that there will be a net increase in open space.	<p>a) It is unclear what space will be accessible to the public given future water storage facility expansion requirements and security requirements.</p> <p>b) The OWC land is contaminated. It is located next to an 80 km/hr. roadway. It has been part of previous development proposals and the city has been previously unwilling to actually provide any guarantee of the actual availability of this space.</p> <p>c) All of the space is already zoned as S-R which means technically any rezone to MU-1 will mean a loss of S-R park space.¹</p>
4.	Currie Barracks approved secondary access not designed or completed. (Quesnay Wood Drive)	<p>a) There is significant concern that design requirements for this already approved road will mean the loss of existing park space and loss of the parking lot, and tot playground despite the current proposal. The parking lot represents the only means of access to these amenities for a significant portion of the existing users. The tennis courts, sliding hill and full sized ball diamond utility will be lost without these parking facilities. Stating that no space will be lost while moving forward with the Richmond Green sale before finalization of Quesnay Wood Drive is imprudent. This road will provide access for 21,000 people and needs to be designed appropriately. All that has been seen to date are conceptual sketches seemingly developed only to keep the Richmond Green Park space disposition on track.</p>
5.	Lack of community engagement	<p>The open house hosted by RE&DS did not allow any community members to voice their opinions. There have been significant misrepresentations both on the city Richmond Green Park website and at the May 4 'open house' session. The Ward 8 councilor made unsubstantiated claims regarding misinformation toward the RCPA at the open house. The survey conducted by the RCPA was forwarded to Ward 8 and despite this there is no interest in representation of the communities interests. Numerous community members upset about the potential sale, on their own volition, have posted signs of protest.</p>

Table 1 – Concerns ¹The application of S-R to the existing Currie water storage facility creates significant confusion and should be reconsidered

Given the lack of community support and the very significant issues regarding security, and the lack of feasibility of the city' proposal any consideration for rezoning should be, as a minimum, deferred until the appropriate work has been done to address the obvious concerns in the remainder of the park space. As it stands the Needs Assessment is missing some key explanations. The proposal, as it stands, creates the concern that the city is intent on moving forward without actual consultation or provision of a complete proposal. Many in the community who do not have time to question what is really on offer would be extremely disappointed when appraised of what is actually on offer. This has effectively already become an election issue and no rezoning should be consider until the citizens are allowed to speak through the election. **Roads needs to deal with the contaminated OWC land out of their own budget. Any upgrades to the regional park space should NOT be done at the expense of the baseball diamonds. Residents have NOT initiated the request for upgrades.**

Sincerely and with kind regards,

Mark Yobb

Director at Large

Rutland Park Community Association.



Report Number: PFC2021-0875

Meeting: Priorities & Finance Committee

Meeting Date: 2021 June 08

NOTICE OF MOTION

RE: Temporary Front Driveway Cover Pilot Project

Sponsoring Councillor(s): COUNCILLOR KEATING

WHEREAS many municipalities across Canada allow the use of temporary covers on front driveways;

AND WHEREAS the weather in Calgary can unpredictable, extreme, and costly to Calgarians, with the 2020 hailstorm causing approximately \$1.2 Billion in damages to homes and cars;

AND WHEREAS the insurance industry has paid out approximately \$4 billion over the past 10 years as a result of damage caused by dozens of Alberta hailstorms;

AND WHEREAS many homes in Calgary do not have garages, or adequate space along the sides or in the backyard to utilize a temporary driveway cover;

AND WHEREAS with the challenges of the COVID-19 pandemic, many garages are being used to support home businesses, extra storage space for supplies, and even makeshift decontamination areas due to COVID-19;

AND WHEREAS a pilot project is needed to understand the feasibility and impact of driveway covers and assess if they are accessible and necessary;

NOW THEREFORE BE IT RESOLVED that a pilot project be established and that administration accept 10-30 residents, willing to participate by allowing a temporary front driveway cover for the period of November 1, 2021 to March 31, 2022

AND FURTHER BE IT RESOLVED, this pilot should include, but not be limited to individuals and corporations to develop engagement with immediate neighbours of pilot participants to collect data;

AND FURTHER BE IT RESOLVED that City Administration utilize a follow up survey to evaluate the perception of the impact of the temporary front driveway covers on the neighbourhood;

AND FURTHER BE IT RESOLVED that the individuals and corporations chosen for the pilot be clustered in close proximity;

AND FURTHER BE IT RESOLVED that administration be directed to report back to Community and Protective Services no later than Q2, 2022.

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: **Temporary Front Driveway Cover Pilot**

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

☐

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
A pilot program is needed to address the feasibility, impact, and potential benefits that temporary front driveway covers would provide.
Legal / Legislative
Allowing temporary garage tents in the front yards of residential properties is not currently supported by existing policy. Land Use Bylaw changes to allow temporary garage tents in the front yard would require a change in the general rules that apply to all low-density residential districts city-wide. The driveway units are anchored to the ground and are engineered to handle heavy snow and strong winds.

Technical Content
<p>A pilot project is needed to facilitate front driveway covers and assess if they are beneficial to Calgarians and if a relaxation of the bylaw associated with temporary driveway covers (Section 345(3)) is necessary.</p> <p>A minimum of 10-30 residents would be needed to be sought by the proponent of this service to participate in the pilot.</p> <p>Pilot should include engagement with neighbours of pilot participants, to collect data.</p> <p>A follow up survey should be circulated to collect data on public perception of temporary front driveway covers.</p> <p>Individuals selected for pilot be within close proximity of each other.</p>
Procedural (Including reasons for confidentiality)
N/A
Other Considerations
<p>The insurance industry has paid out approximately \$4 billion over the past 10 years as a result of Albertan hailstorms.</p> <p>The 2020 hailstorm in Calgary approximately \$1.2 billion in damages to homes and cars.</p> <p>Temporary front driveway covers would also benefit homeowners that have mobility restrictions and/or rely on a snow removal company to shovel/plow driveway snow.</p> <p>Possibility the temporary front driveway covers would reduce idling time needed to warm cars.</p>

Urgency Rationale



Report Number: PFC2021-0909

Meeting: Priorities & Finance Committee

Meeting Date: 2021 June 08

NOTICE OF MOTION

RE: Investment in Calgary's Parks and Open Spaces

Sponsoring Councillor(s): Jeff Davison, Ward Sutherland

WHEREAS the COVID-19 global pandemic has led to unprecedented use, enjoyment and appreciation of Calgary's parks and open space system;

AND WHEREAS a healthy and vibrant parks system contributes to the health and well-being of citizens, the economy, and the environment and plays a vital role in the strengthening of our communities and the economic recovery of Calgary;

AND WHEREAS, unlike other forms of regional infrastructure, there is no reliable capital funding source for parks and open spaces and there remains areas of Calgary where open space deficiencies exist and open space investment is vital to support Calgary's inner-city communities, downtown core, and growth corridors.

AND WHEREAS since 2003, Council has directed a portion of the ENMAX dividend into the ENMAX Legacy Parks Capital Program;

AND WHEREAS the ENMAX dividend contributions to the Legacy Parks Fund were once approximately \$15 million per year, but have been realized at a reduced rate since 2011;

AND WHEREAS because of City Council's leadership through the ENMAX Legacy Parks Program, the citizens of Calgary have benefitted through the purchase of land for new parks (e.g. Haskayne Park, Ralph Klein Park) as well as the preservation and upgrading of existing parks and public green spaces (e.g. Memorial Drive Landscape of Memory, Nose Hill Park, Central Memorial Park, Reader Rock Garden, Prairie Winds Park, Century Gardens);

AND WHEREAS, there is an ongoing need to invest in parks for the benefit of Calgary's future and Calgary Parks has identified a city-wide capital project funding deficit totaling \$180 million over the next 5 years and an additional \$240 million over the following 5-20 years;

AND WHEREAS the ENMAX Dividend Stabilization Reserve has been established as a contingency to the ENMAX dividend and reached \$18 million in 2020;

AND WHEREAS, surplus ENMAX dividend payments for up to \$75 million over approximately 5 years were approved by Council in 2012 (NM2012-05) to be directed to the ENMAX Legacy Parks Program and due to the reduced ENMAX dividend, only \$35 million has been directed to date;

AND WHEREAS, to ensure parks are resilient following increased usage during the pandemic, there is an immediate need of \$500,000 in one-time support for Calgary Parks to undertake proactive city-wide park horticulture rehabilitation including strategic watering, targeted turf and shrub bed maintenance, increased garbage pick-up, and other measures reflecting increased patterns of park use in 2021;

NOW THEREFORE BE IT RESOLVED that Council approve the continuation of the ENMAX Legacy Parks Program and direct 100% of any ENMAX dividend surplus (i.e: ENMAX dividends in excess of \$47 million) to the Legacy Parks Fund beginning in 2021 and continues to do so only if the ENMAX Stabilization Reserve maintains a balance of \$18 million or until Council directs otherwise, with the corresponding capital budget appropriation to the Parks Operation Legacy Parks Capital Program 499 be put forward for Council's approval through the Business Plan and Budget process with the first approval happening at the 2022 Business Plans and Budget adjustment process in the fall of 2021, and that the ENMAX

Dividend Stabilization Reserve be capped at \$18 million and for the ENMAX Dividend Stabilization Reserve and ENMAX Legacy Parks Program terms and conditions be updated accordingly;

AND FURTHER BE IT RESOLVED that Council direct Administration to re-establish the Legacy Parks Steering Committee at the November 2021 Organizational meeting of Council in order to provide oversight on the Legacy Parks Program;

AND FURTHER BE IT RESOLVED that \$500,000 in one-time FSR funding be allocated to Calgary Parks to ensure immediate efforts can be undertaken towards a safe, clean and resilient parks and open space system.

AND FURTHER BE IT RESOLVED that Council direct Administration bring forward a proposal outlining the costs for a 2022 parks and open spaces pandemic recovery program that may include sportsfield, turf and trails repair, shrub bed and park clean-up, staff resources, beautification work, etc. for consideration as part of the 2022 budget adjustment process.

NOTICE OF MOTION CHECKLIST

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Title of the Motion: Investment in Calgary's Parks and Open Spaces

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
The objectives of this Notice of Motion come at no cost to the City of Calgary and can be accommodated within existing staff resources, work plans and directives. City Administration was engaged in the development and drafting of this Notice of Motion and are aware of the implications of its objectives.
Legal / Legislative
The Notice of Motion directs Administration to achieve an outcome, and was submitted to committee prior to being presented at Council.

Technical Content
<p>City Administration was engaged in the drafting of this Notice of Motion. Furthermore, City Administration has the existing in-house skillsets to conduct the work directed by this Notice of Motion.</p>
Procedural (Including reasons for confidentiality)
<p>The objectives of this Notice of Motion do not conflict with other Council-directed work.</p>
Other Considerations
<p>Not applicable.</p>
Urgency Rationale
<p>Not applicable, as this Notice of Motion is being submitted as a regular item.</p>