



AGENDA

SPC ON UTILITIES AND CORPORATE SERVICES

April 17, 2019, 9:30 AM
IN THE COUNCIL CHAMBER
Members

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

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Utilities and Corporate Services Committee, 2019 March 20
5. CONSENT AGENDA

None
6. POSTPONED REPORTS

(including related/supplemental reports)

None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 7.1 Proposed Non-Market Housing Land Disposition Policy - UCS2019-0505
 - 7.2 Updates to CS005 - Sustainable Building Policy - UCS2019-0083

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Summary of Green Line Real Property Transactions for the Fourth Quarter 2018 - UCS2019-0490

Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* unless The City is required to disclose pursuant to the Expropriation Act (Alberta).

Review Date: 2029 February 12

10.1.2 Proposed Acquisition - (Greenview Industrial Park) - Ward 07 (911 32 AV NE) - UCS2019-0493

Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* until the transaction has been closed.

Review Date: 2019 November 29

10.1.3 Proposed Method of Disposition - Various Properties - UCS2019-0495

Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

Review Date: 2029 December 31 except for Attachments 4 and 5 which shall remain confidential.

10.1.4 Amendment to Previously Authorized Approval of Expropriation (Stoney 2) Ward 05 (2020 Airport TR NE) - UCS2019-0521

Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

Review Date: 2029 February 12

10.1.5 Proposed Lease (Stoney 2) - Ward 05 (9707 Barlow Tr NE) - UCS2019-0522

Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests

of a public body) of the *Freedom of Information and Protection of Privacy Act*.

Review Date: 2029 September 01

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required.



MINUTES

SPC ON UTILITIES AND CORPORATE SERVICES

**March 20, 2019, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor P. Demong, Chair
Councillor G. Chahal
Councillor D. Colley-Urquhart
Councillor J. Farkas
Councillor D. Farrell
Councillor S. Keating
*Councillor J. Magliocca

ALSO PRESENT: General Manager D. Duckworth
Deputy City Manager B. Stevens
Acting City Clerk L. Gibb
Legislative Assistant D. Williams

1. CALL TO ORDER

Councillor Demong called the Meeting to order at 9:31 a.m.

2. OPENING REMARKS

Councillor Demong provided opening remarks.

3. CONFIRMATION OF AGENDA

Moved by Councillor Farkas

That the Agenda for the 2019 March 21 Regular Meeting of the SPC on Utilities and Corporate Services be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Utilities and Corporate Services Committee, 2019 February 20

Moved by Councillor Colley-Urquhart

That the Minutes of the SPC on Utilities and Corporate Services held 2019 February 20, be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 Status of Outstanding Motions and Direction Q1 2019, UCS2019-0350

Moved by Councillor Chahal

That with respect to Report UCS2019-0350, the following be approved:

That the Standing Policy Committee on Utilities and Corporate Services receive this report for information.

MOTION CARRIED

5.2 Waste Management Storage Site Operational Practices – Interim Approach to Address Safety Risks, UCS2019-0365

Following nomination procedures, Councillor Chahal was elected Acting Vice-Chair by general consent, for the 2019 March 20 Regular Meeting of the SPC on Utilities & Corporate Services.

Moved by Councillor Colley-Urquhart

That with respect to Report UCS2019-0365, the Recommendation be approved **after amendment**, as follows:

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

1. Receive this report for information.

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Financial Model: Pay-As-You-Throw for the Residential Black Cart Program, UCS2019-0364

Councillor Demong left the Chair at 10:30 a.m. and Councillor Chahal assumed the Chair.

Councillor Demong resumed the Chair at 10:32 a.m. and Councillor Chahal returned to his regular seat in Committee.

Speaker:

1. Larry Heather

A PowerPoint presentation entitled "Financial Model: Pay-As-You-Throw for Residential Black Cart Program," dated 2019 March 20, was distributed, with respect to Report UCS2019-0364.

Moved by Councillor Farrell

That with respect to Report UCS2019-0364, Recommendations 1 and 2 be approved, as follows:

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

1. Implement a tag-a-bag program for residential garbage collected outside of the black cart starting no later than Q2 2020, with a price of \$3.00 per tag in 2020; and
2. Bring bylaw amendments, if required, as part of the budget adjustment process in November 2019 to update the Black Cart Program charge in 2020 to adjust for excess garbage costs being recovered through tag-a-bag revenue.

Against: Councillor Farkas and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Farrell

That with respect to Report UCS2019-0364, Recommendation 3 be approved, as follows:

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

3. Develop a plan for piloting RFID technology for PAYT and report back to SPC on UCS no later than Q4 2019.

MOTION CARRIED

7.2 Waste and Recycling Services Community Recycling Depot Optimization Update, UCS2019-0363

The Committee recessed at 11:00 a.m. by general consent, and reconvened at 11:15 a.m. with Councillor Demong in the Chair.

Moved by Councillor Farrell

That with respect to Report UCS2019-0363, Recommendations 1 and 2 be approved, as follows:

That the Standing Policy Committee (SPC) on Utilities and Corporate Services (UCS) recommends that Council direct Administration to continue to optimize the Community Recycling Depot network and report back to SPC on UCS no later than Q1 2021 with an update.

MOTION CARRIED

7.3 Symons Valley Centre – Build Out and Investment Strategy, UCS2019-0249

Speaker:

1. Travis Damian Houle

A PowerPoint presentation entitled "UCS2019-0249 Symons Valley Centre Build Out and Investment Strategy," dated 2019 March 20, was distributed, with respect to Report UCS2019-0249.

Moved by Councillor Farrell

That Councillor Magliocca's proposed Recommendation be amended by deleting Recommendation 3 in its entirety,
and by substituting the following:

"3. Redirect the funding to another site."

ROLL CALL VOTE

For: (5): Councillor Demong, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farkas, and Councillor Farrell

Against: (2): Councillor Keating, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Magliocca

That with respect to Report UCS2019-0249, the following be approved, **as amended**, as follows:

That the SPC on Utilities and Corporate Services recommend that Council:

- 1. Refer report UCS2019-024 to Administration;**
- 2. Reconsider their decision with respect to affordable housing;**
- 3. Consider the removal of the affordable housing component; and**
- 4. Direct Administration to redirect the funding to another site.**

ROLL CALL VOTE

For: (1): Councillor Magliocca

Against: (6): Councillor Demong, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, and Councillor Keating

MOTION DEFEATED

Moved by Councillor Keating

That with respect to Report UCS2019-0249, the following be approved:

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

1. Direct Administration to pursue build out of the entire Symons Valley Centre site substantially as described in this report and attachments;
2. Approve the Symons Valley Centre Phase 1A Budget Consolidation outlined in Attachment 1; and

3. Direct Administration to solicit selected civic or other front facing citizen service partners for the Phase 1B lands and determine the method of delivery or disposition to achieve the intent of the build out and investment strategy.

MOTION CARRIED

7.4 Reserve Bids for Properties in the 2019 Tax Sale, UCS2019-0357

Moved by Councillor Farrell

That with respect to Report UCS2019-0357, the following be approved:

That, the SPC on Utilities and Corporate Services recommends that Council:

1. Approve the Reserve Bids for properties in the 2019 Tax Sale as outlined in Attachment 1; and
2. Request that Attachment 3 remain confidential under Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, until published in the Council Agenda.

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

Moved by Councillor Colley-Urquhart

That the SPC on Utilities and Corporate Services move into Closed Meeting, at 11:45 a.m., in the Council Lounge, to consider confidential matters with respect to the following items pursuant to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

- 10.1.1 Proposed Method of Disposition (Residual Ward 09) – Ward 09 (800 84 ST NE), UCS2019-0342; and
- 10.1.2 Summary of Real Estate Transactions for the Fourth Quarter 2018, UCS2019-0343

MOTION CARRIED

Committee moved into Public Meeting at 12:09 p.m. with Councillor Demong in the Chair.

Moved by Councillor Colley-Urquhart

That the Committee rise and report

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Proposed Method of Disposition (Residual Ward 09) – Ward 09 (800 84 ST NE) UCS2019-0342

Moved by Councillor Chahal

That with respect to Report UCS2019-0342, the following be approved:

That the SPC on Utilities and Corporate Services recommends that Council:

1. Approve the Recommendation as outlined in Attachment 2;
2. Direct that the Recommendations, Report, Closed Meeting discussions and Attachments 1, 2, and 3 remain confidential under Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act* until a sales transaction has closed; and
3. Direct that Attachments 4 and 5 remain confidential pursuant Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

10.1.2 Summary of Real Estate Transactions for the Fourth Quarter 2018, UCS2019-0343

Moved by Councillor Colley-Urquhart

That with respect to Report UCS2019-0343, the following be approved:

That the SPC on Utilities and Corporate Services recommends that Council:

1. Receive this Report for information; and
2. Direct that the Recommendations, Report and Attachments remain confidential pursuant to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act* until the report is published in the Council agenda.

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Farrell

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

MOTION CARRIED

The following items have been forwarded to the 2019 April 8, Combined Meeting of Council:

Consent:

- Waste Management Storage Site Operational Practices – Interim Approach to Address Safety Risks, UCS2019-0365
- Financial Model: Pay-As-You-Throw for the Residential Black Cart Program, UCS2019-0364
- Waste and Recycling Services Community Recycling Depot Optimization Update, UCS2019-0363
- Symons Valley Centre – Build Out and Investment Strategy, UCS2019-0249
- Reserve Bids for Properties in the 2019 Tax Sale, UCS2019-0357
- Summary of Real Estate Transactions for the Fourth Quarter 2018, UCS2019-0343

Closed Meeting:

- Proposed Method of Disposition (Residual Ward 09) – Ward 09 (800 84 ST NE) UCS2019-0342

The next regular Meeting of the SPC on Utilities and Corporate Services is scheduled to be held on 2019 April 17 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

**Community Services Report to
SPC on Utilities and Corporate Services
2019 April 17**

**ISC: UNRESTRICTED
UCS2019-0505**

Proposed Non-Market Housing Land Disposition Policy

EXECUTIVE SUMMARY

This report requests approval of a Council policy which will guide Administration in the identification and transfer of surplus City-owned land at below market value to Non-Profit Housing Providers. The purpose of this policy is to scale-up Non-Profit Housing Providers, assisting them in accelerating the development of their shovel-ready projects. This will help raise the percentage of non-market housing in Calgary to the national average of 6 per cent, which The City cannot do alone.

Implementation of this policy involves a biennial commitment to publicly offer surplus City-owned land at below market value to experienced Non-Profit Housing Providers with strong track records in the development of non-market housing. This policy is designed to create a standardized, targeted, transparent, public and predictable process and reduce the barriers in transacting with Non-Profit Housing Providers.

This policy also positions Calgary for readiness to capture federal and provincial funding to increase the affordable housing supply. The new National Housing Strategy requires local funding commitments, and City contributions of surplus City-owned land will assist Non-Profit Housing Providers to qualify for this funding.

Administrative guidance for this policy will fit into the larger Corporate Land Strategy which is currently being developed by Real Estate & Development Services ("RE&DS") and will be forwarded to Council beginning in Q2 2019.

ADMINISTRATION RECOMMENDATIONS:

The SPC on Utilities and Corporate Services recommends that Council:

1. Adopt the Non-Market Housing Land Disposition Policy (Attachment 1);
2. Direct the ongoing administration of the Non-Market Housing Land Disposition Program by requesting Administration to report back with up to 10 separate development sites to be offered in a sales package in 2019 and every two years following, with performance of the program to be reviewed at the end of each business cycle; and
3. Direct Administration to formalize the coordination of the offering of surplus City-owned land with both provincial and federal funding application review so that resources from all levels of government can work together in the most effective way and report back on the progress of this work by Q2 2020.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2016 July 25, Council approved the Corporate Affordable Housing Strategy, which identified affordable housing as a Council priority. This Strategy provides a 10-year visionary plan for The City across six objectives including Objective #2: Leveraging City Land. This objective envisions partnering with Non-Profit Housing Providers by supporting development of new non-market housing through the transfer of surplus City-owned land.

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To further support Objective #2- Leverage City Land, the Corporate Affordable Housing Strategy Implementation Plan identified a commitment to selling five (5) parcels of City land at Below Market Value for Non-Market Housing projects each in 2017 and 2018.

The Implementation Plan also called for two specific short-term initiatives:

- Objective 2 (a) Support Non-Profit Housing Providers to build assets and increase operational capacity; and
- Objective 2 (c) Adopt a proactive land strategy for affordable housing across Calgary.

On 2017 April 24, in response to this commitment, Calgary City Council approved the sale of seven City-owned development sites to Non-Profit Housing Providers. These sites were situated throughout Calgary and were selected based on several considerations including being surplus to municipal requirements, proximity to transit, grocery, schools, employment centres and amenities identified as important by low income families in selecting a place where their families could succeed. The City used a Geographic Information System (GIS) site selection analysis tool to further refine surplus City-owned lands suitable for non-market housing developments.

In June 2017, The City released its first formal offering of surplus City-owned land targeted specifically to Non-Profit Housing Providers. This was the most significant sale of land to Non-Profit Housing Providers in The City's history and is projected to result in the development of 160+ new affordable homes by three Non-Profit Housing Providers – HomeSpace, Habitat for Humanity and Homes For Heroes. It also included a newly established partnership with Canada Mortgage & Housing Corporation (CMHC), who will provide Federal Seed Funding for all eligible successful applicants and co-reviewed applications through a coordinated application process for both municipal and federal programs.

As part of this first land sale, The City received twelve applications for six sites, including several proposed partnerships with other non-profit organizations who would provide services or other resources. These were awarded in February 2018, will be closing in the Spring of 2019. Development Permits have been issued and construction will begin immediately, as the land was conditioned on construction deadlines which are built into the purchase and sale agreements.

The economic impacts of this first land sale are significant (see Attachment 2). The investment of \$6.4 million in City land value leveraged an additional \$30+ million in Provincial, Federal and private resources, including \$8 million in private philanthropic funding. This total investment of almost \$40 million produced approximately 370 direct and indirect jobs.

An additional 160 units of non-market housing were committed to the City for up to 40 years, more than doubling the capacity of The City to provide non-market housing. Of these, more than 80 units targeted vulnerable populations such as chronic homeless and homeless veterans, saving taxpayers \$34,000 per person per year in social service costs or approximately \$110 million over the life of the projects.

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Proposed Non-Market Housing Land Disposition Policy

BACKGROUND

Since 2009, The City has leveraged 17 City-owned properties supporting over 500 units of affordable housing. Prior to 2016, the process to award surplus City-owned lands was inefficient for Administration and housing providers. Administration typically received frequent unsolicited, ad hoc requests for surplus City-owned land for a wide variety of affordable housing projects without a proactive strategy or mechanism to evaluate proposals. With the approval of the 2016-2025 Corporate Affordable Housing Strategy and One Calgary in 2018, Administration was directed to strategically and proactively leverage City land for the development of affordable housing and formalize principles to remove barriers when transacting with Non-Profit Housing Providers on land sales.

Calgary has a significant shortfall of affordable housing units with only 3.6 per cent of all housing considered affordable as compared to the national average of 6 per cent in other major urban centres. Today, 19 per cent of Calgary households struggle with housing costs and an additional 15,000 new affordable housing units are immediately needed to meet the demand within Calgary. The City of Calgary will develop 1,000 new affordable units over the following eight years and does not have the capacity to develop the number of housing units needed to fill this shortfall.

With The City's 10-year plan to end homelessness, the RESOLVE campaign, a partnership of private sector developers committed to support affordable housing and the creation of the Community Housing Affordability Collective (CHAC) all in the past decade, Non-Profit Housing Providers in Calgary have established the readiness and development capability to deliver an increased supply of non-market housing. Additionally, the new National Housing Strategy has a 10-year investment of \$40 billion from which Calgary and its Non-Profit Housing Provider partners are positioned to benefit, if The City can provide municipal contributions to leverage with private funding to meet the co-investment requirements.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Selling surplus City-owned land at Below Market Value to support non-market housing development can further a variety of municipal goals, whether providing critical support to get new and innovative housing models off the ground or helping established Non-Profit Housing Providers with strong track records to achieve operational self-sufficiency and scalability. By proactively identifying and selling the appropriate land located across a variety of neighborhoods with supporting amenities, The City will realize a long-term vision for affordable housing across Calgary.

In defining Below Market Value, the policy considers not just The City's defined "Book Value" or the amount the City has invested in a parcel, but also considers the other costs of sale such as such as environmental assessments or road plan registrations, as needed. It also provides Administration the flexibility to consider the Book Value of the entire set of parcels being offered, balancing parcels with higher book values and lower book values to set a sales price for each parcel that may be more consistent with parcel size and considers the development challenges the selected Non-Profit Housing Provider may face.

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In analyzing the most effective way to meet the goals of Council outlined in the 2016-2025 Corporate Affordable Housing Strategy Implementation Plan, Administration considered the past experience of ad-hoc sales to Non-Profit Housing Providers, where the Non-Profit provider typically identified a City-owned parcel and approached The City either through Notice of Motion of Council or by direct negotiation. However, these transactions typically take a significantly longer period of time to close and are far more staff intensive. As proposed in this policy, The City would proactively identify surplus City-owned land which would be analyzed for their location and amenities and offer these parcels through an open, transparent process and on a predictable cycle (every two years).

The policy will increase efficiencies, discourage land banking and help to standardize transactions to experienced Non-Profit Housing Providers by creating a transparent process where all qualifying organizations will have the equal access to surplus City-owned land. A secondary result of the policy will allow the remaining parcels of surplus City-owned land to be marketed and sold for revenue without question of long-term future requirements for affordable housing.

Stakeholder Engagement, Research and Communication

Development of this policy and corresponding administrative processes, is being completed in consultation with various business units, including RE&DS, Law and Planning as well as CHMC and The Province, all of whom will play an important part in its success by helping to identify and approve properties that can be most successfully developed as non-market housing. The result is a proactive policy which considers factors which will help The City, its neighbourhoods and Calgary residents in need of non-market housing, succeed.

As part of this policy creation, The City of Calgary conducted an online survey in May/June 2018 with Non-Profit Housing Providers to identify their future land needs (see Attachment 3 for key findings). There were three main purposes of the survey. The first was to elicit feedback on The City's 2017 non-profit land transfer program. The second was to inform a future strategy for surplus City-owned land dispositions to Non-Profit Housing Providers for non-market housing. The third was to gain a general understanding of the Non-Profit Housing Providers' development plans in Calgary.

As noted in this report, Non-Profit Housing Providers have consistently identified the acquisition of land at below market value as being one of the greatest challenges for successful development of a non-market housing property and securing additional funding resources for the development of that project. The results of this initial survey of Non-Profit Housing Providers support the need for an offering of up to 10 parcels of land over the next two years for the development of affordable housing units. This survey will be conducted by Administration each business cycle to inform a number of considerations including development capacity (number of parcels anticipated), geographic area and general development plans. In years where Non-Profit Housing Provider capacity varies, the benefit of this program would be to continually tailor the land requirements as needed.

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Proposed Non-Market Housing Land Disposition Policy

Administration continues to engage stakeholders in determining the best way to close the gaps in non-market housing need. The Community Housing Affordability Collective (CHAC) is a key component of any engagement with this sector and other Non-Profit Housing Providers and their partners to further understand the gaps that exist in meeting affordable housing needs.

Additionally, The City has consulted with both CMHC and the Province with the goal of assuring that the use of surplus City-owned land to support non-market housing development will also align with their program goals, giving Calgary Non-Profit Housing Providers optimal opportunities to leverage funding from multiple levels of government.

It should also be noted that in the 2018 Citizen Satisfaction Spring Pulse Survey, affordable housing was Calgarians top priority for investment, with 93 per cent of residents urging The City to invest the same or more, and 95 per cent of Calgarians indicating that affordable housing for low income families and individuals was important.

Strategic Alignment

In addition to the needs outlined in this report and in the Corporate Affordable Housing Strategy (2016-2025), this policy will help to advance the goals and policies of existing City plans that call for increased housing affordability to meet the diverse needs of Calgarians. This policy is aligned with the 60-year Calgary Municipal Development Plan which includes the following objective under Part 2.3.1: Housing: “Ensure a choice of housing forms, tenures and affordability to accommodate the needs of current and future Calgarians and create sustainable local communities.” It is also aligned with One Calgary Council Directives under a Prosperous City to enhance partnerships with the non-profit sector (P4) and deliver programs to provide sufficient supply of affordable housing (P5).

This policy is also well aligned to the goals of multiple external plans. Calgary’s Updated Plan to End Homelessness (2015) includes “Increasing housing & supports and affordable housing options” as a priority direction. The Seniors Age Friendly Strategy and Implementation Plan (2015) includes a strategy to “Support policy changes and initiatives to increase overall affordable housing supply through the Community Affordable Housing Strategy” (Priority III, Result 2, Strategy A).

As part of work currently being led by Real Estate & Development Services, Administration is developing a Corporate Land Strategy for Council’s consideration in 2019. Corresponding RE&DS specific program strategies may also be delivered as chapters, including a chapter addressing the administrative process behind the Non-Market Housing Land Disposition Policy.

Social, Environmental, Economic (External)

A diversified housing market creates and retains jobs, attracts new workers, mitigates poverty, meets the needs of seniors and families, and keeps our most vulnerable residents off the street. This in turn reduces financial stress on the health care system, the justice system, policing, social services, City Administration, and other municipal and provincial services. Results from Housing First programs piloted in Calgary as one of Alberta’s Seven Cities have shown that providing housing to one homeless person yields \$34,000 in annual savings to taxpayers.

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Proposed Non-Market Housing Land Disposition Policy

In addition, demand for non-market housing remains strong, as evidenced by the 88,000 Calgary households currently earning less than 65 per cent of area median income and spending more than 30 per cent of their income on housing costs, as well as by Calgary Housing Company's current wait list of over 4,000 households.

Land transfers to Non-Profit Housing Providers will increase the availability of new non-market housing units across Calgary and will provide Non-Profit Housing Providers increased operational sustainability through land ownership and financing opportunities. The strategic sale of surplus City-owned land to Non-Profit Housing Providers at Below Market Value will be stacked with prioritized planning approvals, grants for pre-development costs and development fee rebates through the Housing Incentive Program. This allows The City to support:

- Scaling-up of Non-Profit Housing Providers increasing their economy of scale for administration and operations. Generally, non-profits are administratively efficient when they are managing 1,200 units or more.
- Leveraging federal and provincial funding for affordable housing development attracting the funding to Calgary.
- Accelerating project readiness for construction so that Non-Profit Housing Providers can effectively leverage funding, reducing the time to develop new non-market housing units.
- Providing increased local economy investments including establishment of long-term jobs.
- Encouraging long term affordability for newly created non-market housing units.
- Creating the required partnerships for co-investment at various levels of government.
- Creation of complete communities by offering appropriately located surplus City-owned land throughout all neighbourhoods, connecting future residents to essential services, amenities and supports.

In order to achieve success under this policy, it is important that The City not only identify the surplus City-owned lands based on their economic values but also consider the opportunities for varying housing form, income levels and diversity that affordable housing can bring to every neighborhood in the city.

Financial Capacity

Current and Future Operating Budget:

Sales of surplus City-owned land administered under this policy will be recorded in Real Estate & Development Services Operating Program 488 and net proceeds from the sale will be transferred to the Revolving Fund Reserve (or any other fund/investment as directed by Council).

Current and Future Capital Budget:

This proposed policy has no direct impact on current or future capital budgets.

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Proposed Non-Market Housing Land Disposition Policy

Risk Assessment

If the proposed policy is not approved, the need for additional non-market housing throughout the city will continue to increase and The City will miss out on the opportunity to scale up Non-Profit Housing Providers and leverage additional funding and resources for The City of Calgary. Without the support of Non-Profit Housing Providers, City resources will remain the primary source for the development and management of non-market housing units needed to meet the demand. This will greatly compromise the One Calgary targets to deliver 1,900 “new non-profit affordable homes” between 2019-2022. In the absence of scaling up the Non-Profit Housing Providers to support The City in the production of non-market housing units, the need for such housing will continue to grow putting pressure on The City economically. A stable supply of affordable housing that increases at a rate to meet the growth needs of The City will assist in building a local economy that is more resilient. If this policy is not approved, then the likelihood of this risk would be high and the impact would be high.

There is a risk that even if this policy is approved that Council or Administration may continue to participate in ad hoc negotiation(s) with Non-Profit Housing Providers minimizing the impact this policy would have on strategically planning for the development of non-market housing. In the adoption of this policy, it is the preference of Calgary Housing that all below-market land sales to non-market housing providers be transacted solely under the parameters of this policy. If this policy is not approved and Administration or Council continues to address ad hoc requests, then the likelihood of this risk would be high and the impact would be high.

Additional risks may occur whether the policy is implemented or ad hoc sales to Non-Profit Housing Providers of surplus City-owned land continue. These risks could include the failure to deliver on the commitment to provide non-market housing by the Non-Profit Housing Provider and/or profiting from the sale or transfer of surplus City-owned land. To mitigate these risks and ensure non-market housing is developed on surplus City-owned land, The City will utilize resources such as building commitments, housing agreements and options to repurchase, to ensure development is completed in a timely manner and occupancy by eligible residents is maintained through the life of the housing agreement. With these tools in place, the likelihood of this risk occurring is low and the impact would be medium.

If the recommendations are approved, the implementation of this policy will result in a reduction of financial contributions to the Revolving Fund Reserve. By selling surplus City-owned land at below market value, The City will forego the full market value potential of the parcel and as a result there will be reduced financial contributions to the Revolving Fund Reserve compared to if those same lands were sold on the open market. Instead, this difference would be identified as The City's contribution towards non-market housing. It is important to note that the full value of The City's market contribution would be realized by Non-Profit Housing Providers and would serve as the required leverage for provincial and federal housing investments, as well as bringing additional investment into Calgary through the creation of new non-market housing opportunities.

To mitigate the impact of this revenue differential, Administration will include the estimated market value as compared to the proposed below market value sale price for each property proposed for sale under this policy within the Method of Disposition reports brought forward to

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UCS2019-0505**

Proposed Non-Market Housing Land Disposition Policy

Council for approval. This would allow Council the ability to consider this delta on each parcel brought forward through this program for disposition and sale prior to making a decision.

As The City becomes a more effective manager of its corporate land inventory, the number of City-owned parcels surplus to the municipal needs should decrease. As a result, there is a risk that at some point in the future, The City's inventory of surplus land will be insufficient to satisfy the wants and needs of Non-Profit Housing Providers as contemplated by this proposed policy. This risk should be embraced as an opportunity in that the Corporation may seek new and exciting ways to support non-market housing.

REASONS FOR RECOMMENDATIONS:

This Policy proposes an ongoing process in which City-owned lands that have been deemed surplus to municipal needs and are no longer required by The City are used to meet a strategic Council objective. Disposition of lands which have been reviewed internally through Administration's processes and offered through targeted marketing to Non-Profit Housing Providers will lead to a significant increase in non-market housing supply and will make a substantial contribution to achieving the objectives of the Corporate Affordable Housing Strategy 2016-2025.

ATTACHMENTS

1. Attachment 1 – Non-Market Housing Land Disposition Policy (Proposed Council Policy)
2. Attachment 2 – Economic Impact from the Initial Offering of City-owned Land to Non-Profit Providers (2017)
3. Attachment 3 – 2018 Non-Profit Affordable Housing Land Survey



Council Policy

Policy Title: Non-Market Housing Land Disposition Policy
Policy Number: Assigned by the City Clerk's Office
Report Number: UCS2019-0505
Adopted by/Date: Council / Date Council policy was adopted
Effective Date: Date adopted or later as directed by Council
Last Amended: Date of the last amendment, if any
Policy Owner: Calgary Housing

1. POLICY STATEMENT

- 1.1. Government alone cannot meet the growing need for Non-Market Housing, however The City can increase the amount of Non-Market Housing which can be produced by partnering with experienced Non-Profit Housing Providers who are well positioned to deliver and operate quality Non-Market Housing on behalf of the government. One of the greatest contributions The City can make to further this goal is to dispose of surplus City-owned land at Below-Market Value to Non-Profit Housing Providers, building assets and increasing their capacity to leverage funding and provide new Non-Market units within the city. These efforts support The City's goal to increase the Non-Market Housing supply sufficient to provide homes to a minimum of 6 per cent of households in Calgary, consistent with the national average.
- 1.2. The City of Calgary recognizes its land holdings are a valuable public asset. The City stewards land and seeks to leverage the value in its surplus City-owned lands to maximize long-term benefits for the Corporation and its citizens. The City strategically manages its land assets in a portfolio-based approach within a financially self-sustaining business program where the proceeds of surplus land dispositions are returned to fund future acquisitions of land required to deliver new city services and infrastructure. Balanced with this approach, The City also leverages City-owned lands to deliver broader corporate objectives including: economic diversification, supporting social and community needs, increasing the assessment base, and environmental management and remediation.

2. PURPOSE

2.1. The purpose of this policy is to:

2.1.1. Scale-up experienced Non-Profit Housing Providers by

- a) Identifying affordable housing demands and opportunities that focus City resources on expanding the supply of Non-Market Housing units required to keep pace with the city's growing population.

- b) Strategically managing the City-owned land portfolio to assess and promote appropriate development sites which balance the identified Non-Profit Housing Providers' demands and considers the financial sustainability of The City's Revolving Fund Reserve;
 - c) Monitoring and sustaining the development capacity of the Non-Profit Housing Providers through a predictable and transparent process, ensuring The City's housing objectives are met.
- 2.1.2. Reduce ad-hoc requests for city land by Non-Profit Housing Providers by offering a predictable supply of surplus City-owned lands to ensure that land is being matched with the Non-Profit Housing Providers development capacity, capital and programs.
- 2.1.3. Work with other orders of government to:
- a) Develop confidentiality agreements so that applications are coordinated and information is shared between governmental jurisdictions.
 - b) Align selection criteria of Non-Profit Housing Providers with program criteria from other orders of government to encourage continued collaboration to streamline and accelerate approvals for funding from other orders of government, building a more efficient and effective housing finance model.
- 2.2. Establish clear and consistent procedures which will:
- 2.2.1. Clarify how The City will assess appropriate sites and value of surplus City-owned land to be made available for disposition to Non-Profit Housing Providers.
- 2.2.2. Outline the roles and responsibilities of Administration in identifying surplus City-owned lands and other opportunities for development by the Non-Profit Housing Providers, seeking Council approval to market/sell such lands to Non-Profit Housing Providers and the general requirements for Non-Profit Housing Providers that wish to acquire land for Non-Market Housing development.
- 2.2.3. Define that "land banking" or holding onto land without a development program by Non-Profit Housing Providers is not in alignment with the goals of the Non-Market Housing Land Disposition program.
- 2.2.4. Encourage long-term availability and affordability of Non-Market Housing by ensuring projects are developed according to submission, supported by sale terms/conditions and other City resources, such as the registration of housing agreements on title.
- 2.2.5. Identify different opportunities such as strata transfers, leasing City land as part of large infrastructure projects, including Integrated Civic Facilities and Transit-Oriented Development and/or partnerships with private for-profit developers in which Non-Profit Housing Providers may assist The City with the municipal goal of providing Non-Market Housing development.

3. DEFINITIONS

3.1. In this Council policy:

- a) “Affordable Housing” means according to Canada Mortgage and Housing Corporation housing is considered to be affordable when a household spends less than 30% of its pre-tax income on adequate shelter. The City of Calgary defines affordable housing more narrowly as housing for people who, because of financial or other circumstances, need assistance to cover their housing costs. It may take a number of forms on the housing spectrum from non-market rental units to attainable homeownership. In order to exclude discretionary overspending, The City targets affordable housing to households earning 65% or less of Calgary median income.
- b) “Below-Market Value” means sale prices of the properties are to be marketed for sale to Non-Profit Housing Providers to develop Non-Market Housing under this policy. This shall mean the sale is less than current market value, but may include the cost of the property incurred by the City plus costs of sale (e.g. road plan registrations, environmental assessments as needed, etc.).
- c) “The City” means The City of Calgary, a municipal corporation pursuant to the *Municipal Government Act* (Alberta).
- d) “City-owned land” means a titled land parcel, or parcels, owned by The City of Calgary that has been declared as surplus to The City’s service and operational needs, and is available for land disposition.
- e) “Council” means the Council for The City constituted pursuant to the *Municipal Government Act* (Alberta).
- f) “Council Policy” means a policy passed by resolution of Council.
- g) “Corporate Land Committee (CLC)” means an Administrative Committee defined by CLMF to provide directional oversight and formal decision making on land management policy, standards and processes for the sustainment of the CLMF. The goal of CLC is to foster and sustain a corporate-wide lens and a business-oriented direction to corporate land management.
- h) “Corporate Land Management Framework (CLMF)” means the approved City of Calgary Administrative Framework and as amended from time to time.
- i) “Housing Agreements” means an agreement as provided for under Section 651.3 of The Municipal Government Act (Alberta), as modified by The City of Calgary Charter, 2018 Regulation.
- j) “Land Disposition” means the sale or long-term lease of City-owned land parcel to a registered Non-Profit Housing Provider for the purpose of providing and maintaining Non-Market Housing units.
- k) “Market Value” means the fair market price, rent, fee or other consideration that would be paid by willing parties to a transaction as established by:

- i. an external appraisal performed by an independent appraiser accredited by the Appraisal Institute of Canada; or
 - ii. an internal valuation performed by a City employee and reviewed and verified by the Valuation Review Committee.
- l) “Non-Market Housing” means rental or for-sale housing provided for low and moderate-income groups not traditionally served by the private market. It is typically made affordable through public and/or non-profit ownership of housing units or through rent supplements that allow low-income households to access housing in the private market.
- m) “Non-Profit Housing Provider” means a charity, society, or other not-for-profit entity whose mandate includes, but is not necessarily limited to, the supply and management of Non-Market Housing. Other models may include non-profit subsidiary organizations of for-profit housing developers who may partner with other social service organizations with the goal of supporting/developing Non-Market Housing.
- n) “Revolving Fund Reserve” means a fund created in 1998 by commissioners Report FB98-43 and later amended by LAS2008-173 and PFC2016-0796. The purpose of the reserve is to acquire land required for City use in a timely manner for projects beyond the four-year budget cycle, improvements to City-owned land and program administration and as further defined in the Funding Standard of the Corporate Land Management Framework.

4. APPLICABILITY

- 4.1. This Council Policy applies to any sale or lease of surplus City-owned land at Below-Market Value to a qualified Non-Profit Housing Provider who is supporting the Council-identified goal of increasing the Non-Market Housing supply in The City of Calgary.
- 4.2. This Council Policy does not prohibit any Non-Profit Housing Provider from bidding on other surplus City-owned land sales offered at market value through public sale to the highest bidder.
- 4.3. To the extent permitted by applicable law, The City has sole discretion to exclude agencies, representatives and organizations not in good standing with the Non-Market Housing Land Disposition program, from future participation in the program.

5. LEGISLATIVE AUTHORITY

- 5.1. This Council Policy complies and is aligned with requirements under the *Municipal Government Act* (Alberta).

6. PROCEDURE

6.1. Roles and Responsibilities

- 6.1.1. City Council is responsible for:

- a) approving the Non-Market Housing Land Disposition Policy and future amendments;
- b) receiving reports on the progress of the Non-Market Housing Land Disposition Program through either annual updates or other mechanisms;
- c) assessing and providing guidance regarding The City's contribution to activities undertaken as part of this Policy during any business cycle and over time; and
- d) approving the Method of Disposition reports and recommendations regarding the sale of surplus City land to Non-Profit Housing Providers.

6.1.2. City of Calgary Administration is responsible for:

- a) adhering to this Policy;
- b) identifying the land needed for development within the Non-Profit Housing Provider community and managing The City's portfolio of surplus land to identify parcels that meet the identified demand
- c) assessing and recommending surplus City-owned lands to be sold at Below-Market Value;
- d) reviewing proposed Below-Market Value of a parcel against market value and impact on the Revolving Fund Reserve;
- e) partnering with Non-Profit Housing Providers in the development of Non-Market Housing throughout the city by providing surplus City-owned land at Below-Market Value in order to:
 - i. leverage Provincial and Federal affordable housing resources, reducing the amount of direct City funding needed to develop Non-Market Housing; and
 - ii. expand the capacity of Non-Profit Housing Providers to support The City in the development and management of Non-Market Housing units, increasing the supply of these units in the city;
- f) establishing a competitive process for selecting Non-Profit Housing Providers with clear criteria to meet The City's Housing objectives, including:
 - i. financial capacity to undertake timely development and construction of Non-Market Housing units on land disposed of by The City; and
 - ii. administrative capacity to operate and maintain the constructed units as Non-Market Housing units for a time period as determined by The City;

- g) completing all land disposition procedures and transactions in alignment with the Real Property Bylaw or as otherwise approved by Council through the Method of Disposition;
- h) registering appropriate instruments or encumbrances on the title of land to be disposed of, as necessary, to protect The City's interests on the land as a condition of the transaction;
- i) assuring compliance of Non-Profit Housing Providers and any private partners with the terms of the disposition and conditions of housing agreements and/or other contractual agreements; and
- j) preparing reports on the impact of the Non-Market Housing Land Disposition Program, both in the creation of new Non-Market Housing units and the program's impact on the sustainability of the Revolving Fund Reserve;

6.2 Process

- 6.2.1 The process for implementation of this policy will be outlined in an administrative framework.

6.3 Evaluation

- 6.3.1 An evaluation model and reporting procedures will be developed in alignment with the goals and principles within this Policy. Full policy evaluation will take place every four years and reports will be submitted to Council.

7. AMENDMENT(S)

Date of Council Decision	Report/By-Law	Description

8. REVIEW(S)

Date of Policy Owner's Review	Description

Economic Impact from the Initial Offering of City-owned Land to Non-Profit Providers (2017)

In June 2017, the City of Calgary released the first offering of surplus City-owned parcels to Non-Profit Housing Providers at Below Market Value. This was an investment of \$6.4 million in land value by the City which generated:

- More than \$30 million in leveraged funds, including \$8 million in private philanthropic funding.
- An additional 160 units in Non-Market Housing committed to the City for up to 40 years, more than doubling the capacity of the City to provide non-market units.
- A total investment of almost \$40 million producing approximately 370 direct and indirect jobs.
- More than 80 units targeting vulnerable populations (such as chronic homeless and homeless veterans) saving taxpayers \$34,000 per person per year in social service costs or approximately \$110 million over the life of the projects.



Non-Profit Affordable Housing Land Survey – July 2018

In May and June 2018, The City of Calgary conducted an online survey of non-profit affordable housing organizations relating to their future land needs. There were three purposes of the survey. The first was to elicit feedback on The City's 2017 non-profit land transfer program. The second was to inform a future strategy for land dispositions to non-profits for affordable housing. Lastly, the third purpose was to gain a general understanding of the affordable housing development pipeline in Calgary.

The survey was live from May 23rd to June 8th, 2018. Efforts were made to maximize participation. **28 eligible organizations completed the survey** out of a total of 78, a participation rate of 35%. **Participating organizations represent 6,255 non-market units or 63% of units that** are not managed by Calgary Housing Company and **were captured through The 2015 Survey of Non-Market Housing**.

Key findings from the survey include:

The City's 2017 Land Transfer Program:

- **84% of respondents were aware of The City's non-profit land transfer program**
- 15% of respondents that were aware of the program applied
- Top areas of satisfaction for applicants include: availability of staff to answer questions, application submission period, program alignment with Canada Mortgage and Housing Corporation's Seed Funding Program and The City's Housing Incentive Program (HIP), and method/ease of submission
- Areas of lower satisfaction include: minimum evaluation criteria, proposed sales terms and The City's response time to award land to successful applicants

Future Plans:

- **86% of organizations reported a desire to increase their supply of units by 2028** through development or re-development
- Respondents identified **72 future projects across 25 organizations** that they would like to undertake from now until 2028
- Respondents identified **a total of 5,251 units** that they would like to create by 2028 (note that units were only estimated for 62/72 future projects)
- Respondents indicated that they have **organizational capacity to execute at least 75% of future projects**
- Respondents estimated **a total cost of \$1.04B** for 60 future projects (no estimate for 12 projects)
- Of the \$1.04B total project costs, **\$172M are confirmed / secured funding**
- **Land is not acquired or identified for over half (58%) of future projects**

- Locational criteria include: proximity to amenities, quadrant/zone, developability, distance from other non-market housing properties, specific sites, and site size
- Target populations include: families, seniors, indigenous, homeless, disabilities, singles, youth/students, newcomers, mental health, sexually exploited women and domestic violence victims
- Development permit submission years were estimated for 51 future projects. The following are the number of projects for which development permits are expected over the next 10 years:
 - 2018-2019: 23 projects
 - 2020-2023: 22 projects
 - 2024-2028: 6 projects

The biggest challenges that organizations identified in increasing their supply include: funding, obtaining funding commitments, land, managing a volunteer board, and navigating the development approval process.

Partnering:

- **86% of organizations are looking to partner with another agency** (private or non-profit) to execute their development/operational goals
- The top qualities sought in a partner are: funding/financing, land and development expertise
- The top qualities that respondents can offer a partner are experience operating or with a target client group and development expertise

Future Engagement:

- **61% of respondents think that this survey is the best way for The City to collect this information annually**, followed by 36% who favored direct one-to-one communication
- 22 individuals provided their email address for follow-up interviews or focus groups

Overall, the findings from the survey indicate that The City's Land Transfer Program is highly valued by the non-profit community. The survey provides a more complete picture of the affordable housing development pipeline in Calgary and identifies some of the key barriers. It shows an interest from the non-profit affordable housing community in partnerships and in continued engagement.

The City of Calgary has a significant shortfall of affordable housing units, with only 3.6% of all housing considered affordable compared to the national average of 6% in other major urban centres. To meet the demand within our City and provide much needed housing to our citizens in need, our inventory must be expanded by an additional 15,000 new affordable units.

The survey results show the requirement of 15,000 new affordable units will not be easily met within the current development plans of Calgary's non-profit sector. It will require the combined development efforts of all non-profit organizations in Calgary as well as significant investments from all levels of government, as well as creative non-traditional solutions. The City is working collaboratively with our entire sector of non-market housing providers to support their development projects. We hope to demonstrate how we are all working together to provide an additional 15,000 new affordable homes to low- and moderate-income Calgarians.

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Update to CS005 – Sustainable Building Policy

EXECUTIVE SUMMARY

The City of Calgary's 2008 Sustainable Building Policy has now reached a stage of maturity and a review was initiated as per Council Policy CC046 (Council Policy Program). The proposed updates to the Sustainable Building Policy (the Policy) have been developed using 10 years of lessons learned by The City and our project partners. In addition, the updates are in response to advancements in the green building industry, including the evolution of best practices, building certification programs, the introduction of the National Energy Code for Buildings, and multiple citizen, Council, and Corporate directives, policies, and targets.

There are five recommended updates to the Policy, developed in close consultation with a working group of building infrastructure design, construction, and operations subject matter experts, as well as City staff and industry partners. The recommended updates are intended to introduce greater clarity on policy applicability and City priorities, simplify governance, and focus on achieving high performing infrastructure.

ADMINISTRATION RECOMMENDATION:

That the SPC on Utilities and Corporate Services recommends that Council approve the proposed Sustainable Building Policy (Version 3.0, 2019).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2008 February 25, Council approved revisions to the Sustainable Building Policy as recommended in UE2008-01, Sustainable Building Policy – Update, dated 2008 January 20.

BACKGROUND

The City of Calgary's Sustainable Building Policy (the Policy) was piloted in 2003 and permanently adopted in 2004, with the last major update approved by Council in 2008. As the first jurisdiction in Canada with a policy directing buildings to achieve mandatory levels of green building certification, Calgary's policy not only demonstrated significant leadership, but helped build a rapidly expanding green building sector in Alberta. To date, The City has achieved 52 green building certifications to date and has demonstrated significant leadership in the green building industry. Today, Calgary's real estate industry reflects The City's commitment to excellence in the design and operations of buildings, with over 390 certified green building projects, representing 8.5 million square feet of certified commercial/retail/office space. According to the Canadian Green Building Council's 2017 Annual Report, Alberta lead the way in the Country with the largest area per capita certified in the country; with The City leading as a top 5 industry champion nation-wide in the number of buildings certified in 2017.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The triple bottom line (TBL) vision that guided updates to the Policy is as follows:

A city that demonstrates smart infrastructure investment goes beyond the one-time cost of construction, by addressing the lifecycle impacts on operating cost, the environment, and the people who use the infrastructure.

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There are five recommended updates to the Policy which are intended to introduce greater clarity on policy applicability and City priorities, simplify governance, and focus on achieving high performing infrastructure that will demonstrate value-for-investment. These recommendations are summarized in Table 1 **Error! Reference source not found.** below:

Table 1: Summary of recommended updates to the Sustainable Building Policy

CLARIFY	SIMPLIFY	FOCUS
The establishment of a set of sustainability principles to help guide decisions by setting project-specific performance objectives, investing in green infrastructure technologies, and the continued operations and maintenance of infrastructure, to which the Policy applies. These principles directly align with citizen priorities, council direction and administrative policies.	A change in policy governance, to provide clarity on the roles and responsibilities of Project Sponsors, Project Managers, and the Policy Steward (Corporate Analytics and Innovation).	Promoting the establishment of project objectives and owner requirements early in the project development process. Setting appropriate green building certification targets, in alignment with the City's Project Management Framework, including the stage gating processes.
	Revisions to the applicability and scope of the Policy and the introduction of performance targets. Green building certification will now be evaluated by the Policy Steward on a project-by-project basis; and, upon recommendation by the Steward, potentially pursued at the direction of the Project Sponsor.	The introduction of recommended sustainability performance requirements that demonstrate alignment with the sustainability principles that guide infrastructure investments, while demonstrating value-for-money.

Stakeholder Engagement, Research and Communication

Corporate Analytics and Innovation (CAI) has worked with a multi-disciplinary team of design, planning, project management, and facility operations experts to develop the recommendations for the updates to the 2008 Sustainable Building Policy. Also, CAI has engaged a team of industry experts to help determine relevant and achievable performance measure targets that helped direct the proposed revisions to the Policy. The policies of major Canadian jurisdictions such as Toronto, Vancouver, and Edmonton were also reviewed.

On 2018 October 9, the proposed updates were presented to the Accommodation and Infrastructure Steering Committee (AISC). AISC agreed to endorse the proposed amendments to the Policy.

The proposed updates were also presented to the Administrative Leadership Team (ALT) on 2019 January 15, with ALT approving the referral of the proposed updates to the Standing Policy Committee on Utilities and Corporate Services, with no amendments.

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Update to CS005 - Sustainable Building Policy

Strategic Alignment

The first recommendation for the Policy update is to establish a set of sustainability principles to direct decision making that aligns with Citizen Priorities, Council Directives, and Corporate Policies.

Sustainability is a term with a broad definition. By specifying Council and Corporate leadership priorities, project teams can better identify sustainability strategies that should be considered as The City develops new infrastructure and maintains and improves existing assets. CAI proposes the following sustainability priorities that will contribute to better defining sustainability:

- 1. Optimize for energy efficiency and conservation, specifically through passive design, thereby reducing and avoiding Greenhouse Gas (GHG) emissions:**
Aligned with Calgary's Climate Resiliency Strategy and Corporate Energy Strategy, the optimization of energy performance (on an energy cost and consumption basis) will drive strategies that reduce and conserve energy. This will help diversify the sources of energy to a potentially lower cost and lower emitting sources, at a price justified by the value of the benefits achieved.
- 2. Reduce potable water use through conservation and efficiency measures:**
Aligned with Calgary's Water Efficiency Plan 30-in-30 by 2033, water efficiency and conservation will prioritize strategies that reduce the use of potable water while ensuring the functional requirements of the building program and the needs of the building occupants are fulfilled.
- 3. Encourage the integration of green stormwater infrastructure:**
Aligned with The City's Stormwater Management Strategy, Climate Resilience Strategy, improved on-site stormwater management will help reduce the impact of more extreme storm events on Calgary's rivers and stormwater infrastructure. Results can be achieved by implementing strategies in building and landscape design that support water retention during the most extreme rainfall events while encouraging the installation of drought tolerant native landscaping that provides habitat for wildlife.
- 4. Maintain and improve biodiversity:**
Calgary enjoys an abundance of wildlife and natural habitat. Aligned with The City's BiodiverCity Policy, we can promote healthy urban living while conserving sensitive natural areas and the creatures that share our city. By evaluating landscapes in Calgary, we look to set targets to reduce habitat fragmentation, avoid habitat loss, restore open space, manage invasive species, and utilize local plant species.
- 5. Address occupant comfort, provide access and maintain social wellbeing:**
Aligned with the Calgary Corporate Accessibility Policy, Access Design Standards and an emerging Social Wellbeing Policy, ensuring places and facilities strive to provide equitable services, by removing barriers to access, and including indoor and outdoor environments that encourage health, wellbeing, and productivity.
- 6. Select sites that have access to alternative transportation and consider the impact of site selection on the environment, people and the building:**
Aligned with the Calgary Corporate Accessibility Policy, the Calgary Transportation Plan, The City of Calgary's Environmental Policy and many other Corporate and Council

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objectives, ensuring places and facilities are accessible to those who use them is a top priority for The City. The selection of sites should also consider the impact to the environment, the people that use the building and to the building and its components.

7. Design for resiliency to changing economic, social, and environmental conditions:

Aligned with the Climate Resiliency Strategy and the Corporate Energy Plan, The City needs to prepare facilities for a changing climate and protect itself from economic uncertainties around utility rates. Strategies focus on rough-ins for onsite power production and electrical vehicle charging, as well as focusing on stormwater management, facility durability, and business continuity will help ensure The City is prepared to mitigate an evolving set of risks.

8. Divert waste from landfills during construction, occupancy and demolition:

Aligned with Calgary's Waste Diversion Strategy, the introduction of minimum waste diversion targets during building construction and demolition, and a program that encourages waste reduction post-occupancy, will help reduce the amount of waste sent to Calgary's landfills.

Although green building certification continues to provide value on City-owned and funded projects, the best approach to aligning with the listed sustainability principles is to define performance requirements before considering the applicability and benefit of certification programs.

Certification programs provide an audit service on building projects, helping The City confirm targeted sustainability objectives are achieved. However, a generic certification target does not always guarantee desired outcomes; highlighting a need to define minimum performance targets so project teams are guided by common measurable design and operational objectives.

In response to guidance provided by both internal and external subject matter experts and based on experience, minimum building performance requirements that are aspirational, while demonstrating value, have been developed. The list of performance requirements has been aligned with the sustainability principles noted above and therefore are informed by Council and corporate policies, directives, and strategies in addition to trends in the green building sector.

The Policy will direct all projects, to which the Policy applies, to reference the mandatory minimum performance measures, which are to be applied and interpreted under the guidance and direction of the Policy Steward. These requirements may be adjusted at the discretion of the Policy Steward and the Strategic Planning Team/Project Sponsor if achievement is restricted by the project type or scope. This means that the best-fit objectives and targets are specified on a project-by-project basis.

CAI continues to see value in the pursuit and achievement of green building certification for select project types. Building certification is part of a comprehensive building commissioning process, helping confirm that the basis of design and the physical construction of a project achieved specified sustainability objectives.

CAI has developed a project certification evaluation tool to be completed by the Strategic Planning Team/Project Sponsor to highlight specific certification pathways that would benefit each specific project. In addition to LEED certification, this evaluation tool encourages project teams to consider alternative certification programs including the Well Standard, Passive

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House, Living Building Challenge, Envision, BuiltGreen, NetZero Emissions Framework, and other programs such as the Rick Hansen Accessibility Accreditation that may be more relevant to a project.

Below is a table highlighting a preliminary list of minimum performance measures:

Table 2: Summary of Proposed Minimum Building Performance Measures

¹ Performance Measure	Requirement Summary
Optimize Energy Performance	Achieve an energy use and energy cost performance improvement of at least 40% (26% for Affordable Housing projects) above the National Energy Code for Buildings (NECB) 2011 baseline. For interior renovations, achieve a lighting power density improvement of at least 40% above ASHRAE 90.1 2010.
Comprehensive Commissioning	Complete enhanced commissioning for the major energy consuming systems and the building envelope.
Green Power and Carbon Offset Procurement	Contact a Policy Steward or the Energy Management Office for consultation.
Future Resiliency Planning	Design the facility to be solar PV ready and electric vehicle charging station ready.
Stormwater Management	Manage stormwater on-site using green infrastructure and landscaping that encourages water retention and stormwater quality management.
Responsible Landscaping	Design landscaping in a manner that encourages the use of native species while reducing potable water use, manages stormwater, provides habitat, and is accessible for facility occupant / visitor use.
Multimodal Accessibility	Design the site providing priority access to pedestrians, cyclists, and public transit users. Ensure these groups can access the facility in a dignified and safe manner.
Indoor Water Use Reduction	Achieve a designed non-process plumbing fixture water savings of 35% above the defined baseline and do not exceed maximum fixture flow/flush rates.
Enhanced Refrigerant Management	Do not install refrigerants with an ozone depletion potential greater than 0 or a global warming potential greater than 50.
Construction and Demolition Waste Management	Divert at least 80% of non-hazardous construction and demolition waste from landfill.
Construction Indoor Air Quality Management	Develop and implement an indoor air quality management plan for project construction.
² Social Wellbeing	Conformance with the most current version of the Access Design Standard.

¹ Where applicable

² Social wellbeing performance standards are currently under development through a discovery process being undertaken at a new integrated civic facility project currently in the early stages of design.

Deputy City Manager's Office Report to
SPC on Utilities and Corporate Services
2019 April 17

ISC: UNRESTRICTED
UCS2019-0083

Update to CS005 - Sustainable Building Policy

As the Policy Steward, CAI also recommends revising the applicability and governance of the Policy. The 2008 version of the Policy excludes any building project, where a building is not regularly occupied. Non-occupied buildings and infrastructure include all linear infrastructure projects (roads, water conveyance, transit system, transit platforms/stations, and facilities that house an industrial process, such as a water/wastewater treatment). The 2008 Policy also does not apply to building improvement and operation projects, unless classified as a major renovation.

The current definition of policy applicability has proven to result in many lost-opportunities to plan for and identify achievable and affordable sustainability performance objectives that would demonstrate value-for-money over the long-term nature of The City's infrastructure investments.

With the exclusion of linear infrastructure such as track-and-way, roads, bridges, and water conveyance systems, CAI recommends that the Policy should be applied to non-regularly occupied structures such as transit stations, platforms, buildings that house industrial processes (excluding the processes) and +15s.

With direction from Calgary Neighbourhoods, the applicability of the Policy to Civic and Community Partners will be limited to projects that exceed \$1 million in capital from The City making up a minimum of one-third of the project costs (not including the cost of land and site servicing).

From an operational perspective, the Policy, and associated sustainability principles and guidance manuals, will help provide a framework for building operators to maintain and improve the performance of their buildings over time. For example, if building systems are upgraded due to a lifecycle program, building operators are directed to consider what impact the project will have and demonstrate maintained or improved performance.

The Policy governance structure has been simplified where policy objectives are first determined by the Strategic Planning Team/Project Sponsor and the Policy Steward. Disagreements are escalated to a director level with the final decision resting with the director of the sponsoring business unit.

The Policy has been amended to specifically encourage the consideration of green roofs, as recommended in NM2017-36. Based on the direction provided under the revised Sustainable Building Policy, green roofs, along with a suite of other technologies and building techniques, will be considered by project design teams and the Policy Steward for their cost and technical effectiveness in addressing sponsor approved performance targets in alignment with Council approved priorities. The assessment of various building design options, including green roofs, is completed during the early phases of project design, on a project-specific basis. This helps ensure that best-fit technologies are identified, are thoroughly evaluated, and viable, cost-effective options are implemented.

Deputy City Manager's Office Report to
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2019 April 17

ISC: UNRESTRICTED
UCS2019-0083

Update to CS005 - Sustainable Building Policy

Social, Environmental, Economic (External)

Social

Sustainable buildings contribute to an inclusive city by supporting access to City services along public transportation routes and supporting a city of vibrant neighbourhoods through inclusion of open spaces within the site. Sustainable buildings provide improved interior environments and contribute to improved occupant comfort, wellbeing, health and productivity.

Environmental

Sustainable buildings contribute to improving air quality, ensuring efficient land stewardship, protecting water resources through water conservation, protecting open space, improving energy efficiency, and addressing climate resilience.

Economic

Well defined sustainability performance objectives help guide the development of cost-effective facilities that will provide long-term value to Calgarians.

Financial Capacity

The inclusion of the guiding sustainability principles in the Policy update, and the establishment of the minimum sustainability performance requirements will help ensure project teams focus on strategies and investments that demonstrate value-for-money, which makes up, in part, the definition of sustainability in the Policy. Value-for-money is demonstrated through direct financial returns associated with avoided capital and operating costs, along with indirect returns related to benefits to the environment and society.

Current and Future Operating Budget:

Mitigating impact on future budgets will be achieved by designing and constructing buildings with resiliency in mind that are more durable, resulting in lower lifecycle maintenance and utility operational costs.

Current and Future Capital Budget:

The early establishment of a sustainability vision integrating performance specifications into the owner's project requirements, and the establishment of well-defined sustainability consultants scope of work documents early on will help reduce project costs. Projects that identify sustainability related performance measures and targets early in the scoping process have historically had higher rates of successfully addressing targets in both design and construction and result in fewer changes that are associated with additional fees.

Risk Assessment

The proposed Policy update is intended to reduce risk for The City as it relates to capital costs during design and construction as well as operating costs as they relate to utilities, operations, maintenance, and emerging environmental regulations. The inclusion of the sustainability principles and the early establishment of minimum sustainability performance requirements will help ensure City projects deliver on the intent of the Sustainable Building Policy, helping contribute to mitigating risks associated with change orders and lost opportunities to achieve avoided capital and operating costs.

Deputy City Manager's Office Report to
SPC on Utilities and Corporate Services
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ISC: UNRESTRICTED
UCS2019-0083

Update to CS005 - Sustainable Building Policy

The Policy updates will also help reduce the risk of The City not delivering on the objectives laid out by The City's Climate Resiliency strategy. Subsequently this will help reduce The City's risk to fluctuations and potential increases in utility costs by reducing the amount of energy and water The City consumes.

CAI has initiated trials of the proposed approach to the revised Policy, guidance documents, and consultant scopes of work on projects with Facility Management (Varsity Civic-District and Symons Valley Centre), Affordable Housing (Bridlewood), Transportation (Green Line), and Civic Partners (9th Avenue Platform Project) and CAI is confident that the proposed approach can be implemented, and encourages making value-for-money investments in improving infrastructure sustainability.

REASON(S) FOR RECOMMENDATION(S):

Multiple Citizen, Council, and Corporate directives, policies and targets direct us to develop and operate our infrastructure while considering sustainability priorities. The Sustainable Building Policy is now due for an update as per Council Policy. Based on lessons learned over the last 10 years, updates are presented to Council to provide greater clarity, focus, and simplicity within the Policy, thereby improving the probability of smarter infrastructure investments.

ATTACHMENT(S)

Proposed Sustainable Building Policy (Version 3.0, 2019)

Council Policy

Policy Title: Sustainable Building Policy
Policy Number: CS005
Report Number: UCS2019-0083
Adopted by/Date: Council / Date Council policy was adopted
Effective Date: 2004-09-13
Last Amended: 2014-07-21
Policy Owner: Corporate Analytics and Innovation

1. POLICY STATEMENT

- 1.1 The City of Calgary plans, delivers and maintains infrastructure that demonstrates smart infrastructure investment that goes beyond the one-time cost of construction, by addressing the lifecycle impacts on operating cost, the environment, and the people who use the infrastructure.
- 1.2 The City of Calgary refers to the Sustainability Principles outlined in Schedule 1 as the definition of sustainability and develop performance specifications that address these principles, while referring to the Sustainable Building Guidance Document found at www.calgary.ca/greenbuildings for further information on recommended minimum performance standards.

2. PURPOSE

The purpose of this Council Policy is to:

- 2.1 Ensure all City-owned and City-financed facility planning, design, construction, management, renovation, operating, and demolition is carried out:
 - In a sustainable manner.
 - Considering economic, social, and environmental impacts.
 - While enhancing The City of Calgary's reputation as a long-term fiscally responsible municipal government.
 - While addressing the health and well-being of the people who use and occupy City-owned and City-financed buildings.

3. DEFINITIONS

In this Council policy:

- 3.1 "Alternative Transportation" refers to the methods of transportation other than single occupancy vehicles.
- 3.2 "Biodiversity" means the promotion of wildlife, vegetation and landscapes.
- 3.3 "Building" refers to a structure with a roof and walls and its associated components including the building envelope, mechanical systems, electrical systems, controls, interior finishes, accompanying site and any additional infrastructure included in the scope of a project.

- 3.4 “Certification Selection Tool” refers to a tool in the Sustainable Building Guidance Document, developed by CAI, to assist a project’s Strategic Planning Team / Project Sponsor and the Policy Steward with the selection of an appropriate green building certification program.
- 3.5 “Construct” refers to the process of constructing or renovating a building.
- 3.6 “Council Policy Program CC046” refers to a City of Calgary Council Policy outlining procedures and requirements for all Council policies.
- 3.7 “GHG emissions” means green house gases that impact The City’s carbon footprint directly or indirectly.
- 3.8 “Green Building Certification” refers to third-party programs that confirm buildings are designed and/or constructed to industry accepted sustainability standards.
- 3.9 “Green Stormwater Infrastructure” means treating stormwater as a resource and managing it at or as close to the source of its creation using vegetation, soils or other elements.
- 3.10 “Minimum Sustainability Performance Requirements” refers to a list of minimum requirements included in the Sustainable Building Guidance Document.
- 3.11 “Occupant Comfort” means that comfort in buildings may be experienced in the physiological sense (thermal, visual, air quality, acoustics, etc.) as well as in the psychological, behavioural and social senses of well-being or contentment.
- 3.12 “Optimize for energy efficiency and conservation” means the improved energy performance of a building over a theoretical or measured energy consumption baseline.
- 3.13 “Passive Design” refers to the use of natural forces for the benefit of a building such as solar heat gain, daylighting and cooling through operable windows.
- 3.14 “Policy Steward” means Corporate Analytics & Innovation administration responsible for managing, proposing updates and compliance reporting on the Sustainable Building Policy and the Sustainable Building Guidance Document.
- 3.15 “Project Management Policy for Capital Projects” refers to a City policy approved by The City of Calgary’s Administration Leadership Team.
- 3.16 “Project Management Practices Guide” refers to one of the fundamental reference sources for City project management practitioners managed by The City’s Corporate Project Management Centre.
- 3.17 “Project Manager” as defined by the Project Management Policy for Capital Projects, means the project manager is the person accountable and responsible for project leadership, key results, deliverables and administration on a day-to-day basis.
- 3.18 “Project Sponsor” as defined by the Project Management Policy for Capital Projects, means the project sponsor provides strategic guidance and defines, promotes and supports the key results of the project. The project sponsor has overall accountability for the initiative, including the securing of financial resources.

- 3.19 “Project Team” means the design, construction and operation team members for a project that include but are not limited to the Project Sponsor, the Project Manager, the Policy Steward, architects, engineers, contractors, and building operators.
- 3.20 “Provide Access” means ensuring City facilities are accessible to all Calgarians following the Calgary Corporate Accessibility Policy
- 3.21 “Regularly Occupied Building” means a building where one or more people spend a continuous hour, or more, in a day.
- 3.22 “Resiliency” refers to the capacity of City buildings to survive, adapt and grow no matter what kind of chronic stresses and acute shocks they experience.
- 3.23 “Site Selection” means the process of considering the sustainable properties of the location of a building including but not limited to access to existing amenities and alternative transportation methods, the impacts on rivers and streams, an evaluation of green fields verses brown fields etc.
- 3.24 “Social Wellbeing” refers to design and operating parameters that impact the health and wellbeing of the users of a building.
- 3.25 “Sustainable Building Guidance Document” developed by the Policy Steward within CAI, means a document outside the Council approved Sustainable Building Policy that supports the intent of the Policy.
- 3.26 “Sustainability Principles” refers to a list of eight guiding concepts to be evaluated in the planning, design, construction and operation for projects where the Sustainable Building Policy is applicable.

4. APPLICABILITY

- 4.1 The Policy applies to the planning, design, construction, operations, maintenance, renovation, and de-commissioning of all buildings that are City-owned and/or City-financed where The City provides a minimum funding contribution of 33 per cent of total project costs and The City contribution is equal to \$1,000,000 or more (not including project development costs, design costs, and land).
- 4.2 Compliance with the items listed in the table below is required.

¹ Project Type	Design & Construction Requirements	Operations & Maintenance Requirements
New Construction <i>Regularly occupied building with a project floor area $\geq 500 \text{ m}^2$.</i>	<ul style="list-style-type: none"> ²Evaluate and include strategies to address the <i>Sustainability Principles</i>. 	Building Stewards shall: <ul style="list-style-type: none"> Sustain or improve building performance
Addition or Major Renovation <i>Regularly occupied building with a project floor area in scope $\geq 500 \text{ m}^2$. Additions with</i>		

a new separate mechanical system are classified as New Construction.	<ul style="list-style-type: none"> Plan, design and <i>construct</i> the building as per the <i>Sustainable Building Guidance Document</i>, including but not limited to the <i>Minimum Sustainability Performance Requirements</i>. 	<p>through operations.</p> <ul style="list-style-type: none"> Utilize energy consumption tools provided by the Energy Management Office to monitor, analyze, and benchmark building performance.
Affordable Housing Housing projects delivered by the Affordable Housing business unit or delivered by partner organizations receiving funding from The City. See Scope and Applicability for funding thresholds.		
Interior Renovation <i>Regularly occupied building</i> with a floor area in scope $\geq 500 \text{ m}^2$. Under the Policy, Interior Renovations do not include building envelope or primary HVAC systems in scope. Projects that include these components are classified as a Major Renovation.		
All Other Building Projects Projects $< 500 \text{ m}^2$ in scope and unoccupied facilities including those that house automated and industrial processes, transit stations and platforms and +15 structures. Industrial processes themselves are exempt.		

- Linear infrastructure projects, including roads, bridges, track and way, potable water, stormwater, and waste water conveyance are out of scope.
- Where applicable depending on project scope.

4.3 Green Building Certification provides value to The City of Calgary through third-party confirmation that buildings are designed and constructed to industry accepted sustainability standards. The green building certification industry has evolved considerably since the 2008 Sustainable Building Policy update and numerous worthwhile certification programs exist in the market. The building type and project scope will dictate which, if any, certification program is most appropriate for each specific building project. The Certification Selection Tool within the Sustainable Building Guidance Document shall be completed by the Strategic Planning Team / Project Sponsor with the Policy Steward to determine appropriate certification targets during the pre-design stage of a project. The most current Sustainable Building Guidance Document can be found at www.calgary.ca/greenbuilding.

5. PROCEDURE

5.1 Roles, Responsibilities, Governance and Reporting

5.1.1 Roles & Responsibilities of Corporate Analytics and Innovation as Policy Steward:

- Work with and support the *Strategic Planning Team / Project Sponsor* to set Policy targets and objectives, including *Minimum Sustainability Performance Requirements* and certification targets.

- Support the *Project Manager* with delivering on Policy targets and objectives.
- Manage and update the Sustainable Building Policy and the *Sustainable Building Guidance Document* as needed. Policy updates are to adhere to The City of Calgary's *Council Policy Program CC046*.
- Report on Policy outcomes to the Accommodation and Infrastructure Steering Committee (AISC) annually and SP.C on Utilities and Corporate Services on a biennial basis.
- Approve any changes to policy targets throughout the project, in agreement with the *Strategic Planning Team / Project Sponsor*.

5.1.2 **Roles & Responsibilities of the Strategic Planning Team / Project Sponsor:**

- The function and responsibilities of the Strategic Planning Team / Project Sponsor are defined by the Project Management Policy for Capital Projects and the Project Management Practices Guide.
- Accountable for ensuring in scope buildings comply with the Sustainable Building Policy and the Sustainable Building Guidance Document
- Work with the Policy Steward to set Policy targets and objectives, including Minimum Sustainability Performance Requirements and certification targets.
- Ensure the project team understands Policy requirements at the commencement of the project.
- Approve any changes to policy targets throughout the project, in agreement with the Policy Steward.
- In the event of non-compliance with a Policy objective or target, prepare a written rationale for the Director of CAI and the project sponsoring business unit explaining the cause of non-compliance with the Policy.

5.1.3 **Roles & Responsibilities of the Project Manager:**

- Application of and compliance with the Sustainable Building Policy and the Sustainable Building Guidance Document.
- Follow the Policy targets and objectives established by the Strategic Planning Team / Project Sponsor and the Policy Steward.
- Work with the Policy Steward to further develop policy targets and objectives during the Project Initiation, Project Planning, Project Execution and Project Monitoring and Controlling stages of the project as defined in the Project Management Practices Guide.
- Ensure the project design and construction teams produce and submit all required deliverables to The City prior to the Project Closure stage, as defined in the Project Management Practices Guide.
- In the event of non-compliance with a Policy objective or target, the Project Manager shall work with the Project Team to prepare a written rationale for the Strategic Planning Team / Project Sponsor and Policy Steward explaining the cause of non-compliance with the Policy.

5.1.4 Roles & Responsibilities of the Director of Corporate Analytics and Innovation and the Director of the Strategic Planning Team / Project Sponsor:

- Provide executive direction on the applicable policy compliance path in the event of a disagreement between the Policy Steward and the Strategic Planning Team / Project Sponsor. The Director of the project sponsoring business unit will have final decision-making power.

5.1.5 Roles & Responsibilities of the Accommodation and Infrastructure Steering Committee:

- Receive reports on policy outcomes from the Policy Steward on an annual basis.

5.2 Governance

5.2.1 The Policy Steward and the Strategic Planning Team / Project Sponsor set and sign-off on Minimum Sustainability Performance Requirements and green building certification requirements. This is initially done during the pre-design stage. Targets can be amended through the design and construction process, if necessary, by signatures from the Policy Steward and the Strategic Planning Team / Project Sponsor.

5.2.2 In the event of a disagreement on Minimum Sustainability Performance Requirements or green building certification requirements, the decision is escalated to the Directors of CAI and the project sponsoring Director for a decision. The project sponsoring Director has final authority.

6. SCHEDULE(S)

6.1 Schedule 1 – Sustainability Principles

7. AMENDMENT(S)

Date of Council Decision	Report/By-Law	Description
2008-02-25	UE2008-01	All City-owned and City-financed facilities are operated and maintained in a sustainable way including the appropriate adherence to sustainable building Rating Systems when developing new and occupied facilities, when redeveloping Brownfield sites and when undertaking all major building renovations, including those of an affordable housing nature.
2014-07-21	UCS2014-0426	Reporting period by Infrastructure and Information Services to the SPC on Utilities and Corporate Services from an annual to biennial basis.

8. REVIEWS(S)









Date of Policy Owner's Review	Description
2019-04-17	<p>Major update to the Sustainable Building Policy to improve Policy clarity and to increase the value of Policy outcomes for The City of Calgary. Specifically, the following revisions have been applied:</p> <ol style="list-style-type: none"> 1. The addition of guiding <i>Sustainability Principles</i> 2. The removal of mandatory certification requirements 3. The introduction of the Sustainable Building Guidance Document 4. The inclusion of non-regularly occupied buildings in Policy scope, excluding industrial processes 5. The introduction of roles and responsibilities 6. A clarified and revised governance model.

Schedule 1

Sustainability Principles

Sustainability is a term with a broad definition. By specifying Council and Corporate priorities, project teams can better identify sustainability strategies to be considered as The City develops new infrastructure and maintains and improves existing assets. The following *Sustainability Principles*, further defined in the Definitions section of this policy and described in detail in the *Sustainable Building Guidance Document*, are intended to help guide the *Project Team* in determining relevant project requirements and performance objectives. The most current version of the Sustainable Building Guidance Document can be found by visiting www.calgary.ca/greenbuildings

Sustainability Principles

 <p>Optimize for energy efficiency and conservation, specifically through passive design, thereby reducing and avoiding GHG emissions</p>	 <p>Reduce potable water use through conservation and efficiency measures</p>
 <p>Encourage the integration of green stormwater infrastructure</p>	 <p>Maintain and improve biodiversity</p>
 <p>Address occupant comfort, provide access, and maintain social wellbeing in design and operations</p>	 <p>Select sites that have access to alternative transportation and consider the impact of site selection on the environment, people and the building</p>
 <p>Design for resiliency to changing economic, social, and environmental conditions</p>	 <p>Divert waste from landfills during construction, occupancy and demolition</p>