PUD2020-0285
Presentation

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Policy Review Project Update
CASE STUDY: Tiering & Securities
Verbal Update
04 March 2020

CITY OF CALGARY
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IN COUNCIL CHAMBER

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ITEM: 7.2 PUD2020-0285
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Tiering & Securities Improvements

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Previous System

$338 Million
Securities required with
previous T&S system

× Over-managed risk

× Onerous security (up to 100%)

× Create barriers to market entry

2020 System

$150 Million freed from securities

$188 Million
Securities required
with 2020 T&S System

✓ Right-sized risk profile

✓ Adequate security

✓ Reduce barriers to market entry

![Calgary logo]

A New Approach: System Changes

- ✓ Additional, renamed tiers
- ✓ Reduced security rates
- ✓ Improved developer performance management
- ✓ Increased certainty on security calculations (% of construction costs)
- ✓ Greater mobility due to lower development agreements per tier
- ✓ Adequate security when risk is highest (adjusts as risk diminishes)

Tiering & Securities: System Comparisons

Previous System

Tier Name	Security	Development Agreements
3	/ha or lot calculation (~9% of construction costs)	6
2	50% of construction costs	3
1	100% of construction costs	0

2020 System

Tier Name	Security	Development Agreements
A Performance incentives TBD	8% of construction costs	6
B	8% of construction costs	4
C	25% of construction costs	2
D	65% of construction costs	0
E	TBD – Discretion of City, for developers with major breaches	

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Policy Review Project: Overview

Challenge:

➤ Improve value of City services by identifying and resolving policy/other issues that act as barriers to outcomes for citizens and customers.

Case Study: Tiering & Securities System Review
Calgary Approvals Coordination

Case Study: Social Well-being
Calgary Neighbourhoods

Understand & Articulate
City of Calgary Policy Ecosystem
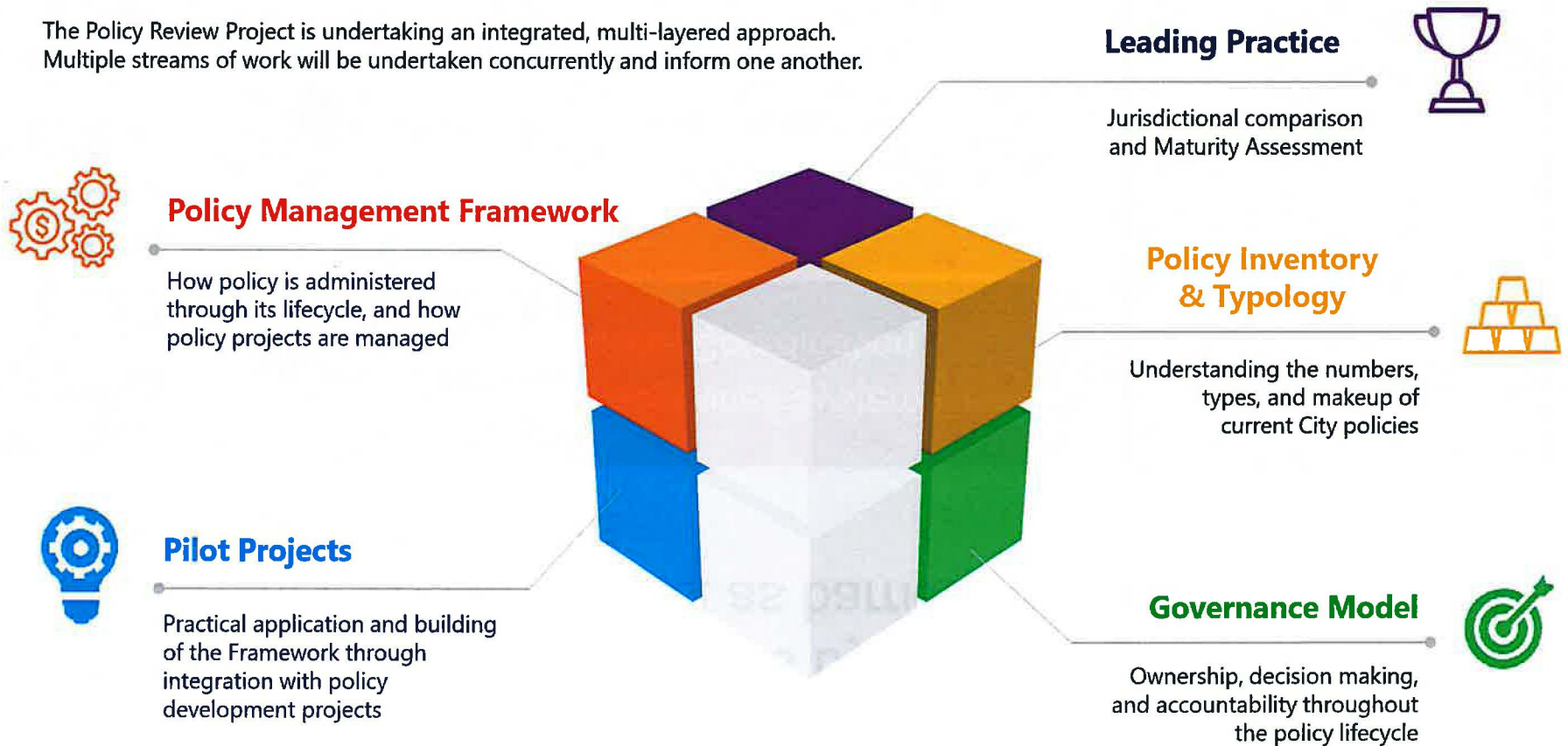
Policy Management Framework

Recommendations: Whether to undertake an informed multi-year review initiative

If so, how it might be implemented

Policy Review Project: Approach

Approach

The Policy Review Project is undertaking an integrated, multi-layered approach. Multiple streams of work will be undertaken concurrently and inform one another.

Leading Practice

Jurisdictional comparison and Maturity Assessment

Policy Management Framework

How policy is administered through its lifecycle, and how policy projects are managed

Policy Inventory & Typology

Understanding the numbers, types, and makeup of current City policies

Pilot Projects

Practical application and building of the Framework through integration with policy development projects

Governance Model

Ownership, decision making, and accountability throughout the policy lifecycle

Administration Recommendation

That the Standing Policy Committee on Planning & Urban Development Committee:

1.   Receive this presentation for the Corporate record.

REASON(S) FOR RECOMMENDATION(S):

This report fulfills the commitment to provide the relevant Standing Policy Committee with an update on case study recommendations that improve the value of City services by identifying and resolving policy or other issues that act as barriers to outcomes for citizens and customers.