PUD2020-0285
Policy Review Project Update
CASE STUDY: Tiering & Securities
Verbal Update
04 March 2020
Tiering & Securities Improvements

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

$188 Million
Securities required with 2020 T&S System

✓ Right-sized risk profile
✓ Adequate security
✓ Reduce barriers to market entry

$150 Million
freed from securities
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

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<th>Previous System</th>
<th>2020 System</th>
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<tr>
<td><strong>Tier Name</strong></td>
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<td>Performance incentives TBD</td>
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- **3/ha or lot** calculation (~9% of construction costs)
- **50% of construction costs**
- **100% of construction costs**
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
The Policy Review Project is undertaking an integrated, multi-layered approach. Multiple streams of work will be undertaken concurrently and inform one another.

**Policy Management Framework**
- How policy is administered through its lifecycle, and how policy projects are managed.

**Pilot Projects**
- Practical application and building of the Framework through integration with policy development projects.

**Leading Practice**
- Jurisdictional comparison and Maturity Assessment

**Policy Inventory & Typology**
- Understanding the numbers, types, and makeup of current City policies

**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.