



Real Estate Working Group Terms of Reference

1. Authority

The Real Estate Working Group was established by Council on 2020 July 27 (C2020-0815 Motion Arising).

2. Mandate

To assist the Chief Finance Officer (CFO) and the Business & Local Economy (BLE) team with tackling recommendations stemming from the Financial Task Force, specifically;

- Recommendation #19 (Distribute tax responsibility appropriately)
- Recommendation #21 (Leverage untapped revenue potential – specifically related to return on Real Estate Assets and Investments)
- Recommendation #33 (Investigate the crisis level vacancy in the downtown office market and respond with actions).

3. Responsibilities

Real Estate Working Group responsibilities include:

- Provide insight into the current real estate environment (i.e. economic forces, social impacts, fiscal challenges),
- Identify where current City practices may be a barrier and could be impeding progress or recovery,
- Prioritize identified barriers for immediate action or further investigation,
- Identify, engage and work with relevant key stakeholders as needed; and
- Provide ideas for short, medium- and long-term solutions to the Business & Local Economy (BLE) team and the Chief Financial Officer (CFO)'s delegate as they work towards implementation of the Financial Task Force recommendations.

4. Reports To

The Real Estate Working Group reports bi-monthly to the Priorities and Finance Committee of Council through a standing agenda item until such time that Administration recommends the working group be disbanded.

5. Composition

The Real Estate Working Group membership is as follows:

- Administrative Chair: Director, Real Estate & Development Services, City of Calgary
- Up to three (3) additional members of Administration appointed by the Chair. In addition, the Working Group will include the following members:
- One (1) representative from the Calgary Economic Development
- Efforts will be made to secure the participation of a minimum of one (1) representative with real estate experience from the now disbanded Financial Task Force.
- Efforts will be made to secure the participation of a minimum of one (1) representative from the previously constituted Calgary Economic Development Real Estate Sector Advisory Committee.
- A maximum of up to eight (8) others with a variety of experience and expertise.

6. Sub-Working Group(s)

The Real Estate Working Group may establish further sub-working groups to undertake specific time-limited tasks as required. Membership of these groups may include members of the Real Estate Working Group or other appointees as deemed necessary. The Chair will serve in that position for any additional sub-working groups formed.

7. Meeting Support

Administration will be responsible for drafting reports, notes and recommendations on behalf of the Real Estate Working Group.

8. Term

The Chair is appointed for the duration of the Real Estate Working Group's mandate.

9. Quorum

Quorum is not required for this Working Group.

10. Chair and Vice-Chair

At the direction of Council, the City Manager will appoint a delegate to serve as the Chair. The Vice Chair will be appointed by the Chair.

11. Meetings

Meetings times and format will be at the discretion of the Chair. Any in person meetings would occur in the Municipal Complex.

12. Procedures

1. The Chair will establish the meeting agenda.
2. The Real Estate Working Group must consider items referred to it by Council.
3. The Real Estate Working Group will ensure that there is purposeful dialogue between The City, established entities and key stakeholders to provide information to inform sound decision-making.
4. FOIP: The confidentiality of Real Estate Working Group meetings and of records submitted to the group is governed by the applicable provisions of the *Municipal Government Act* and the *Freedom of Information and Protection of Privacy Act*.

13. Governance

- a) The Committee shall act in accordance with Council Policy CP2016-03, *Governance and Appointments of Boards, Commissions and Committees*.
- b) Real Estate Working Group Members will act in accordance with Council Policy CC045, *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees*.
- c) Real Estate Working Group Members will act in accordance with the *Municipal Government Act*, Council's Ethical Conduct Policy and any other relevant Council Policies and in the best interest of The City taking into account The City as a whole, and without regard to the Member's personal interests. They will consider all issues consistently and fairly, and in the light of all relevant facts, opinions and analysis of which the Member should be reasonably aware.
- d) Members will endeavor to incorporate the following Guiding Principles into the oversight and guidance they provide regarding the mandate delivery of the Real Estate Working Group:
 - Accountability
 - Citizen-centric
 - Diversity of Perspectives & Experience
 - Inclusion
 - Objectivity
 - Respect
 - Responsiveness
 - Timeliness
 - Transparency