



# Economic Resilience Task Force Program Implementation Overview

To support Calgary’s medium-term economic recovery, the Economic Resilience Task Force (ERTF) proposed four programs that are now underway to attract investment and create jobs.



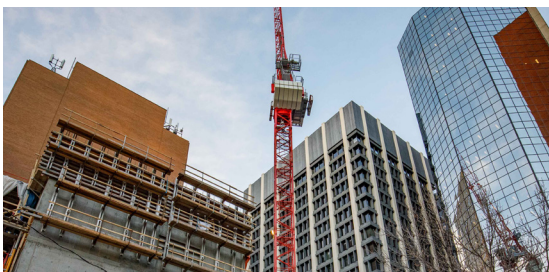
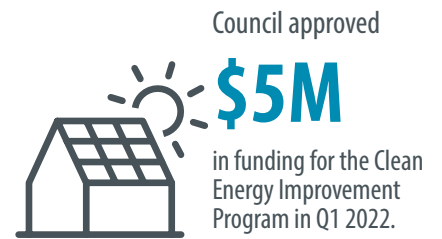
## Green Investments and Financing

### Program Objective

The Green Investments and Financing program focuses on retrofitting buildings to support the long-term targets of Calgary’s Climate Resilience Strategy. It will significantly reduce greenhouse gas (GHG) emissions and support local job creation in the building industry and related service sectors. Despite a solid economic case for energy efficiency and improved energy performance, many residential and commercial building owners are not investing in better energy performance due to several barriers. This program aims to tackle one key barrier – access to capital.

**Accomplishments in 2021** In 2021, The City of Calgary engaged with industry experts and stakeholders to design a Clean Energy Improvement Program (CEIP). Through CEIP, residential property owners will be able to access flexible financing through The City to pay for eligible upgrades, with repayment collected through property taxes. The Clean Energy Improvement Program Bylaw received Council approval in December 2021. Having the Bylaw in place is a pre-requisite for an external funding opportunity available to The City.

### Did you know?



## Innovation through Public Procurement

### Program Objective

Innovation through Public Procurement contributes to Calgary’s economic resilience by creating an environment that attracts startups and small- and medium-sized businesses with innovative ideas or technology. It is achieved by The City proactively pursuing problem-based procurement and releasing Challenge Statements to the market. They ask for evaluated solutions to problems The City is trying to solve. It can create opportunities for local startups to have The City as their first customer through a streamlined process with opportunities to demonstrate solutions.

**The Plan for 2022 and Beyond** The City will apply for a loan and grant from the Federation of Canadian Municipalities to support the launch of the CEIP. The City has partnered with The City of Edmonton and Alberta Ecotrust. The partnership includes receiving funding to support a program design study to explore alternative residential financing mechanisms that leverage private capital to support energy improvements. In addition, The City will explore opportunities with partners to support retrofits for commercial buildings, including the possibility of mobilizing private capital for energy efficiency and renewable energy projects in Calgary.

**Accomplishments in 2021** The City used its procurement channels to innovate and test new ideas through multiple pilots to inform a broader-scale implementation framework. Examples include temporary residential driveway covers (to protect vehicles from weather damage) and setting up a 5G testbed to test equipment and connect City workers with faster wireless. In addition, Council approved a Public Value through Procurement policy in September 2021. The policy encourages strategies to create public value (social, environmental, economic, and public participation) through City procurement activities and related spending.

### Did you know?

The City managed a yearly average of

**867**

new procurements in goods (including construction) and services from 2019-2021.



With a yearly average value of over

**\$700M**



**The Plan for 2022 and Beyond** Efforts in 2022 will focus on change management, communications, and engaging external City partners. These efforts will help increase awareness and encourage more City Services to consider Challenge Statements for their procurement projects. It will complement work to develop a cross-corporate Innovation through Public Procurement strategy and framework. The strategy and framework will reflect Challenge Statements and Market Led Proposals. Challenge Statements proactively asks the market for solutions. The City has Market Led Proposals pilot that allows The City to receive unsolicited and potential unique/innovative solutions The City did not know existed.



# Economic Resilience Task Force Program Implementation Overview



## Better Value for City Assets

### Program Objective

The Better Value for City Assets program focuses on unlocking “idle” capital to deliver improved or additional benefits. Physical capital includes assets like land, buildings, and roads. The 2020 Infrastructure Status Report highlighted that The City owns and administers a \$95 Billion infrastructure asset portfolio. As this portfolio steadily increases in value, it has become apparent that the required infrastructure investment continually exceeds available funding. It has contributed to a growing \$7.7 Billion Infrastructure Gap and poses a significant risk to the corporation’s resilience.

**Accomplishments in 2021** In 2021, The City developed a program charter for the challenge of managing increasing risk and costs, and the need for a portfolio review became apparent. The City also developed the plan for Phase 1 of a multi-phase program. Phase 1 will review and assess The City’s entire infrastructure asset portfolio. It is the starting point for determining if The City’s physical capital is underperforming on the return on investment. Maximizing asset value and confirming how we could better deliver asset-related services are other potential benefits.

### Did you know?

The 2020 replacement value of The City’s physical capital asset portfolio was

**\$94B**



The 2020 estimate of The City’s infrastructure deficit was

**\$7.7B**

**Plans for 2022 and beyond** Phase 1 is the “discovery phase” for the program and is due for completion by the end of 2022. The City will develop a methodology for asset portfolio review and program governance (including collaboration with service managers and updates to Council). The methodology will inform the completion of a corporate-wide examination of the City’s asset composition. This discovery phase will examine the available opportunities to derive more value from infrastructure assets by benchmarking against other municipalities/public institutions, examining current levels of capitalization and assessing the overall Return on Investment for the continuance of the program.



## Youth and Community Spirit

### Program Objective

Youth and Community Spirit focuses on understanding the circumstances facing youth and exploring opportunities to facilitate collaboration with others in the community. The goals are improving youth engagement, youth employment, and driving innovation and long-term economic growth. It includes modernizing The City’s approach to delivering youth employment services, making it more relevant and accessible to a diverse range of youth in the city.

**Accomplishments in 2021** Youth engagement work included innovation accelerator sessions with youth cohorts, including the Mayor’s Youth Council. Using the outcome, Calgary applied for and successfully joined a cohort of 14 cities funded by the Bloomberg Cities Network doing similar work. Alongside 13 additional cohort cities, Calgary will use innovation principles to attract youth to live, work, and play in Calgary. Calgary also introduced youth employment services in community hub locations throughout the city. Calgary also completed a scan of best practices in youth employment across Canada.

### Did you know?

The City established employment services in

**5**

community hub locations in 2021.



The City of Calgary is receiving training and coaching support for

**14**

staff through the Bloomberg Cities Network for designing innovative approaches to supporting youth.



**The Plan for 2022 and Beyond** In 2022, staff will receive training, coaching and support to apply innovation principles to the issues facing Calgary as a place that attracts youth to live, work and play. Implementing the 2022/23 Youth Employment Centre work plan will include partnerships that amplify great community-led work. An example is a partnership with Joy to Job – a student-led, non-profit organization that strives to bring joy and jobs closer together. A continuation of conversations with community leaders in education and the economy for a collaborative approach to get youth potential into the economic recovery.