

## Beltline Community Investment Fund Update

### RECOMMENDATION(S):

That the Infrastructure and Planning Committee recommend that Council:

1. Approve the new Beltline Community Investment Fund Terms of Reference and Beltline Community Investment Fund Framework (Attachment 3); and
2. Direct that advertising and recruitment of public members to serve on the Beltline Community Investment Fund Committee be included in the City Clerk's Office annual recruitment campaign.

### RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE, 2022 JUNE 10:

That Council:

1. Approve the new Beltline Community Investment Fund Terms of Reference and Beltline Community Investment Fund Framework (Attachment 3); and
2. **Amend Beltline Community Investment Fund Committee Terms of Reference, Schedule 2, Beltline Community Investment Fund Framework, Section 4.0, bullet 10 to read as follows: "Be managed by a non-profit, society or other incorporated organization that has a demonstrated a proven track record of delivering projects of a similar nature"; and**
3. Direct that advertising and recruitment of public members to serve on the Beltline Community Investment Fund Committee be included in the City Clerk's Office annual recruitment campaign.

### Opposition to Recommendation:

Against: Councillor Sharp, Councillor McLean, and Councillor Chabot

### HIGHLIGHTS

- The Beltline Community Investment Fund (the Fund) is a density bonusing program established by Council in 2006 to invest in projects within the Beltline Area to support public realm infrastructure for current and future residents and visitors. This report presents two documents to replace the current Council-approved Terms of Reference (Attachment 2). The revised Terms of Reference for the Beltline Community Investment Fund Committee modernize the committee structure and governance, and increase transparency and accountability for investment decisions (Attachment 3). The Beltline Community Investment Fund Framework, attached as a Schedule to the Terms of Reference, consolidates the currently approved guidance for the structure and management of the Fund. No changes are proposed to how the monies are collected for the Fund.
- **What does this mean for Calgarians?** The proposed changes to the committee structure and grant program will enhance investment decisions that benefit and support residents, visitors and local businesses through public realm improvements that meet the community's needs. The new committee structure will support community-based

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decision making, and the refined grant program structure will improve access to the Fund for applicants.

- **Why does it matter?** The proposed terms of reference and framework refresh the governance of the Fund while maintaining a focus on a community-led process, and outline a more thorough approach to the funding process that is based on other City practices to support effective investments.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1. The current Terms of Reference were last amended in 2019 (PUD2019-1321).

## **DISCUSSION**

The Fund was established in 2006 through the density bonusing policies in the Beltline Area Redevelopment Plan (2P2006) and through the provisions on density bonusing in the Land Use Bylaw (1P2007).

Under the current terms of reference approved by Council in 2010 and amended in 2019 (Attachment 2), the Fund is managed by The City and funding decisions (to a defined threshold) are made by an administrative committee. Developers in the Beltline can choose to contribute to the Fund in return for the ability to build greater density. Contributions are leveraged for public realm improvements in the Beltline community through a grant application to the Fund. Examples of projects funded to date include 1<sup>st</sup> street underpass enhancements, pedestrian and transit wayfinding, and relocation of the McHugh House to Humpy Hollow Park.

### **Governance Review**

Since it was established, a committee composed of the following membership has been in place and approved investment decisions to a defined threshold:

- members of Administration: Manager Centre West, Community Planning; Program Manager, Urban Initiatives, Calgary Growth Strategies; Transportation; and Calgary Parks; and
- public members: representatives from the Beltline Community Association and Beltline Business Improvement Areas, and a development industry appointment from the Building Industry and Land Development Association (BILD).

In 2021 April, following the identification of governance challenges and issues by committee members, an external consultant undertook a review of the committee's governance. Through workshops and interviews with committee members, the consultant developed a set of recommendations. The recommendations focus on three areas: improved resourcing and support for the committee; a more structured funding program that includes increased promotion, formal processes for applications, reviews and evaluations; and a refined committee structure that better aligns with The City's leading practices for its Boards, Committees and Commissions. These recommendations were shared with the committee and ultimately led to the refreshed approach recommended in this report.

The original Council-approved terms of reference (Attachment 2) have been expanded and clarified through the new Beltline Community Investment Fund Committee Terms of Reference that attach the Beltline Community Investment Fund Framework as a schedule (Attachment 3).

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### **Committee Terms of Reference**

The revised committee terms of reference introduce a structure that is aligned with leading practices for The City's Boards, Commissions and Committees including i) *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03), and ii) *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees* (Council Policy CC045). If the proposed terms of reference are approved, recommended candidates will be gathered through City Clerk's advertising and recruitment process and brought to the 2022 Organizational Meeting of Council on October 25 for consideration and appointment.

The proposed structure and composition of the committee shifts from membership based on organizational representatives to the recruitment of members with specific skills and experiences that align with the role and mandate of the Committee. This will support investment decision making, and enhance the role of the community in the process. The role of Administration will shift from being committee members to being non-voting members that support the committee's work.

### **Framework**

The Beltline Community Investment Fund Framework is included as a schedule to the proposed terms of reference (Attachment 3). The framework expands on information in the original terms of reference including: i) area of applicability and purpose, ii) type of fund, iii) eligible projects, iv) fund allocation, v) payment agreement, vi) handling of monies, vii) and monitoring. The framework includes:

- An outline and procedures for a grant program including application deadlines, grant program guidelines and criteria, and circulation of applications;
- refined project eligibility criteria, including considering applications for the same project no more than two years in a row; and
- requirement for funding agreements between The City and all recipients.

A resource is needed to administer and coordinate the activities related to the Fund and committee including the development of a formal grant process that builds on The City's existing practices for grant administration. This resource would also be responsible for updating the Terms of Reference and Frameworks for other existing and approved community investment funds.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- Public Engagement was undertaken
- Public Communication or Engagement was not required
- Public/Stakeholders were informed
- Stakeholder dialogue/relations were undertaken

The report and Attachment 3 were drafted and reviewed by Administration including City Clerk's, Planning and Development Services, and Partnerships. The documents were shared with the current BCIF administrative committee members.

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**IMPLICATIONS**

**Social**

A revised framework and committee terms of reference will support investments in the public realm. A vibrant public realm helps build a sense of community and creates space for community engagement and activities.

**Environmental**

Updating the terms of reference and introducing a new framework supports population growth in an established community where residents have access to amenities and sustainable transit options.

**Economic**

Enhancing the governance of investment from the Fund helps support the “Liveability” pillar of *Calgary in the New Economy: An economic strategy*.

**Service and Financial Implications**

**New operating funding request**

Planning and Development has identified dedicated resourcing and anticipates bringing forward a request as part of the 2022 November budget deliberations.

**RISK**

Approving a revised terms of reference and framework for the Fund reduces The City’s exposure to risk by supporting effective decision-making by the committee and by providing clear accountability requirements to external service providers delivering projects. Risk to the City will be further mitigated by shifting to a structure where committee members are recruited based on skills and experience in alignment with the City’s boards, commissions, and committees’ best practices.

This report has been shared with the existing committee in advance to help mitigate risk related to advancing the recommendations of the report.

**ATTACHMENT(S)**

1. Previous Council Direction
2. Beltline Community Investment Fund Terms of Reference (Current)
3. Beltline Community Investment Fund Committee Terms of Reference and Framework
4. **Public Submission**

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform