



# 2021 Year-End Accountability Report

## Summary of COFLEX Initiatives and Funding Allocations

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## SUMMARY OF COFLEX INITIATIVES AND FUNDING ALLOCATIONS

COVID Recovery Funding (referred to as the COFLEX Program) has been designed to quickly and nimbly direct funding in response to the rapidly changing nature of the COVID-19 pandemic. COFLEX funding comes from the Municipal Operating Support Transfer (MOST) grant program and ongoing corporate expenditure management around the delivery of regular services.

As of 2021 December 31, the dollar value of approved non-emergency COVID recovery initiatives was \$72.4 million, out of the \$73 million in available funding. Relinquishments from multiple initiatives totaled \$2.6 million, leaving \$3.2 million in uncommitted funding at the end of 2021. Out of the committed funding of \$69.8 million (\$72.4 million minus \$2.6 million), \$48.1 million was spent in 2021 leaving \$21.7 million of committed funds to be spent in 2022 onwards. As many initiatives are currently in progress, additional funding asks and relinquishments may occur, which will impact the available funding remaining.

Table 1 on pages 4 to 8 describes the initiatives that have been approved through the COFLEX program. Some initiatives involve a range of sub-actions to achieve their intended outcomes (e.g., affordable housing investments).

Every initiative contributes to one or more of the four key COVID recovery focus areas. These focus areas ensure that funding has been targeted to directly benefit citizens, businesses, and the ongoing delivery of City services during the pandemic, and the subsequent recovery. The focus areas are:

### 1. Coping with COVID

We are working to ensure Calgarians, businesses, and our community have the information, support, and financial assistance to help them throughout the pandemic. Coping with COVID requires us to provide safe and flexible access to City services and programs to encourage physical and mental health. Building strong communities requires us to care for our vulnerable population, foster responsible social interactions, and nourish Calgary local businesses and economies.

### 2. Supporting our Partners During COVID

We're supporting Calgarians by helping civic and community partners continue to deliver successful support programs that our communities' value and need. The City provided additional short-term funding to these organizations experiencing significant challenges resulting from COVID-19 or finding themselves ineligible for other relief programs.

### 3. Preparing for Uncertainty around COVID

Ensuring a successful COVID-19 response requires proactive preparation to meet the ever-changing challenges of the pandemic. We're focused on protecting our employees' health and safety, increasing the flexibility of City services, and investing in technology to improve our ability to make real-time decisions.

### 4. Planning for Life with / after COVID

Ensuring Calgary is ready to reactivate requires us to implement pilot programs and new City services to deliver value to Calgarians, businesses and our community. Creating certainty for businesses to invest and thrive in our city while rebuilding confidence and trust in City Services is essential in helping shepherd Calgary's comeback.

<b>TABLE 1: COFLEX Initiatives</b>	<b>Original Approved Funding (\$000s)</b>	<b>Relinquished Funds (\$000s)</b>
<p><b>Targeted Funding Investments for City Partners</b></p> <p>Pandemic restrictions have significantly impacted the revenue for Civic &amp; Community Partners, Community Associations and Social Recreation Groups, with implications for the long-term sustainability of some partners. This initiative includes a variety of programs to address critical short-term funding gaps to manage risks related to service delivery disruption and management of City-owned assets.</p>	<p>23,700</p>	
<p><b>City Support for Mass Vaccination Roll Out</b></p> <p>The City of Calgary is supporting the Provincial distribution of vaccines by funding mass vaccination clinics. This initiative also includes the potential to add rapid-flow clinics as needed through Q3 2021, and mobile clinics into 2022. COFLEX funding is being used to cover facility rental costs, logistical support, and other accessibility improvements. It has also supported parking, transit, communications, and other needs as identified by the Calgary Vaccine Task Force.</p>	<p>9,565</p>	
<p><b>Affordable Housing Investments</b></p> <p>The pandemic has elevated the urgency and importance of home, especially for Calgary’s most vulnerable residents. This program tackles the added cost of cleaning and maintaining existing non-market affordable housing units, supports the rapid addition of new units, and may support transitions to new more efficient housing units.</p>	<p>7,620</p>	
<p><b>Reopening Recreation Facilities</b></p> <p>As City-owned recreation facilities are reopened in alignment with the Province’s pandemic restrictions, operations will be limited in terms of capacity and other public health order requirements. COFLEX funding will be used to offset the difference between facility operating expenses and initially lower revenue levels.</p>	<p>6,320</p>	<p>1,500</p>

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<p><b>Business Improvement Area (BIA) Levy Relief</b></p> <p>Public health measures in response to the pandemic have resulted in the full or partial closure of businesses, along with reduced operations and services. This had significantly impacted revenues for many businesses, even when programs and support from other levels of government is considered. Through this initiative, The City issued a credit to approximately 6,000 businesses operating in Calgary's Business Improvement Areas to credit the cost for the Business Improvement Area levy. This removed the added cost associated with operating a business within a Business Improvement Area and helps offset financial impacts experienced by local businesses during the pandemic.</p>	<p>4,593</p>	
<p><b>Public Transit Support</b></p> <p>This COFLEX program is helping to address operational challenges due to significant changes / reductions in transit ridership during the pandemic. This includes expanding safety and security measures, increased use of the My Fare app for contactless payments, new equipment to monitor changes in passenger demand during the pandemic and subsequent recovery, and replacement of cloth seats with plastic inserts on some buses.</p>	<p>4,467</p>	
<p><b>Parks Experience Programs</b></p> <p>This phased initiative includes a range of actions to improve and provide new services and experiences at City parks across Calgary. The program increases the opportunity for responsible outdoor activities, connection with nature and each other year-round. Some items include ice bikes at Bowness Park, ice skating pathway improvements, installation of temporary park spaces in areas with high demand for more green space and new activities throughout our Parks system.</p>	<p>3,021</p>	<p>495</p>

<b>TABLE 1: COFLEX Initiatives</b>	<b>Original Approved Funding (\$000s)</b>	<b>Relinquished Funds (\$000s)</b>
<p><b>Roadways and Patios</b></p> <p>This program maximizes the use of space on City roadways and pathways for citizens and businesses in response to other pandemic restrictions. COFLEX funding is enabling The City to continue implementing adaptive roadways to create more safe space for pedestrians and cyclists, as well as added space for outdoor patios – key initiatives to help enable safe physical activity and socializing during the pandemic. Enhanced pathway snow clearing also ensured that all pathways were clear and safe to enable outdoor activities throughout the winter.</p>	<p>2,945</p>	<p>16</p>
<p><b>City Tenant Relief Program</b></p> <p>The City Tenant Relief Program emulates government support provided to tenants and landlords that are not accessible by municipalities. This program enables The City to work with 57 tenants as to address declining revenues and increases in staff overtime because of the pandemic, while avoiding increased vacancies due to business closures along with declining leasing revenues.</p>	<p>2,438</p>	
<p><b>Additional COVID-19 / Administrative Support</b></p> <p>Several COVID-19 and Administrative support actions have been implemented as part of the COFLEX program. This includes:</p> <ul style="list-style-type: none"> <li>• a resupply of N95 masks to protect the health and safety of employees;</li> <li>• piloting a voluntary rapid testing program for critical services;</li> <li>• establishing a dedicated deskside support team to improve response times to unprecedented call volumes due to the large number of employees working remotely;</li> <li>• completion of an options analysis for the future of remote work at the City, supporting COVID-19 reporting and risk management to services; and</li> <li>• development of a tool to evaluate the financial, economic, social, and environmental outcomes of proposed actions to improve Calgary’s economic resilience as part of pandemic recovery.</li> </ul>	<p>2,399</p>	<p>200</p>

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<p><b>COVID Communications</b></p> <p>The City has a responsibility to communicate to Calgarians about relief and recovery actions we are taking to help citizens, communities, and businesses throughout the pandemic. This includes a comprehensive marketing and communications strategy to effectively reach citizens with information about The City’s pandemic response, a personal responsibility campaign, and a marketing and communications strategy &amp; campaign to provide a coordinated approach for sharing and amplifying information about pandemic response and initiatives to stimulate economic recovery.</p>	<p>1,835</p>	
<p><b>Livery Transport Services Fee Waiving</b></p> <p>This initiative waived taxi and limousine driver license fees and reduces plate license renewal fees by 50 per cent from 2021 May 15 through 2022 May 14. With trip declines of up to 78 per cent during the pandemic, the fee waivers provide important financial relief for the taxi and limousine sector. Non plate holders saved \$141 for the year, while plate holders saved between \$506 (limo) to \$597 (taxi) for the year. The use of COFLEX funding for the second year ensures the reserve will remain at a sustainable level.</p>	<p>1,406</p>	<p>378</p>
<p><b>2021 Election Safety Improvements</b></p> <p>This initiative included several measures to increase voter safety during the 2021 municipal election. This included city-wide communications to households to help mitigate crowding, acrylic barriers at voting stations, adjusted training for election workers, additional standby workers as a contingency against last-minute illnesses, and single-use pencils for each voter.</p>	<p>670</p>	
<p><b>Safe Community Activation Through Arts &amp; Culture</b></p> <p>This initiative will provide new funding for existing microgrant programs that promote safe community activities through arts &amp; culture. The activities funded through these programs directly support the mental health of Calgarians impacted by the pandemic.</p>	<p>600</p>	

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<p><b>Bridging Digital Inequity in our Community</b></p> <p>The COVID-19 pandemic has highlighted digital inequities in Calgary, including limited access to the internet for many of Calgary's most vulnerable citizens. This limits access to information, services, education, and employment both during the pandemic and the subsequent recovery. Preliminary work was completed by The City on this initiative, with COFLEX funding enabling The City to collaboratively engage community partners to refine solutions to improve digital equity.</p>	350	
<p><b>Plus 15 Commercial Use of Easement Fees</b></p> <p>This initiative waived the annual fee collected from businesses leasing space from Plus 15 public access easements in the downtown core. This complemented other business support efforts in the downtown by reducing costs for businesses during the pandemic and subsequent recovery in 2021. The use of COFLEX funding avoided impacts to The City's operating budgets.</p>	200	
<p><b>Community Programming Support</b></p> <p>This initiative is designed to support local community events and activities. Funding is enabling the purchase of modular fencing to address crowd management and social distancing, as well as two community trailers with solar power and event equipment to serve as a base of operations for community groups and City staff hosting events.</p>	135	
<p><b>Support for Public Realm Upkeep and Maintenance Costs Resulting from Encampments</b></p> <p>Concerns about transmission of COVID-19 at homeless shelters resulted in an increase in individuals sleeping in illegally placed encampments on private property. This initiative supported property and business owners to remove the encampments, including the safe removal of needles and other biohazards. This reduced both the financial burden and safety risks for local businesses.</p>	100	