



CS Off-site Levy Session #2

2022 Off-site Levy Update
February 28, 2022



Agenda

- I. Consultation expectations refresh**
- II. Review of last session**
- III. Overall approach to Capital Planning**
- IV. Community Services Off-site Levy Accounts**
 - i. 2020 Account Balances (Emergency Response Stations & Police District Stations)
 - ii. 2021 Funding Committed (Emergency Response Stations & Police District Stations)
- V. Review of the proposed methodology**
- VI. Project Lists**
 - i. Police District Stations
 - ii. Emergency Response Stations
- VII. Consultation Questions**
- VIII. Appendix**
 - i. Information requested (out of scope of consultation)



How feedback will be used

- Consult – take feedback and incorporate where/when appropriate
- Consult on inputs to the new or updated calculation (anything else, out of scope)
- Checking assumptions with industry stakeholders to ensure a realistic approach



Meeting expectations

- Presentations – hold questions until the end
- Everyone participates, no one dominates
- We are looking to leverage your expertise and experience on specific components of the Off-site Levy Bylaw
- We will consider feedback and incorporate it where possible. For feedback that we cannot incorporate, we will share why not



Working consultation plan*



Introductions & New OSL Strategy Impacts



Police & Fire

Recreation & Libraries

All Infrastructure Types

Wrap Up & Next Steps

Holiday Season

Today

Q2 2022

| = Planned Meeting(s)

★ = Where we are

*Working plan subject to change



Review of last session

Agenda

- Off-site Levy Strategy and Community Services
- Consultation plan and areas for input

Requests received

- Provide an updated levy rate utilizing current methodology (out of scope)
- Provide a comparison of the two different leviable land options (“Green” or “Green + Blue”) (upcoming)
- Ensure a discussion on levy rates for industrial developers with a focus on Recreations & Libraries (upcoming)



Overall Approach

- Based on long-term plans (i.e., Area Structure Plans, Strategic Plans etc.)
- Typically, don't debt finance – use multiple funding sources to complete Community Services projects
- Can take years to acquire the necessary funding for a single facility
- Construction of infrastructure can start prior to development and/or after residents move in, up to 15+ years
- Community Services infrastructure contributes to complete communities
 - Community Services Infrastructure = Places for People
 - Keeping people safe, healthy and happy
 - Planning for and responding to community needs



Capital Planning Overview



-15 to -30

Year 0

15 +

Plan New Community

Planning starts 15 to 30 years prior to development



Policy



Growth Strategy



Outline Plans



Subdivision

Service New Community

Construction of leading infrastructure starts prior to development



Infrastructure



Development



Building

Complete Community

Construction of lagging infrastructure starts after residents move in up to 15+ years



Occupancy



Post Occupancy

Area Structure Plan

Land Purchase / Negotiations Begin

Utility & Storm Water Projects

Major Road Projects

Fire Stations (Temp or Perm)

• -1 – +15 Years

Service Benchmark Reached*

Police District Stations

• 15 + Years



2020 OSL Account Balances*

	Emergency Response Stations	Police District Stations
Opening Balance as of January 1, 2020	51,808,131	29,679,763
Adjustments to 2020 Opening Balance	77,309	2,050
Adjusted Opening Balance, Off-site Levies as of January 1, 2020	51,885,440	29,681,813
Off-site levies Collected	4,380,573	1,714,224
Investment Income Received	2,492,971	1,367,300
Prior Year's Off-site Levies Investment Income Adjustments	13,609,797	6,590,078
Off-site Levies Spent	(668,330)	(544,243)
Closing Balance, Off-site Levies as at December 31, 2020	71,700,450	38,809,171

*From the Off-site Levy 2020 Annual Report



2021 OSL Funding Committed

Emergency Response Stations

Project	Total OSL Budget Committed 2021 – 2026* (\$ Millions)
Royal Vista Emergency Response Station	\$0.20
NE Industrial Emergency Response Station	\$12.80
East MacLeod Emergency Response Station	\$8.50
Cornerstone Emergency Response Station	\$7.20
West Macleod Emergency Response Station	\$3.00
CFD Fleet 2019 – 2022 (New Emergency Units)	\$6.00
Varsity Multi-Service Centre (Fire only)	\$14.20
East Macleod Emer Resp Stn (2021)	\$5.00
Total Committed Budget	\$56.90

Police District Stations

Project	Total OSL Budget Committed 2021 – 2026* (\$ Millions)
D9 – NE/East**	\$34.94
Total Committed Budget	\$34.94

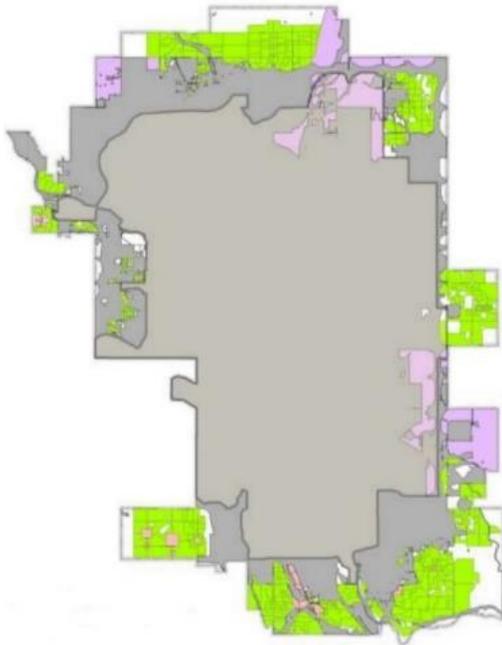
*The off-site levy budget committed may not represent the total project budget.

**Pending approvals and/or approvals occurred in 2021 therefore not included in the 2020 OSL Annual Report.

Current vs. Proposed

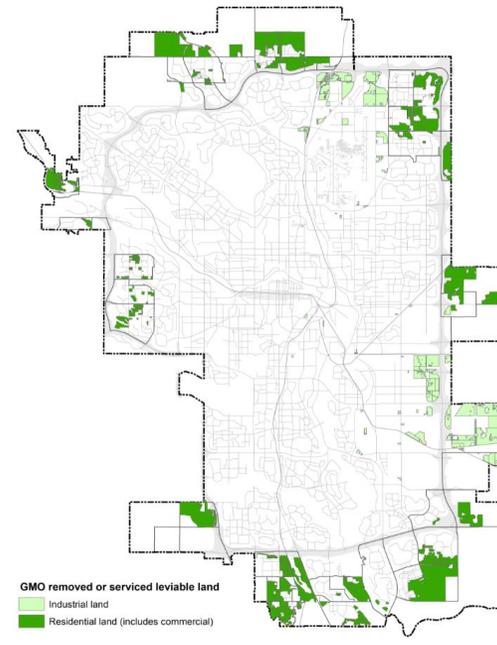
Recreation, Library, Police, Fire all have their own levy rate calculation that will make up the Community Services Levy Rate.

Current: Based on forecasted growth



- ~11.36 Fire Halls
- ~122,730 sq. ft. of Libraries
- ~5.41 Recreation Centres

Proposed: Based on approved growth



List of Projects e.g.:

- Glacier Ridge Emergency Response Station
- Skyview Recreation Centre
- West Macleod Library



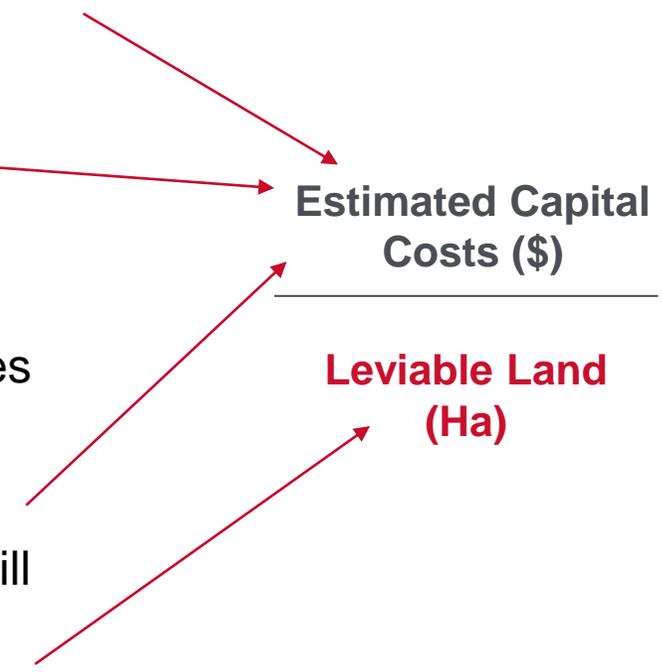
Proposed Community Services Levy Rate

1) *Projects being levied for will be listed in the Off-site Levy Bylaw*

2) New proportion benefit methodology

3) Direct linkage to Business Case process, and updates every two years

- The Community Services capital list will be reviewed
- The denominator will be updated

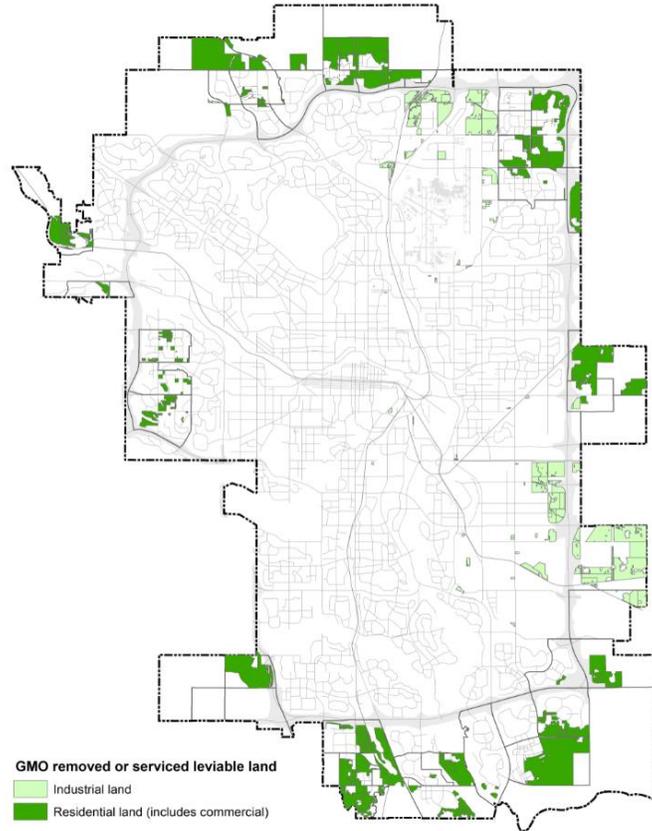


Levy rate per hectare

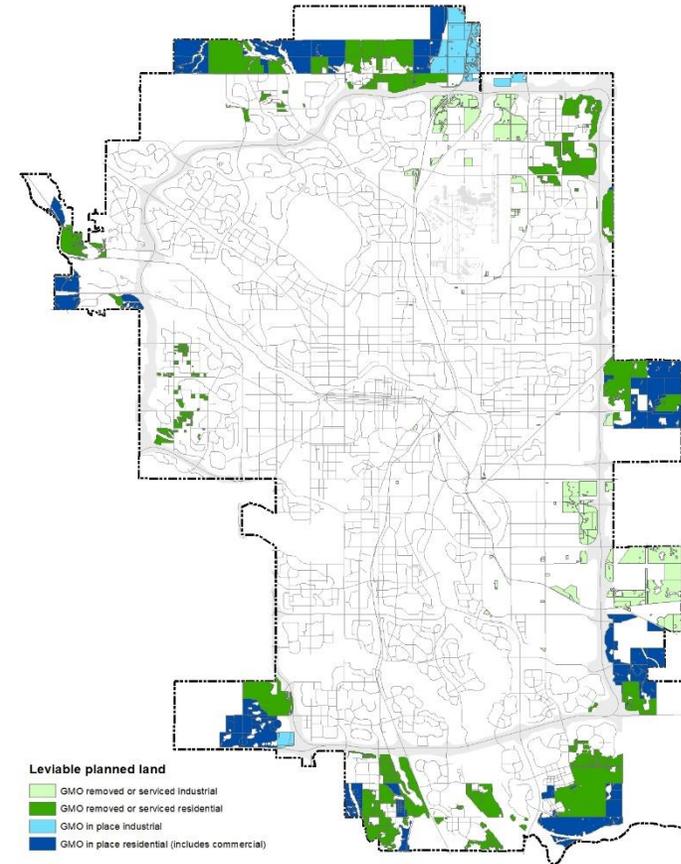
**Highlighted in blue is the focus of today's consultation.*

Leviable Land: “Green” vs. “Green + Blue”

Leviable GMO Removed/Serviceable Land



Leviable Planned Land (ASP in Place)





Police District Stations

2022 Off-site Levy Update

Trent Chahal



Level of Service

- Based on 2020 Service Optimization Review
- Police District Offices Catchment: 149,000
- Response times, call volumes, crime statistics and land uses

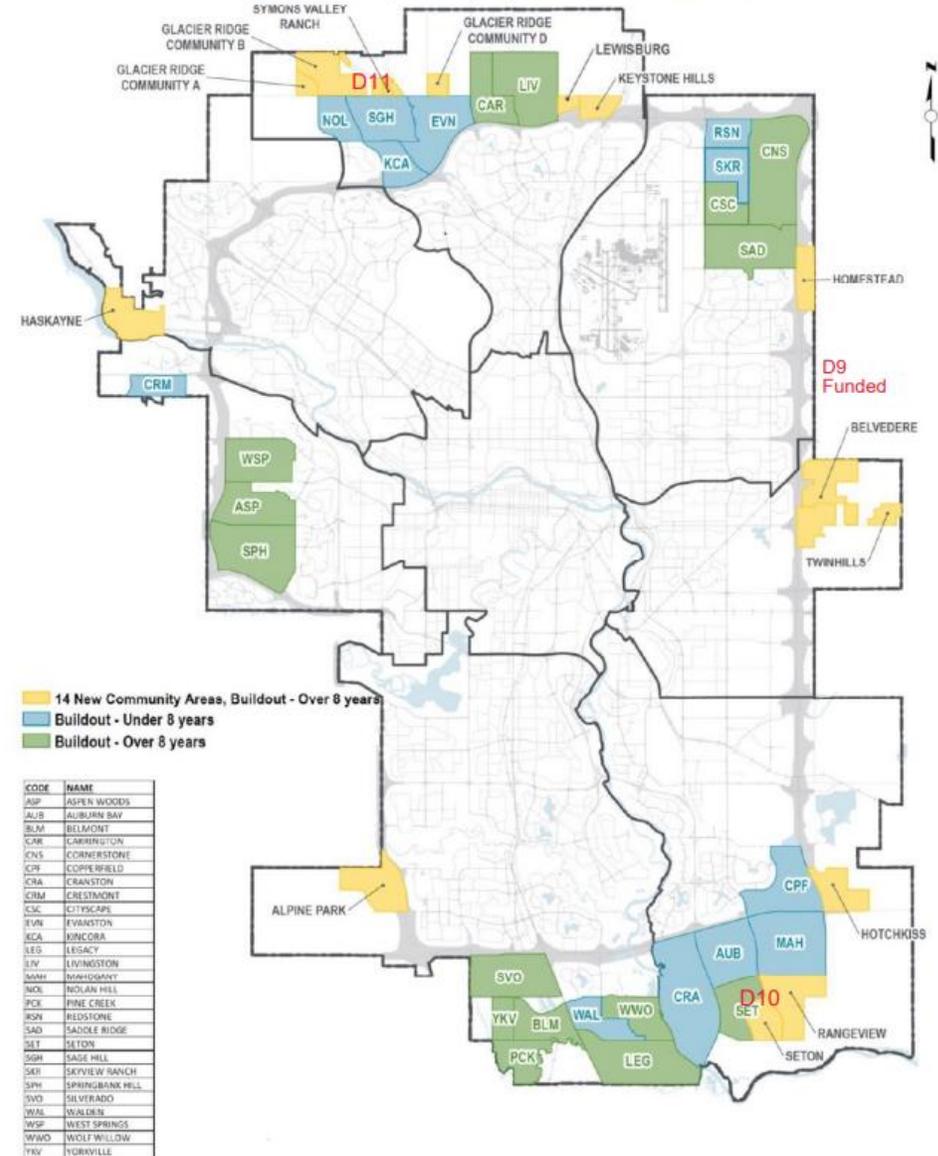


Infrastructure Needs

Project Name	Total Est. Capital Costs (millions)
Police District Office 9 East/NE	\$34.9
Police District Office 10 Seton/Rangeview	\$34.9
Police District Office 11 Glacier Ridge	\$34.9

CPS - 3 New Greenfield Districts - D9, D10 & D11

Map of 27 Actively Developing and 14 New Communities



CODE	NAME
ASP	ASPEN WOODS
ALB	ALBURN BAY
BLM	BELMONT
CAR	CARRINGTON
CNS	CORNERSTONE
CPF	COPEFIELD
CRA	CRANSTON
CRM	CRESTMONT
CSC	CITISCAPE
EVN	EVANSTON
KCA	KINCORA
LEG	LEGACY
LIV	LIVINGSTON
MAH	MARLBOROUGH
NOL	NOLAN HILL
PCK	PINE CREEK
RSN	REDSTONE
SAD	SADDLE RIDGE
SET	SETON
SGH	SAGE HILL
SKR	SKYVIEW RANCH
SPH	SPRINGBANE HILL
SVO	SILVERADO
WAL	WALDEN
WSP	WEST SPRINGS
WWO	WOLF WILLOW
YKV	YORKVILLE



Calgary Police Service

DRAFT 2020 Infrastructure Estimates

District Office Costs - Greenfield (Projected)

Component	2020 Costs		
	Component Cost	Size	Cost Per Unit
Building Construction	\$22,500,000	45,000 sf (4,180 sm)	\$500 / sf
Consulting	\$2,000,000	-	-
Public Art (1%)	\$291,500		
Contingency (10%)	\$2,450,000		
Total Building Costs	\$27,241,500		
Site Development - Includes servicing, building site, drainage, paving, landscaping	\$2,000,000	5 acres	\$400,000 / acre
Contingency (10%)	\$200,000		
Land (Serviced)	\$5,500,000	5 acres	\$1.1 M / acre
Total Land Costs	\$7,700,000		
Total Costs	\$34,941,500	45,000 sf	\$776 / sft

[1](#) Building costs do not include furniture, fixture and equipment (FF&E). While FF&E is a capital cost associated with growth these expenses will be covered through operating.

[2](#) While capital costs related to Police Patrol and Investigative Fleet have been excluded from this calculation, this capital investment required to service growth should be revisited.



Emergency Response Stations

2022 Off-site Levy Update

Shannon Cox



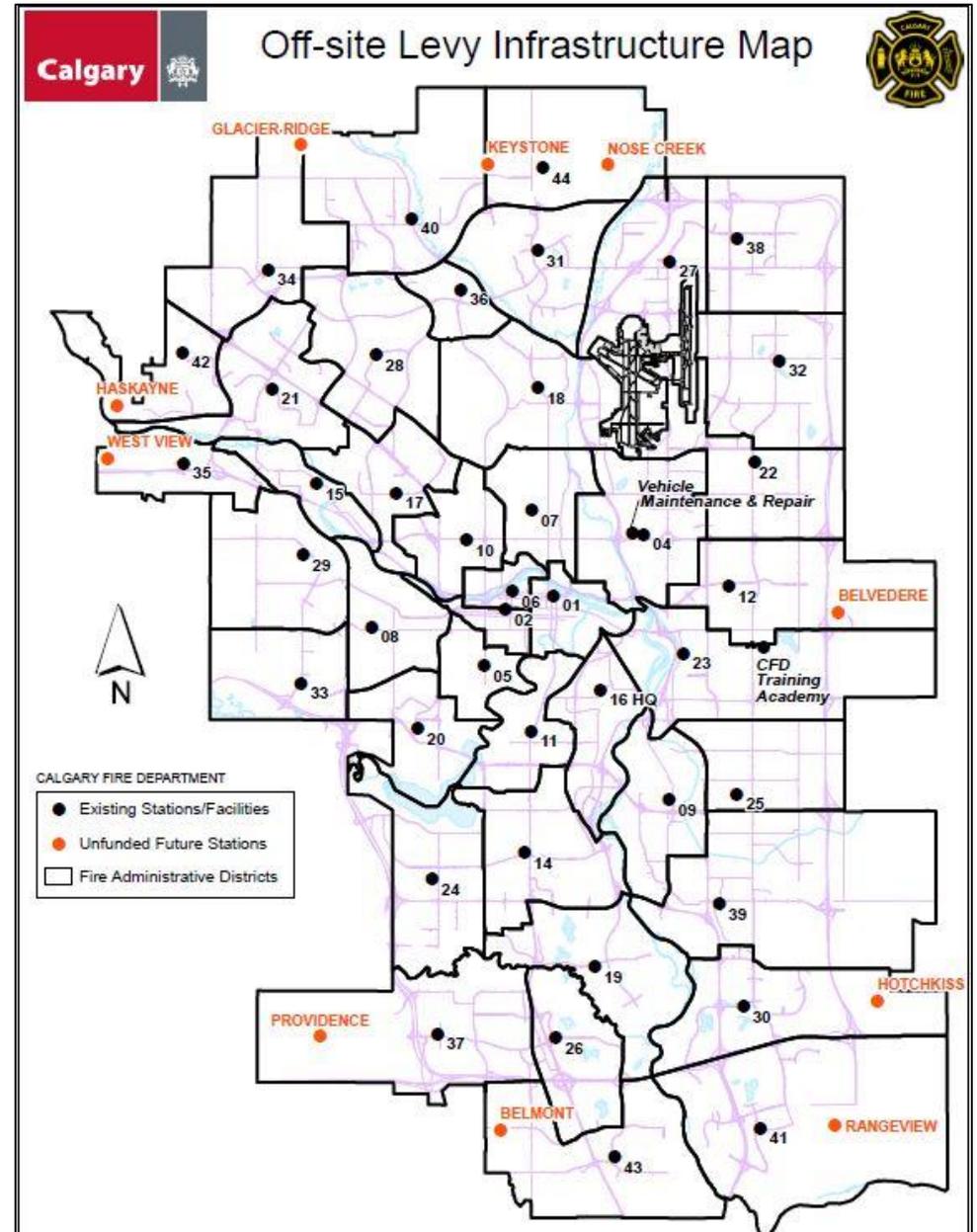
Level of Service

- Council directed 7-minute response time target for emergency services
- New community growth in greenfield areas
- Future station placement factors:
 - Future road network
 - Serviced vs. unserviced coverage areas
 - Projected growth of current ASPs
 - Potential growth & annexation of lands beyond current ASPs
 - Physical boundaries (i.e., Topography, bodies of water, rail lines)



Infrastructure Needs

Project Name	Total Est. Capital Costs (millions)
South Shepard (Hotchkiss) Emergency Response Station	\$18
Belvedere Emergency Response Station	\$18
Belmont (West Macleod) Emergency Response Station	\$18
West View Emergency Response Station	\$18
Nose Creek Emergency Response Station	\$18
Glacier Ridge Emergency Response Station	\$18
Haskayne Permanent Emergency Response Station	\$18
Providence Emergency Response Station	\$18
Rangeview Emergency Response Station	\$18
Keystone (Livingston) Emergency Response Station	\$18





Capital Cost Estimates

Draft Infrastructure Costing Estimates

	Seton	Royal Vista	Tuscany	2022 Estimate
Year Completed / Size	2013 / 23,842 sq ft	2017 / 21,947 sq ft	2018 / 17,513 sq ft	2022 / 17,500 sq ft
Project Cost (Design/construction/furniture/equipment)	\$ 13,644,408	\$ 14,235,548	\$ 13,607,054	\$ 13,800,000
Land	\$ 2,606,265	**	\$ 1,683,000	\$ 3,250,000
Apparatus	*	\$ 859,529	\$ 888,758	\$ 950,000
TOTAL COSTS	\$ 16,250,673	\$ 15,095,077	\$ 16,178,812	\$ 18,000,000

*Royal Vista's land was purchased separately for \$1.4M in 2012

**Seton's engine was purchased separately for approx. \$850K



Next Steps & Consultation Questions



Working consultation plan*



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Recreation & Libraries

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Consultation Questions

- I. Do you have any initial suggestions on how to improve the proposed methodology?
- II. Do you have any concerns or suggestions for the proposed denominator(s)? Do you have an initial preference between the two denominators?
- III. What do you think the broader industry would want see on our engagement portal? What from this session is important to disseminate to your industry contacts/membership?



Appendix Information Requested



Estimated levy rate based on current methodology

Police District Offices

	Previous Bylaw	Updated
Time Period	2015 – 2045	2021 – 2050
Greenfield Population (A)	340,818	328,088*
District Office Per Person (B)	149,000	149,000
Infrastructure Need (C = A/B)	2.29	2.20
Cost Per District Office (D)	\$34,941,500	\$34,941,500
Greenfield Area (Ha) (E)	10,462	7,047*
Levy Rate (C x D) / E	\$7,648	\$10,918

*updated forecast based on MDP

Note: The previous methodology is out of scope of the current consultation.



Estimated levy rate based on current methodology

Emergency Response Stations

	Previous Bylaw	Updated
Time Period	2015 – 2045	2021 – 2050
Greenfield Population (A)	340,818	328,088*
Station Per Person (B)	30,000	30,000
Infrastructure Need (C = A/B)	11.36	10.94
Cost Per District Office (D)	\$18,000,000	\$18,000,000
Greenfield Area (Ha) (E)	10,462	7,047*
Levy Rate (C x D) / E	\$19,545	\$27,934

*updated forecast based on MDP

Note: The previous methodology is out of scope of the current consultation.