



## REVISED AGENDA

### REGULAR MEETING OF COUNCIL

March 14, 2023, 9:30 AM  
IN THE COUNCIL CHAMBER

#### **SPECIAL NOTES:**

*Public are encouraged to follow Council and Committee meetings using the live stream  
<http://www.calgary.ca/watchlive>*

*Public wishing to make a written submission may do so using the public submission form at the following link:  
[Public Submission Form](#)*

*Council Members may be participating remotely.*

1. CALL TO ORDER
2. OPENING REMARKS
3. RECOGNITIONS
4. QUESTION PERIOD
5. CONFIRMATION OF AGENDA
6. CONFIRMATION OF MINUTES
  - 6.1 Minutes of the Public Hearing Meeting of Council, 2023 February 7
  - 6.2 Minutes of the Regular Meeting of Council, 2023 February 14
7. CONSENT AGENDA
  - 7.1 DEFERRALS AND PROCEDURAL REQUESTS  
None
  - 7.2 2022 Status of Emergency Preparedness in Calgary, EM2023-0045
  - 7.3 City Auditor's Office 2022 Annual Report, AC2023-0154

- 7.4 External Auditor – Update on City of Calgary 2022 Audit (Realignment), AC2023-0135  
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2023 April 30**

- 7.5 Potential Annexation of a Portion of 101 St SW – Response to Request from Rocky View County, IGA2023-0104

- 7.6 Corporate Public Art Policy Update, CD2023-0226

- 7.7 2023 Workplan for Regulatory Interventions, CD2023-0162  
Held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2028 January 31**

- 7.8 Advancing the Downtown Strategy through Incentive Program Expansion, EC2023-0102

- 7.9 Fee Based Reserves, EC2023-0222

- 7.10 Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal), EC2023-0060  
Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2023 December 31**

- 7.11 Council Services Committee Mandate and Powers, CSC2023-0188

- 7.12 Multisport Fieldhouse Update, MSF2023-0240

- 7.13 2023 Tax Sale, IP2023-0223

- 7.14 Proposed Land Exchange (Greenwood-Greenbriar) – Ward 01(9600 Bowfort RD NW), IP2023-0231  
Held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2033 January 31**

8. POSTPONED REPORTS  
(including related/supplemental reports)  
None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 9.1 OFFICER OF COUNCIL REPORTS  
None



## 9.2 ADMINISTRATION REPORTS

- 9.2.1 2023 Calgary Award Recipients, C2023-0005  
Attachment 1 held confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act* until after the Calgary Awards presentation.

**Review By: 2023 July 1**

- 9.2.2 2023 Local Improvement Projects, C2023-0302  
Proposed Bylaw 1R2023

- 9.2.3 2023 Operational Services Report for Stephen Avenue Mall and Barclay Mall, C2023-0207  
Proposed Bylaw 1L2023 and 2L2023

- 9.2.4 2023 Property Tax Related Bylaws, C2023-0247  
Proposed Bylaws 13M2023, 14M2023, and 15M2023

- 9.2.5 Civic Partner Appointment - Silvera for Seniors, C2023-0265  
Attachment 2 held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: Do Not Release**

- 9.2.6 Clean Energy Improvement Program Bylaw Amendment, C2023-0282  
Proposed Bylaw 16M2023

### REVISED MATERIAL

- 9.2.7 *Safe and Inclusive Access*, C2023-0279  
Proposed Bylaws 17M2023 and 18M2023

- 9.2.8 Update on Alberta 2030 Commonwealth Games Bid (Verbal), C2023-0298

- 9.2.9 Recall Petition Overview, C2023-0286

## 9.3 COMMITTEE REPORTS

- 9.3.1 Fair Entry Low Income Transit Pass Scenarios, IGA2023-0215  
Report, Attachments 1 and 2, and presentation held confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*. Report and Attachments to be released at the commencement of the 2023 March 14 Regular Meeting of Council.

**Review By: 2024 February 16**

- 9.3.2 Attainable Homes Calgary Corporation - Extensions of Loan Guarantee and Loan, EC2023-0038  
Proposed Bylaws 5M2023 and 6M2023

9.3.3 Notice of Motion - Recognizing Bow Valley College by Renaming a C-Train Platform, EC2023-0248  
Councillor Wong

9.3.4 Notice of Motion - Expanding the Mandate of Attainable Homes Calgary and New Site Exploration, EC2023-0250  
Councillor Walcott, Mayor Gondek, Councillor Spencer, Councillor Carra, Councillor Wong

Held confidential pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2033 February 28**

10. ITEMS DIRECTLY TO COUNCIL

10.1 BYLAW TABULATIONS

10.1.1 Bylaw Tabulation 1B2023, 2B2023, 3B2023, 4B2023, 1M2023, C2023-0301  
Second and Third Readings Only

10.2 MISCELLANEOUS BUSINESS  
None

11. URGENT BUSINESS

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Intermunicipal Update (Verbal), IGA2023-0187  
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2033 February 16**

12.2.2 Financial Update (Verbal), C2023-0276  
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2025 December 31**

- 12.2.3 Wholly Owned Subsidiary Governance Update (Verbal), C2023-0304  
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), 24 (Advice from officials), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

**Time Specific: 1:15 p.m.**

- 12.2.4 Personnel Matter (Verbal), C2023-0305  
Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

**Time Specific: First Item following the Consent Agenda**

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES  
None

14. BRIEFINGS

- 14.1 Assessment Review Board - Public Member Resignation, C2023-0211

15. ADJOURNMENT





## MINUTES

### PUBLIC HEARING MEETING OF COUNCIL

**February 7, 2023, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:**

Councillor G-C. Carra  
Councillor C. Walcott  
Councillor E. Spencer (Remote Participation)  
Councillor K. Penner  
Councillor T. Wong  
Councillor J. Wyness (Partial Remote Participation)  
Councillor J. Mian (Remote Participation)  
Councillor S. Sharp  
Councillor R. Pootmans  
Councillor P. Demong  
Councillor D. McLean  
Councillor R. Dhaliwal  
Councillor A. Chabot (Partial Remote Participation)  
Councillor S. Chu (Remote Participation)  
Mayor J. Gondek

**ALSO PRESENT:**

City Manager D. Duckworth  
City Solicitor and General Counsel J. Floen  
General Manager C. Arthurs  
General Manager K. Black  
General Manager S. Dalglish  
Chief Financial Officer C. Male  
General Manager D. Morgan  
General Manager M. Thompson  
Assistant City Solicitor T. Wobeser  
City Clerk K. Martin  
Legislative Coordinator M. A. Cario  
Legislative Advisor S. Lancashire

**1. CALL TO ORDER**

Mayor Gondek called the meeting to order at 9:33 a.m.

**ROLL CALL**

Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Carra, Councillor Chabot, Councillor Dhaliwal, Councillor McLean,

Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Chu, and Mayor Gondek

Absent at Roll Call: Councillor Demong

2. OPENING REMARKS

Councillor Pootmans provided a traditional land acknowledgement.

Councillor Walcott introduced a group of Grade 5 and 6 students from Richmond School (Ward 8) along with their teacher Tina Duan.

Mayor Gondek recognized 2023 February 11 as the International Day of Women and Girls in Science.

3. QUESTION PERIOD

1. Councillor McLean

Topic: Partnering with the Province regarding crime and social disorder on public transit.

2. Councillor Chabot

Topic: Limited after-hours access for Members of Council in the Municipal Building.

4. CONFIRMATION OF AGENDA

**Moved by** Councillor Pootmans

**Seconded by** Councillor Sharp

That the Agenda for the 2023 February 7 Public Hearing Meeting of Council be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. PLANNING MATTERS FOR PUBLIC HEARING

6.1 CALGARY PLANNING COMMISSION REPORTS

6.1.1 Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at 3104 – 25 Avenue SW, LOC2022-0167, CPC2022-1308

The following documents were distributed were distributed with respect to Report CPC2022-1308.

- A presentation entitled "LOC2022-0167/CPC2022-1308 Policy and Land Use Amendment"; and
- A presentation entitled "Public Hearing Meeting of Council - February 7, 2023 - pen."

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 9P2023 and 17D2023:

1. Clay Israelson, New Century Design
2. Ryan Doherty, Pen Ventures
3. Sandra Clovechok

**Moved by** Councillor Walcott

**Seconded by** Councillor Penner

That with respect to Report CPC2022-1308, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 9P2023 for the amendment to the Killarney/Glengarry Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 17D2023 for the redesignation of 0.06 hectares  $\pm$  (0.14 acres  $\pm$ ) located at 3104 – 25 Avenue SW (Plan 1855W, Block 7B, Lots 1 and 2) from Residential – Contextual One/ Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, and Mayor Gondek

Against: (1): Councillor Chu

**MOTION CARRIED**

That Bylaw 9P2023 be introduced and read a first time.

Against: Councillor Chu

**MOTION CARRIED**

That Bylaw 9P2023 be read a second time.

Against: Councillor Chu

**MOTION CARRIED**

That authorization now be given to read Bylaw 9P2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 9P2023 be read a third time.

Against: Councillor Chu

**MOTION CARRIED**

That Bylaw 17D2023 be introduced and read a first time.

Against: Councillor Chu

**MOTION CARRIED**

That Bylaw 17D2023 be read a second time.

Against: Councillor Chu

**MOTION CARRIED**

That authorization now be given to read Bylaw 17D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 17D2023 be read a third time.

Against: Councillor Chu

**MOTION CARRIED**

6.1.2 Policy and Land Use Amendment in South Calgary (Ward 8) at 1615 and 1619 – 33 Avenue SW LOC2021-0173, CPC2022-1309

The following documents were distributed with respect to Report CPC2022-1309:

- A presentation entitled "LOC2021-0173/CPC2022-1309 Land Use Amendment"; and
- A presentation entitled "Loop33 R-C2 to H-GO".

The Public Hearing was called and Boris Karn, CivicWorks, addressed Council with respect to Bylaws 12P2023 and 21D2023.

**Moved by** Councillor Walcott

**Seconded by** Councillor Sharp

That with respect to Report CPC2022-1309, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 12P2023 for the amendment to the South Calgary/Altadore Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 21D2023 for the redesignation of 0.12 hectares  $\pm$  (0.30 acres  $\pm$ ) located at 1615 and 1619 – 33 Avenue SW (Plan 4479P, Block 65, Lots 31 to 34)



from Residential – Contextual One / Two Dwelling (R-C2) District  
to Housing – Grade Oriented (H-GO) District.

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer,  
Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian,  
Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor  
McLean, Councillor Dhaliwal, Councillor Chabot, and Mayor Gondek

Against: (1): Councillor Chu

**MOTION CARRIED**

That Bylaw 12P2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 12P2023 be read a second time.

Against: Councillor Chu

**MOTION CARRIED**

That authorization now be given to read Bylaw 12P2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 12P2023 be read a third time.

Against: Councillor Chu

**MOTION CARRIED**

That Bylaw 21D2023 be introduced and read a first time.

Against: Councillor Chu

**MOTION CARRIED**

That Bylaw 21D2023 be read a second time.

Against: Councillor Chu

**MOTION CARRIED**

That authorization now be given to read Bylaw 21D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 21D2023 be read a third time.

Against: Councillor Chu

**MOTION CARRIED**

6.1.3 Land Use Amendment in Glendale (Ward 6) at 2627 – 45 Street SW, LOC2022-0142, CPC2022-1162

A presentation entitled "LOC2022-0142/CPC2022-1162 Land Use Amendment" was distributed with respect to Report CPC2022-1162.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 16D2023:

1. Lei Wang, Horizon Land Surveys
2. Terry Phillips

**Moved by** Councillor Pootmans

**Seconded by** Councillor Walcott

That with respect to Report CPC2022-1162, the following be adopted:

That Council give three readings to Proposed Bylaw 16D2023 for the redesignation of 0.06 hectares ± (0.15 acres ±) located at 2627 – 45 Street SW (Plan 4928HH, Block 14, Lot 2) from Residential– Contextual One Dwelling (R-C1) District to Residential–Contextual One / Two Dwelling (R-C2) District.

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, and Mayor Gondek

Against: (1): Councillor Chu

**MOTION CARRIED**

That Bylaw 16D2023 be introduced and read a first time.

Against: Councillor Chu

**MOTION CARRIED**

That Bylaw 16D2023 be read a second time.

Against: Councillor Chu

**MOTION CARRIED**

That authorization now be given to read Bylaw 16D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 16D2023 be read a third time.

Against: Councillor Chu

**MOTION CARRIED**

6.1.4 Land Use Amendment in Springbank Hill (Ward 6) at 79 Cortina Way SW, LOC2022-0158, CPC2022-1344

A presentation entitled "LOC2022-0158/CPC2022-1344 Land Use Amendment" was distributed with respect to Report CPC2022-1344.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 15D2023.

**Moved by** Councillor Pootmans  
**Seconded by** Councillor Chabot

That with respect to Report CPC2022-1344, the following be adopted:

That Council give three readings to Proposed Bylaw 15D2023 for the redesignation of 0.04 hectares  $\pm$  (0.10 acres  $\pm$ ) located at 79 Cortina Way SW (Plan 0811216, Block 6, Lot 17) from Direct Control (DC) District to Residential – Contextual One Dwelling (R-C1s) District.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

That Bylaw 15D2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 15D2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 15D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 15D2023 be read a third time.

**MOTION CARRIED**

6.1.5 Land Use Amendment in Bowness (Ward 1) 8634 – 47 Avenue NW, LOC2022-0149, CPC2022-1341

A presentation entitled "LOC2022-0149/CPC2022-1341" was distributed with respect to Report CPC2022-1341.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 14D2023.

**Moved by** Councillor Sharp  
**Seconded by** Councillor Chabot

That with respect to Report CPC2022-1341, the following be adopted:

That Council give three readings to Proposed Bylaw 14D2023 for the redesignation of 0.03 hectares  $\pm$  (0.07 acres  $\pm$ ) located at 8634 – 47 Avenue NW (Plan 4960AP, Block 3, a portion of Lot 19) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One / Two Dwelling (R-C2) District.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

That Bylaw 14D2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 14D2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 14D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 14D2023 be read a third time.

**MOTION CARRIED**

6.1.6 Land Use Amendment in Bowness (Ward 1) at 7911 – 48 Avenue NW, LOC2022-0191, CPC2022-1285

A presentation entitled "LOC2022-0191/CPC2022-1285" was distributed with respect to Report CPC2022-1285.

The Public Hearing was called and Huzefa Ansari addressed Council with respect to Bylaw 13D2023.

**Moved by** Councillor Sharp  
**Seconded by** Councillor Chabot

That with respect to Report CPC2022-1285, the following be adopted:

That Council give three readings to Proposed Bylaw 13D2023 for the redesignation of 0.06 hectares  $\pm$  (0.15 acres  $\pm$ ) located at 7911 – 48 Avenue NW (Plan 8111299, Block 4, Lot 25) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One / Two Dwelling (R-C2) District.

For: (14): Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

That Bylaw 13D2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 13D2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 13D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 13D2023 be read a third time.

**MOTION CARRIED**

6.1.7 Policy Amendment and Land Use Amendment in Montgomery (Ward 7) at 4919 – 22 Avenue NW, LOC2022-0139, CPC2022-1315

A presentation entitled "LOC2022-0139/CPC2022-1315 Policy and Land Use Amendment" was distributed with respect to Report CPC2022-1315.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 11P2023 and 19D2023:

1. Deryk Ross
2. Brandy Ross

**Moved by** Councillor Wong  
**Seconded by** Councillor Penner

That with respect to Report CPC2022-1315, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 11P2023 for the amendments to the Montgomery Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 19D2023 for the redesignation of 0.06 hectares  $\pm$  (0.14 acres  $\pm$ ) located at 4919 – 22 Avenue NW (Plan 4994GI, Block 49, Lot 16) from Residential – Contextual One Dwelling (R-C1s) District to Residential – Contextual One / Two Dwelling (R-C2) District.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

That Bylaw 11P2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 11P2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 11P2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 11P2023 be read a third time.

**MOTION CARRIED**

That Bylaw 19D2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 19D2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 19D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 19D2023 be read a third time.

**MOTION CARRIED**

6.1.8 Policy Amendment and Land Use Amendment in Montgomery (Ward 7) at 4515 – 22 Avenue NW, LOC2022-0118, CPC2022-1307

A presentation entitled "LOC2022-0118/CPC2022-1307 Policy and Land Use Amendment" was distributed with respect to Report CPC2022-1307.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaws 10P2023 and 18D2023.

**Moved by** Councillor Wong

**Seconded by** Councillor Sharp

That with respect to Report CPC2022-1307, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 10P2023 for the amendments to the Montgomery Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 18D2023 for the redesignation of 0.06 hectares  $\pm$  (0.14 acres  $\pm$ ) located at 4515 – 22 Avenue NW (Plan 4994GI, Block 45, Lot 17) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One / Two Dwelling (R-C2) District.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

That Bylaw 10P2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 10P2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 10P2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 10P2023 be read a third time.

**MOTION CARRIED**

That Bylaw 18D2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 18D2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 18D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 18D2023 be read a third time.

**MOTION CARRIED**

6.1.9 Policy Amendment and Land Use Amendment in Hounsfield Heights/Briar Hill (Ward 7) at multiple addresses, LOC2022-0099, CPC2022-1243

A clerical correction was noted in Attachment 1, under the header "Background and Site Context", in the first paragraph, by deleting the word "Street" following the words "vehicle access is available from 14" and replacing with the word "Avenue".

A presentation entitled "LOC2022-0099/CPC2022-1243 Policy and Land Use Amendment" was distributed with respect to Report CPC2022-1243.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 13P2023 and 22D2023:

1. Peter Schulz, Riddell Kurczaba Architecture Engineering Interior Design Ltd.
2. Thomas Dechert
3. Carole Lunney
4. Jeff Marsh, Hounsfield Heights Briar Hill Community Association
5. Tatsiana Kokanova

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspended Section 78(1)(a) to forego the lunch recess to complete the Agenda.

**Moved by** Councillor Penner

**Seconded by** Councillor Carra

That with respect to Report CPC2022-1243, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 13P2023 for the amendments to the Hounsfield Heights/Briar Hill Area Redevelopment Plan (Attachment 2); and



2. Give three readings to Proposed Bylaw 22D2023 for the redesignation of 0.34 hectares  $\pm$  (0.83 acres  $\pm$ ) located at 1505, 1507, 1509, 1511, 1513, 1515 – 19 Street NW (Plan 1161GJ, Block 1, Lots 2 to 7) from Direct Control (DC) District to Community – Neighbourhood 2 (C-N2) District.

For: (9): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, and Mayor Gondek

Against: (6): Councillor Wong, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, and Councillor Chu

**MOTION CARRIED**

That Bylaw 13P2023 be introduced and read a first time.

Against: Councillor Chu, Councillor Wong, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

That Bylaw 13P2023 be read a second time.

Against: Councillor Chu, Councillor Wong, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

That authorization now be given to read Bylaw 13P2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 13P2023 be read a third time.

Against: Councillor Chu, Councillor Wong, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

That Bylaw 22D2023 be introduced and read a first time.

Against: Councillor Chu, Councillor Wong, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

That Bylaw 22D2023 be read a second time.

Against: Councillor Chu, Councillor Wong, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

That authorization now be given to read Bylaw 22D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 22D2023 be read a third time.

Against: Councillor Chu, Councillor Wong, Councillor Chabot, and  
Councillor McLean

**MOTION CARRIED**

6.1.10 Land Use Amendment in Bridgeland/Riverside (Ward 9) at 950  
McPherson Square NE, LOC2022-0135, CPC2023-0024

A presentation entitled "LOC2022-0135/CPC2023-0024 Policy and Land  
Use Amendment" was distributed with respect to Report CPC2023-0024.

The Public Hearing was called and Brian Horton, 02 Design addressed  
Council with respect to Bylaw 23D2023.

**Moved by** Councillor Carra  
**Seconded by** Councillor Chabot

That with respect to Report CPC2023-0024, the following be adopted:

That Council give three readings to Proposed Bylaw 23D2023 for the  
redesignation of 0.38 hectares  $\pm$  (0.93 acres  $\pm$ ) located at 950 McPherson  
Square NE (Plan 0512930, Block 7, Lot 2) from Direct Control (DC)  
District to Direct Control (DC) District to accommodate a liquor store  
within 300 metres of another liquor store (Attachment 2).

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer,  
Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian,  
Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor  
McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and  
Mayor Gondek

**MOTION CARRIED**

That Bylaw 23D2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 23D2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 23D2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 23D2023 be read a third time.

**MOTION CARRIED**

6.2 OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING

None

7. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

7.1 CALGARY PLANNING COMMISSION REPORTS

None

7.2 OTHER REPORTS AND POSTPONEMENTS NOT REQUIRING PUBLIC HEARING

None

7.3 BYLAW TABULATIONS

None

8. POSTPONED REPORTS

None

9. ITEMS DIRECTLY TO COUNCIL

None

10. BRIEFINGS

None

11. ADJOURNMENT

**Moved by** Councillor Chabot

**Seconded by** Councillor Pootmans

That this Council adjourn at 12:20 p.m.

**MOTION CARRIED**

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MAYOR

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CITY CLERK





**MINUTES**  
**REGULAR MEETING OF COUNCIL**

**February 14, 2023, 9:30 AM**  
**IN THE COUNCIL CHAMBER**

**PRESENT:**

Councillor G-C. Carra (Remote Participation)  
Councillor C. Walcott  
Councillor E. Spencer  
Councillor K. Penner  
Councillor T. Wong  
Councillor J. Wyness  
Councillor J. Mian  
Councillor S. Sharp (Partial Remote Participation)  
Councillor R. Pootmans  
Councillor P. Demong (Remote Participation)  
Councillor D. McLean  
Councillor R. Dhaliwal  
Councillor A. Chabot  
Councillor S. Chu (Remote Participation)  
Mayor J. Gondek

**ALSO PRESENT:**

City Manager D. Duckworth  
City Solicitor and General Counsel J. Floen  
General Manager C. Arthurs  
General Manager K. Black  
General Manager S. Dalgleish  
Chief Financial Officer C. Male  
General Manager D. Morgan  
General Manager M. Thompson  
City Clerk K. Martin  
Legislative Advisor S. Lancashire  
Legislative Advisor J. Palaschuk

**1. CALL TO ORDER**

Mayor Gondek called the meeting to order at 9:36 a.m.

**ROLL CALL**

Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, and Mayor Gondek

2. OPENING REMARKS

Councillor Penner provided a traditional land acknowledgement.

Mayor Gondek recognized the 15th Annual Valentine's Day Memorial March for Missing and Murdered Women, Girls, and Two Spirit Peoples.

Mayor Gondek recognized the passing of former Chief of the Piikani Nation, Stanley Grier.

Mayor Gondek recognized 2023 February 22 as Pink Shirt Day.

3. RECOGNITIONS

3.1 2022 City of Calgary United Way Employees' Campaign Results

A presentation entitled "Our Employee Campaign" was distributed with respect to Item 3.1.

Mayor Gondek and City Manager Duckworth recognized the 2022 City of Calgary United Way Employees' Campaign and presented a cheque to Karen Young, President and CEO of the United Way of Calgary.

3.2 Freedom to Read Week

A presentation entitled "Freedom to Read" was distributed with respect to Item 3.2.

Mayor Gondek recognized 2023 February 19 to 25 as Freedom to Read Week.

Sarah Meilleur, CEO of Calgary Public Library, presented The City of Calgary with a copy of "Persepolis", written by Marjane Satrapi.

Council then dealt with Item 4.

3.3 Boards, Commissions, and Committees Recognition of Outgoing Members

This Item was dealt with following the postponement of Item 9.2.1.

A presentation entitled "2023 Boards, Commissions and Committees Public Member Recognitions" was distributed with respect to Item 3.3.

Mayor Gondek recognized the outgoing Boards, Commissions and Committee Public Members.

Council then dealt with Item 9.3.1.

4. QUESTION PERIOD

This Item was dealt with following Item 3.2.

1. Councillor Sharp

Topic: Progress on replacing the growth management overlay and off-site levy processes.

2. Councillor Penner

Topic: Summer construction on Deerfoot Trail and communications from the Province regarding construction updates.

3. Councillor Chabot

Topic: Backlog on street-light outages and maintenance.

5. CONFIRMATION OF AGENDA

**Moved by** Councillor Sharp

**Seconded by** Councillor Chabot

That the Agenda for today's meeting be amended by:

1. Adding Item 12.3.1 Public Safety Update (Verbal), C2023-0216 as Confidential Urgent Business, to be dealt with following the Consent Agenda; and
2. Setting the lunch recess from 11:50 a.m. to 1:15 p.m. to accommodate a Boards, Committees, and Commission recognition.

**MOTION CARRIED**

**Moved by** Councillor Pootmans

**Seconded by** Councillor Mian

That the Agenda for the 2023 February 14 Regular Meeting of Council be confirmed, as amended.

**MOTION CARRIED**

6. CONFIRMATION OF MINUTES

Clerical corrections were made to the Minutes of the Public Hearing Meeting of Council, 2023 January 17, as follows:

- on page 23, for Item 6.2.2, following the words "That authorization now be given to read Bylaw 7P2023 a third time", by replacing the words "MOTION CARRIED" with the words "MOTION CARRIED UNANIMOUSLY".
- on page 24, for Item 6.2.2, following the words "That authorization now be given to read Bylaw 8P2023 a third time", by replacing the words "MOTION CARRIED" with the words "MOTION CARRIED UNANIMOUSLY".
- on page 25, for Item 6.2.3, following the words "That authorization now be given to read Bylaw 1H2023 a third time", by replacing the words "MOTION CARRIED" with the words "MOTION CARRIED UNANIMOUSLY".

**Moved by** Councillor Chabot

**Seconded by** Councillor Penner

That the following Minutes be confirmed in an omnibus motion:

6.1 Minutes of the Public Hearing Meeting of Council, 2023 January 17, as corrected

Clerical corrections were made to the Minutes of the Public Hearing Meeting of Council, 2023 January 17, on page 23, Item 6.2.2, authorization for third reading of Bylaw 7P2023, page 24, Item 6.2.2, authorization for third reading of Bylaw 8P2023, and page 25, Item 6.2.3, authorization for third reading of Bylaw 1H2023, by deleting the word "MOTION CARRIED" and replacing with the words "MOTION CARRIED UNANIMOUSLY".

- 6.2 Minutes of the Regular Meeting of Council, 2023 January 24
- 6.3 Minutes of the Regular Meeting of the Foothills Athletic Park Redevelopment Assessment Committee, 2023 January 30
- 6.4 Minutes of the Strategic Meeting of Council, 2023 February 1

**MOTION CARRIED**

## 7. CONSENT AGENDA

**Moved by** Councillor Sharp  
**Seconded by** Councillor McLean

That the Consent Agenda be adopted as follows:

- 7.1 DEFERRALS AND PROCEDURAL REQUESTS  
None
- 7.2 2022 Law Audit Report, AC2022-1273
- 7.3 City Auditor's Office 4th Quarter 2022 Report, AC2023-0048
- 7.4 Annual Principal Corporate Risk Report, AC2023-0011
- 7.5 Real Estate and Development Services - Enhanced Rationalization Program Audit, AC2023-0049
- 7.6 Supplier Conflict of Interest Continuous Auditing Project, AC2023-0050
- 7.7 External Auditor 2021 Management Letter Update, AC2023-0028
- 7.8 External Auditor – Update on the 2022 Audit (Organizational Realignment), AC2023-0071
- 7.9 2023 and 2024 Family & Community Support Services Funding Recommendations, CD2023-0004
- 7.10 Summary of Current Regulatory Proceedings, CD2023-0068
- 7.11 Approaches for Determining Local Access Fees, EC2023-0077
- 7.12 City Manager 2022 Performance Review and 2023 Goals, Objectives and Personal Development Plan (Verbal), EC2023-0094
- 7.13 Event Centre Update (Verbal), ECC2023-0139
- 7.14 Business Improvements Areas – 2023 Board Appointments, CD2023-0016



**MOTION CARRIED**

Council then dealt with Item 12.3.

8. POSTPONED REPORTS

None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS

None

9.2 ADMINISTRATION REPORTS

9.2.1 2023 Residential and Non-Residential Tax Share Options, C2023-0109

This Item was dealt with following Item 12.3.1.

A package of public submissions was distributed with respect to Report C2023-0109.

Councillor Demong (Remote Member) left the meeting at 11:41 a.m.

By General Consent, this item was postponed to the Call of the Chair.

Council recessed at 11:48 a.m. and resumed at 1:19 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Wong, Councillor Wyness, Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, and Mayor Gondek

Absent from Roll Call: Councillor Demong

Council then dealt with Item 3.3.

Council returned to this item following Item 12.2.4.

Councillor Sharp rose on a Point of Order.

The Chair ruled on the Point of Order.

Councillor Demong rose on a Point of Order.

The Chair ruled on the Point of Order.

**Moved by** Councillor Wong

**Seconded by** Councillor McLean

That with respect to Report C2023-0109, the following be adopted:

That Council add a new recommendation 2 as follows:

2. If the 2023 provincial requisition is less than \$782 million from 2022, the difference up to the amount required to provide a one-

time inflationary relief rebate to non-residential property owners to off-set the impacts of the change in tax responsibility, will be added to the municipal tax rate amount. The additional municipal tax amount will not be considered in the calculation of tax share.

For: (3): Councillor Wong, Councillor McLean, and Councillor Chu

Against: (12): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor Dhaliwal, Councillor Chabot, and Mayor Gondek

**MOTION DEFEATED**

**Moved by** Councillor Chabot

**Seconded by** Councillor McLean

That with respect to Report C2023-0109, the following be adopted:

That Council add a new recommendation 3 as follows:

3. Direct Administration to consider accounting for differential physical growth (new or re-development) in preparing tax share scenarios for 2024-2026.

For: (8): Councillor Carra, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Demong, Councillor McLean, Councillor Chabot, and Councillor Chu

Against: (7): Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Pootmans, Councillor Dhaliwal, and Mayor Gondek

**MOTION CARRIED**

**Moved by** Councillor Sharp

**Seconded by** Councillor Wong

That with respect to Report C2023-0109, the following be adopted, **as amended:**

That Council:

**1. Direct Administration to pursue Option A as outlined in Attachment 2, maintaining status quo tax share of 52 residential: 48 non-residential.**

2. Direct Administration to continue federal and provincial advocacy for long-term, sustainable, operational funding and/or funding tools and return to Council with recommended Budget Adjustments if a new or greatly expanded revenue streams to support operational expenses for The City is advanced in the next federal or provincial budgets; and

**3. Direct Administration to consider accounting for differential physical growth (new or re- development) in preparing tax share scenarios for 2024-2026.**

For: (8): Councillor Wong, Councillor Wyness, Councillor Sharp, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, and Councillor Chu

Against: (7): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Mian, Councillor Demong, and Mayor Gondek

**MOTION CARRIED**

Council then dealt with Item 15.

9.2.2 Budget Document Design and Process Refinement Working Group, C2023-0196

This Item was dealt with following Item 9.3.1.

**Moved by** Councillor Mian

**Seconded by** Councillor Walcott

That with respect to Report C2023-0196, the following be adopted:

That Council receive this report for the Corporate Record.

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

9.2.3 Multisport Fieldhouse Committee, C2023-0174

**Moved by** Councillor Mian

**Seconded by** Councillor Wong

That with respect to Report C2023-0174, the following be adopted:

That Council:

1. Establish the Multisport Fieldhouse Committee by giving three readings to the proposed Multisport Fieldhouse Committee Bylaw 8M2023 (Attachment 2);

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

That Bylaw 8M2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 8M2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 8M2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 8M2023 be read a third time.

**MOTION CARRIED**

By General Consent, Council postponed Report C2023-0174 to be dealt with in the Closed Meeting.

Council then dealt with Item 9.2.4.

Council returned to this item following the motion to rise and report on Item 12.

The following documents were distributed with respect to Report C2023-0174:

- A Confidential document entitled "Multisport Fieldhouse Committee"; and
- A Confidential Revised Attachment 4.

Administration in attendance during the Closed Meeting discussions with respect to Report C2023-0174:

Clerks: K. Martin and C. Nelson. City Manager: D. Duckworth. Law: J. Floen. Advice: C. Arthurs, S. Dalgleish, C. Male, D. Morgan, M. Thompson, K. Black, and H. Johnson.

**Moved by** Councillor Mian

**Seconded by** Councillor Wong

That with respect to Report C2023-0174, the following be adopted, **after amendment**:

That Council:

1. Appoint:
  - a. **Councillor Mian, Councillor Dhaliwal, and Councillor Wong** for terms expiring at the 2023 Organizational Meeting of Council;
  - b. **Councillor Mian as Chair of the Multisport Fieldhouse Committee**;

2. **Appoint General Manager M. Thompson, General Manager K. Black, Director H. Johnson, and Director F. Bouchart to the Multisport Fieldhouse Committee for terms expiring at the 2023 Organizational Meeting of Council;**
3. **Appoint public members to the Multisport Fieldhouse Committee for terms expiring at the 2023 Organizational Meeting of Council, as set out in the Confidential Distribution;**
4. **Direct the City Clerk to make the appointments public following notification of the public member appointees;**
5. Schedule a 2023 March 1, 1:00 p.m. Multisport Fieldhouse Committee Meeting;
6. **Authorize the destruction of all confidential ballots following the conclusion of this meeting;** and
7. Direct that the Closed Meeting discussions, Confidential Attachments 3 and **Confidential Revised 4, and the Confidential Distributions** remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Rootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

Council then dealt with Item 12.2.1.

9.2.4 **Boards, Commissions and Committees – Public Member Resignations and Appointments, C2023-0057**

Council dealt with this Item following the postponement of Item 9.2.3.

**Moved by** Councillor Chabot

**Seconded by** Councillor Penner

That with respect to Report C2023-0057, the following be adopted:

That Council:

1. Thank Lieutenant(N) Vincent Kam for their service on the Friends of HMCS Calgary Committee as the designate of the Executive Officer of the HMCS Calgary;
2. Thank Dahlia Khajeei for their service on the Anti-Racism Action Committee;

3. Thank Justin Jimmy and Earl Thiessen for their service on the Calgary Aboriginal Urban Affairs Committee;
4. Appoint the individual designated by the Executive Officer of the HMCS Calgary in Confidential Attachment 1 to the Friends of HMCS Calgary Committee for a two-year term expiring at the 2024 Organizational Meeting of Council;
5. Appoint the individual named in Confidential Attachment 2 to serve on the Calgary Aboriginal Urban Affairs Committee as a Public Aboriginal Member for completion of a two-year term expiring at the 2023 Organizational Meeting of Council;
6. Direct the City Clerk to make the appointments public following notification of the appointees; and
7. Direct that Attachments 1 and 2 remain confidential pursuant to Section 17 (disclosure harmful to personal information) of the *Freedom of Information and Protection of Privacy Act*.

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

Council then dealt with Item 9.3.2.

### 9.3 COMMITTEE REPORTS

#### 9.3.1 Integrity and Ethics Office Proposed Amendments to the Code of Conduct for Elected Officials Bylaw (26M2018), EC2022-1368

This Item was dealt with following Item 3.3.

**Moved by** Councillor Penner

**Seconded by** Councillor Sharp

That with respect to Report EC2022-1368, the following be adopted:

That Council give three readings to Proposed Bylaw 7M2023 to amend the Code of Conduct for Elected Officials Bylaw (26M2018) (Attachment 1).

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

That Bylaw 7M2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 7M2023 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 7M2023 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 7M2023 be read a third time.

**MOTION CARRIED**

Council then dealt with Item 9.2.2.

9.3.2 ENMAX 2023 Borrowing Request, EC2023-0025

This Item was dealt with following Item 9.2.4.

Mayor Gondek left the Chair at 1:44 p.m. and Deputy Mayor Spencer assumed the Chair.

**Moved by** Councillor Chabot

**Seconded by** Councillor Mian

That with respect to Report EC2023-0025, the following be adopted:

That Council:

1. Give first reading to Bylaws 1B2023, 2B2023, 3B2023, 4B2023, authorizing The City of Calgary ("The City") to borrow a maximum of \$214.176 million for financing capital projects for ENMAX Corporation ("ENMAX"), and as further defined by the proposed Bylaws attached to this report and summarized as:
  - a. 1B2023 – 5 Years - \$21.977 million – Acquisition of Technology and Support Services;
  - b. 2B2023 – 10 Years - \$5.598 million – Acquisition of Fleet Equipment and Capital Tools;
  - c. 3B2023 – 20 Years - \$10.229 million – Non-Residential Development;
  - d. 4B2023 – 25 Years - \$176.372 million – Electric System and Building Improvements;
2. Give first reading to Bylaw 1M2023 – Authorizing Municipal Loans to ENMAX that The City has borrowed pursuant to Borrowing Bylaws 1B2023, 2B2023, 3B2023 and 4B2023, to a maximum sum of \$214.176 million to fund the regulated operations of ENMAX;

3. Withhold second and third readings of Bylaw 1M2023 until the advertising requirements have been met; and
4. Should the proposed Bylaws be fully approved by Council, direct Administration to amend any existing agreements between The City and ENMAX as applicable and in accordance with the Credit Documentation – Loans and Loan Guarantees Policy and Procedures.

For: (13): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, and Councillor Chu

**MOTION CARRIED**

That Bylaw 1M2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 1B2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 2B2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 3B2023 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 4B2023 be introduced and read a first time.

**MOTION CARRIED**

- 9.3.3 Notice of Motion - Strengthening Provincial Regulations to Improve Safety of Unlicensed Private Day Homes, EC2023-0090

**Moved by** Councillor Walcott  
**Seconded by** Councillor Penner

That with respect to Notice of Motion EC2023-0090, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council endorse a request for decision (Attachment 2) containing the following recommendation to Alberta Municipalities' Spring Municipal Leaders' Caucus, and affirm its support for strengthening provincial regulations to improve safety of unlicensed private day homes across Alberta:



That Calgary City Council requests that the Alberta Municipalities Board advocate to the Minister of Children's Services to increase protections for the youngest and most vulnerable Albertans by:

1. Mandating minimum safety standards for unlicensed private day homes including, but not limited to:
  - a. Valid First Aid and Cardiopulmonary Resuscitation (CPR) certification for the day home operator and any employees.
  - b. A criminal record check with vulnerable sector search for the day home operator and any employees.
  - c. A criminal record check with vulnerable sector search for any individual 18 years or older who resides at the day home, regardless of whether they are providing care to children.
2. Ensuring all unlicensed private day home providers across the province have access to affordable and timely First Aid/CPR training, criminal record checks and vulnerable sector searches.

For: (11): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, and Councillor Chu

**MOTION CARRIED**

9.3.4 Notice of Motion - Incentivizing Low Carbon Investments, EC2023-0131

Deputy Mayor Spencer left the Chair at 1:50 p.m. and Deputy Mayor Mian assumed the Chair.

A public submission was distributed with respect to Report EC2023-0131.

**Moved by** Councillor Spencer

**Seconded by** Councillor Penner

That with respect to Notice of Motion EC2023-0131, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council authorize Administration to negotiate with ATCO specifically pertaining to the use of incentives for their two solar farms in southeast Calgary and return to Council no later than Q2 2023 with recommended options and next steps.

Pursuant to Section 100(3) of Procedure Bylaw 35M2017, the motion was withdrawn by General Consent.

**Moved by** Councillor Walcott

**Seconded by** Councillor Penner

That with respect to Notice of Motion EC2023-0131, the following be adopted:

THEREFORE, BE IT RESOLVED that Council direct Administration to explore the brownfield ATCO Solar Farms as a pilot for future incentive programs on brownfields, or other sites and return to council with recommendations, next steps, and lessons learned as a part of a larger program by Q4 2023.

Pursuant to Section 100(3) of Procedure Bylaw 35M2017, the motion was withdrawn by General Consent.

**Moved by** Councillor Spencer

**Seconded by** Councillor Walcott

That with respect to Notice of Motion EC2023-0131, the following be adopted:

THEREFORE, BE IT RESOLVED that Council direct Administration to explore the brownfield ATCO Solar Farms as a pilot for future incentive programs on brownfield sites and return to Council with recommendations, next steps, and lessons learned as a part of a larger program by Q4 2023.

For: (7): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Mian, and Councillor Dhaliwal

Against: (4): Councillor Wyness, Councillor Pootmans, Councillor McLean, and Councillor Chu

**MOTION CARRIED**

Deputy Mayor Spencer resumed the Chair at 2:40 p.m.

10. ITEMS DIRECTLY TO COUNCIL

10.1 BYLAW TABULATIONS

None

10.2 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

None

12. CONFIDENTIAL ITEMS

**Moved by** Councillor Penner

**Seconded by** Councillor Mian

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 17 (Disclosure harmful to personal privacy), 19 (Confidential evaluations), 21 (Disclosure harmful to intergovernmental relations), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at

2:42 p.m., in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 9.2.3 Multisport Fieldhouse Committee, C2023-0174
- 12.2.1 City Auditor's 2022 Performance Evaluation (Verbal), C2023-0168
- 12.2.2 Leveraging Federal Funding through Rapid Housing Initiative 3, C2023-0096
- 12.2.3 Funding and Financing Tools (Verbal), C2023-0201
- 12.2.4 Update on Calgary Police Commission and Council Engagement (Verbal), C2023-0209

And further, that Kate Thompson and Kondwani Bwamali, Calgary Municipal Land Corporation, be authorized to attend the Closed Meeting with respect to Item 12.2.3.

For: (11): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, and Councillor Chu

**MOTION CARRIED**

Mayor Gondek resumed the Chair at 2:58 p.m.

Councillor Demong (Remote Member) joined the meeting at 3:01 p.m.

Council recessed at 3:15 p.m. and reconvened in Closed Meeting at 3:45 p.m.

Council reconvened in public meeting at 4:42 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor Chabot, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, and Mayor Gondek.

Absent for Roll Call: Councillor Chu

Councillor Chu (Remote Member) joined the meeting at 4:43 p.m.

**Moved by** Councillor Mian

**Seconded by** Councillor Penner

That Council rise and report.

**MOTION CARRIED**

Council then dealt with Item 9.2.3.

12.1 CONSENT AGENDA

None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 City Auditor's 2022 Performance Evaluation (Verbal), C2023-0168

This Item was dealt with following Item 9.2.3.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2023-0168:

Clerks: K. Martin, C. Doi, and C. Nelson. Law: J. Floen. Advice: C. Arthurs and M. Lavallee.

**Moved by** Councillor Pootmans  
**Seconded by** Councillor Walcott

That with respect to Confidential Verbal Report C2023-0168, the following be adopted:

That Council direct that the Closed Meeting discussions remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy), 19 (Confidential evaluations), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

#### 12.2.2 Leveraging Federal Funding through Rapid Housing Initiative 3, C2023-0096

Administration in attendance during the Closed Meeting discussions with respect to Confidential Report C2023-0096:

Clerks: K. Martin, C. Doi, and C. Nelson. City Manager: D. Duckworth. Law: J. Floen. Advice: D. Morgan, M. Thompson, S. Dalgleish, K. Black, C. Male, C. Arthurs, T. Ward, A. Szpecht, A. Harrison, J. Chase, L. Lau, and T. Fan

**Moved by** Councillor Walcott  
**Seconded by** Councillor Penner

That with respect to Confidential Report C2023-0096, the following be adopted:

That Council:

1. Endorse The City of Calgary Rapid Housing Initiative 3 Investment Plan;
2. Approve the recommendations as contained in Attachment 3; and
3. Direct that the report and all attachments remain confidential pursuant to Section 16 (Disclosure harmful to business interests of a third party), Section 21 (Disclosure harmful to intergovernmental relations), Section 24 (Advice from officials)

and Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* until such time that all relevant agreements are executed or that The City and other stakeholders agree to disclose portions for communications purposes, except for Attachment 6, which shall remain confidential.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

#### 12.2.3 Funding and Financing Tools (Verbal), C2023-0201

A Confidential presentation was distributed with respect to Confidential Verbal Report C2023-0201.

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2023-0201:

Clerks: K. Martin and C. Nelson. City Manager: D. Duckworth. Law: J. Floen. Advice: C. Arthurs, S. Dalgleish, C. Male, D. Morgan, M. Thompson, K. Black, S. Brandt, and J. Lai. External: K. Thompson and K. Bwamali.

**Moved by** Councillor Walcott  
**Seconded by** Councillor Mian

That with respect to Confidential Verbal Report C2023-0201, the following be adopted:

That Council direct that the confidential presentation and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2025 December 31.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

#### 12.2.4 Update on Calgary Police Commission and Council Engagement (Verbal), C2023-0209

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2023-0209:

Clerks: K. Martin and C. Nelson. City Manager: D. Duckworth. Law: J. Floen. Advice: B. Doyscher, C. Arthurs, S. Dalgleish, C. Male, D. Morgan, M. Thompson, and K. Black

**Moved by** Councillor Wyness

**Seconded by** Councillor Dhaliwal

That with respect to Confidential Verbal Report C2023-0209, the following be adopted:

That Council direct that the Closed Meeting discussions remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

Council then returned to Item 9.2.1.

#### 12.3 URGENT BUSINESS

This Item was dealt with following Item 7.

**Moved by** Councillor Sharp

**Seconded by** Councillor Chabot

That pursuant to Sections 24 (Advice from officials), and 27 (Privileged Information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 10:12 a.m., in the Council Boardroom, to discuss confidential matters with respect to Item 12.3.1 Public Safety Update (Verbal), C2023-0216.

**MOTION CARRIED**

Councillor Carra (Remote Member) joined the Closed Meeting at 10:20 a.m.

Council resumed in public meeting at 10:43 a.m. with Mayor Gondek in the Chair.

#### ROLL CALL

Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, and Mayor Gondek

**Moved by** Councillor Dhaliwal

**Seconded by** Councillor Wong

That Council rise and report.

**MOTION CARRIED**

12.3.1 Public Safety Update (Verbal), C2023-0216

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2023-0216:

Clerks: K. Martin and C. Doi. City Manager: D. Duckworth. Law: J. Floen. Advice: D. Morgan, M. Thompson, S. Dagleish, K. Black, C. Male, and C. Arthurs.

**Moved by** Councillor Chabot  
**Seconded by** Councillor Sharp

That with respect to Confidential Verbal Report C2023-0216, the following be adopted:

That Council direct that the Closed Meeting discussions remain confidential pursuant to Sections 24 (Advice from officials) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

**MOTION CARRIED**

Council then dealt with Item 9.2.1.

13. ADMINISTRATIVE INQUIRIES

None

14. BRIEFINGS

None

15. ADJOURNMENT

This Item was dealt with following Item 9.2.1.

**Moved by** Councillor Penner  
**Seconded by** Councillor Pootmans

That this Council adjourn at 6:06 p.m.

**MOTION CARRIED**

---

MAYOR

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CITY CLERK

UNCONFIRMED



**Community Services Report to  
Emergency Management Committee  
2023 February 08**

**ISC: UNRESTRICTED  
EM2023-0045  
Page 1 of 3**

**2022 Status of Emergency Preparedness in Calgary**

**RECOMMENDATION:**

That the Emergency Management Committee recommend that Council receive this report for the Corporate Record.

**RECOMMENDATION OF THE EMERGENCY MANAGEMENT COMMITTEE, 2023  
FEBRUARY 8:**

That Council receive this report for the Corporate Record.

**HIGHLIGHTS**

- In compliance with the *Emergency Management Bylaw 25M2002*, Administration reports annually through the Emergency Management Committee to provide disaster risk awareness and confidence in the status of emergency preparedness in Calgary.
- **What does this mean to Calgarians?** Being aware of the top disaster risks for Calgary and understanding how to prepare allows citizens to take actions that protect themselves, their families, and communities, and allows Council to understand measures being taken to manage disaster risks in Calgary.
- **Why does it matter?** Understanding and reducing disaster risk helps The City prepare for future disasters, and helps ensure Calgarians, businesses, and communities stay safe during a disaster.
- The *2022 Status of Emergency Preparedness in Calgary* report (Attachment 2) highlights the preparedness, mitigation, response, and recovery activities undertaken by the Calgary Emergency Management Agency (the Agency) over the last year and forecasts future planning priorities.
- The City prepares for high-risk hazards by implementing strategies focused on reducing risk and increasing resilience. Strategies are informed by the Canadian *Disaster Risk Reduction Framework* and are further aligned to a Calgary context by basing all work on a foundational local *Disaster Risk Assessment*.
- Background and Previous Council Direction is included as Attachment 1.

**DISCUSSION**

After two years of pandemic response activities, 2022 marked the transition from COVID-19 response to a return to other emergency management priorities and rebuilding for future resilience. The *2022 Status of Emergency Preparedness in Calgary* report (Attachment 2) summarises Calgary's highest risks and highlights The City's emergency management accomplishments throughout the year, including:

- Releasing the *2022 Disaster Risk Report* to inform The City, Agency members and citizens about Calgary's risks.
- Conducting two functional exercises to test The City's river flooding and extreme winter weather incident responses. These topics were further explored with the Emergency Management Committee through risk focus reports and panel presentations.
- Finishing pandemic initiatives including the Mobile Vaccination Program and deactivating the Emergency Operations Centre and Municipal Emergency Plan.

## 2022 Status of Emergency Preparedness in Calgary

- Completing a review of the Calgary Emergency Management Agency representative membership and the Emergency Operations Centre's Concept of Operations to align with the Corporate Organizational Realignment.
- Opening the Emergency Operations Centre to coordinate The City's response to the June heavy rainfall event.
- Completing and implementing extreme heat and extreme cold response plans.

The report also includes future planning priorities such as:

- Strengthening the Agency's capacity to respond to emergencies through training, collaborative initiatives, and exercise programs.
- Supporting climate change adaptation in collaboration with the City's Climate Team.
- Fostering Corporate resilience by updating the Corporate Business Continuity Program to align with the Organization Realignment, reviewing the Business Continuity Policy, and conducting a business continuity exercise.
- Building community resilience through focused emergency preparedness programming that meets the needs of the populations most vulnerable to disasters.
- Advancing Canada Task Force 2, through new members, return to training opportunities, and renewing the team's focus on response readiness for local, regional, provincial, or national disaster events.

## EXTERNAL ENGAGEMENT AND COMMUNICATION

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |

Nearly 60 City of Calgary business units and external groups are Agency members in the Calgary Emergency Management Agency, with representatives from a broad cross-section of sectors including: City services, emergency services, utilities, schools, transportation, business, non-profits, and environmental-focused agencies. The Calgary Emergency Management Agency helps connect efforts and expertise across all levels of the Corporation, government, non-profit groups, and private sector to advance resilience in the city.

In addition to being involved in the development of response plans and full-scale emergency exercises, Agency members also engaged in tabletop exercises to prepare for the Stampede Parade and to test recreation facility emergency processes. Agency members also contributed to a year-end survey to help direct future preparation, mitigation, response, and recovery efforts.

## IMPLICATIONS

### Social

Calgary Emergency Management Agency members' work aligns with the *Social Wellbeing Policy* of prevention (d) *The City will aim to stop problems before they start, using a prevention approach* by ensuring the social impacts of disasters are being mitigated before disasters occur.

**Community Services Report to  
Emergency Management Committee  
2023 February 08**

**ISC: UNRESTRICTED  
EM2023-0045  
Page 3 of 3**

## **2022 Status of Emergency Preparedness in Calgary**

### **Environmental**

Calgary is exposed to numerous environmental hazards that require coordinated preparedness and mitigation activities to reduce their risk. Of the top 16 priority high risks from the 2022 *Disaster Risk Assessment*, eight are environmental

### **Economic**

Calgary Emergency Management Agency members' work addresses the *Resilient Calgary Strategy* to create a more resilient economy, as mitigation efforts will result in significant future savings.

### **Service and Financial Implications**

### **Existing operating funding - base**

Disaster response planning and preparation exist in the 2023-2026 Service Plans and Budgets.

### **RISK**

The City has eight Principal Corporate Risks and emergency preparedness contributes (directly or indirectly) to reducing these risks. This work is highlighted in the 2022 *Status of Emergency Preparedness in Calgary* report.

Additionally, the *Disaster Risk Assessment* identifies 16 high disaster risks, and these are the priority risks for planning and preparing efforts. Literature indicates that mitigating disaster risk and having strategies in place to decrease their impact is more economically, socially, and environmentally sound than managing disaster consequence.

### **ATTACHMENTS**

1. Background and Previous Council Direction
2. 2022 Status of Emergency Preparedness in Calgary Report
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
N/A		



# Background and Previous Council Direction

This attachment includes a background on Emergency Management Committee risk engagement and previous Council direction.

## Background

The Emergency Management Bylaw requires the Calgary Emergency Management Agency (CEMA) to provide a Status of Emergency Preparedness Report annually to Emergency Management Committee. This requirement is grounded in Provincial Legislation, including the Alberta Emergency Management Act.

In addition to a Status of Emergency Preparedness Report, two reports and panel presentations are provided each year to allow meaningful conversations and to ensure Emergency Management Committee and Calgarians are well-informed on actions taken to address high risks for Calgary. Reports are received for the corporate record and inform the annual Status of Emergency Preparedness Report.

### Related Bylaws, Regulations, Council Policies

#### Emergency Management Bylaw 25M2002

The municipal bylaw that guides the Calgary Emergency Management Agency.

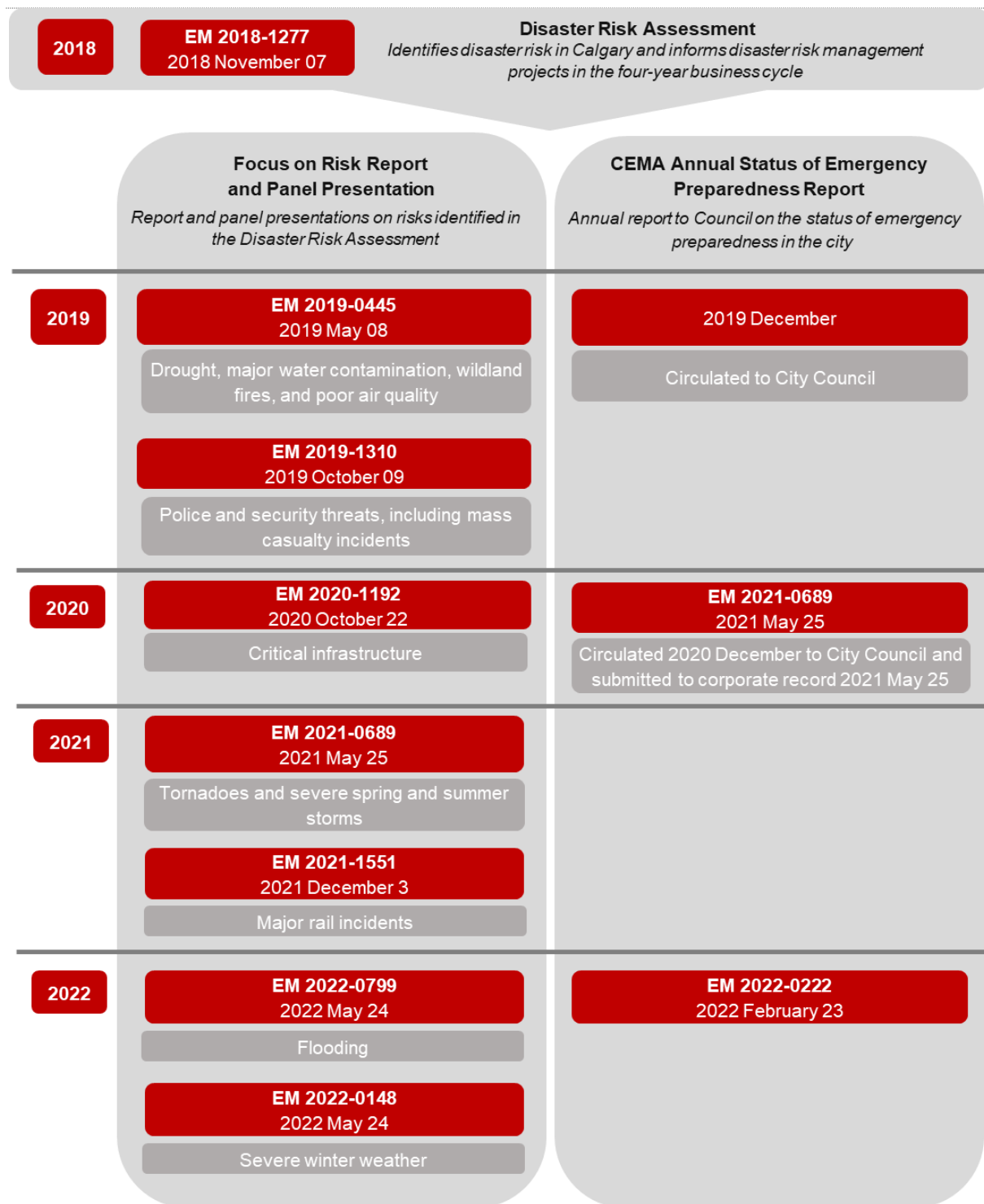
#### Province of Alberta Emergency Management Act

Provincial legislation that sets the requirements for Calgary to have an Emergency Management Committee and Agency.

#### Local Authority Emergency Management Regulation

Provincial Regulation under the Emergency Management Act that provides direction on emergency management roles and responsibilities and what is required of municipalities to plan and prepare for the safety of their community.

## Timeline of Emergency Preparedness Reporting and Presentations to Emergency Management Committee



Calgary



# Status of Emergency Preparedness in Calgary

2022

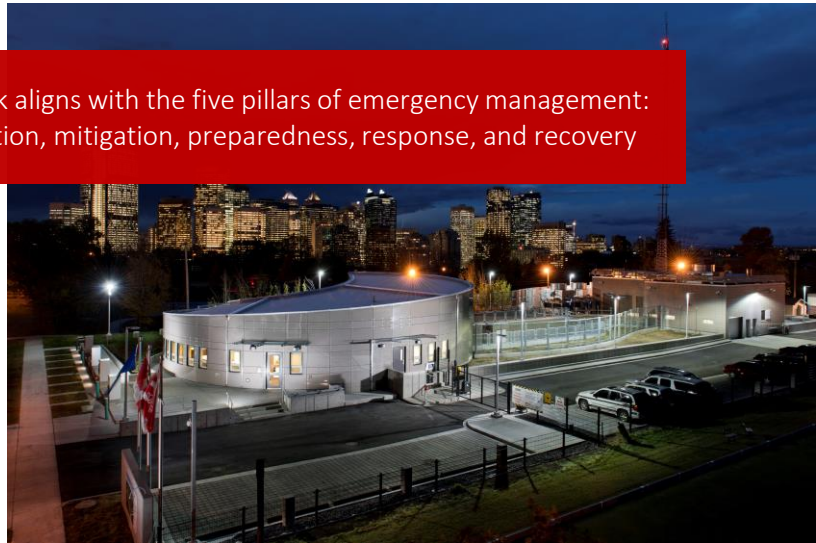
Calgary Emergency Management Agency



## Supporting safer and more resilient communities

The Calgary Emergency Management Agency (CEMA) and its nearly 60 member agencies work together to decrease disaster risks and increase the resilience of people, property, and systems.

Our work aligns with the five pillars of emergency management: prevention, mitigation, preparedness, response, and recovery



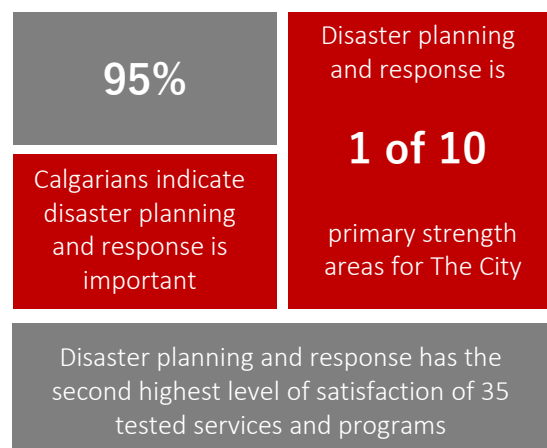
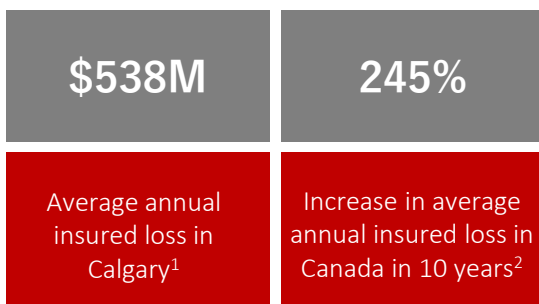
The foundation of our work is the *Disaster Risk Report* which provides a shared understanding of the risks in Calgary and focuses attention on those with the highest priority. This allows us to take a proactive and whole of society approach to managing risks instead of waiting for disasters to occur and then responding.

As we have seen from the events of this past year, including over 30 days of extreme heat and June rainfalls threatening to flood communities, Calgary is located in a very active area for severe weather. Climate change is expected to exacerbate many of these hazards, and more than ever we will need the collective efforts of all community members to remain resilient.

As we emerge from over two years of heavy focus on the COVID-19 pandemic, we know it has had a significant impact on Calgarians' health, the local economy, and The City of Calgary's level of preparedness. This past year marked a transition back to focusing on other constant and emerging emergency management priorities. The year ahead will be a time to rebuild our communities' abilities to withstand and rebound from emergency events. It also will be an opportunity to rebuild and strengthen our Agency members' capacity and readiness to respond.

## What Calgarians tell us<sup>3</sup>

## Disaster impacts on Calgary





In 2022, The City's updated Disaster Risk Report was released to coincide with the 2023-2026 business planning cycle. With input from Agency member subject matter experts, it assessed 65 individual hazards and threats that pose a risk to Calgary. This risk understanding informs our planning, operations, and work with the community, as well as the prevention and mitigation efforts of our Agency members.

## Three new high risks in 2022



### CIVIL DISOBEDIENCE

Increased instances of civil disobedience



### DAM BREACH (ELBOW RIVER)

Increased economic impact of worst-case scenario event



### PANDEMIC

Reassessed due to widespread and lasting societal impact of COVID-19

## Risk drivers

- Urbanization
- Climate change
- Interconnectivity
- Aging infrastructure
- Social determinants of health
- Increasing disaster losses

## Calgary's 16 High Risks

### NATURAL

- Blizzard
- Extreme cold
- Flood (Bow River)
- Flood (Elbow River)
- Heavy rainfall
- Hydrological drought
- Pandemic
- Tornado
- Winter storm

### TECHNOLOGICAL

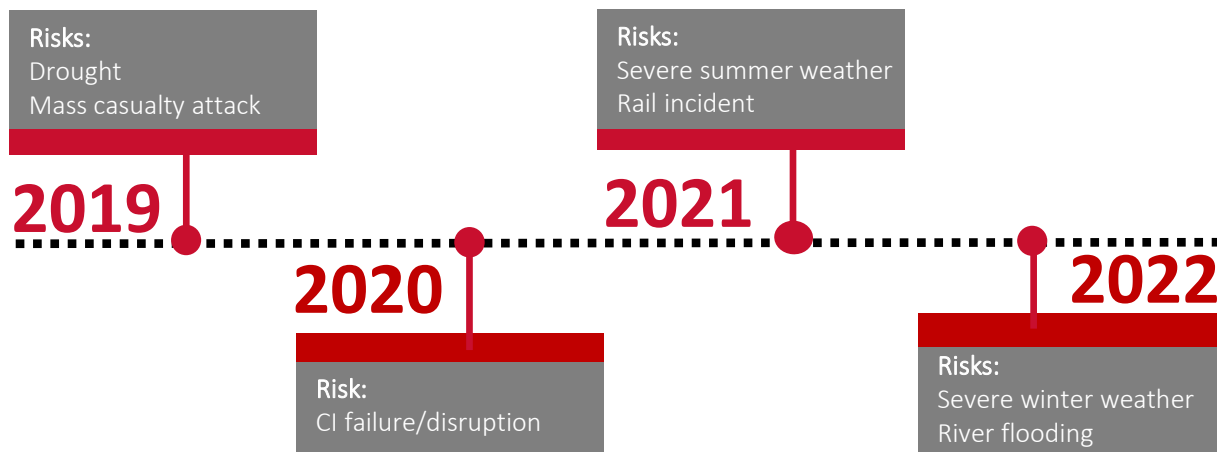
- Critical infrastructure failure
- Dam breach (Elbow River)
- Dam breach (Bow River)
- Rail incident

### HUMAN INDUCED

- Civil disobedience
- Mass casualty attack
- Hostage incident

## Presentations to Council

Throughout 2019-2022, CEMA provided the Emergency Management Committee of Council with an in-depth understanding of Calgary's disaster risk environment and the work The City and our Agency members are doing to address Calgary's high risks.



## Calgary's risk landscape<sup>4</sup>

In addition to the 16 high risks, the Disaster Risk Report also assessed 49 hazards as medium, low, and very low risks.

### MEDIUM RISKS

- Active shooter incident ↑
- Basement seepage flooding ↑
- Bomb threat incident
- Bridge failure/interruption
- Cyber attack (technology as instrument) ↑
- Electric power blackout
- Extreme heat ↑
- Extreme solar storm ↑
- Hailstorm
- Hazmat incident
- Incident of data fraud/theft ↑
- Industrial accident
- Lightning storm
- Loss of major transportation corridor
- Major solar storm ↑
- Mass gathering incident
- Poor air quality ↑
- Riot
- Road accident
- Sanitary forcemain failure (lift station) ↑
- Security incident at City facility
- Stormwater backup flooding ↑
- Structure fire
- Supply chain interruption ↑
- Telecommunications failure
- Thunderstorm
- Water contamination (distribution) ↑
- Water contamination (forest fires) ↑
- Water distribution (infrastructure failure)
- Wildland/urban interface fire ↑
- Windstorm ↑

↑ *Medium risks currently trending upwards with the potential to become more severe*

### LOW RISKS

- Aircraft incident
- Cyber attack (technology as target)
- Earthquake (magnitude 4.0+)
- Flood (ice jam)
- Fog
- Forcemain failure (purple pipe)
- Forcemain failure (sludge)
- Gas main break
- Labour action
- Major ice accumulation
- Moderate pandemic
- Pipeline incident (AER lines)
- Pipeline incident (TNPL to YYC)
- Sanitary failure (water body)
- Transit rail incident
- Water contamination (spills)
- Water shortage

### VERY LOW RISKS

- Pump station failure (purple pipe)

## Flooding

Presented to Emergency Management  
Committee of Council on 24 May 2022

Catastrophic flooding can result from the Bow and Elbow Rivers and major dam breaches on the Bow and Elbow Rivers.



## Severe Winter Weather

Presented to Emergency Management  
Committee of Council on 3 November 2022

Severe winter weather can include blizzards, extreme cold, and winter storms.

### KEY FACTORS

- With Calgary at the confluence of the Bow and Elbow Rivers, the dynamics of these two rivers and their dams means that Calgary can experience sudden increases to river flow rates and high waters with little warning.
- Catastrophic flooding could result in significant risk to life safety of citizens in floodplains and river valleys. There could be significant economic implications as the downtown core would be severely impacted.
- Severe winter weather could result in risk to life safety of citizens, with increased risk for vulnerable populations.
- It has significant impacts on the mobility of Calgarians, which can result in cascading economic impacts.
- Critical infrastructure and supply chain disruptions may also result from these events.

### TRENDS

- Experts predict the risk of river flooding will increase with climate change.
- Shifting precipitation patterns will bring warmer springs, earlier melt of mountain snowpack, and more intense storms.
- High river flow season may shift earlier, resulting in bigger floods occurring more often.
- The winter season will be shorter in the future with fewer extreme cold days, however Calgary will continue to experience winter storm hazards and volatile swings in extreme weather.
- Global warming increases the amount of energy available in the atmosphere to fuel severe storms, which may contribute to increased blizzard frequency and intensity.

### MITIGATION

- Since the 2013 flood, The City has committed over \$150 million to various flood mitigation and resilience projects throughout Calgary. Once current and planned flood mitigation projects are complete, the entire city will be protected up to a 1:200-year flood event.
- The City also invested \$83 million to enhance flood handling, water supply, and dam safety resilience.
- The City's *Extreme Cold Weather Plan* establishes actions to be taken - including the opening of City-operated emergency warming centres - in the event of prolonged utility outages, critical infrastructure failures, or non-routine impacts on vulnerable populations.
- The City also updated its Snow and Ice Control Policy to deal with snow emergencies and severe weather events to expedite city-wide response.

After two full years of CEMA providing leadership in pandemic activities, 2022 marked the transition from COVID-19 response to a return to other emergency management priorities and rebuilding for future resilience. Although the year began at the height of the COVID-19 Omicron wave, by March the Emergency Operations Centre closed and the Municipal Emergency Plan was deactivated after more than 24 months. By June all Provincial health orders and most public health data monitoring ended.

This transition provided an opportunity for CEMA to build on the lessons learned through the pandemic, refocus on developing the Agency, and reprioritize other essential areas of emergency management.

## After-action review

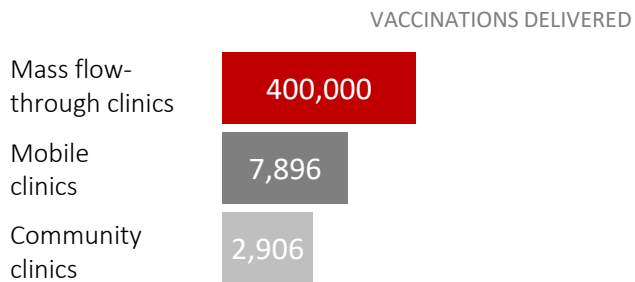
In late 2022, CEMA completed a *COVID-19 After Action Review* to ensure lessons learned from the pandemic will strengthen preparedness and resilience for future public health events and other emergencies.

Recommendations were developed in three key areas:

1. Clarify and refine Emergency Operations Centre processes, staffing, information sharing, and Agency support framework.
2. Capture and develop the best practices for community support and collaboration gained through the COVID-19 pandemic experience.
3. Strengthen collaboration with strategic partners.

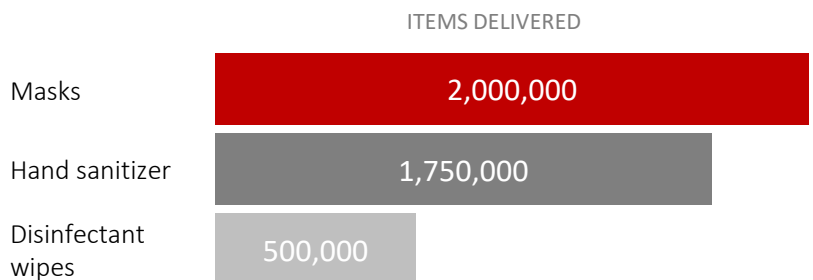
## City-supported vaccination clinics

Since 2021, The City supported a variety of vaccination clinics to reach both mass audiences as well as more vulnerable communities.



## Masks & health supplies

Throughout the pandemic, The City and its partners distributed much-needed supplies to citizens and communities.



## Building future resilience




During the pandemic, CEMA convened an expert advisory Strike Team to discuss emerging issues, share information, and evaluate options for policies, communications, and other key decisions. Since then, this team has transitioned into a Public Health Task Force to maintain situational awareness and coordination on a range of public health issues.

CEMA, in collaboration with Agency members, updated the *Infectious Disease Stockpile Management Guide*. This document provides guidance on the acquisition and management of stockpiled essential equipment that will support workforce safety and continuity of services during an infectious disease event.



In June 2022, CEMA and its Agency members came together to monitor forecasted heavy rainfall and prepare for the risk of river flooding in low-lying communities. The 100mm to 150mm of forecasted rainfall put tens of millions of dollars of public and private property and critical infrastructure at risk of flooding. A State of Local Emergency was declared as City crews, first responders, and partner agencies deployed temporary flood mitigation measures, including sandbags and berms. Unexpected high winds also resulted in downed power lines and trees adding to increased requests for service. Actual rainfall was lower than forecast as much precipitation fell as snow. However, The City was prepared with barrier deployments and mitigation measures introduced by The City since 2013.

## By the numbers

2-DAY RAINFALL AMOUNT	5-DAY 311 STORM- RELATED CALLS	5-DAY 911 STORM- RELATED CALLS
80-100 MM	872 URGENT & PRIORITY	447 CALLS
 June monthly average is 80mm	 Same day call volume in 2021 was 292	 2.5X higher than average call volume

## Proactive response

Early action allowed The City and Agency members to prevent flood and storm damages:

- Closed stormwater outfalls
- Lowered water levels in Glenmore Reservoir
- Deployed pumps to low-lying communities

## Mitigation pays off

While early coordinated monitoring and preventative response measures helped minimize damages, long-term mitigation projects played an essential role. The City and Government of Alberta investments in new flood mitigation infrastructure since 2013 has resulted in a reduction of flood damages of approximately \$93 million every year.

The combined and collective impacts of riverway and dam mitigation measures ensure Calgary is resilient to flood conditions today and ready to adapt to new conditions in the future.

## The case for disaster risk reduction

Experts predict the risk of river flooding will increase with climate change. Shifting precipitation patterns will bring warmer springs, earlier melt of mountain snowpack, and more intense storms. Heavy rainfall and flooding are primary trigger events for other local risks, including critical infrastructure failures, dam breaches, and rail incidents.

FREQUENCY OF  
RAINFALL EVENTS



10-15%  
BY 2050s



10-20%  
BY 2080s

Return on investment  
Up to \$6 in savings  
for every \$1 spent  
on mitigation

CITY WILL BE  
PROTECTED FROM A  
**1:200\***  
YEAR FLOOD EVENT  
PER CALGARY FLOOD  
RESILIENCE PLAN

FLOOD MITIGATION  
HAS RESULTED IN  
**55%**  
REDUCTION  
IN FLOOD RISK TO  
THE CITY

SPRINGBANK  
RESERVOIR WILL SEE  
**70%**  
REDUCTION  
IN ELBOW RIVER  
FLOOD RISK TO CITY

\*2013 flood was 1:200

The 2022 City of Calgary Organization Realignment reached across all departments, business units, and service areas in The City. As a result, our Agency members moved and changed which meant we needed keep pace to ensure a consistent, continued level of preparedness. This work became a strategic priority for Emergency Management Operations. Although there has been organizational change, what has not changed is the expertise and efforts offered from the Agency when emergencies arise.



## Adapting to the reorganization



Changes in Agency members representing select services

We shifted the Agency from business unit-level representation to a functional-based model. This change ensures all key services and groups are represented within the Agency and Emergency Operations Centre.

↑ 19%

NET NEW  
AGENCY MEMBERS



New Agency members with limited emergency management experience

We have been working to deliver our training more efficiently and effectively to larger numbers of individuals, including new Agency members. Our annual exercises are aligned with Calgary's highest risks to ensure members are ready to respond.

↑ 35%

NEW AGENCY  
REPRESENTATIVES

## Plan forward

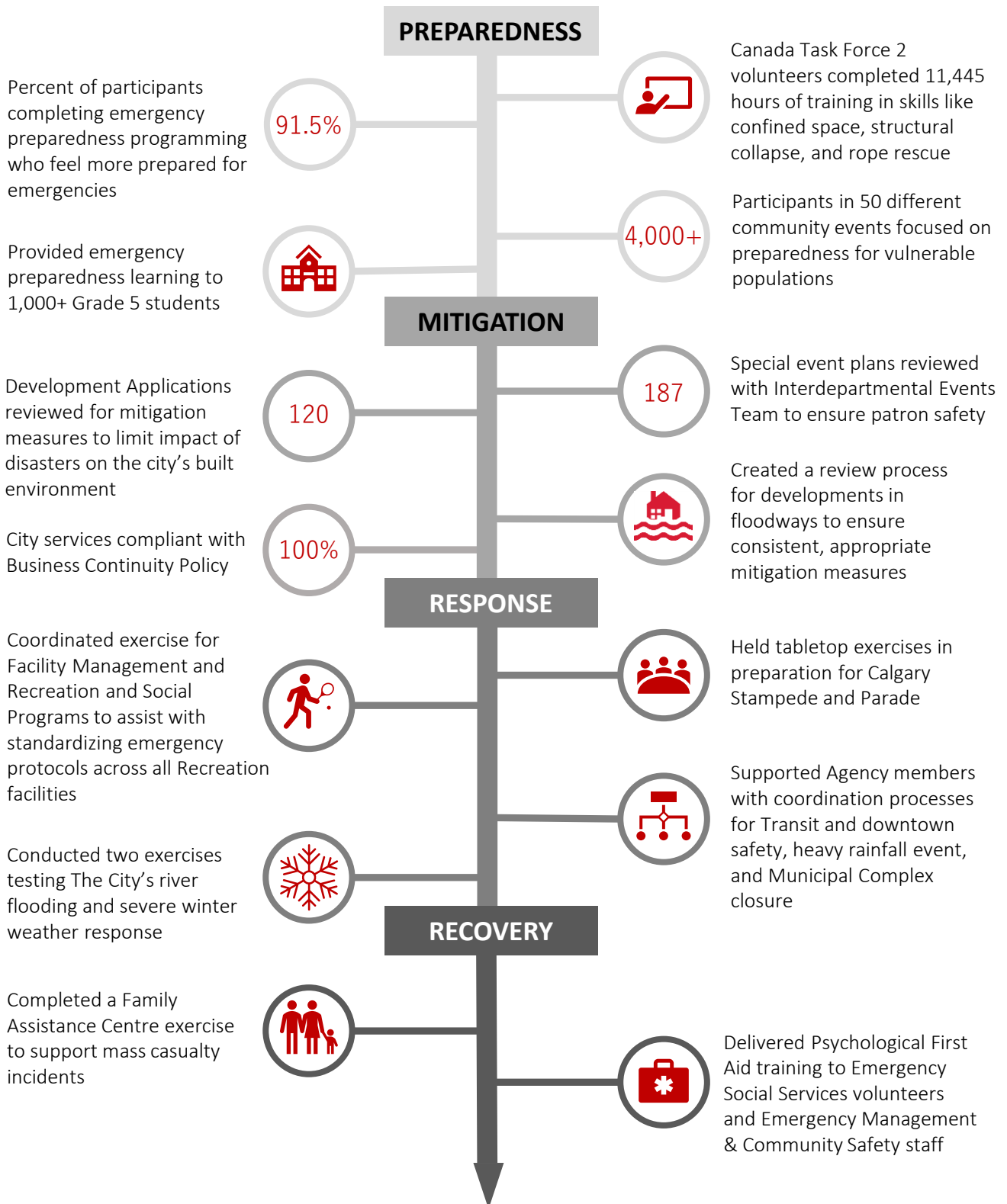
The Municipal Emergency Plan will undergo revisions and updates in 2023 to reflect these new organizational changes and further clarify the roles and responsibilities of Agency members.



# Planning focus: Extreme heat & cold

The *Municipal Emergency Plan* contains a series of annexes that outline the plans to respond to Calgary's highest disaster risks. Each annex identifies the thresholds and triggers that will be used to determine when a plan is activated along with key considerations and response activities for each type of emergency event.

Extreme Heat Plan		Extreme Cold Plan
		
Daytime maximum temperatures for 2+ days are 29°C+ with a nighttime minimum temperature of 14°C+	<b>POTENTIAL TRIGGER</b>	Temperature or windchill is expected to reach -40°C for at least two hours
32	<b>DAYS WITH EXTREME WARNINGS IN 2022</b>	12
Citizens living alone without cooling systems in place Citizens on chronic disease registries	<b>AT RISK POPULATIONS</b>	Unsheltered citizens
Providing information and maps for cooling locations, pools, spray parks, and public drinking fountains	<b>KEY ACTIONS</b>	Outreach and support to organizations supporting citizens experiencing homelessness Providing information and maps for overnight shelters and warming locations
		





# The Year Ahead



## STRENGTHENING THE AGENCY

With many new Agency representatives resulting from the Corporate realignment, training will be a priority to ensure members working in the Emergency Operations Centre understand emergency management processes and procedures. We will also identify more opportunities for collaboration within Emergency Management & Community Safety, particularly between 911 and Emergency Management Operations.

## SUPPORTING CLIMATE CHANGE ADAPTATION

CEMA will continue to support The City's Climate Resilience Strategy by collaborating with the Climate Team on shared priorities. We will continue to work to integrate climate adaptation principles and projected modelling into existing emergency management strategies and broader disaster risk reduction objectives.



## FOSTERING CORPORATE RESILIENCE

The Corporate Business Continuity Program will undergo a significant update to ensure it reflects the organizational realignment. This will include a focus on onboarding, educating, and workshoping new business continuity elements in The City, a review and update of the Business Continuity Planning Policy, and a large-scale business continuity exercise in 2023.

## BUILDING COMMUNITY RESILIENCE

We will focus on delivering community resilience programming that meets the needs of populations most vulnerable to disasters, including newcomers, older adults, Racialized community members, people with disabilities, and urban Indigenous community members.



## ADVANCING CANADA TASK FORCE 2

A late 2022 recruitment campaign welcomed over 30 new Task Force members and 2023 will see additional targeted recruitment. New personnel coupled with lifting of in-person gathering restrictions that were in place during COVID-19 will drive a renewed focus on training in all areas, ensuring the team's readiness for any local, regional, provincial, or national event.





## References

- <sup>1</sup> AON (2022). 2021 Weather, Climate and Catastrophe Insight.
- <sup>2</sup> Insurance Bureau of Canada (2021). 2021 Facts of the Property and Casualty Insurance Industry in Canada (43<sup>rd</sup> edition).
- <sup>3</sup> The City of Calgary (2022). 2022 Fall Survey of Calgarians.
- <sup>4</sup> The City of Calgary (2022). Disaster Risk Report 2022, Calgary Emergency Management Agency.

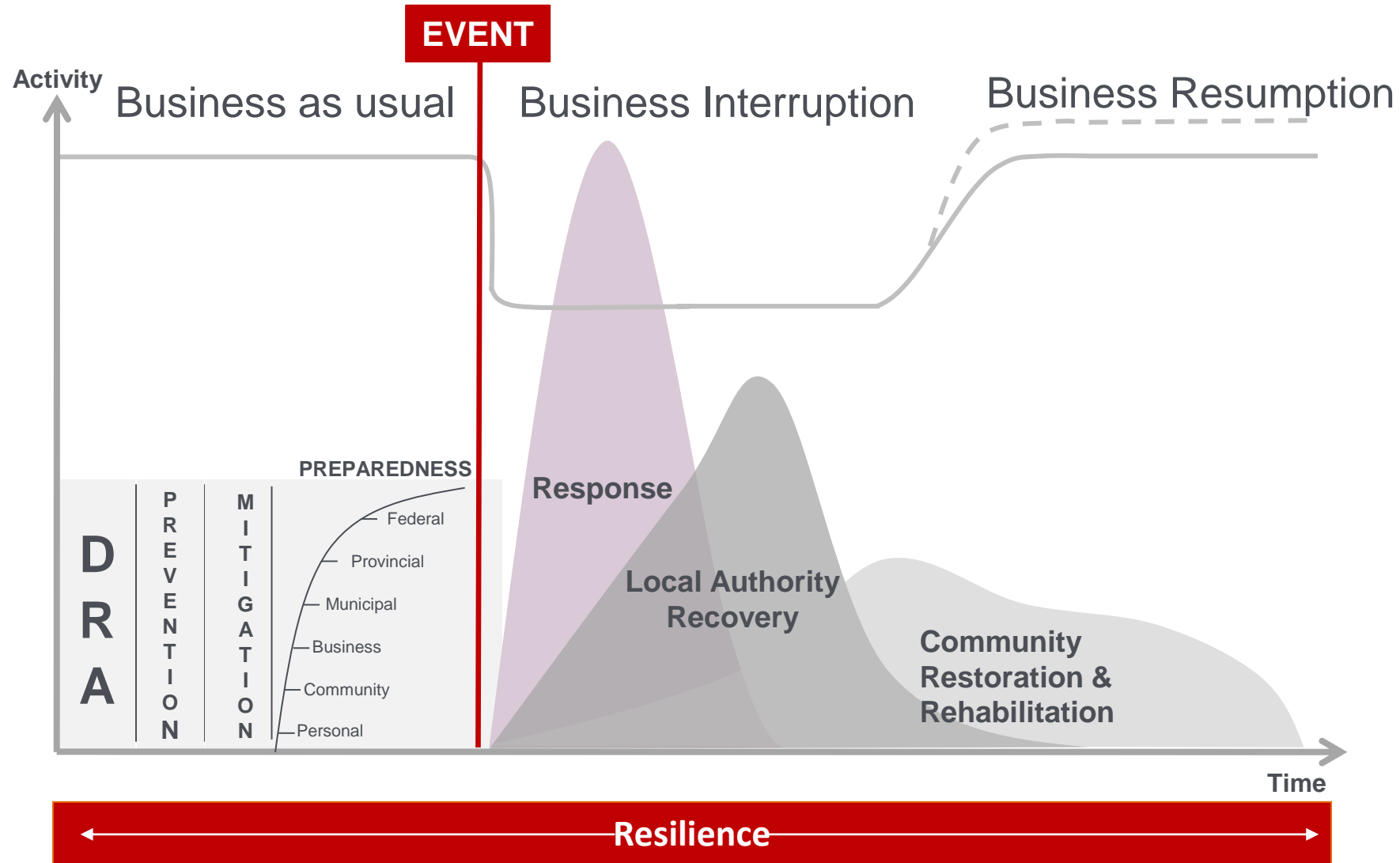




# 2022 Status of Emergency Preparedness in Calgary

2023 February 8

# Comprehensive Emergency Management



# 2022 Disaster Risk Report

## Calgary's 16 High Risks

### Natural

- Blizzard
- Extreme Cold
- Flood (Bow River)
- Flood (Elbow River)
- Heavy Rainfall
- Hydrological Drought
- Pandemic\*
- Tornado
- Winter Storm

### Technological

- Critical Infrastructure Failure
- Dam Breach (Bow River)
- Dam Breach (Elbow River)\*
- Rail Incident

### Human Induced

- Civil Disobedience\*
- Mass Casualty Attack
- Hostage Incident

## \*New Risks in 2022



Civil  
Disobedience



Dam Breach  
(Elbow)



Pandemic

# Risks in Profile – Presentations to EM Committee

Risks:  
Drought  
Mass casualty attack

**2019**

Risks:  
Summer Weather  
Rail incident

**2021**

**2020**

Risk:  
CI failure/disruption  
\*COVID-19

**2022**

Risks:  
Winter Weather  
River Flooding



## 2022 Risks in Profile



River Flooding



Winter Weather



# 2022 Preparedness and Response



# Rebuilding from COVID-19

## Pandemic Response 2022

- Transition from pandemic response & return to other Emergency Management priorities
- Wrapping up COVID initiatives & demobilizing response
- Identifying & implementing lessons learned



# June Heavy Rainfall - Response

## Proactive Response

- Closed stormwater outfalls
- Lowered water levels in Glenmore Reservoir
- Deployed pumps to low-lying communities
- Constructed temporary berm

2-DAY RAINFALL  
AMOUNT

80-100  
MM



June monthly  
average is  
80mm

5-DAY 311 STORM-  
RELATED CALLS

872  
URGENT & PRIORITY



Same day call  
volume in  
2021 was 292

5-DAY 911 STORM-  
RELATED CALLS

447  
CALLS



2.5X higher  
than average  
call volume



# June Heavy Rainfall – Mitigation

## Mitigation Pays Off

- Investments in flood mitigation since 2013 have reduced the flood risk by 55%
  - = \$93 million annual damage reduction
- Once completed, projects will reduce flooding risk by 70%
  - City will be fully protected from 2013-level event

## Flooding Risk is Increasing

- Heavy rainfall will increase as the climate changes:
  - 10-15% by 2050
  - 10-20% by 2080

## Return on Investment

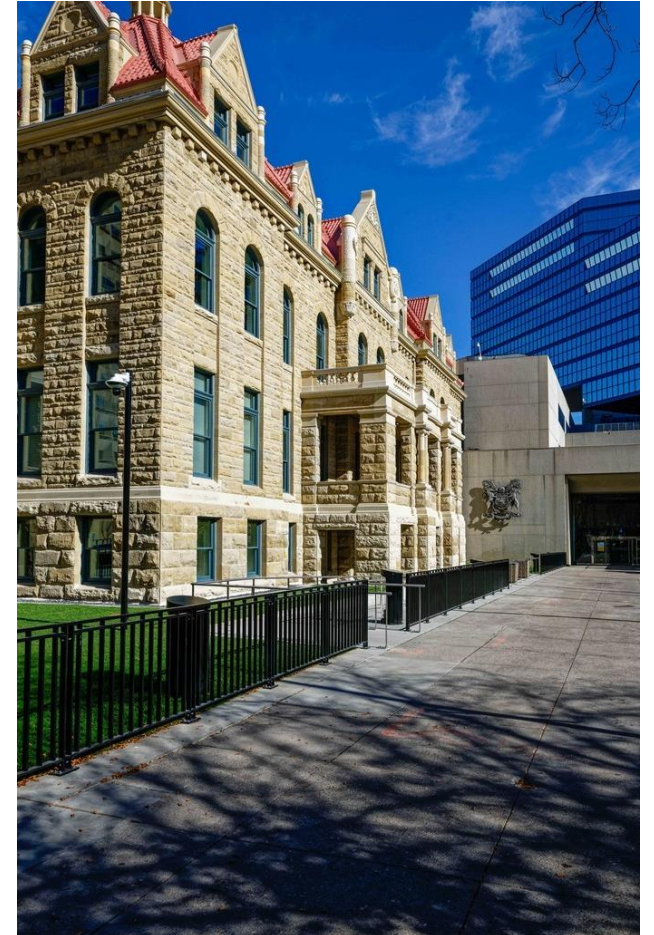
Up to \$6 savings for every  
\$1 spent on mitigation



# Organization Realignment

## Aligning the Agency

- 19% net new Agency member organizations
- 35% new Agency representatives
- Renewed focus on training
- Updating the Municipal Emergency Plan in 2023





# Emergency Planning Focus

## Extreme Heat Plan



## Extreme Cold Plan



# 2022 Highlights

Mitigation



Response



Preparedness



Recovery





# 2023 and Beyond

## Strengthening the Agency



## Supporting Climate Change Adaptation



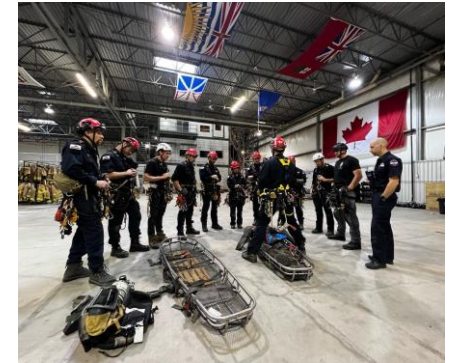
## Fostering Corporate Resilience



## Building Community Resilience



## Advancing Canada Task Force 2



The Year Ahead





**City Auditor's Office Report to  
Audit Committee  
2023 February 15**

**ISC: UNRESTRICTED  
AC2023-0154  
Page 1 of 2**

**City Auditor's Office 2022 Annual Report**

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**RECOMMENDATIONS:**

That the Audit Committee:

1. Receive this report for the Corporate Record; and
2. Recommend that Council receive this report for the Corporate Record.

**RECOMMENDATION OF THE AUDIT COMMITTEE, 2023 FEBRUARY 15:**

That Council receive this report for the Corporate Record.

**HIGHLIGHTS**

- The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 33M2020.
- Council Policy CC026, Whistle-blower Policy, states that the City Auditor “will report, at least on an annual basis, information related to reports received and investigations conducted during the year to Council through the Audit Committee”.
- Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties, and functions of the position. In accordance with Schedule A of Bylaw 30M2004 (as amended), the City Auditor will provide an annual report to Audit Committee that provides a retrospective summary of highlights and achievements of the year, reflecting the assurance, advisory and investigative services provided.
- What does it mean to Calgarians? The 2022 Annual Report summarizes the activities of the City Auditor's Office (CAO). The report highlights significant activities carried out by the CAO and is presented to assist Audit Committee in its oversight responsibilities of the CAO. The mission of the CAO is to “Provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust”.
- Why does it matter? This annual report demonstrates how the CAO is successfully delivering value using the four guiding principles of Responsiveness, Risk Reduction, Reliability, and Resilience.

**ATTACHMENTS:**

1. City Auditor's Office 2022 Annual Report - AC2023-0154
2. Presentation

**City Auditor's Office Report to  
Audit Committee  
2023 February 15**

**ISC: UNRESTRICTED  
AC2023-0154  
Page 2 of 2**

**City Auditor's Office 2022 Annual Report**

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**DEPARTMENT CIRCULATION**

Name	Title, Department or Business Unit	Approve/Consult/Inform
Liz Ormsby	City Auditor	Approve

# City Auditor's Office 2022 Annual Report



**Calgary**

City Auditor's Office

# Message from the City Auditor

In June 2022, it was an honour and a privilege to be appointed as City Auditor to proudly lead a team known for its quality work and focus in adding value to Administration, Audit Committee and Council. This report provides a summary of our 2022 deliverables.

In a public reporting environment, it is vital our work is reliable and of the highest professional quality. Our External Assessment conducted by the Institute of Internal Auditors (IIA) in May 2022 confirmed our on-going conformance with all Institute of Internal Auditor Professional Standards.

In 2022, the Whistle-blower Program (WBP) completed the implementation of the recommendations made by the external review of the program in 2021. These recommendations have supported the on-going continuous improvement of investigation processes as well as their responsiveness and reliability. The 24 recommendations included seven related to the review and update of the Whistle-blower Council Policy, which was approved by Council in December 2022. A strong and clear policy strengthens trust with employees and Calgarians and supports the resilience and responsiveness of the program by supporting the consistent evaluation of reports received.

During 2022, we built and maintained the resilience and responsiveness of our team through combining recruitment with use of additional resources. Following my appointment as City Auditor, I was able to appoint a second permanent Deputy City Auditor in my vacant position. We were successful in recruiting two experienced Senior Auditors, a Senior Data Analytics Auditor, and an Investigator to support the WBP. To support our internal resources and maintain responsiveness, we additionally utilized contract audit support, and investigator resources from Administration.

Utilizing our resources in this manner enabled us to deliver 92% of our planned 2022 audit plan, and maintain our high level of WBP responsiveness with 99% of newly reported concerns responded to within a business day, and 86% of active investigations less than 180 days in duration.



We also responded to requests from City Administration to provide advice on controls and emerging risks. In support of risk reduction, we identified 69 recommendations through the delivery of audit and advisory projects, and investigations.

Our ongoing follow-up and monitoring to support timely implementation of 39 management action plans reduced high and medium risk exposures facing The City. We delivered two continuous auditing projects which allowed us to both provide assurance to Audit Committee, and additionally to collaborate with Administration to support “in the moment” and on-going analysis of risk and mitigating controls through detailed analysis of data sets.

To best support responsiveness to emerging risks, we developed a one-year 2023 Audit Plan which additionally facilitates alignment of future audit plans to The City's new organization structure and 2023-2026 Service Plans and Budgets. We also planned priority areas of focus for 2023 data analytics activity to complement and enhance our assurance coverage. Further details of the CAO's 2022 deliverables are described in this report under the four underpinning values of:



- Responsiveness;
- Risk Reduction;
- Reliability; and
- Resilience.

Our activities and reports issued during 2022 are available at [www.calgary.ca/auditor](http://www.calgary.ca/auditor).

A handwritten signature in blue ink that reads "Liz Ormsby".

Liz Ormsby, ACA, CIA, CFE, CAPM  
City Auditor

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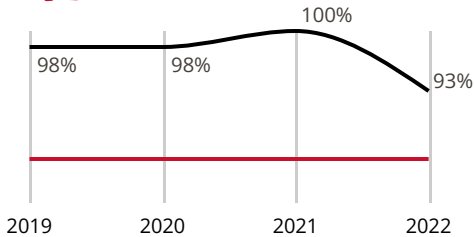
# 1.0 One Calgary Accountability



The CAO tracks five performance measures that align to our guiding principles of Responsiveness, Risk Reduction, Reliability and Resilience. These measures will be utilized in the 2023-2026 Service Plans and Budget cycle to measure on-going performance.



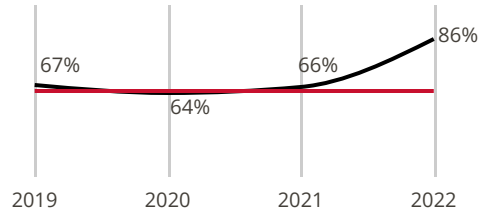
## CAO Client Satisfaction



● Actual ● Target - 85%



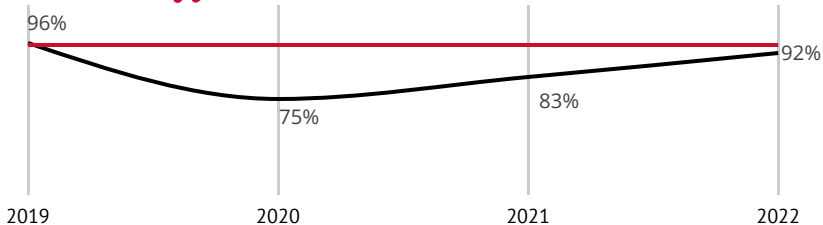
## % of Whistle-blower Program Investigations Open < 180 Days



● Actual ● Target - 65%



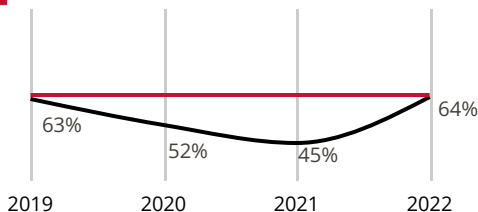
## Annual Audit Plan Completion



● Actual ● Target - 95%



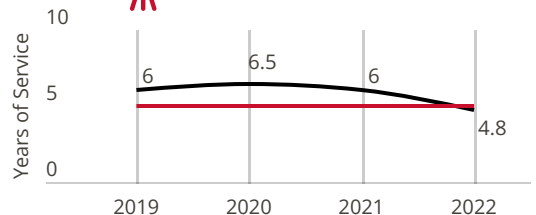
## Timely Implementation of Action Plans



● Actual ● Target - 65%



## Staff Retention



● Actual ● Target - 5

**Responsiveness: The ability to assess and react to current and emerging risks through audit assurance, advisory and investigative services.**

## 2.1 City Auditor's Office Mandate

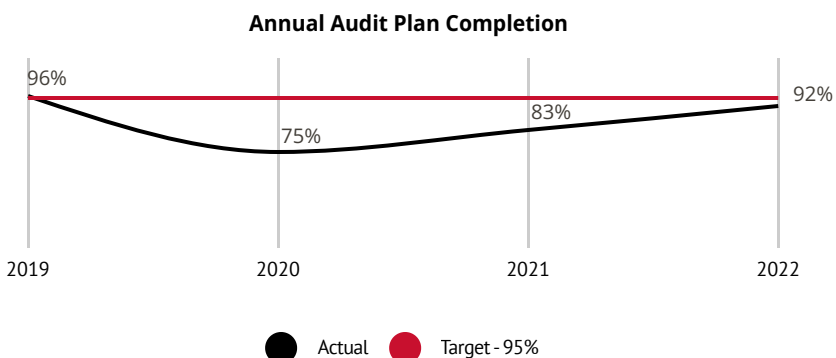
The CAO is accountable to Audit Committee and Council, assisting them in their oversight and governance role over Administration. We add value, resilience and enhance public trust through our independent and objective assurance, advisory and investigative services.

## 2.2 Audit Services

The CAO Audit Plans are critical deliverables provided to Audit Committee to support our audit mission to add value and enhance public trust. Audit Committee approved the 2022 Audit Plan at the December, 2021 committee meeting.

The CAO tracks the percentage of the Audit Plan completed, based on the schedule established when the Audit Plan is approved. The CAO was able to leverage contract resources to support the completion of two audits and minimize the impact of staff absences and departures on audit resource capacity. We are proud we were able to complete 92% of our Audit Plan and demonstrate resilience. We were able to finalize eight audit projects during the year and remain on track to finalize the five remaining 2022 audits during the first half of 2023.

In 2022, the CAO developed the 2023 Audit Plan using a risk-based framework to ensure audit resources were directed to the most significant areas of The City. Activities included confirming The City's risk profile, identifying areas of highest priority, engaging with key City partners, including members of Audit Committee, Council, and Administration, and assessing available CAO resources. The 2023 Audit Plan includes ten audits, incorporating a current Senior Auditor vacancy and upcoming recruitment, along with available external contract audit resources into capacity calculations.



## 2.3 Advisory Services

The CAO provides independent and objective advisory services on an issue or project-specific basis as requested by Administration. Based on our knowledge of best practice on risks, controls and governance frameworks along with our deep understanding of The City, we are well positioned to provide advice on mitigation of significant risks and opportunities to improve City operations. We ensure advisory services provided do not impede our ability to conduct objective audits in an area at a future date. During 2022, the CAO provided advisory services to a number of areas including:

- The City's Infrastructure Calgary Steering Committee as an advisory member;
- Input to a business unit on policy revisions and a proposed initiative; and
- Information to a business unit using data analytics.

## 2.4 Investigation Services - Whistle-blower Program

Whistle-blower Program (WBP) activity in 2022 may be indicative of a return to pre-pandemic activity, following two annual cycles of elevated reporting.

### 1 - Intake & Assessment

- 95 (154) new reports received representing:
- 207 (258) new allegations raised and assessed.

### 2- WBP Investigation

- 18 (30) new reports approved for further investigation.
- 8 (11) investigations carried forward from prior years.
- 40 (94) total allegations investigated.



#### By the Numbers

*WBP activity for the year ending December 31, 2022 (numbers in parentheses represent 2021 figures and are provided for comparative purposes only)*

### 3 - Conclusion & Reporting

- 19 (33) investigations concluded.
- 28% (27%) substantiation rate.
- 7 (7) investigation files carried forward into 2023.

### 4 - Recommendations & Closing

- 44 (41) opportunities for improvement and/or corrective actions were identified and recommended to Administration.



## 2.4 Investigation Services - Whistle-blower Program (continued)

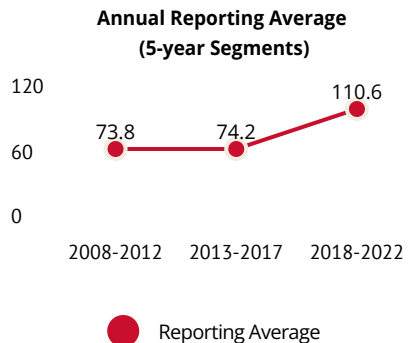
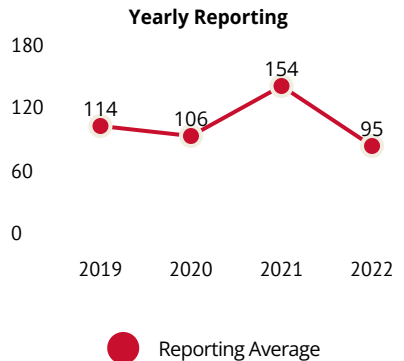
While the WBP experienced a 38% decrease in reporting volume when compared to 2021, the reporting volume in 2022 has a direct correlation to the reduction of COVID-19 related reporting. With the reduction and eventual cessation of federal and provincial health mandates, states of local emergencies, The City's Pandemic Face Covering Bylaw 63M2021 and the COVID-19 Vaccination Policy, COVID-19 related reporting to the WBP dropped significantly and resulted in a return to reporting volumes typically observed pre-pandemic.

Reporting volumes are tracked as an indicator of the awareness of the WBP as a method available to report suspected wrongdoing, and how to submit concerns of potential violations of policy or procedure.

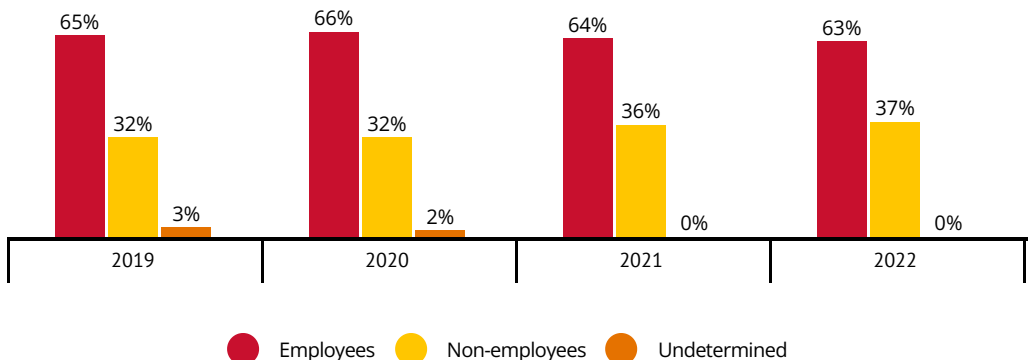
Consistent messaging to employees by Administration throughout 2022 reinforced employee behaviour expectations and actively encouraged employees to report suspected wrongdoing through all available reporting channels including the WBP. Year over year reporting volumes have been indicative of general awareness of and easy access to the WBP.

Due to the WBP being only one of several avenues available for employees to raise concerns, there is no 'right' or 'wrong' figure regarding reporting volume. However, higher reporting volume attributed to employees is generally indicative of their empowerment to report, and their confidence that concerns raised will be objectively assessed and, where supported, investigated appropriately.

Historically, employees have accounted for 56% of all reports submitted to the WBP. In 2022, employees reported 63% of all concerns.



### Who is reporting?



## Investigation Closing Rates

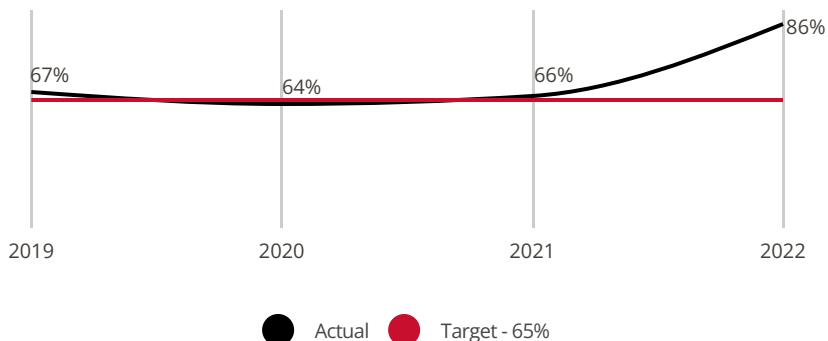
A key measure of responsiveness for the WBP is the timely completion of investigations. We acknowledge that for many individuals the matter being reported has negatively impacted them personally or professionally for some time prior to reporting, and an incomplete investigation only prolongs their negative experience. An investigation is considered open from the date a recommendation to investigate is approved by the City Auditor, through to the signing-off of an investigation report. Each investigation comes with its own set of variables including: the quantity and complexity of allegations raised, the availability of evidence and witnesses needing to be interviewed, the availability of investigative resources, and the prevailing risk exposure to The City for unconcluded allegations. All open investigations are regularly re-assessed and re-prioritized based on their risk exposure.

Recognizing that each investigation has its own complexity and risk exposure, the WBP strives to close investigations within six months, 65% of the time, as aligned with our One Calgary accountability targets. This target will increase to 75% in 2023. Closing rates can fluctuate due to reporting volume and available investigative resources. Investigations completed within the six-month target during 2022 ranged from 14 to 127 calendar days.

*"I appreciate your swift review of this claim and for taking this matter seriously."*

*Reporting Employee*

### % of Investigations Open Less Than 180 Days - WBP Responsiveness Measure



The WBP experienced a reduction in staffing resources during the first three quarters of 2022 while recruitment for additional investigative resources occurred. During this period, an investigative resource was made available by Administration and, combined with ongoing enhancements and efficiencies applied to WBP procedures in recent years, the overall impact to the timely assessment and response to concerns reported was minimized. This resulted in:

- The elimination of outstanding investigations aged greater than one year;
- A reduction in the average number of calendar days required to complete investigations compared to 2021, representing a sixth consecutive annual decline; and
- A reduction in the number of open investigations being carried forward into 2023 compared to the number carried into 2022 from 2021.

**Risk Reduction: Audit, advisory and whistle-blower recommendations cost-effectively address risk and are implemented in a timely manner.**

## 3.1 Audits Completed

During 2022, we issued eight audit reports and a further report on a continuous auditing project (detailed on page 16). Our audit reports included 25 recommendations, focused on mitigating high or medium risks to which Administration provided 37 action plans.

### Transportation Infrastructure – Construction

#### Project Audit - AC2022-0497

A Main Street is a cultural, social, and economic focal point of a community. The Main Streets Program aims to build resilient, adaptable, and attractive public spaces to support a wider variety of uses and mixed housing options to empower citizens to travel less and live more by providing the things needed in their own communities.

The West 17th Avenue Main Streets Project is one of the Main Streets Projects funded for construction. The scope of the project involves streetscape improvements and infrastructure upgrades and places a special emphasis on placemaking, pedestrian comfort, safety, and other citizen and business owner interests.



#### Why we did this

The City committed to an initial \$60M for capital investment in the Main Streets Program. We assessed the effectiveness of the design and operation of processes that mitigate the project's schedule, cost, and quality risks. We also assessed the effectiveness of internal communication of project roles, responsibilities, and status in support of program delivery in accordance with the program charter.

#### What we concluded

Overall, processes were designed and operating effectively to mitigate risks related to project schedule, cost, and quality. We identified two opportunities to enhance processes: Supporting current and future project schedule risk mitigation through the development of work breakdown structures; and enhancing quality risk mitigation processes.

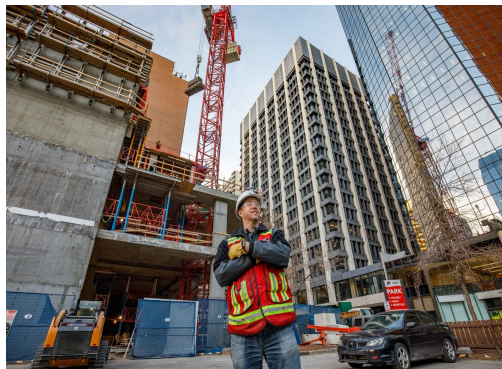
#### Why it matters

Effective project management practices support the delivery of a quality project within budget and schedule.

## Public Protection Site Safety Plan Process Audit - AC2022-0876

Construction activity in Calgary must comply with Part 8 of the Alberta Building Code and Section 5.6 of the Alberta Fire Code to ensure public safety. In response to unsafe construction practices, Calgary Building Services (Building Services) worked closely with the construction industry to develop technically feasible requirements for protecting the public during demolition and/or construction.

Building Services' objective was to help builders minimize construction impact and ensure public safety. Although not required by the Alberta Building Code, the Public Protection Site Safety Plan (PPSSP), a requirement since 2012, is part of the building permit and plans review process.



### Why we did this

The objective of the audit was to assess the design and operating effectiveness of the PPSSP process to mitigate construction site safety risk. The objective was achieved by assessing key steps/controls in the PPSSP process and monitoring of key risk indicators between January 1, 2019, and December 31, 2021.

### What we concluded

The PPSSP process evolved significantly since 2012 and was no longer operating as originally designed. While key steps were not consistently completed, PPSSP considerations were incorporated informally into current practice. In addition, Building Services was not monitoring key construction site safety indicators. Since the PPSSP was implemented in 2012, we determined it was a good time for Building Services to review the intention of the PPSSP process and current practice and determine a more effective future state, including monitoring and reporting of relevant key risk indicators.

### Why it matters

If construction activities are not properly managed, they can become unsafe for the public, disruptive to those that live nearby, or damage adjacent property.

## Hyperion System Governance Audit - AC2022-0079

The Hyperion system is used by finance users across The City of Calgary to store, manage, and report budget information.

### Why we did this

Key aspects of effective IT system governance are system rules, roles and responsibilities, and processes to ensure that the system achieves its purpose.

### What we concluded

The Hyperion system governance processes and controls are designed and operating effectively to ensure complete and accurate budgetary data is used to support financial decision making. We identified two key areas to support future effective system governance:

1. Updating outdated governance committee terms of references, and
2. Improving the process for measuring benefits realization on system investments.

### Why it matters

Inadequate governance over the Hyperion system could result in inaccurate budget data used to make decisions, as well as inefficient budget processes.

## Fleet Operator and Public Safety Audit - AC2022-0315

As an enabling service, Fleet Services (FS) supports City business units that are responsible for providing front-line services to citizens, such as Waste and Recycling, Roads, Water Services, and Parks. FS ensures that The City's fleet is operated safely and responsibly. This is achieved through appropriate maintenance and repairs of vehicles and equipment and operator safety and training. FS is responsible for The City's operator policies, providing operator training for City vehicles and equipment, and investigating collisions involving The City's approximate 4,600 certified operators. FS also manages legislative requirements including compliance with the National Safety Code and the Alberta Traffic Safety Act standards set out by Alberta Transportation.

### Why we did this

The objective of this audit was to assess the design and operating effectiveness of key controls that support FS operator and public safety related to City Fleet operations.

### What we concluded

Overall, we determined that FS processes to manage operator and public safety risks are generally effective. To enhance the FS safety program, we raised recommendations to strengthen current safety compliance assessments, before and after vehicle usage controls; City operators' re-certification controls to ensure the necessary skills to safely operate City vehicles; and the development of a monitoring process to prevent dangerous fatigue-related incidents.

### Why it matters

The safety of employees and members of the public is a key City priority.



*"Thank you, City Auditor's Office for your great work! Your findings will help us improve our processes and enhance safety of City's operations."*

*Majid Asefi,  
Director, Fleet & Inventory*

## Facility Management Lifecycle Investment Management Audit - AC2022-1148

The City of Calgary's Facility Management Business Unit managed 501 city-owned facilities with 4.3 million square feet and approximately \$2.2B in replacement value on December 31, 2021, including facilities added to their portfolio between 2018 and 2021 through the Corporate Coordinated Operations and Maintenance Program (CCOM). The objective of the CCOM program, which is ongoing, was to facilitate a coordinated and corporate wide approach to the operations and maintenance, risk management, harmonization of processes, and standardization of data for facilities.



### Why we did this

The objective of the audit was to assess the effectiveness of processes to manage facility lifecycle costs and investments to mitigate safety risks and support service delivery. Specifically, we reviewed controls over the accuracy and integrity of building condition data used to inform lifecycle management decisions and processes to prioritize lifecycle investments, including Facility Management's Risk Framework to identify critical assets and prioritization criteria.

### What we concluded

Facility Management made significant progress in designing a robust risk framework to support evidence-based lifecycle investment decision-making. However, asset data could not be fully relied on to provide accurate and complete building condition information to support lifecycle cost prioritization since many facilities onboarded through CCOM did not have complete and accurate asset data or a Building Condition Assessment. We recommended the implementation of a long-term plan that leveraged Building Condition Assessments to improve data reliability and implementation of additional controls to mitigate the risk of data errors and omissions.

### Why it matters

In an environment of capital budget constraints, effective processes to manage and prioritize lifecycle investments are critical to mitigate the risk associated with facilities in poor and critical condition that could become unsafe for City staff and the public, and lead to service loss or disruption.

*"The sample that was selected did effectively reveal the shortfalls in data. Your staff were courteous and professional at all times, and learned our business quickly."*

*Jon Anderson,  
Manager, Investment Management*

## Calgary Recreation Infrastructure Investment Audit - AC2022-0727

Calgary Recreation, in collaboration with partners, provides recreation programs, services and access to multiple and various recreation facilities across The City. A recreation “facility and service” gap has arisen due to Calgary’s population growth, increasing participation in sports, non-functional and aging facilities, the need for competition-capable sport and recreation facilities and community gathering spaces, geographic growth, changing demographics and evolving recreation needs.

This demand for programs, services and access to facilities drives infrastructure investment opportunities in new and existing recreation facilities.



### Why we did this

The objective of this audit was to assess the effectiveness of processes implemented by Calgary Recreation to support equitable infrastructure investments.

### What we concluded

Overall, Calgary Recreation’s processes to support equitable infrastructure investments were not fully effective. Calgary Recreation has established an informal objective of improving equitable access to recreation opportunities and included equity as an underlying principle supporting its identification of infrastructure investment opportunities.

However, to meet the three-week report deadline directed by Council, Calgary Recreation followed an ad hoc portfolio decision-making process to arrive at the six infrastructure investments presented for approval to Council in June 2021. We raised three recommendations to support The City’s on-going effective management of infrastructure investment opportunities.

### Why it matters

The demand for recreation programs, services and access to facilities drives infrastructure investment opportunities in new and existing recreation facilities. There are also increasing expectations from a variety of stakeholders to consider equity in recreation infrastructure investment decision-making.



## Green Line Program Baseline Schedule Audit - AC2022-1191

The Green Line Program is the largest infrastructure project in Calgary's history with Stage 1 costs estimated at \$5.5 billion, including financing costs. Stage 1 will be built in two phases. Phase 1 will consist of 18km of LRT track with 13 stations from Shepard up to and including Eau Claire.

Phase 2 from Eau Claire to 16 Avenue N will include two stations and 2km of track.



### Why we did this

The objective of this audit was to assess the effectiveness of the design and operation of processes to create and monitor the Green Line Baseline Schedule. We evaluated Green Line's key controls and processes using guidance/criteria from the Project Management Institute (PMI) and the Association for the Advancement of Cost Engineering (AACE).

### What we concluded

We concluded that processes to create and monitor the Green Line Baseline Schedule were designed and operating effectively. Specifically, Green Line incorporated PMI/AACE best practice guidance in:

- The Schedule Management Plan, which established criteria and activities for developing, monitoring and controlling the Green Line Baseline Schedule.
- The development of the Green Line Baseline Schedule, including identifying and considering risks, documentation of schedule basis and assumptions, defining and sequencing of activities, and the completion of due diligence activities related to baseline schedule and constructability reviews.
- The design and operation of monitoring and reporting processes.
- The design of the change process. We could not test the operation of change management processes as there were no changes to the critical path during the audit period.

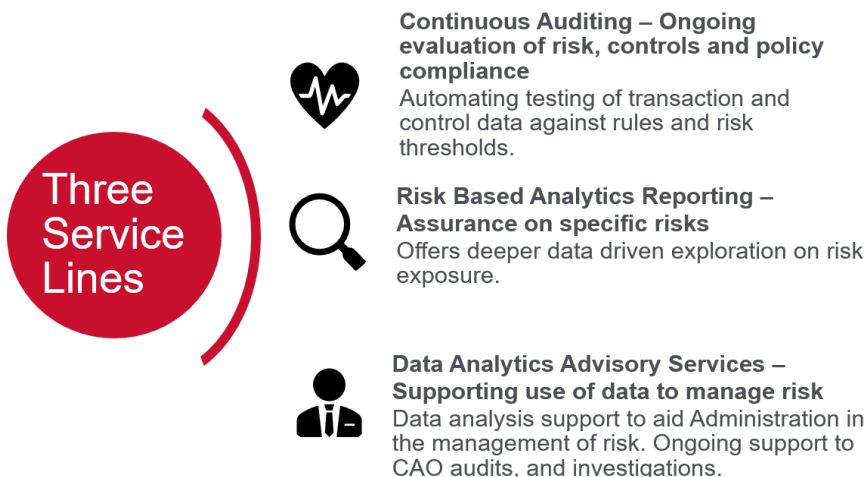
We made one recommendation related to reporting to further support the Green Line Board in its governance and oversight role.

### Why it matters

The creation of a robust Green Line Baseline Schedule combined with effective on-going monitoring processes supports on-time program completion and mitigates the risk of delays with associated financial and reputational impact.



## 3.2 Data Analytics Program Update



The City Auditor's Office Data Analytics Program focused activities in 2022 on building assurance capabilities. We delivered continuous auditing projects, data analytics advisory services and enhanced our resilience.

Our continuous auditing and risk-based analytics projects are planned data analytics activities. Our planned 2022 Data Analytics Areas of Focus was presented to Audit Committee in December 2021, and we delivered two projects during 2022: our Active Directory Continuous Auditing Project (see page 16) and Supplier Conflict of Interest Continuous Auditing Project, which was presented at the January 2023 meeting of Audit Committee.

Data Analytics Advisory Services were delivered to support audit projects, including the Hyperion System Governance and Public Protection Site Safety Plan Process, and investigations. Support involved extracting data from various source systems, delivering it in a format suitable for analysis and supporting the investigator or auditor in their analysis.

Finally, in 2022 we enhanced resilience by implementing new audit data analytics software which has expanded access and use of this software across the City Auditors Office and supported centralization of key analytics scripts. Additionally, we continue to refine our methodology for delivering our continuous auditing projects.

## Active Directory Continuous Auditing Project - AC2022-0987

Active Directory (AD) establishes the identity of users accessing an IT network (authentication) and controls what can be accessed (authorization).

### Why we did this

Continuous auditing is an efficient and cost-effective approach to monitor the AD environment and associated risks in a timely manner.

Data analysis of AD provides assurance to Audit Committee and Administration on control effectiveness and opportunities via a scorecard.

### What we concluded

Overall controls of AD are generally effective, reflecting most accounts are managed through an automated identity management processes.

### Why it matters

AD user account controls mitigate the risks of unauthorized access and support accountability for actions taken using an account. This prevents and/or reduces the impact of data breaches, cyber attacks and fraud.



*"This was my first official audit in this role. I felt it went very well and the collaboration from both sides was excellent."*

*Tyler Andruschak,  
Manager, IT*

## 3.3 Audit Recommendations

The CAO takes a risk-based approach throughout the execution of each audit by focusing on key risks to the achievement of Administration's objectives, which supports meeting City priorities. With Administration's input, we rank identified risks from high to low based on the impact and likelihood should the risk event occur. Where audit testing determines existing processes and controls result in unmitigated risk exposure (i.e. residual risk), we raise audit recommendations that consider practicality, cost efficiency, addressing root cause, and mitigating future business risk to an appropriate risk tolerance. We ask Administration to respond with defined action plans.

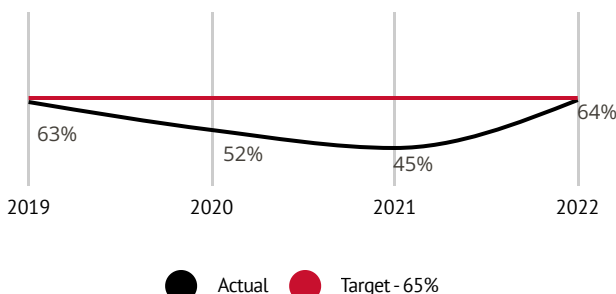
Our audit recommendations intentionally focus on high and medium residual risk exposure to help Administration prioritize resources on areas of greater importance and value. This approach reinforces the importance of effective risk management and decision-making utilizing a risk-based approach.



### 3.4 Implemented Audit Recommendations

The CAO tracks the timely implementation of action plans quarterly. Results frequently vary from quarter to quarter as Administration's commitments can be impacted by other City priorities, initiatives and projects. Our tracking noted a significant improvement in timely implementation in 2022. We believe the improvement reflects greater availability of Administration resources following the completion of the organizational realignment in August and the reduced impact of the COVID-19 pandemic. We will continue to monitor to identify whether the improvement is part of a continuing trend.

#### Timely Implementation of Action Plans

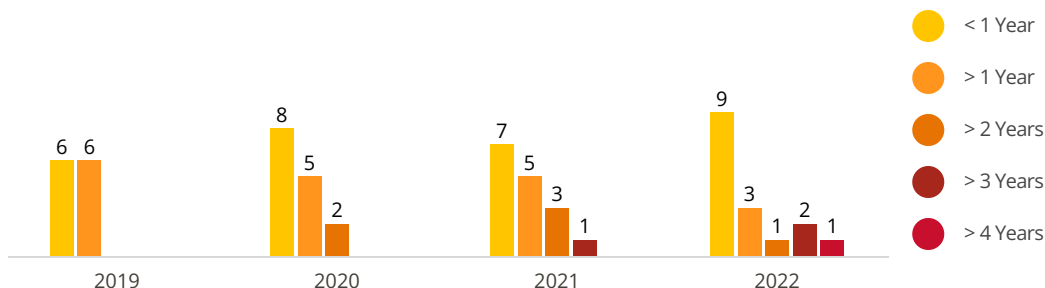


In 2022, Administration implemented 39 action plans, all of which were high (51%) and medium (49%) risk. At year-end, there were 40 outstanding action plans compared to 42 in 2021. Of these, 16 were considered overdue (16 in 2021) since Administration required more time to fully implement action plan commitments.

Most overdue action plans (75%) were overdue by less than two years, which was consistent with 2021 (75%). We will be following up on the three action plans overdue by more than two to three years in Q1 2023 and will communicate any concerns in our 1st Quarter Report to Audit Committee in April.

One action plan is overdue by more than four years. We followed up on this action plan in Q1 2022 and communicated the on-going risk exposure to Audit Committee at the April 2022 meeting. Administration have subsequently obtained budget to support implementation of their action plan, and we will be following up on this action plan in Q1 2025 as part of our commitment to follow-up 30 days after the action plan implementation date. We will continue to support Administration's commitment through quarterly monitoring of action plans and assessment of residual risk.

#### # of Overdue Action Plans



### 3.5 Whistle-blower Investigation Recommendations

Being more than an investigative body tasked with responding to reports of suspected acts of wrongdoing, the WBP provides additional value in identifying root causes of issues investigated. By recommending timely corrective actions to Administration, causal issues identified can be reviewed at either the business unit level or more broadly across the entire organization and, as necessary, corrected in support of mitigating against recurrence of similar activity. Identifying and correcting root causes is a necessary component in determining an employee reporting program as successful and the WBP investigation team takes pride in presenting thoughtful and relevant recommendations.

Our recommendations for corrective action are opportunities for improvement and are provided to assist Administration in correcting behaviour or deficient processes which may have contributed to an activity investigated.

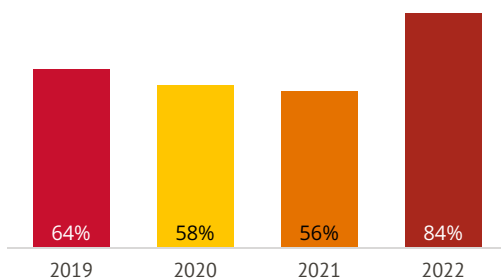
Corrective actions were identified in 84% of investigations concluded in 2022 and regular follow-up with Administration occurred to confirm their completion. At December 31, 94% of recommendations made by the WBP were completed and considered closed. Recommendations outstanding at Dec. 31, 2022 are not considered high risk to the organization and the WBP will continue to monitor their completion status.

Occasionally, investigations identify broader, or systemic issues that reach beyond a specific division or business unit. These observations are appropriately raised with senior Administration leadership and can result in organization-wide corrective action recommendations. A summary of each WBP investigation resulting in a recommendation by the WBP is disclosed on our webpage at: [www.calgary.ca/whistle](http://www.calgary.ca/whistle), which is updated on a quarterly basis.

Recommendations are opportunities for improvement and can be made for any completed investigation, and are not limited to only investigations with substantiated allegations.

The publishing of summarized corrective actions provides transparency of our process and demonstrates accountability in taking investigative action, where appropriate, in response to reports submitted to the WBP. Summaries are presented in a sanitized manner in support of our commitment to confidentiality, reporter protection, and privacy.

**Investigations Resulting in Corrective Action**



**Reliability: Audit, advisory and investigative services add value and are effectively completed by skilled, experienced professionals.**

#### **4.1 Audit and Advisory Professional Standards**



##### **City Auditor's Office 2022 External Quality Assessment Report**

One of the CAO's underpinning values is reliability. Stakeholders, including Audit Committee, must have confidence CAO deliverables meet quality expectations and are complete, accurate, objective, and timely.

The CAO conducts its audit and advisory activities in conformance with the Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing which require the implementation of an internal quality program. Our internal quality program was conducted throughout the year and included the completion of:

- Quarterly audit file peer reviews (by an auditor not involved in the audit);
- Quarterly KPI monitoring;
- Post-audit lessons learned exercises and client surveys; and
- Periodic review and update of key audit processes.

IIA Professional Standards require the CAO to conduct an external assessment at least once every five years by an independent qualified reviewer. An external assessment provides independent objective assurance that the CAO is in conformance with the IIA Standards.

In 2022, an external assessment was completed by the IIA Quality Services and concluded that the CAO "generally conforms" (the highest rating available) to IIA Standards. This conformance provides additional assurance that the CAO is providing effective audits. The external assessment noted that the CAO has an ability to adapt and be responsive to change - the results of which are shown on page 20.

The CAO has established a Quality Assurance and Improvement Program that demonstrates a commitment to continuous improvement and alignment with the IIA Standards and the IIA Code of Ethics. Results of interviews and surveys of key stakeholders indicate that the CAO is highly valued by the Audit Committee and senior management. Three opportunities for continuous improvement were identified. The CAO will act on these opportunities during 2022/2023 to enhance on going efficiency and effectiveness.

Governance		
	Standard	Rating
1000	Purpose, Authority, and Responsibility	GC
1100	Independence and Objectivity	GC
1300	Quality Assurance and Improvement Program	GC
	Code of Ethics	GC

Staff		
	Standard	Rating
1200	Proficiency and Due Professional Care	GC

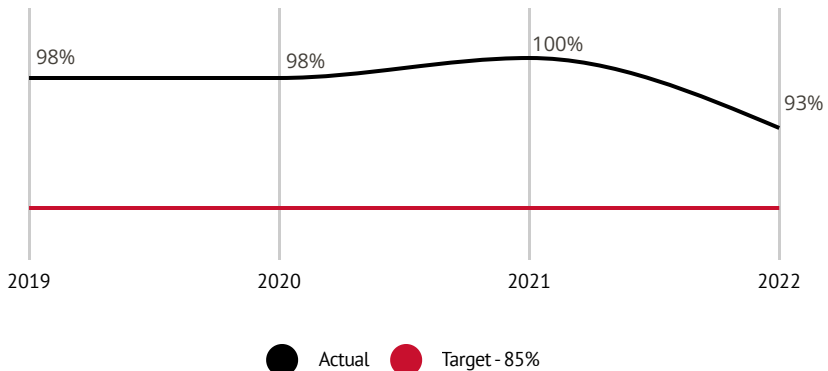
Management		
	Standard	Rating
2000	Managing the Internal Audit Activity	GC
2100	Nature of Work	GC
2600	Communicating the Acceptance of Risks	GC

Process		
	Standard	Rating
2200	Engagement Planning	GC
2300	Performing the Engagement	GC
2400	Communicating Results	GC
2500	Monitoring Progress	GC

### Client Satisfaction Survey

The CAO requests Administration's feedback at the conclusion of each audit project through a survey of ten questions focused on audit delivery and audit value. Eight client surveys were received during 2022 covering seven audits, with a response rate of 78% (2021 – 71%). We are proud we were able to achieve a 93% client satisfaction rating.

### CAO Client Satisfaction



## 4.2 Whistle-blower Policy

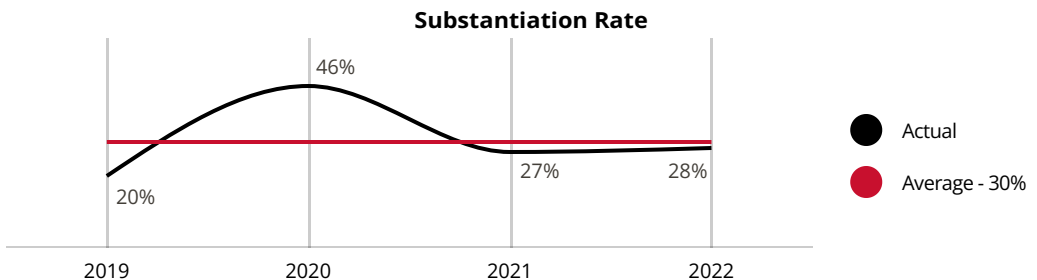
In support of The City's policy review process, a scheduled review of the Whistle-blower Policy occurred, and an updated policy was approved by Council in Q4 2022. While the updated policy does not significantly change the operations of the WBP, notable changes include:

- Clearly outlining how the policy will drive decision-making regarding concerns reported to the WBP.
- Updated roles, responsibilities, and definitions.
- Clarifying an existing practice of extending protection against reprisal to witnesses who support whistle-blower investigations and not just to those who report.
- Assignment of a new policy number CP2022-06, replacing Council Policy CC026.

## 4.3 Whistle-blower Investigation Practices

Whistle-blower investigations are executed in alignment with best practices. WBP investigators' conduct is aligned with the codes of conduct of the Association of Certified Fraud Examiners or Association of Certified Forensic Investigators of Canada. Assessment procedures applied to each report received determines the most appropriate action to address the allegation, or allegations, raised by employees and non-employees. Not all concerns raised support investigation - some matters can be more effectively addressed by Administration through non-investigative actions, while other matters raised simply do not support any action by the WBP. Sixty-four percent (64%) of the matters assessed in 2022 supported action by investigation or a non-investigative response by Administration.

Only an investigation can determine whether an alleged activity or conduct as reported is substantiated as a violation of City policy. The substantiation rate of allegations investigated in 2022 was 28%. To calculate the substantiation rate, the number of allegations substantiated is divided by the number of allegations investigated.



An unsubstantiated allegation may not represent an alleged action which did not occur, or that the report to the WBP should not have been made – an unsubstantiated allegation may simply be the result of available evidence not sufficiently supporting the concern as raised. Substantiation rates are expected to fluctuate year over year and are helpful in identifying potential problems in both reporting and investigation processes. For example, a consistently low substantiation rate could indicate a need to better educate reporters on what information is necessary to support a successful investigation, or it could be indicative of investigation practices requiring improvement.

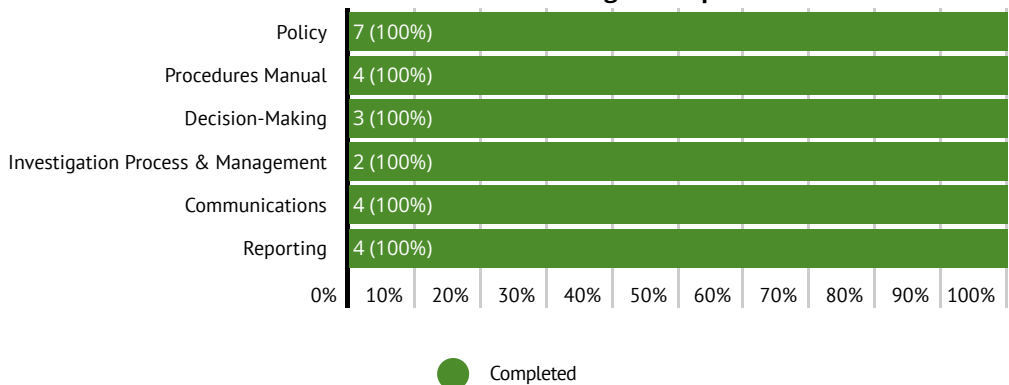
Conversely, a consistently high substantiation rate could question the investigators' objectivity or support further examination to identify more specific trends requiring corrective action. All investigation activity is scrutinized to ensure thoroughness, objectivity and quality before an investigation can be considered concluded.

## Whistle-blower Program External Assessment

As reported in our 2021 annual report, a maturity assessment of the operational practices of the WBP was completed by an external consultant who indicated that, overall, the WBP was a “comprehensive program with a solid structure in place”. Recommendations made to strengthen processes, increase efficiency, and prove additional clarity and transparency in the areas of policy, operating procedures, decision-making, reporting and communications were accepted by the City Auditor.

Most of the recommendations made were minor and administrative in nature, allowing for 59% completion, or partial completion, at the end of 2021. The more significant work involved and relied upon Council's adoption of CP2022-06 Whistle-blower Policy, allowing for the completion of all remaining in late 2022.

### External Assessment - Progress Report



## Sensitive Reports

WBP procedures require all reports with allegations involving any staff member of the CAO, or those which question the objectivity of either the City Auditor or the Manager, WBP, to be independently assessed by the Chair of Audit Committee, or their designate. Reports submitted online and identified as sensitive are automatically directed to the Chair, or designate, for confidential review, bypassing staff associated with the day-to-day operations of the WBP. If the Chair, or designate, determines a report received as not meeting the criteria to be considered sensitive, the report is redirected to the WBP for assessment and normal processing. Reports identified as sensitive and not redirected to the WBP are not included in any statistics reported by the WBP. The Chair, Audit Committee has confirmed that sensitive reports received in 2022 were appropriately assessed and are considered closed.

## Whistle-blower Protection

CP2022-06 Whistle-blower Policy outlines reporter protection and eligibility. Staff involved with the daily activities of the WBP recognize that reporting wrongdoing is rarely easy, and it becomes more difficult when it involves supervisors or colleagues with whom close working relationships exist. Some employees who report to the WBP express a fear of reprisal. Although the reprisal they fear may never materialize, employees are nonetheless informed and encouraged throughout the reporting and investigation process to self-monitor and to report suspected reprisal to the City Auditor.



No suspected acts of reprisal resulting from reporting to the WBP were reported to the City Auditor in 2022.



Retaliation experienced by employees resulting from activities undertaken by Administration and unrelated to reporting to the Whistle-blower is against the Code of Conduct and violations are addressed by Administration, and do not qualify for reporter protection under CP2022-06 Whistle-blower Policy.

### Speaking Up Project

There are many reasons an individual may fear reprisal for reporting suspected wrongdoing – some within an employer's control and others not. In 2022, Administration undertook work to better understand the barriers to speaking up so that processes could be enhanced to address the barriers. The initiative aligns with The City's Rethink to Thrive Strategy to focus on the physical and psychological safety of our employees with an emphasis on a respectful and inclusive workplace, equity, inclusion and anti-racism. The Whistle-blower Program has been an active contributor to this important project.

## 4.4 Professional Designations

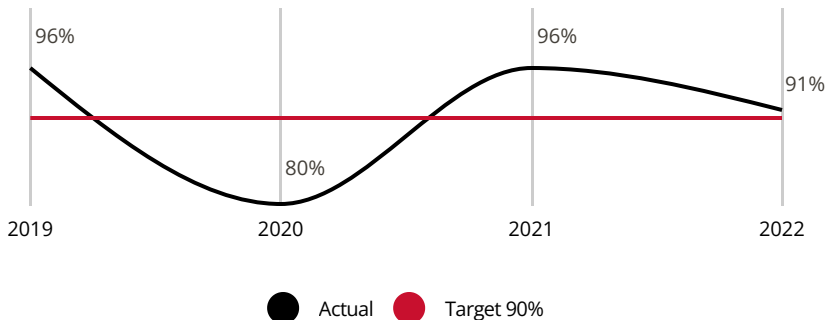
The skills and knowledge of staff are a foundational part of the CAO. To run effective audits, advisory projects and investigations, we have a range of complementary professional designations that enhance the effectiveness of the team. All staff conducting audits, advisory and whistle-blower investigations have at least one of the Certified Internal Auditor, Certified Information Systems Auditor, Certified Fraud Examiner or Certified Forensic Investigator designations.

Professional Designation Category	Number of Staff
Internal Audit	11
Fraud Investigations	3
Accounting	6
Risk Management	1
IT Audit	4
Project Management	1
Data Analytics	3

## 4.5 Staff Training

Our staff commitment to life-long learning helps to keep our team current on best practices, supports succession planning, and the creation of annual development plans based on team member needs. Monitoring the completion of these plans helps us to track the value of staff training. During 2022, we achieved our 90% staff training plan completion target.

### Staff Training Plan Completion

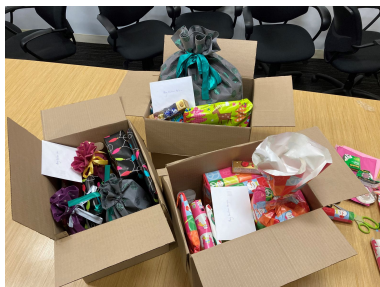


Throughout 2022, our staff participated in various training sessions to enhance their own skills and the overall capacity of our team. Seven members of the team took part in the IIA National Conference that took place in Calgary and benefited by discussing the latest best practices in internal audit and networking with leaders from across North America. The City Auditor took part in a panel discussion on the benefits of obtaining the Certified Internal Auditor designation.

Three members of our team attended the Association of Certified Fraud Examiners' Conference to stay current on leading practices in investigations. The CAO also offered a training session to our entire team focused on enhancing our audit process skills by ensuring fact-based and control-based tests, and feasible audit recommendations can be used to elicit change.

## 4.6 Professional and Community Volunteer Activity

Volunteering both professionally and in our community is an important value in the CAO. As noted above, the City Auditor volunteered as a panelist at the 2022 IIA National Conference and our Audit Manager IT is a key volunteer member of the Association of Local Government Auditors Board. In 2022, the team continued our tradition of joining the Seniors Secret Service, a community volunteer initiative to donate Christmas gifts to those in the community who may not have friends and family to gift to them.



**Resilience: Establish and maintain structure and protocols, which provide adaptability and agility, to ensure the continued delivery of City Auditor's Office services.**

## 5.1 Budget

The CAO strives to provide the highest level of independent and objective assurance, advisory and investigative services within our Council-approved budget. Our approved 2022 annual budget includes costs associated with completing audit, advisory and investigative services.

Most of the CAO budget represents salary and associated costs for the professional team. The CAO generally maintains funding within its budget to enable the office to hire subject matter experts to evaluate specialized risk areas or provide specific knowledge. The CAO did not fully utilize the 2022 salary budget due to staff absences and position vacancies. However, we were able to leverage contract resources to support the completion of investigative and assurance services by engaging internal contract resources to support WBP investigations and external contract resources to support the completion of two audits on our 2022 audit plan.

(\$'000's)	2019 Annual Budget	2019 Actual	2020 Annual Budget	2020 Actual	2021 Annual Budget	2021 Actual	2022 Annual Budget	2022 Actual	Variance
Salary	2,684	2,585	2,764	2,477	2,802	2,454	2,825	2,274	551
Tools & Technology	120	108	130	166	130	140	130	125	5
Training	52	56	56	20	56	21	56	38	18
Professional Memberships	18	21	18	19	17	16	17	15	2
Contracted Services	0	10	4	0	7	25	7	193	(186)
Employee Recognition	3	1	3	0	3	0	3	0	3
Office Operating Costs	57	56	49	46	47	36	48	53	(5)
Total	2,934	2,837	3,024	2,728	3,062	2,692	3,086	2,698	388

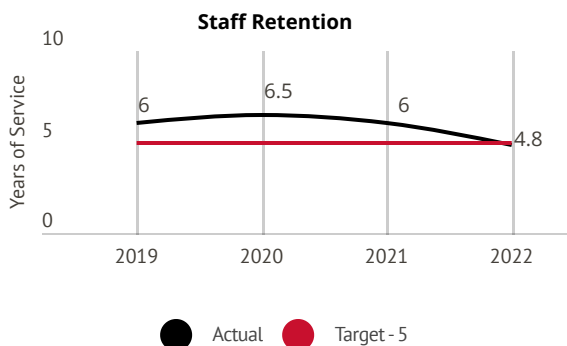
## 5.2 Business Continuity

Business continuity is a key aspect of resilience to ensure that City services can be delivered without interruption in the event of a disruption caused by emergencies. The CAO started 2022 working remotely utilizing the CAO business continuity plan, and transitioned to hybrid working from April onwards. An annual update of the CAO business continuity plan was completed in October to support the CAO in continuing service delivery in the event of a future disruption.

Other CAO processes and process improvements also support on-going business continuity and resilience, including workplace inspections to support a safe working environment, records management processes to support records retention and disposition, and continuous process improvement activity to support on-going efficient working practices.

## 5.3 Staff Engagement and Retention

Skilled and knowledgeable staff are fundamental to the CAO's ability to deliver value-add services. During 2022, we focused on building our team following a number of departures in 2020 and 2021. The City Auditor position was formally appointed by Council in June 2022, and following that, the Acting Deputy City Auditor was formally appointed into the second Deputy City Auditor position. We were successful in recruiting and on-boarding two Senior Auditors, a Senior Data Analytics Auditor, and a WBP Investigator, as well as transitioning our temporary Office Administrator into the permanent role.



We continued our focus on continuous learning and utilized learning opportunities to build team engagement and cohesion. We completed training on ideas generation offered by The City's Innovation Lab, and audit training on drafting audit observations delivered by an industry professional. We also completed team and leadership sessions focused on diversity, equity, inclusion and belonging (EDIB) in support of our on-going commitment to this important topic. We have enjoyed growing our team and building new connections this year: all members of the CAO are invited to contribute to a monthly anonymous survey of team mood and scores remained positive throughout the year. We have also enjoyed building collaborative relationships with other City teams who contribute to The City's governance, risk and controls. We held a session discussing risk methodology with The City's Enterprise Risk Management (ERM) team in December, and will continue to identify opportunities to share knowledge and ideas in relation to risk management activities without compromising our independence and objectivity.

### Looking for more Information?

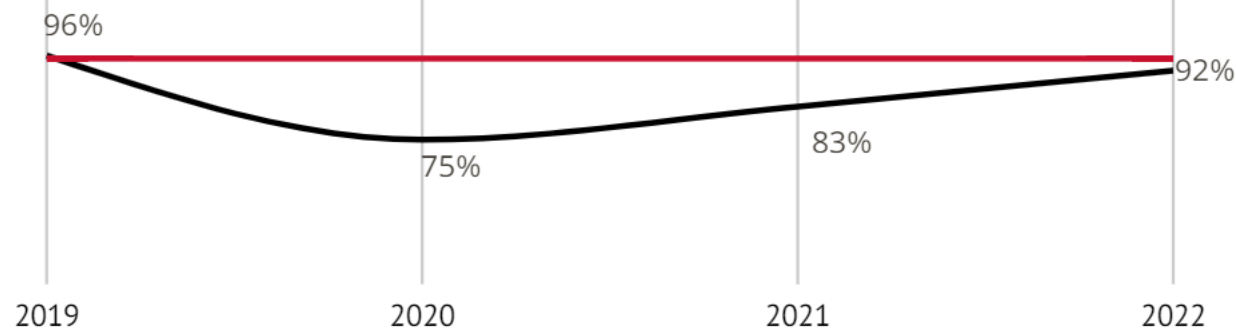
Visit our website at [www.calgary.ca/auditor](http://www.calgary.ca/auditor) to find more information and to read our audit reports.

You can also learn more about the WBP at [www.calgary.ca/whistle](http://www.calgary.ca/whistle)

# One Calgary Accountability



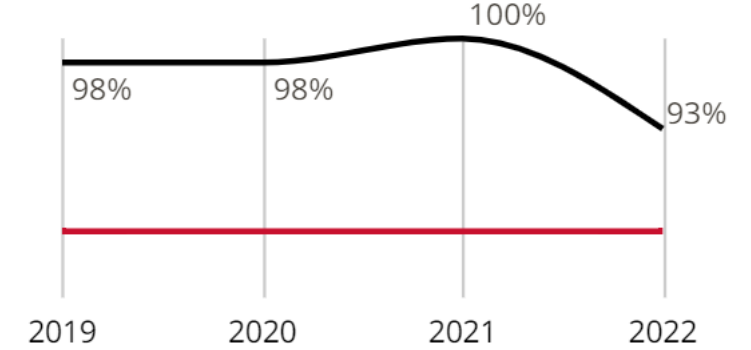
## Annual Audit Plan Completion



● Actual ● Target - 95%



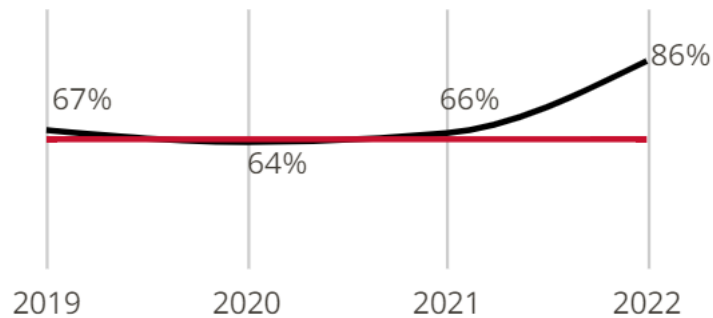
## CAO Client Satisfaction



● Actual ● Target - 85%



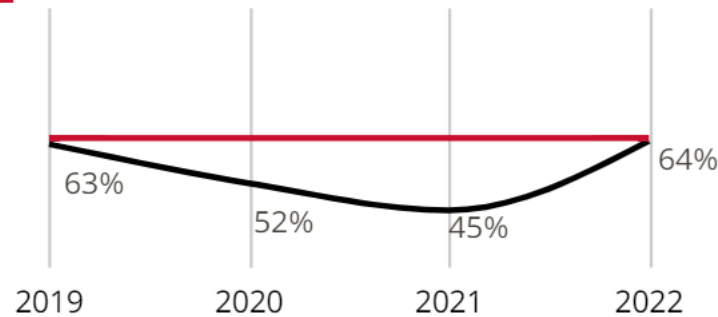
## % of Whistle-blower Program Investigations Open < 180 Days



● Actual ● Target - 65%



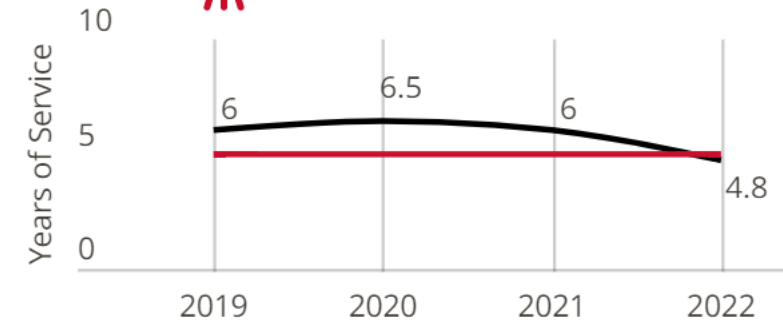
## Timely Implementation of Action Plans



● Actual ● Target - 65%



## Staff Retention



● Actual ● Target - 5



Clerks Note to  
Regular Meeting of Council  
2023 March 14

ISC: UNRESTRICTED  
AC2023-0135

**RE: External Auditor – Update on City of Calgary 2022 Audit (Realignment), AC2023-0135**

**RECOMMENDATIONS OF THE AUDIT COMMITTEE, 2023 FEBRUARY 15**

That Council:

1. Recommend that Council receive this Report for the Corporate Record; and
2. Direct that the Confidential Report and Confidential Attachment be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2023 April 30.

**Attachments:**

- CONFIDENTIAL Cover Report
- CONFIDENTIAL Attachment 1





**Potential Annexation of a Portion of 101 St SW – Response to Request from Rocky View County**

**RECOMMENDATIONS:**

The Intergovernmental Affairs Committee recommend that Council:

- 1) Support, in principle, Rocky View County's proposal for the annexation of a portion of 101 Street SW (Attachment 2) by pending confirmation of the terms of annexation;
- 2) Direct Administration to work with Rocky View County to advocate to the Minister of Municipal Affairs to use Section 125 (b) to enable the annexation; and
- 3) Request that Mayor Gondek, either individually or jointly with the Mayor of Rocky View County, send a letter in support of the potential annexation to the Minister of Municipal Affairs.

**RECOMMENDATIONS OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2023 FEBRUARY 16:**

That Council:

1. Support, in principle, Rocky View County's proposal for the annexation of a portion of 101 Street SW (Attachment 2) by pending confirmation of the terms of annexation;
2. Direct Administration to work with Rocky View County to advocate to the Minister of Municipal Affairs to use Section 125 (b) to enable the annexation; and
3. Request that Mayor Gondek, either individually or jointly with the Mayor of Rocky View County, send a letter in support of the potential annexation to the Minister of Municipal Affairs.

**HIGHLIGHTS**

- Rocky View County is proposing annexing a portion of 101 Street SW (approximately 2.6 hectares) from The City of Calgary to Rocky View County. It is also proposing that the municipalities jointly advocate to the Minister of Municipal Affairs to consider using of Section 125 (b) of the *Municipal Government Act* to enact the annexation in an efficient and timely manner.
- What does this mean to Calgarians? This portion of 101 Street SW is rarely used by Calgarians, but The City of Calgary is responsible for its maintenance and operation. There is the potential for operational cost savings by allowing Rocky View County to annex the portion of the road.
- Why does this matter? An opportunity exists to work collaboratively to better meet the needs of both municipalities in a cost-efficient manner.

**DISCUSSION**

The construction of the Southwest Calgary Ring Road has necessitated changes in the road network in the area. Upon completion of the ring road, a portion of 101 Street SW will solely provide access to parcels in Rocky View County.

## **Potential Annexation of a Portion of 101 St SW – Response to Request from Rocky View County**

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In 2022 May, Rocky View County (The County) Administration inquired if The City of Calgary (The City) would have a position on the potential annexation of a portion of 101 Street SW by The County. The subject lands are shown in Attachment 2.

The County noted that:

With the severing of 101<sup>st</sup> ST SW from HWY 8 and the construction of the West Calgary Ring Road, the City would need to traverse Rocky View County roads in order to access this portion of 101<sup>st</sup> for maintenance. Additionally, the County, in partnership with the Province, is intending to advance a drainage project which would use the roadside ditch of 101<sup>st</sup> Street SW. Having this infrastructure within City right-of-way may pose long term operational challenges between the municipalities.

The County has proposed that these issues could be at least partly mitigated through the annexation of the lands to The County from The City. The County is additionally requesting that The City consider supporting this annexation to occur through the simplified Order in Council process as opposed to the typical annexation process.

A formal request to support this annexation and advocacy to the Minister of Municipal Affairs was received by letter from General Manager Byron Reimann to General Manager Stuart Dalgleish on 2022 November 03 (Attachment 1).

Administration has not identified any significant concerns with the potential annexation of the land by The County in this preliminary review (Attachment 3). It is also understood that Alberta Transportation has not identified any initial concerns with the change in jurisdiction.

A response to the letter by General Manager Stuart Dalgleish to General Manager Byron Reimann was provided 2023 January 24 coming The City of Calgary's intent to bring forward this report to Intergovernmental Affairs Committee for direction.

### **Annexation Process**

The annexation process in Alberta is provided in Division 6 of the Municipal Government Act. Section 125 of the Municipal Government Act gives the Lieutenant Governor in Council the power to make an annexation order either (a) after considering the report of the Tribunal or (b) at any time on the recommendation of the Minister of Municipal Affairs ("Order in Council").

Should The City support the potential annexation, the municipalities could advocate that it occur through an Order in Council. This would eliminate the need for City Administration and Council Members to participate in a full annexation process (including steps such as setting up a formal annexation negotiation committee) which is time and resource intensive. (Note: The City of Calgary and Rocky View County currently have an Annexation Negotiation Committee established for the SE Industrial lands.)

Should Council support the potential annexation and the advocacy strategy, Administration would work with Rocky View County to seek to gain the support of the Minister of Municipal Affairs to use an Order in Council.

## Potential Annexation of a Portion of 101 St SW – Response to Request from Rocky View County

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Should advocacy to the Minister of Municipal Affairs not be successful, Rocky View County may elect to initiate an annexation as described in Section 116 of the Municipal Government Act.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |

### IMPLICATIONS

#### Social

Support for the annexation has the potential to provide opportunities for better collaboration between Rocky View County and The City of Calgary.

#### Environmental

Not applicable

#### Economic

Not applicable

#### Service and Financial Implications

#### No anticipated financial impact

There is a potential for a small reduction in operation expenses for The City of Calgary associated with road maintenance should the road be transferred to Rocky View County.

### RISK

Using an Order in Council would eliminate the public engagement that is typically associated with annexations. Given the small land area being considered and that all the lands being annexed are municipally owned there is likely less risk associated. Should The City not support the potential annexation, it may negatively affect our relationship with Rocky View County or result in a more onerous and expensive annexation process.

### ATTACHMENT(S)

1. Letter from Rocky View County, dated 2022 November 02
2. Map of Subject Lands
3. Preliminary Evaluation of Proposal
4. Letter from GM Stuart Dalglish to Rocky View County, dated 2023 January 24

**People, Innovation and Collaboration Services Report to  
Intergovernmental Affairs Committee  
2023 February 16**

**ISC: UNRESTRICTED  
IGA2023-0104  
Page 4 of 4**

**Potential Annexation of a Portion of 101 St SW – Response to Request from  
Rocky View County**

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Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Chris Arthurs	People, Innovation and Collaboration Services	Approve
Stuart Dalgleish	Planning and Development Services	Consult
Michael Thompson	Infrastructure Services	Inform
Doug Morgan	Operations	Inform

**ROCKY VIEW COUNTY**262075 Rocky View Point  
Rocky View County, AB, T4A 0X2403-230-1401  
questions@rockyview.ca  
www.rockyview.ca

November 2, 2022

Mr. Stuart Dalgleish  
General Manager, Planning and Development Services  
Deputy City Manager  
City of Calgary  
P.O. Box 2100, Stn. M  
Calgary AB, T2P 2M5

Dear Mr. Dalgleish,

**RE: Transfer of Portion of 101<sup>st</sup> Street SW to Rocky View County**

I am writing to seek the City of Calgary's support of a request to the Minister of Municipal Affairs to annex a portion of 101<sup>st</sup> St SW (between Highway 8 and Lower Springbank Road) from the City, to the County, so the County can be responsible for ownership and maintenance of the road.

This portion of 101<sup>st</sup> St was annexed into the City of Calgary in 2007, however, the road services County residents and is difficult to access from inside the City. In addition, the southwest expansion of Stoney Trail will permanently remove direct City access to this portion of 101<sup>st</sup> Street SW, making it even more difficult for the City to perform maintenance and snow removal. If the lands were transferred back, Rocky View County would assume ownership and responsibility for maintenance and snow removal, which would remove this burden from the City and allow you to allocate resources to higher priority infrastructure.

There have been several discussions between City and County Administrations on this issue, with general agreement that transfer of this road back to the County is a logical solution. This letter is intended to assist with a formal request to your Council to support a joint approach to Municipal Affairs.

Given that the land in question is only a specific portion of an existing road, the County is interested in pursuing an Order-in-Council from Cabinet under Sec. 125(b) of the *Municipal Government Act* instead of going through a lengthy annexation process. If the City of Calgary were to support us on this request, the likelihood of success would increase.

The County is committed to a constructive and collaborative relationship with the City of Calgary and welcomes the opportunity to work with you to resolve this matter in a mutually beneficial way. Please accept this letter as Rocky View County's formal request that the City support a joint letter with the County to request that the Minister of Municipal Affairs recommend to Cabinet that 101<sup>st</sup> St SW between Highway 8 and Lower Springbank Road be transferred from the City of Calgary to Rocky View County via an Order-in-Council.

Rocky View County

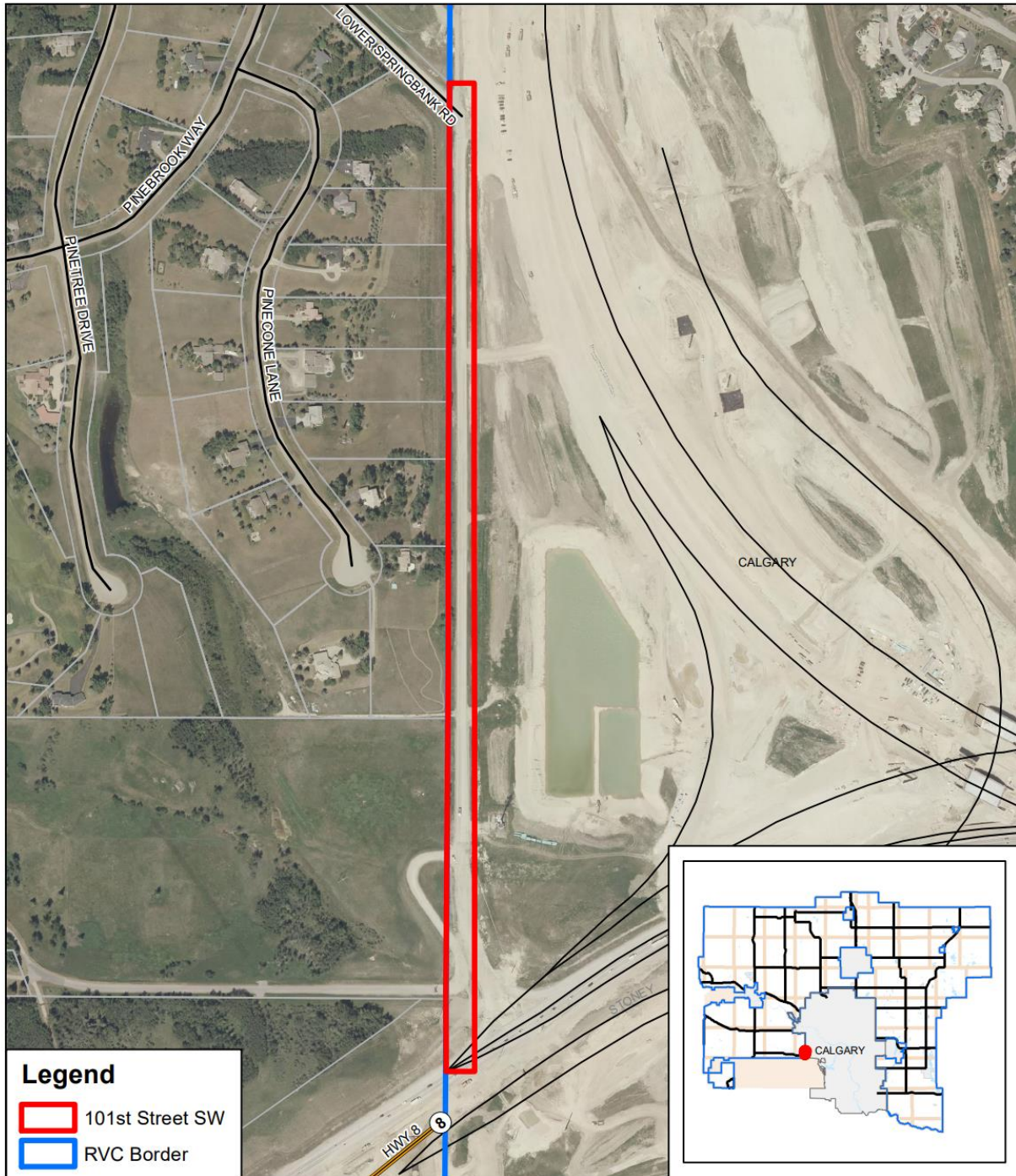
Page 1 of 2

I hope to hear from you on this matter soon and can be reached at (403)-520-1196 or [briemann@rockyview.ca](mailto:briemann@rockyview.ca) if you have any questions.

Sincerely,  
ROCKY VIEW COUNTY

A handwritten signature in black ink, appearing to be 'Byron Riemann', written over a circular stamp or seal.

Byron Riemann  
Executive Director of Operations







### Preliminary Evaluation of Potential Annexation

To facilitate a response to The County, Regional Planning worked cross-corporately to evaluate, at a high level, the potential annexation. Internal comments provided include the following:

Operational Area	Comments
Water	<ul style="list-style-type: none"> <li>• Appears to be a reasonable solution for an orphaned piece of City land</li> <li>• This is an area and request that Water is familiar with given interactions with adjacent Alberta Transportation projects</li> <li>• Confirmed that there is no planned or existing City infrastructure for this area and do not see any concerns with transfer of ownership</li> <li>• There is regional sanitary infrastructure in this ROW however would imagine that RVC is aware of their own infrastructure</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Infrastructure Services (Ring Road implementation) is in support</li> <li>• A concern was identified that if the Government of Alberta were to sell off adjacent parcels, the ability to provide access to them may be compromised.</li> </ul>
Parks	<ul style="list-style-type: none"> <li>• No Parks parcels adjacent to 101 ST SW</li> </ul>
Transit	<ul style="list-style-type: none"> <li>• No concerns identified at this stage</li> </ul>
Real Estate & Development Services	<ul style="list-style-type: none"> <li>• No concerns identified at this stage</li> </ul>
Regional Planning	<ul style="list-style-type: none"> <li>• East Springbank ASP Appendix 2 does not indicate any connection of 101 Street north and south of Stoney:</li> <li>• Registered subdivision plan shows a 6.0 m wide walkway which is an emergency access right-of-way. This would connect to a gated emergency access to 101 ST SW from Stoney as shown on the ring road project website.</li> <li>• Regional Planning has also identified the following utilities in the area:             <ul style="list-style-type: none"> <li>○ Overhead utility line on east and west side of 101 ST SW</li> <li>○ ATCO Easement 243 L.G. on east side of 101 ST SW</li> <li>○ Antenna/ Cell Tower located on parcel addressed 3660 101 ST SW adjacent to 101 ST SW</li> </ul> </li> <li>• Administration was unable to identify any utilities located in the road.</li> </ul>





ISC: Unrestricted

January 24, 2023

Mr. Byron Riemann  
Executive Director of Operations  
Rocky View County  
262075 Rocky View Point  
Rocky View County, Alberta T4A 0X2

Dear Mr. Byron Riemann

Thank you for your letter dated 2022 November 02 seeking The City of Calgary's support of a Rocky View County request to the Minister of Municipal Affairs to annex a portion of 101 Street SW (between Highway 8 and Lower Springbank Road) from The City to The County.

In consultation with our Regional Planning and Intergovernmental Relations teams, I can confirm that City Administration is comfortable advancing this request to our Council and seeking their support for the annexation request and the joint advocacy to the Minister of Municipal Affairs. Calgary's Administration will advance this request to the 2023 February 16 meeting of our Intergovernmental Affairs Committee and, subsequently, the 2023 March 7 meeting of Council. Once Council has made a decision has been established, City Administration will be able to confirm The City's position

The City has confirmed that Neil Younger ([neil.younger@calgary.ca](mailto:neil.younger@calgary.ca)) and Allison Chan ([Allison.chan@calgary.ca](mailto:Allison.chan@calgary.ca)) will be leading this work and advancing the recommendation to Committee and Council. We would therefore ask that Rocky View County Administration coordinate with them on this project.

We look forward to collaborating with Rocky View County on this opportunity.

Sincerely,

Stuart Dalgleish

General Manager, Planning & Development Services

**cc:** Chris Arthurs, General Manager, People, Innovation & Collaboration Services

Josh White, Director, City & Regional Planning

Kelly Cote, Manager, Intergovernmental & Corporate Strategy



**Community Services Report to  
Community Development Committee  
2023 February 22**

**ISC: UNRESTRICTED  
CD2023-0226  
Page 1 of 4**

**Corporate Public Art Policy Update**

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**RECOMMENDATIONS:**

That the Community Development Committee recommend that Council:

1. Approve the updated Corporate Public Art Policy;
2. Approve the transfer of \$12.1 million approved capital budget and funding to the Arts and Culture service line (Budget ID 446510), from the budgets listed in Attachment 4, as directed by the Public Art Policy “per cent for art” calculation contribution for the 2023-2026 budget cycle; and
3. Approve the use of the unrestricted funding source, the Reserve for Future Capital (RFC), to replace up to \$10 million of restricted funds within the \$12.1 million approved capital budget and funding to the Public Art Program (2023-2026).

**RECOMMENDATIONS OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2023  
FEBRUARY 22:**

That Council:

1. Approve the updated Corporate Public Art Policy;
2. Approve the transfer of \$12.1 million approved capital budget and funding to the Arts and Culture service line (Budget ID 446510), from the budgets listed in Attachment 4, as directed by the Public Art Policy “per cent for art” calculation contribution for the 2023-2026 budget cycle; and
3. Approve the use of the unrestricted funding source, the Reserve for Future Capital (RFC), to replace up to \$10 million of restricted funds within the \$12.1 million approved capital budget and funding to the Public Art Program (2023-2026).

Opposition to Recommendations: Councillor Chu and Councillor McLean

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**HIGHLIGHTS**

- The updated Corporate Public Art Policy (the policy) provides direction for commissioning new artworks, acquiring existing artworks, delivering public art programming, activating The City of Calgary Public Art Collection, and maintaining and conserving the collection through a “per cent for art” capital funding strategy. This policy update enables funds to be used in a flexible manner, but does not change the investment for public art.
- The policy also reflects the transition of the Public Art Program (the program) to a third-party operator that is responsible for developing new public artworks and programs.
- The policy outlines the new roles for program delivery and defines a change to the funding process which ensures the per cent for art funds are obtained from unrestricted sources and utilized in the most effective way possible.
- What does this mean to Calgarians? This updated policy will secure the delivery of a flexible and responsive public art program for Calgary. The policy reduces barriers for Calgary’s local artist community, and improves transparency for Calgarians, which directly supports investment in the local creative economy.

## **Corporate Public Art Policy Update**

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- Why does this matter? The policy will secure a cross-corporate commitment to supporting the program, and creates the mechanism to secure flexible capital funds for the delivery of public art.
- Background and Previous Council Direction is included as Attachment 1.

### **DISCUSSION**

The Public Art Program was put on hold, at Council direction, in 2017. During this time, Administration looked at best practices of public art programs across North America and was directed by Council to work with a consultant to develop recommendations on how to move the program forward in an effective manner. In 2019, Administration brought forward a recommendation to move the program to a third-party operator, which was approved by Council. A competitive Request for Proposal process was directed by Council, and Calgary Arts Development Authority was the successful proponent. The contract with the third-party operator started on March 20, 2021.

The updated Public Art Policy, presented in Attachment 2, directs how The City and the third-party operator deliver public art to Calgarians. The City will continue to own the Public Art Collection on behalf of Calgarians and will be responsible for maintaining and activating over 1,300 artworks through exhibits, educational activities, and loans. The City will also focus on initiatives needed to address the disparity of genders, cultures and artistic practices in the Public Art Collection. For example, only two per cent of the collection is by Indigenous/Metis/Inuit artists. The third-party operator is responsible to develop new public artworks and programs.

The policy outlines a new internal process that will enable the “per cent for art” capital funds to be gathered from unrestricted funding sources (starting in the 2027-2030 budget). The former process used funds tied to specific initiatives, which often resulted in public artworks being constrained to the site of infrastructure projects. These sites were often in places that are difficult for residents to access, such as on bridges over major roadways or at interchanges. The unrestricted funding model will enable the third-party operator to be responsive to community context and civic priorities. This also allows for greater flexibility in how public art is delivered to Calgarians.

There will continue to be opportunities to integrate public art into civic amenities with high public interaction and visibility, such as recreation centres and parks. The third-party operator will be closely connected with City services through a Public Art Liaison and the Interdepartmental Public Art Team, a newly created advisory group to (a) enable communication, (b) provide insight on strategic alignment, and (c) provide feedback. Transparent and community-based processes will be developed to guide decision-making on the locations and types of artworks to be commissioned.

Additional policy changes respond to what The City heard through engagement with the public and arts community – to provide a program that is engaging, relevant and accountable. Flexible funding, in combination with updated best practices focusing on enabling equity, diversity, inclusion and accessibility, will remove barriers for a variety of artists and artistic practices. This includes ensuring equal opportunities for Indigenous and other equity-deserving artists to participate in the program. The changes outlined in the policy support and empower local artists in their career development and play a role in strengthening the local arts community through collaboration, mentorship and access to resources. The policy also encourages a range of



## **Corporate Public Art Policy Update**

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experiences for the public, including temporary and permanent artworks, and small to large-scale projects.

It should be noted that the new corporate policy template prompted additional edits, but the intent of the original content remains the same.

Once the updated policy is approved, The City will move forward with the new funding process for the program. The City will continue to work with the third-party operator.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Public engagement was undertaken                | <input type="checkbox"/> Public communication or engagement was not required |
| <input checked="" type="checkbox"/> Public/interested parties were informed         |  |
| <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |  |

Administration conducted public engagement as part of the Request for Proposal research stage to understand Calgarians' expectations and priorities for public art in our city. Led by Art + Public UnLtd, engagement included multiple virtual engagement opportunities from March to June 2020. Nearly 3,000 Calgarians, including members of the former Public Art board, Public Art Alliance, local artists, Councillors and the general public provided input. Tactics included:

- One-on-one interviews with members of the arts community (March-May 2020)
- Five, hour-long online engagement sessions (March-June 2020)
- A month-long online survey (May-June 2020)

The full Community Engagement Report, including the pillars and supporting principles, is presented in Attachment 3.

## **IMPLICATIONS**

### **Social**

The policy enables a strategic, customer-focused approach to delivering public art to Calgarians. This reduces barriers for equity-deserving communities and artists at all stages of their careers, and encourages gathering and connection, which supports the development of community and social cohesion.

The policy aligns with the Social Wellbeing Policy principles.

### **Environmental**

The policy continues to support the use of public art in building awareness with residents about critical environmental issues, such as the important role the Bow and Elbow Rivers play in the life of our city. Public art projects will follow City best practices and comply with environmental standards and requirements.

The policy aligns with The City of Calgary's Environmental Policy.

**Community Services Report to  
Community Development Committee  
2023 February 22**

**ISC: UNRESTRICTED  
CD2023-0226  
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## **Corporate Public Art Policy Update**

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### **Economic**

The policy continues to support the investment in visual art, which yields direct economic benefit for local artists, fabricators, architects and engineers, and indirect benefit by raising Calgary's profile as an attractive place to live, work and play.

### **Service and Financial Implications**

#### **Other:**

The policy secures a cross-corporate commitment to support the public art program and creates the mechanism to secure flexible capital funds. As presented in Attachment 4, for the 2023 – 2026 budget, \$12.1 million will be transferred to the Arts and Culture service line (Budget ID 446510) and provided to the third-party operator to support the commissioning of future public art projects. Restricted funding includes sources such as grants and utilities. The approval of this report will enable the draw of up to \$10 million from the Reserve for Future Capital to remove restrictions, enabling the third-party operator to deliver community-driven public art projects and services.

### **RISK**

There is a risk the third-party operator will not be able to sustain the standard of operations proposed by The City. The City will provide institutional experience, and support the new organization to adhere to corporate reporting standards.

### **ATTACHMENTS**

1. Background and Previous Council Direction
2. Corporate Public Art Policy Updated
3. Public Art Program Community Engagement Report
4. 2023-2026 Service Plans and Budget Contribution to Public Art Program
5. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Carla Male / Les Tochor	Corporate Planning & Financial Services	Consult
Michael Thompson	Infrastructure Services	Consult
Doug Morgan	Operational Services	Consult

# Background and Previous Council Direction

## Background

An initial "Request for Proposal Agreement Letter" was signed with the selected third-party operator, Calgary Arts Development Authority, on March 20, 2021.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2021 March 16	PFC2021-0334	Verbal report to the Priorities and Finance Committee and then to the 2021 March 22 Council Meeting.
2020 October 04	CPS2020-1063	Council received a Report for information which provided the following updates: <ul style="list-style-type: none"><li>- graduated transition plan or "Proof of Concept" for transitioning the Public Art Program to an external operator</li><li>- posting of the Request for Proposal (RFP) was delayed to ensure organizations impacted by COVID-19 have the opportunity to bid</li><li>- future financial model for an externally operated Public Art Program, and</li><li>- summary of outcomes of engagement leading up to issue of the RFP</li><li>- A public call for RFP selection panel members was posted on 2020 September 17 and will close on 2020 October 29. The call is asking for applications from members of the arts and culture community and the public to support the selection of the external organization through reviewing applications and participating in interviews.</li><li>- Interviews with selected RFP proponents will occur following the close of the RFP on 2020 November 19.</li></ul>
2020 April 06	CPS2020-0335	Council adopted the summary of elements that will be used to develop the Request for Proposal as presented in Attachment 1.
2019 November 18	CPS2019-1426	Council approved the Consultant's recommendations to move to an independent, arms-length model and directed Administration to proceed with a competitive selection process to secure a Program Operator.
2019 September 30	C2019-1263	Notice of Motion C2019-1263 (Independence and Governance in Delivering the City of Calgary Public Art Program), Administration retained third-party

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
		consultant ART + PUBLIC UnLtd, to evaluate The City's Public Art Program and provide recommendations for future operations.
2019 March 18	CPS2019-0014	<p>Council approved Amendments to the following Administration Recommendations:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Direct Administration to complete the transfer of previously approved budgets to a Corporate Public Art program: capital activity 446510; and</li> <li>2. Direct Administration to report back to Council through the SPC on Community and Protective Services no later than Q1 2020 on a public art workplan and strategy for 2020 – 2022 and review the suspension of the Public Art Policy at that time.</li> </ol>
2017 September 13	NM2017-32	<p>Council approved Amendments to the Corporate Public Art Policy, directing Administration to report back with a progress update in Q1 2018 and again in Q2, 2018 with recommendations on a new process including the following:</p> <ol style="list-style-type: none"> <li>a) Best practices around fully engaging the public with the public policies, practices and The Public Art Policy Management Framework.</li> <li>b) Mechanisms for the prioritization and allocation of tax dollars for art funding during economic downturns and Council engagement.</li> <li>c) How to accommodate concept submissions from artists that foster and enhance local, regional, national, and culturally appropriate artists.</li> <li>d) How Council can be briefed on short-listed submissions by the Public Art Board, and how, in turn, the public can be engaged for their feedback.</li> <li>e) Who will make the selection of a successful candidate and how it will be communicated back to the public and to Council.</li> <li>f) When and how the suspension of the Corporate Public Art Policy should be lifted.</li> <li>g) Report back on the outcomes/progress of the</li> </ol>

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
		<p>2014 Notice of Motion.</p> <p>Council also directed Administration to suspend all new public art projects scheduled for RFP until Q2, 2018. At the same time, Council recognized that there were many art projects that had been tendered and contracted in accordance with current Council approved policy and process, and would, therefore, continue to completion.</p>
2013 December 16	NM2013-34	<p>Council approved NM2013-34, directing administration to undertake a review of the Public Art Policy, including:</p> <ul style="list-style-type: none"> <li>• developing options for a sliding scale of percentage funding based on the amount of capital budget for projects, including consideration of placing a maximum dollar amount for any capital project;</li> <li>• developing options for greater public participation including but not limited to changing the composition of project selection juries, the method of selection of the project jury, as well as increasing opportunities for input by the general public into the selection process for the public art;</li> <li>• developing a strategy to help build local capacity of artists to compete for public art projects locally, nationally and internationally;</li> <li>• amending the policy for greater flexibility in the use of a portion of public art funding for the restoration and/or enhancement of on-site heritage assets;</li> <li>• amending the policy for greater flexibility in incorporating public art as functional components of the infrastructure; and</li> <li>• developing a strategy for pooling of funds in locations with a high public benefit or for long-term creation of large iconic or monumental pieces of public art at key locations within the city.</li> </ul> <p>Additional Council direction on this Notice of Motion included:</p>

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
		<ul style="list-style-type: none"> <li>reiterate that all City business units must comply with the policy in the development of capital projects;</li> </ul>
		<ul style="list-style-type: none"> <li>The City of Calgary lobby the provincial government that any new capital funding programs for municipalities allow for greater flexibility, as per the Policy, to pool funds for greater public benefit; and</li> <li>Administration consults with members of Council and brings a report to Council no later than 2014 May.</li> </ul> <p>As a result of the investigation and analysis into the six areas, five amendments were made to the Corporate Public Art Policy, as follows:</p> <ol style="list-style-type: none"> <li>Changing the public art allocation to a sliding scale with a cap instead of a consistent 1% across all capital projects.</li> <li>Simplifying the eligibility requirements for capital projects to include public art.</li> <li>Amending the description of public art to clarify that it can be functional.</li> <li>Adding that the Policy allows for the use of a portion of the public art allocation for specific projects to be used to restore on-site heritage assets as determined on a case by- case basis.</li> <li>Adding that private sector donations toward public art will be accepted.</li> </ol> <p>In addition, Administration undertook a number of changes and additions to the public art process that were identified as opportunities for improvement that surfaced during the review and did not require Policy amendments. These were captured in a Public Art Policy Management Framework that serves as an operational guide for all City staff.</p>

**Council Policy**

**Policy Title:** Corporate Public Art Policy  
**Policy Number:** Assigned by the City Clerk's Office\*  
**Report Number:** CD2023-0226  
**Adopted by/Date:** Council / Date Council policy was adopted\*  
**Effective Date:** Date adopted or later as directed by Council\*  
**Last Amended:** Date of the last amendment, if any\*  
**Policy Owner:** Arts & Culture

**1. POLICY STATEMENT**

1.1 The Corporate Public Art Policy provides direction for commissioning new artworks, acquiring existing artworks, delivering public art programming, activating the City of Calgary Public Art Collection, and maintaining and conserving the Collection through per cent for art funding.

1.1.1 The Corporate Public Art Policy aligns with The City's values for social resilience by providing citizens and visitors with a more vibrant place to live, work and play. It does this by expanding the number of professional artworks and artistic programs in the public realm; ensuring public artworks and programs encourage people to engage with our urban environment; ensuring art opportunities are accessible to all, regardless of their ability, geographic location, affiliation and demographic; and ensuring public artworks and programs enhance the city's vitality.

1.1.2 The Corporate Public Art Policy aligns with The City's values for inclusive and equitable communities by investing in a city where people of all backgrounds belong. It does this by engaging communities to ensure public artworks and programs reflect the variety of backgrounds, past and present, of residents in Calgary, also known as Mohkínstsis, Gutsists'I, Wíchispa Oyade, and Ootóskwunee. This includes creating awareness of the variety of backgrounds in Calgary; and providing diverse opportunities for artists from a variety of backgrounds, locations, and artistic practices. The Policy is aligned with The City's values of equity, diversity, inclusion, and accessibility (EDIA), and The City's commitment to anti-racism and Truth and Reconciliation.

1.1.3 The Corporate Public Art Policy aligns with The City's values for economic resilience by promoting a diverse economy. It does this by attracting creative businesses and workers; and being a significant economic driver, supporting the local arts economy, including artists at all levels of their careers, as well as fabricators, installers, architects, engineers, and other technical experts.

1.1.4 The Corporate Public Art Policy supports Calgary's global positioning and reputation, which attracts tourism, new investment and new Calgarians. It does this by recognizing art in public spaces as a vital contributor to Calgary's ongoing development as a livable and creative city.



## 2. **PURPOSE**

2.1 The Corporate Public Art Policy establishes procedures for:

- (a) the Public Art Program to receive funding via the per cent for art funding strategy;
- (b) the delivery of the Public Art Program by partners and the third-party operator of the Public Art Program. It also outlines the stewardship of the City of Calgary Public Art Collection by Administration;
- (c) the expenditure of funding received via the per cent for art funding strategy for delivery of the Public Art Program by partners and Administration; and
- (d) the expenditure of funding for maintenance and conservation of the City of Calgary Public Art Collection by Administration.

## 3. **DEFINITIONS**

3.1 “Accessible” means public art opportunities and initiatives that all Calgarians can interact with in public spaces, regardless of their ability, geographic location, affiliation, and demographic.

3.2 “Accessioning” means the process of cataloguing an artwork into the City of Calgary Public Art Collection once it has been selected as a new acquisition.

3.3 “Acquisition” means the process of proposing, reviewing, and accepting artworks into the City of Calgary Public Art Collection. Art can be acquired by the collection through commission, purchase, donation / gift / bequest, or transfer from a City Department. Commissions are initiated by the Public Art Program (as defined in definition 3.13) and reviewed by a selection panel; and proposed purchases, donations / gifts / bequests / transfers from a City Department are reviewed by the Public Art Program Curatorial Panel.

3.4 “City of Calgary Public Art Collection” means the collection of original artworks which have been formally added to the collection by The City of Calgary. The collection has grown for over a century through funding bequests and endowments, donations, transfers, and the per cent for art funding strategy. The Public Art Collection is held in public trust by The City of Calgary for residents of Calgary.

3.5 “Commissions” or “Public Art Commissions” means the method of identifying an artist or artist team to participate in a public art project, programming, or other opportunity/initiative.

3.6 “Copyright” means, the artist rights legally guaranteed under the Copyright Act of Canada. The City acknowledges the artist as full owner of copyright including moral rights (unless the copyright has passed into the public domain). The City will negotiate

copyright provisions with the artist granting The City license to exhibit and use images for non-commercial purposes through individual artist contracts.

3.7 “Deaccession” means the standard collection management practice to remove artworks from the Public Art Collection at the end of their lifecycle, and/or under certain conditions. Industry best practices are followed. Part of the assessment procedure is to introduce the proposal to deaccession to the Public Art Program Curatorial Panel.

3.8 “Emergent issue” means a potential or identified threat or problem that can impact local resources, the environment, or vulnerable populations.

3.9 “Moral rights” means the artist moral rights legally guaranteed under section 14.1 (1) of the Copyright Act of Canada, which guarantees the artist the right to the integrity of the work as well as the right, where reasonable in the circumstances, to be associated with the work as the artist by name or under a pseudonym, and also the right to remain anonymous. Note that artworks may be subject to deaccession according to defined criteria. See 3.7 and 3.15.

3.10 “Professional artist” – refer to the latest definition provided by the Canadian Council for the Arts. At time of publishing the definition means “an artist who has specialized training in the artistic field (not necessarily in academic institutions); is recognized as a professional by his or her peers (artists working in the same artistic tradition); is committed to devoting more time to artistic activity, if possible, financially; has a history of public presentation or publication.”

3.11 “Public art” has many definitions - it is sometimes defined by the artist, by the opportunity or by the constraints. In simple terms, it refers to art in public spaces and/or art intended for the public. Any public artwork can be experienced by different people in many different ways. Public art includes many types of art forms (see section 5.5.23 Public artwork categories in scope) and mediums (see section 5.5.34.1 Public art mediums in scope). Public art best practice is that the creation of a public artwork takes into consideration site and context as part of its process (be site-specific), but an artist might choose instead that the artwork is in contrast with its environment. If the public art is specific to its site, and the site undergoes major change, then the public art should also change. Public art can be aesthetic, but doesn’t have to be. Public art may challenge ideas and beliefs.

3.12 “Public Art Collection” see “City of Calgary Public Art Collection.”

3.13 “Public Art (Partnerships) team” means Administration’s Arts & Culture team members focused on public art in the Partnerships Business Unit, and is one of two organizations delivering the Public Art Program. See section 5.2 Areas of Focus.

3.14 “Public Art Program” means the combined services delivered by the third-party operator and Administration (the Public Art (Partnerships) team). See section 5.2 Areas of Focus.

3.15 “Public Art Program Curatorial Panel” means the advisory body responsible for assessing purchases, donations / gifts / bequests / transfers from a City Department (as well as proposed deaccessioning of artwork) in an equitable manner which supports the strategic direction of the City of Calgary Public Art Collection. Members of this panel are selected through an open competition.

3.16 “Public Spaces” means areas frequented by the general public. Public spaces should include, but are not limited to, parks, boulevards, streets, bridges, exteriors and interiors of City-owned buildings, and publicly accessible spaces on privately-owned land, and publicly accessible spaces in Civic Partner locations. For the purpose of the Policy, publicly accessible can also mean access visually, auditorily or online, as not all artworks are physically accessible.

3.17 “Restricted funds” means funds are governed by certain legislative regulations or conditions and restrictions through a mutually accepted agreement. Typical sources of funds are external in nature, such as debenture borrowings, fuel tax, provincial or federal grants, and off-site levies.

3.18 “Selection panel” means an advisory group which provides guidance in the commissioning of an artist using open competitions. These groups are formed on an as-needed basis and are comprised of arts professionals and members of the public.

3.19 “Stewardship” means The City of Calgary’s role as trustee of the City of Calgary Public Art Collection on behalf of the residents of Calgary. This stewardship shall preserve the integrity and security of the City of Calgary Public Art Collection through comprehensive collection management systems, standards, and procedures.

3.20 “Sustainability” means sustainable funding and resources to continue the program and continue appropriate maintenance and conservation for the artworks in the collection.

3.21 “Third-party operator” means the external agency who has a contract to operate the Public Art Program, in collaboration with Administration. See section 5.2 Areas of Focus.

3.22 “Unassigned Art Objects” means art objects which have been acquired by various City of Calgary Departments over time. These artworks are not part of the Calgary Public Art Collection, but may be considered for acquisition.

3.23 “Unrestricted funds” means funds that are not encumbered by any external or internal regulations or conditions. Typical sources of funds are Corporate reserves funding allocations: Pay-as-you-go (PAYG), the Lifecycle Maintenance and Upgrade Reserve (LMUR), and the Reserve for Future Capital (RFC).

#### **4. APPLICABILITY**

4.1 The Corporate Public Art Policy applies to:

- (a) all City Departments and Business Units and includes The City of Calgary's Public Art (Partnerships) team, which is responsible for collection management (including maintenance and conservation of the City of Calgary Public Art Collection).
- (b) the third-party operator of the Public Art Program.
- (c) all Civic Partners who receive capital funding from Council for public art.
- (d) all external partners who receive capital funding from Council for public art.

## 5. **PROCEDURE**

### **5.1 Per cent for art funding strategy.**

The per cent for art funding strategy ensures the sustainability and responsiveness of the public art program described in the Public Art Policy. The funding strategy provides for costs associated with implementing the Public Art Policy. See section 1.1, policy statement.

#### **5.1.1 As a part of each four-year Service Plans and Budgets cycle, the per cent for art funding strategy steps are as follows:**

- (a) Public art eligible capital projects will be identified based on criteria defined by this Policy. The Public Art budgeted amount will be identified on the Business Case of each capital project.
- (b) All internal City of Calgary capital Business Cases are in scope for "public art eligible capital projects."
- (c) Public art eligible capital funds in each public art eligible capital project will be calculated using the "per cent for art allocation formula" – see section 5.1.2. Depending on the capital project, there may be restricted and/or unrestricted funding available.
- (d) Public Art eligible capital funds will be sourced from unrestricted funding, where possible.
- (e) The Reserve for Future Capital (RFC) will be used to replace any remaining restricted funding as it relates to the calculation of per cent for art.
- (f) Upon finalization of Service Plans and Budgets, Corporate Budget Office will allocate unrestricted funding to the Arts and Culture service line (Budget ID 446510).
- (g) All of the public art eligible capital projects approved by Council between each four-year Service Plans and Budgets cycle will have per

cent for art funding calculated as part of the Business Case. This per cent for art budget amount will be added to the subsequent years' Service Plans and Budgets, under the Arts and Culture service line (Budget ID 446510).

(h) The unrestricted funds will be used to fund public art projects and programs across the city and will not be limited to the physical location of capital infrastructure projects.

(i) The City will hold back 10% of the unrestricted pooled funds from the third-party operator for maintenance and conservation of new artworks.

**5.1.2 Per cent for art allocation formula.** The allocation for Public Art capital will be calculated on portions of the public art eligible capital project costs over \$1 million using a sliding scale with two break points:

- (a) 1% for the portion up to \$50 million; and
- (b) 0.5% for the portion over \$50 million.
- (c) The allocation from each capital project will be capped at \$4 million.

**5.1.3 Public Art Reserve.** The Public Art Reserve will be used to cover costs related to the following:

- (a) maintenance and conservation of the Public Art Collection stewarded by the Public Art (Partnerships) team;
- (b) management, administration, promotion and related initiatives for the Public Art Program as delivered by the Public Art (Partnerships) team;
- (c) a portion of the operating costs of the third-party operator; and
- (d) acquisition projects (including, but not limited to, commissions and direct purchase of existing artwork) and activations initiated by the Public Art Program (including, but not limited to, research, interpretation, exhibition, programming, and education).

5.1.3.1 The Public Art Reserve ensures ongoing maintenance and conservation of public art occurs in a responsible and timely manner to preserve these assets. The Reserve enables residents to have continued access to the Public Art Collection through activating the collection (research, interpretation, exhibition, programming, and education), as well as to propose acquisitions to ensure the Public Art Collection is representative of all Calgarians, as per The City's commitment to equity, diversity and inclusion.

5.1.4 Ineligible costs include land purchase, rolling stock (transportation vehicles, CTrain cars, etc.), portable equipment (furniture, computers, etc.), and capital project maintenance budgets.

5.1.5 The per cent for art funding strategy applies unless an Emergent Issue directs an exceptional dispensation.

5.1.6 Private contributions can be accepted for pooling funds to create works of public art.

**5.2 Areas of focus.** The Public Art Program is delivered by two organizations – a third-party operator and Administration (Public Art (Partnerships) team) – each with a different area of focus.

5.2.1 Administration will:

- (a) steward the Public Art Policy;
- (b) steward the per cent for art funding strategy;
- (c) steward The City of Calgary Public Art Collection (see sections 3.16 and 5.6);
- (d) provide guidance for Corporate public art projects (see section 5.3);
- (e) provide guidance for partners' public art projects (see section 5.4);
- (f) deliver other responsibilities as described in the Management Framework.

5.2.2 Administration has a contractual agreement in place with a third-party operator to run the Public Art Program resulting from a Request for Proposal open competition. The third-party operator will:

- (a) commission new artworks;
- (b) deliver public art programming;
- (c) deliver education initiatives;
- (d) deliver other responsibilities as described in the Management Framework.

### **5.3 Guidance for consistent public art projects across the Corporation**

**5.3.1 Responsibility to provide leadership.** The Corporate Public Art Policy provides guidance for public art projects identified by Business Units/Departments, other than the Public Art Program, to ensure consistent



implementation of the policy across the corporation. The Public Art (Partnerships) team is responsible to provide leadership and support related to best practices for commissioning public art on behalf of the Corporation, as needed. This applies to:

- (a) City Departments/Business Units identifying opportunities for implementing public art projects which are funded, but not by the per cent for art strategy. See section 5.3.2.
- (b) City Departments/Business Units identifying opportunities for implementing public art projects which have no funding identified. See section 5.3.3.

**5.3.2 City Departments/Business Units may identify opportunities for implementing public art projects which are funded, but not by the per cent for art funding strategy.** In this instance, the City Department/Business Unit will lead the public art project and must follow the processes for public art projects recommended by The City of Calgary's Public Art Program. The Public Art (Partnerships) team will provide support, but will not manage the project, and the resulting artwork will not be accessioned into the City of Calgary Public Art Collection unless recommended by the Public Art Program Curatorial Panel. This means that the commissioning City Department/Business unit will be responsible for ongoing maintenance and conservation of the artwork(s), as required to meet artists' copyright and moral rights legislation.

5.3.2.1 City Departments/Business Units may be involved in projects with private organizations, or private developers. In this instance, the private organization will lead the public art project, and The City Department/Business Unit is encouraged to share the processes for public art projects recommended by The City of Calgary's Public Art Program. The Public Art (Partnerships) team would not be involved in the project, and the resulting artwork will not be accessioned into the City of Calgary Public Art Collection. This means that the commissioning private organization will be responsible for ongoing maintenance and conservation of the artwork(s), as required to meet artists' copyright and moral rights legislation.

5.3.2.2 In the case where there is inter-governmental public art funding opportunities, roles and responsibilities will be defined in writing prior to the beginning of the project. This means that the artwork owner must be defined, and the owner will be responsible for ongoing maintenance and conservation of the artwork(s), as required to meet artists' copyright and moral rights legislation.

**5.3.3 City Departments/Business Units may identify opportunities for implementing public art projects which have no funding identified.** City Administration can propose these projects be funded by the per cent for art



strategy (and led by the third-party operator) via the Interdepartmental Public Art Team (IPAT).

5.3.3.1 An Interdepartmental Public Art Team (IPAT) made up of subject matter experts from departments across The City of Calgary, will advise the Public Art Program on the use of funding, including opportunities for integrated public art projects and initiatives.

5.3.3.2 If a Department sees an opportunity for integration of a public art project with their capital project (i.e., construction of public-facing infrastructure such as a recreation centre or park), they can propose the opportunity to the third-party operator via the Interdepartmental Public Art Team.

#### **5.4 Guidance for external organizations with a Municipal responsibility to deliver public art projects**

5.4.1 The Corporate Public Art Policy applies to organizations external to The City of Calgary who receive capital funding from The City of Calgary (including, but not limited to Civic Partners).

5.4.1.1 The external organizations are expected to deliver a public art project, unless (a) the funding source specifically prohibits using funds for art (e.g., grants), or (b) an Emergent Issue directs an exceptional dispensation.

5.4.1.2 If the funding source prohibits using funds for art, the external organization is not responsible for delivering public art.

5.4.1.3 The budget of the public art project will be determined by the "per cent for art allocation formula" listed in 5.1.2.

5.4.1.4 The resulting artwork will not be accessioned into The City of Calgary Public Art Collection. This means the external organization is the owner of the artwork, and the owner is responsible for ongoing maintenance and conservation of the artwork(s), as required to meet artists' copyright and moral rights legislation.

5.4.1.5 The third-party operator is not responsible for delivering the public art project on behalf of the external organization.

5.4.1.6 The Corporate Public Art Policy provides guidance for public art projects delivered by external organizations which are required to deliver public art. The Public Art (Partnerships) team is responsible to ensure consistent implementation of the policy by external organizations by providing support related to best practices for commissioning public art, as needed.

## 5.5 Best practice procedures for public art projects.

**5.5.1 Diverse opportunities.** The Public Art Policy is committed to providing a wide range of public art opportunities for a diversity of artists. This is accomplished by:

- (a) providing diverse opportunities to professional artists at all points of their public art career, whether emerging, mid-career, or well-established artists. Programming for student artists (both youth 18 and under, and post-secondary) should also be considered.
- (b) providing diverse opportunities for professional artists from a variety of backgrounds, demographics and affiliations. The Policy is aligned with the corporation's values of equity, diversity, inclusion, and accessibility.
- (c) providing diverse opportunities for professional artists from a variety of artistic practices. Refer to public artwork categories (section 5.5.2) and public artwork mediums (section 5.5.3).
- (d) providing diverse opportunities to professional artists from a variety of geographic locations, including local and international.

### 5.5.2 Public artwork categories in scope.

5.5.2.1 "Discrete" means public art that is not integrated with the site either in physical or conceptual manner. Usually, this type of work relates to the site in terms of scale, character and size and can be created off site, installed and moved from site to site.

5.5.2.2 "Semi-integrated" means a project or a work of art which is generalized in its conception but is physically integrated into the site through its location, placement, context or site construction.

5.5.2.3 "Integrated" means public art which is conceived, designed and built specifically for a site and derives its conception from the local site narrative. A work of art such as this would not exist anywhere else.

5.5.2.4 "Embedded/Imbedded" means public art that forms a physical part of the building or structure for which it is designed. If the structure were to be demolished the art would be as well.

5.5.2.5 "Stand alone" means public art which is not a physical part of the building or structure that informs its design or concept.

5.5.2.6 "Functional" means public art which in addition to serving as an original artwork has a functional component. This may include, but is not limited to benches, bike-racks, gateways, or windscreens.

5.5.2.7 “Ephemeral” means public art which is based on human interaction or social discourse. This may include, but is not limited to, performance art, social practice, and happenings.

5.5.2.8 “Digital Media” means public art which is delivered digitally. This may include, but is not limited to sound, video, or digital artworks.

5.5.2.9 “Portable” means public art which is permanently accessioned into the collection, but not permanently installed; it is displayed in public spaces, as appropriate from a conservation standpoint, as part of exhibitions or loans. This may include, but is not limited to, paintings, prints, wall hangings, self-contained sculptures, ceramics, carvings, etc.

### **5.5.3 Public artwork mediums in scope.**

5.5.3.1 Public art mediums in scope for the Public Art Policy can include, but are not limited to: sculpture, installation, paintings, drawings, prints, photography, multi-media, digital media, murals, mosaics, performance, social practice (socially engaged practice) / community-based art, land art / earth works, or projects which incorporate design, architecture, or landscape architecture.

5.5.3.2 While it is recognized that architecture, interior design, wayfinding and landscaping are artistic in nature and have artistic components, this Public Art Policy does not recognize the result as public art unless the work is created by a person commissioned as an artist, or its creation is directed by a professional artist. See section 3.9.

**5.5.4 Public art programming** in scope for the Public Art Policy can include, but is not limited to: ongoing/repeated programming initiatives (e.g., utility boxes, banners); residencies; symposiums; educational guides and online video tutorials; artist mentorships; artist talks/interviews/panel discussions/workshops; publications; guided tours; studies; artist-initiated projects; public art labs; public art festivals, etc. Refer to the Management Framework for guidance documents.

**5.5.5 Artist selection.** There are three procedures for public art artist selection (i.e., commissions) in scope for the Public Art Policy. All procedures meet corporate procurement requirements.

5.5.5.1 Open Competition: A competition that is broadly advertised and open to any artist interested in submitting materials for consideration according to the guidelines established in the “call to artists.”

5.5.5.2 Invited/Limited Competition: In a limited competition, a select number of artists are recommended by a selection panel, program staff or public art consultant, and invited to submit materials for consideration.

5.5.5.3 Direct Selection: The commission of an artist, or the purchase of an existing work of art, as recommended to fill specific gaps/address inequities, or as a curatorial choice by the Public Art Program Curatorial Panel. A direct selection may be warranted when there is a single clear choice or sole source in terms of the artistic solution for a project. A direct selection may also be appropriate when there is a time constraint or an extremely limited project budget.

**5.5.6 Artist commissions.** There are five types of artist commissions in scope for the Public Art Policy.

5.5.6.1 Artist leading an object-based public art project or program. Artist(s) is commissioned to lead the collaborative community engagement, design, fabrication and installation of an artwork, under the guidance of a public art project manager for project coordination, quality control and adherence to Alberta Occupational Health and Safety legislation.

5.5.6.2 Design only. Artist(s) is commissioned to deliver only the design of an object-based artwork, and to act as consultants (instead of being responsible) for the artwork's fabrication and installation, if applicable. The Public Art Program leads the collaborative community engagement (if applicable), as well as the project coordination, quality assurance, quality control and adherence to Alberta Occupational Health and Safety legislation. This is one method of supporting emerging public artists.

5.5.6.3 Artist(s) embedded into infrastructure design teams. Artist(s) is commissioned to collaborate with architects, engineers and designers during the early stages of infrastructure design. As a member of the design team, the artist(s) contribute to the overall design process, may identify opportunities for public art and/or be responsible for the overall design in consultation with team members. The public art project manager's role is to support and advocate for the artist(s). The project coordination, quality control and adherence to Alberta Occupational Health and Safety legislation is the responsibility of the design team.

5.5.6.4 Community-Based. Public art that is created as a result of a collaborative process between a professional, practicing artist(s) and a self-defined community. It is a collective method of art making, engaging artists and communities through collaborative, creative expression. A public art project manager and/or curator would provide the artist(s) with support and oversight.

5.5.6.5 Special Projects. Projects that encourage artists to explore the process of creating art through approaches such as residencies, social practice, media-based projects (e.g., video, sound, software, light), etc. A public art project manager and/or curator would provide the artist(s) with support and oversight.

### **5.5.7 Community engagement** best practices in scope for the Public Art Policy.

5.5.7.1 The Public Art Policy and supporting management framework values community engagement and the Public Art Program will create a variety of opportunities for public input and involvement.

5.5.7.2 The Public Art Program will include a research and engagement phase in the artist(s)' process and support the artist(s) being responsive to the site and context in their concept.

### **5.5.8 Life spans of artworks** in scope for the Public Art Policy include: temporary, semi-permanent, or permanent.

5.5.8.1 "Temporary" means public art created for a specific occasion, time frame or event. Temporary art could be object-based or ephemeral (human interaction or social discourse). Temporary art is generally not accessioned into the City of Calgary Public Art Collection, unless direction is received from a selection panel or the Public Art Program Curatorial Panel. In some cases, the artist may advise the Public Art (Partnerships) team that the artwork should not be accessioned in order to respect cultural practices, such as Indigenous ways of knowing, other diverse cultural practices, or intent of the artwork.

5.5.8.2 "Semi-permanent" means public art intended to last for a relatively short period of time, when compared to permanent artworks. A semi-permanent artwork may have a life span of five years or less. Semi-permanent artworks are generally accessioned into The City of Calgary Public Art Collection, unless other direction is received from the artist and/or the Public Art Program Curatorial Panel.

5.5.8.3 "Permanent" means public art intended to last for a relatively long period of time, when compared to semi-permanent artworks. A permanent artwork generally has a life span of more than five years. Permanent artworks are generally accessioned into the City of Calgary Public Art Collection; any exceptions would be at the direction of the artist and/or the Public Art Program Curatorial Panel.

**5.5.9 Activation** of the Public Art Collection is a best practice. Activation includes, but is not limited to, research / interpretation (which generally includes curators writing documents or articles), exhibition (either by the Public Art (Partnerships) team, the third-party operator, or other partners), programming, and education on artworks in the Public Art Collection; as well as the commissioning of photography, video and/or podcasts, and sharing information on social media.

### **5.5.10 Artwork originality.**



5.5.10.1 The best practice is to ensure artworks delivered are unique and no duplications will be sold or transferred to any third-party.

5.5.10.2 An edition, multiples or series of artworks may qualify for acquisition, provided the run is limited and consistent with professional artistic standards. The exception would be approved by the artist selection panel (in the case of new commissions), or the Public Art Program Curatorial Panel (if the artwork is pre-existing).

## **5.6 Responsible stewardship of the City of Calgary Public Art Collection.**

5.6.1 **Maintenance and conservation** is the responsibility of the Public Art (Partnerships) team. The longevity of the City of Calgary Public Art Collection can only be ensured through evidence-based, responsible maintenance and conservation stewardship. It is The City's responsibility to appropriately manage assets held in trust for residents.

5.6.2 **Curation.** It is best practice to engage a professional curator(s) to help manage The City's Public Art Collection. Work would include (1) activating the collection, (2) proposing acquisitions of existing artworks to ensure the Public Art Collection is representative of all Calgarians, as per The City's commitment to equity, diversity and inclusion, and/or (3) planning and guiding the Public Art Collection's ongoing direction and vision.

5.6.3 **Collection Management.** The City acknowledges its role as trustee of the City of Calgary Public Art Collection on behalf of the residents in Calgary, and shall preserve the integrity and security of the City of Calgary Public Art Collection through comprehensive collection management systems, standards and procedures. Refer to definitions for "acquisition," "accessioning," and "deaccession."

## **5.7 Management framework. A Management Framework:**

- (a) will be developed and stewarded by Administration;
- (b) provides guiding principles for delivering the Public Art Program;
- (c) provides a list of guiding documents for delivering the Public Art Program;
- (d) outlines the specific processes and procedures for delivering the Public Art Program;
- (e) will be reviewed, at minimum, each time the Corporate Public Art Policy is reviewed;
- (f) includes the Interdepartmental Public Art Team (IPAT) as an advising body.

## **6. SCHEDULE(S)**

## 6.1 Schedule 1: Related policies and reports.

### 7. **AMENDMENTS**

Date of Council Decision	Report/By-Law	Description
2018 Oct 22	Motion Arising	Organizational Meeting of Council dated 2018 October 22, by Cllr. Colley-Urquhart: That Council direct Administration to amend the Corporate Public Art Council Policy CPCS014 to add two Councilors to the member composition, and that Councilors Woolley and Keating be appointed as Council representatives for one-year terms expiring at the 2019 Organization Meeting of Council.
2014 May 26	PFC2014-0254	Revised public art funding model; greater citizen participation on public art projects; building local artist capacity; and strategies for realizing unique and monumental pieces of art.
2009 July 13	CPS2009-33	Public Art Reserve Authorized for the pooling of funds to be financed through the Percent for Public Art Policy

### 8. **REVIEWS**

Date of Policy Owner's Review	Description
2022 August 01	Arts & Culture moved from Calgary Recreation to Partnerships Business Unit
2016 February 01	Recreation renamed as Calgary Recreation

## Schedule 1 - Related policies and reports

1. Public art is mentioned in the following plans and policies. Note that this is not a comprehensive list.

(a) The White Goose Flying Report – includes The City of Calgary's commitment to Truth and Reconciliation calls to action related to arts and culture, such as call to action 83: "create collaborative art that contributes to reconciliation."

(b) Municipal Development Plan – objective 2.3.3 is to Conserve Calgary's heritage resources and promote public art.

(c) Imagine Calgary – strategy 2 includes "Encourage the integration of public art into all new development"; and "use public art and other design elements to reflect our diverse cultural character and celebrate our heritage." Strategy 3 says "Develop a community-wide, multi-stakeholder public art strategy (e.g., business sector, private and public organizations) that will expand the success of The City of Calgary's Public Art Policy Framework." Strategy 4 says "Increase the use of public art to assist with the growth of a culturally informed public."

(d) Culture Plan – public art is mentioned 44 times, including reference to "enriching Calgarians experiencing culture in the city; in its public spaces"

(e) Centre City Plan – section 8.6 and concept 29 relate to public art

(f) East Village Area Redevelopment Plan – referenced public art's potential as a landmark and potentially sited in plazas.

(g) Calgary Heritage Strategy and Policy – in the policy section, says "Incorporate local history interpretive elements through such means as plaques, public art, concrete etchings or other textural and photographic inserts in public realm improvement projects."

(h) Calgary Civic Arts Policy – public art is mentioned in two sections – "The Arts Are Accessible and Engage as Many Calgarians as Possible," and "Arts and Culture Considerations are Included in Municipal Planning."

(i) Calgary's Greater Downtown Plan – "commitment to improving public spaces throughout downtown – including walking and cycling connections, our major downtown activity hubs, and major capital projects that will drive arts and culture, sports, and business opportunities into the area."

2. The following policies are applicable to the Corporate Public Art Policy. Note that this is not a comprehensive list.

(a) Cultural Landscape Policy – we have similar goals - "formally recognizing and safeguarding City-owned cultural landscapes," and frequently collaborate on projects.



- (b) Indigenous Policy – taking direction on Truth and Reconciliation, including Indigenous ways of knowing, ways of engaging, ways of building relationships, and ways towards equitable environments.
- (c) Investing in Partnerships Policy – “applies across all departments and Business Units that enter into Partnerships with external organizations”
- (d) Social Wellbeing Policy we have similar goals - “The City will strive to provide Equitable Services. This includes removing barriers to Access and Inclusion”
- (e) Welcoming Community - we have similar goals – “Promoting a welcoming community where all Calgarians can live safely and have an equal opportunity to participate in the economic, social, cultural, recreational and political life of the community”
- (f) Municipal Complex Commemoration Policy – awareness of possible crossover with public art – “temporary public display of achievements of our city’s culture and heritage”
- (g) Public-Private Partnerships (P3) Policy – alternate funding sources for public art – “governance model and selection criteria when assessing, procuring, implementing, and managing Public-Private Partnerships (P3) as an alternative financing and procurement approach for infrastructure, or services, or both.”
- (h) The Urban Park Master Plan and Policy - we have similar goals – the long-term enhancement of the riverine environment”
- (i) Community Services Program Policy – advise on “facilitating equitable access to...arts, culture... education programs.”
- (j) Gender Equity, Diversity, and Inclusion Strategy – we have similar goals – “...addressing barriers to participation in order to work toward equity, barriers to participation and inclusion within systems and practices need to be identified and addressed.”



**ART + PUBLIC UnLtd**

# The City of Calgary: Public Art Program Community Engagement Report

Date: July 15, 2020

Prepared by: ART+PUBLIC UnLtd

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# Project Overview

ART+PUBLIC UnLtd was engaged in February 2020 by The City of Calgary through a competitive Request for Proposal process to support the investigation, and transition of its public art program to an external service provider. Our team supported The City through an engagement process and are now in the midst of the development of a procurement document to deliver on The City's Public Art Policy and aspects of the Civic Art Policy.

**This document provides an outline of recommended future program pillars and guiding principles that emerge directly from key insights and findings across all engagement activities, an overview of which is provided in subsequent chapters.**

Background on the New Direction for the Public Art Program:

The City of Calgary's Public Art Program has faced significant controversy, leading to City Council calling for a freeze on the program in 2017, which has been in place for the past 2+ years. Local economic and political context has contributed to ongoing challenges facing The City's Public Art Program. The program has come under severe scrutiny by public, media and some Councillors, in particular over concerns that a couple of high profile public art projects were deemed inaccessible, poor value for investment and were considered to have been implemented without adequately transparent decision making process and community engagement.

ART+PUBLIC UnLtd was engaged by The City from October 23 to November 6, 2019 to provide an overview and synthesis of recommendations for the future governance of The City of Calgary's Public Art Program as directed by Council in a Confidential Notice of Motion, passed September 30, 2019. Our scope in this first phase of work saw reviewing past and current research; conducting a review of comparable models in other jurisdictions; a review of local external organizations who may potentially have the skills and scope to deliver a public art program; conducting a risk and opportunity analysis around the use of an external delivery model; and providing recommendations around future governance of the program.

This first phase of work built a comprehensive knowledge of the challenges facing the Public Art Program moving forward. Through this process we gained a deeper understanding of the local and internal context, conducted background research, developed a risk/opportunity analysis for future scenarios and drafted a report with recommendations that were accepted by Council in November 2019. This report recommended that:

- The public art program be delivered by an external service provider;
- The City procure an external provider through a competitive process; and
- The process for procuring an external service provider includes a process for stakeholder and community engagement regarding what makes a successful public art program for Calgary.

In February 2020, ART+PUBLIC UnLtd was selected through a competitive Request for Proposal process to guide the transition of The City of Calgary's

Public Art Program, ensuring successful future governance and thriving new projects.

# Future Program Pillars + Guiding Principles

ART+PUBLIC UnLtd has considered the key insights and findings across all engagement activities, as outlined in the following sections of this document, including the stakeholder interviews, online community engagement sessions and the public digital survey. The following program pillars and guiding principles are informed by all three layers of research, and were developed to clearly reflect what most Calgarians want for the future of The City of Calgary Public Art Program. These principles will inform the evaluation criteria to select the most qualified external organization to operate the program.

Reviewed across the depth and breadth of our engagement process, a successful public art program should be underpinned by three main pillars: a public art program that is **Engaging, Relevant** and **Accountable**.

Each of these pillars is supported by guiding principles, which should be reflected both in internal operations and the external program, and come directly from our extensive consultation across different sectors of Calgary's art and general public, who together make the primary audience for the program.



# Engaging

Public art is an important part of a dynamic urban centre and Calgarians are looking for more ways to be involved in the public art of their city. The guiding principles of an engaging public art program should include:

**1. A Strong and Coherent Vision**

There is a need to develop and communicate a strong vision for the program, one that maintains its mission to serve the public. This vision should be bold, optimistic and forward looking.

**2. Fostering Strong Relationships with Local Communities**

Calgarians want to be regularly involved and informed about the public art collection and consulted with in matters related to the public art program. The program should build in meaningful opportunities for community members to work with artists, and input on the development of some art projects.

**3. Communications**

Communications at various stages of program and project delivery are important to build trust and support for public art. There are numerous milestones in project development that can be employed to bring people along on a project. Additionally, It's important that Calgarians have opportunities to learn about existing public art through activities like tours and school programs.

**4. Learning and Advocacy**

The program should find meaningful and deliberate ways to engage with and educate the public about public art. This could include youth learning opportunities and address more broadly the need to build an audience for public art that explores critical issues beyond the prevailing question of public art's place in the city.

**5. Build on Past Successes**

The City of Calgary has had a leadership role in successfully embedded artistic/civic collaboration— artists and arts organizations working with the City as partners— is something that should be carried forward into the future program.

**6. Create a Vibrant Sense of Place and Go to Where The People Are**

Responses overall suggest a broadly-held belief in the ability for an exceptional public art program to “put a city on the map”, and to create a sense of place that sets the city apart in a global context. A component of the program should be dedicated to commissioning landmark works that will become destinations.

The past program was challenged by restrictive siting policies tied to funding. The easing of these restrictions should enable thoughtful planning for future projects with respect to identifying opportunities for art that is accessible, interactive, and engaging.

# Relevant

A robust and resilient public art program must resonate with Calgarians, and support cultural understanding across different publics. The guiding principles of a relevant public art program should include:

## **7. Commit to Equity, Diversity and Inclusion**

The cultural diversity of Calgary needs to be better reflected in all aspects of the program, across staffing, committees, artists, community engagement and the themes explored in the commissioning process. A refresh of the program at this time allows for intentional commitments to equity, diversity and inclusion to be embedded in both the operations and the program. This may include a diversity and inclusion mandate that directly addresses inequalities as it pertains to issues of race, gender, etc.

## **8. Amplify Indigenous Voices, Communities, and Artists**

There is a strong call among participants to center Indigenous voices and stories in the program, to provide meaningful platforms for Indigenous artists and to play an active and purposeful role in weaving Indigenous histories and contemporary placemaking into future art opportunities.

## **9. Build A Dynamic and Varied Program**

The public art program will have a mandate to produce a dynamic program that provides a range of visitor experiences, encompassing temporary and permanent installations, and small to large scale projects. As well, the program will want to provide opportunities for

artists at different stages in their careers, explore different ways of implementing art in public, and identify different opportunities for artists to influence and play a role in the building and animation of the city. Examples to consider are The City's artist in residence and mentorship programs.

Calgarians are looking to public art to perform in different ways within the city. Some mentioned the need for public art that is bold, risk-taking and challenging, while others sought fun, joyful, and inspiring experiences. Others noted their interest in public art that is interactive, participatory and functional. At the core of these qualities is a need to have a program that responds, and continues to be responsive, to a wide range of audiences for public art.

#### **10. Foster A Dynamic Mix of Local and International Talent**

Calgarians want to promote opportunities for local artists and see programs that are geared towards career development for local talent. The new program should support and empower local artists, and play a role strengthening the local arts community more broadly in the city (i.e., through collaboration, mentorship, access to resources). However, it is recognized that a dialogue between local and international artists is essential to the growth of local artists and to Calgary's public art audience, and that fostering this dialogue through international commissions and opportunities will ensure one is not isolated from the other.

# Accountable

Calgarians want to see a public art program that is accountable to the public. The guiding principles of an accountable public art program will include:

## **11. Financial Responsibility**

Calgarians are looking for confidence that public funds will be managed carefully and spent in a way that will deliver programs for which Calgarians see a return on investment. Further, knowing that the public money will be given to a third party to manage, there is a need for spending to be well and regularly accounted for and reported on. A clear spending and reporting process will need to be articulated between The City (who is providing funds) and the third party organization (who is delivering the program). The establishment of a new program should be structured with a view towards minimizing funds spent on overhead and administration, and have targets for spending within Calgary (through fabrication etc).

## **12. Transparency**

Lack of transparency has been a recurring issue, which has led to a lack of trust on the part of the public. As above, under Communications, the new program administrators will need to proactively communicate decision-making for the commissioning of artists and projects and program expenditures. As well, it is also important to communicate the value and significance of commissioned works.

**13. Autonomy**

The current transition is a positive move forward to depoliticize the public art program. This autonomy will allow for greater nimbleness and adaptability around procurement and communication processes, and should enable the future public art program to deliver a spectrum of programming (in scale, duration, media, etc).

**14. Best Practice Standards**

Applying contemporary best practices of artist selection, project development, implementation and collection management will be essential to upholding all other principles in this section.

# Our Engagement Process

We designed a three-tiered engagement approach that would ensure we reached a broad section of Calgarians, arts community members, stakeholders and staff throughout this process. This includes in-depth stakeholder interviews to support our research phase, virtual community engagement sessions open to all Calgarians and a widely circulated digital survey. These three activities offered a range of engagement opportunities, from more involved participation like the engagement sessions, to a lighter touch, less time consuming digital survey.

- 1 Stakeholder Interviews
- 2 Virtual Community Engagement Sessions
- 3 Digital Survey

**Combined, our engagement process reached 2746 Calgarians** including local artists, members of the Public Art Alliance, members of the Public Art Board, City of Calgary staff, various public art program consultants and experts, City of Calgary Councillors, members of the Moh'kinsstis Public Art Guiding Circle and community members.

## By The Numbers

33

Stakeholders  
interviewed

68

Participants in online  
engagement sessions

2645

Survey responses

First we conducted a series of stakeholder interviews, both one-on-ones and group interviews for in-depth input from a range of internal and external voices. We spoke to thirty-three (33) stakeholders in this research phase. Our objectives for these conversations were to learn about what public art means to Calgary and the potential for this transition, establish priorities for the values of the program, identify key issues to address and set ambitions for this next chapter. These interviews are part of the research phase of our work, which also included research into existing models, city structures and administrative opportunities. These interviews informed the design of our public engagement approach.

We then designed an in-person community stakeholder engagement session for the arts community and general public. Due to the COVID-19 pandemic, we re-designed the session to be virtual and hosted five (5) sessions online. The community engagement sessions were led and facilitated by Christina Bagatavicius, Community Engagement Specialist, working with the A+P team. The sessions were focused on informing Calgarians on this transition, getting their feedback on values for the public art program and providing an opportunity for The City to listen and learn from participants.



Running in conjunction with the design and facilitation of the engagement sessions, we designed and circulated a digital public survey. The objective of the survey was to create an engagement opportunity for those who couldn't attend a virtual session and to reach a broader group of Calgarians to input on the process. The survey focused on respondents' interest in public art, what values they want the future program to possess, what goals a successful program should focus on, and gave an opportunity to sign up for more information and leave final comments to be considered.

These engagement activities were our opportunity to help build understanding and support on this new direction and collect public feedback, which will be taken forward to help inform the values and principles that will shape the evaluation of proponent proposals through the procurement process. We're thankful for Calgarians' time and sharing of opinions and learnings. We've listened across these engagement opportunities to differing concerns in communities, promoted productive discussions across participants, and have reflected our key insights in this document.

# Overview of Stakeholder Interviews

The purpose of these interviews was to support our overall information gathering process and research phase with insights from those closely connected to the public art program, subject matter experts and specialists in the field. This chapter provides an overview and synthesis of what we heard through the stakeholder interviews ART+PUBLIC UnLtd conducted March - May 2020. The key insights that emerged from these conversations helped us to learn about what public art means to Calgary, the potential for this transition to bolster program strengths and identify challenges to address in this process. These insights shaped the design of the public digital survey and virtual community engagement sessions.

**Overall, we spoke with 33 stakeholders consisting of:**

- City of Calgary Staff
- Members of the Public Art Board
- Public Art Alliance
- Public Art Consultants and External Practitioners
- Local Artists
- City Councillors

We asked questions around local context, values and vision, community, proponent qualifications, and hopes for the future.

## What We Heard

The following are key discussion points that emerged from stakeholder interviews:

1. **Transparency:** Stakeholders referred repeatedly to a lack of transparency in program delivery over the course of several years. This has led to a lack of trust that really came to a head in the decision to transition the program to a third-party service provider; there is a need to rebuild that relationship and improve transparency.
2. **Autonomy:** The majority of stakeholders view the transition as a positive move forward to depoliticize the public art program.
3. **Build on past successes:** Consider the program's rich history, strengths and challenges when building out the future direction for the program. There is an opportunity to build on the expertise and collaborative relationships within The City and beyond. In particular, stakeholders mentioned the significant achievements and relationship-building that came out of the Artist in Residence program hosted by the Utilities and Environment Protections (UEP) department of The City. This program became WATERSHED+, an artist-led program of commissioning, exhibition and events that engaged the public in numerous ways around the the city's waterways and infrastructure. Stakeholders noted that this practice of embedded collaboration was something that should be carried forward into the future program.

4. **A Strong and Coherent Vision:** There is a need to develop and communicate a strong vision for the program, and to retain its mission to serve the public. There is a perceived lack of alignment within The City on how to implement public art. Stakeholders believe that the transition should allow for thoughtful planning.
5. **Diversity and Inclusion:** Stakeholders believed that diversity and inclusion need to be embedded in the program—reflected in the selection of artists and the hiring of staff. Build out a more accessible procurement process with a defined diversity and inclusion mandate (e.g. Indigenous, queer, immigrant communities).
6. **Arts Community Support:** The program should continue to support and empower local artists, and strengthen the local arts community in the city (e.g. through collaboration, mentorship, access to resources).
7. **Learning and Advocacy:** The program should find meaningful ways to engage with and educate the public about public art (e.g. address lack of public support with public art funding; lack of knowledge of public art collection and types of public art). Public engagement is seen as crucial by stakeholders. The program needs to feel valuable and relevant to garner the support of Calgarians.
8. **Best Practice Standards:** Calgary needs a full and varied public art program that is internationally current, while locally responsive and relevant. Applying best practices of artist selection, project development, implementation and collection management, will allow for some projects within the program to focus on attracting renowned

talent while others may have more of an emphasis on strong community involvement. Overall, the result is a program of the highest calibre in terms of opportunities for both artists and the public.

# Overview of Community Engagement Sessions

The goal for the online community engagement sessions was to have conversations with Calgarians on how to make the City of Calgary Public Art Program successful and thriving. These online sessions were interactive and collaborative, focusing on prioritizing values and discussions around key issues that the public felt were missing after reviewing the work to date. Participants' input from these sessions will inform the procurement process to find the most qualified external organization to operate the future work of the program. This was also a key opportunity for the City to share to the public about the transition and actively listen to community members' insights and concerns.

## By The Numbers

97/100

Total sign-ups for  
the sessions

68

Total attendees

8-17

Range of participants  
per session

We hosted a total of five (5) one-hour online sessions:

- Tuesday, June 16, 2020, 12:00 - 1:00 P.M.
- Wednesday, June 17, 2020, 5:00 - 6:00 P.M.

- Thursday, June 18, 2020, 9:00 - 10:00 A.M.
- Monday, June 22, 2020 11:00 A.M. - 12:00 P.M.
- Monday, June 22, 2020, 5:00 -6:00 P.M.

Participants were invited through The City of Calgary's communications channels (including email newsletter, social media posts on Facebook, Twitter and Instagram, a news release to local media), content on The City of Calgary website and ART+PUBLIC UnLtd's outreach emails to local community groups and organizations. In order to brief participants on the project in advance of the sessions, a 'backgrounder' document was provided with information on the new direction for the public art program. Additionally, participants were given a short presentation on the engagement process during the session.

### **Facilitation Approach**

These one-hour community engagement sessions were designed and facilitated to encourage listening, discussion and feedback using a variety of digital tools on Microsoft Teams and Mentimeter. Each session kicked off with an interactive icebreaker activity (i.e., "How are you feeling today?"), a land acknowledgement, and a short introduction to set the goals and expectations for the session. ART+PUBLIC UnLtd provided a brief presentation on the project, which was followed by a 10-minute Q&A led by Jennifer Thompson, Manager of Arts & Culture at The City of Calgary. Attendees were then invited to participate in two interactive group exercises, and were able to view the results in real-time; these on-screen results were used as a starting point for group discussions. Throughout the session, participants were given opportunities to speak using a chat box and/or through video chat by using the hand raised feature.

## **Defining Values**

The first of these exercises asked participants to prioritize three values from a longlist of values that emerged from initial research and stakeholder interviews. These values include:

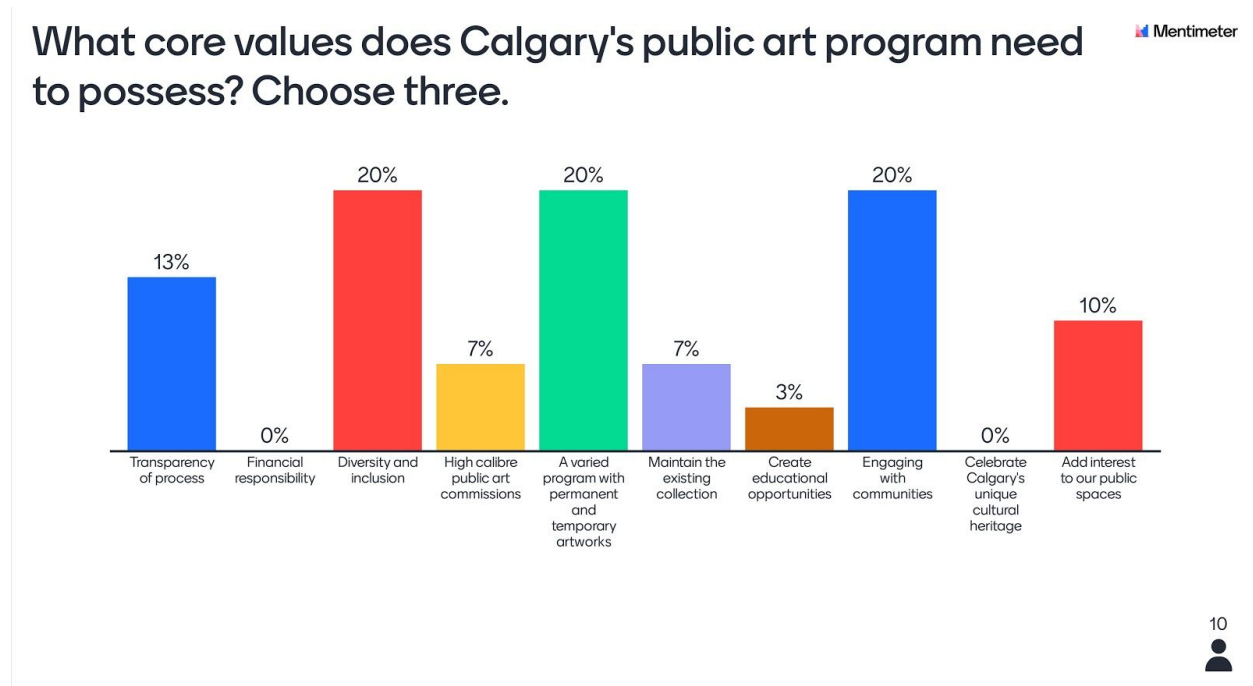
- Transparency of process
- Financial responsibility
- Diversity and inclusion
- High calibre Public Art commissions
- A varied program with permanent and temporary art works
- Maintain the existing collection
- Create educational opportunities
- Engaging with communities
- Celebrate Calgary's unique cultural heritage
- Add interest to our public space

Participants were prompted to answer a multiple choice question on the web-based tool Mentimeter. Each participant chose the top 3 values they believe should be at the core of the public art program.

**Across all of the sessions, the top three priorities were:**

- 1. A varied program with permanent and temporary artworks**
  - 5 of 5 groups chose a varied program in their top three
- 2. Diversity and inclusion**
  - 3 of 5 groups chose Diversity and Inclusion in their top three
- 3. Engaging with communities**

- 3 of 5 groups chose engaging with communities in their top three



*Example of values polling activity.*

## What Is Missing?

In the next activity, we asked participants if there were any values missing from the presented list. Participants used the Mentimeter tool to add values they would like to see in this list. Results were aggregated in real-time, and visualized in a dynamic “word cloud.” Participants were also invited to discuss and elaborate on their responses.

Overall, a significant number of responses were centered on inclusion—particularly with Indigenous communities—and engaging the local community. Another common thread is the need for public art to be “where the people are”. Participants were vocal about their dislike with the



current sites for public art in the city. Participants also stated that they would like public art in the city to be fun, interactive, and engaging; others expressed that there is an opportunity for the program to be more risk-taking, bold, and challenging.



*Feedback from one group for the What Is Missing activity.*

## **Key Insights from the Community Engagement Sessions:**

ART+PUBLIC UnLtd synthesized the data from the two main activities, as well as the input from the chat and the transcription of the conversations across all of the sessions. The following are key insights that reflect what resonated most strongly with participants.

### **1. Build A Dynamic and Varied Program**

Participants expressed the need for a rich and dynamic program that provides a range of visitor experiences, encompassing temporary and permanent installations, and small to large scale projects. Participants also elaborated on the many qualities they looked for in public art. Some mentioned the need for public art that is bold, risk-taking and challenging, while others sought fun, joyful, and inspiring experiences. Others noted their interest in public art that is interactive, participatory and functional, which was a critical response to existing public art installations that were deemed inaccessible to the public. At the core of these qualities is a need to have a program that is relevant and engaging to today's audiences—one that responds, and continues to be responsive, to a wide range of audience needs for public art. Although there is a sense that the program cannot appeal to the majority of public tastes, many participants also noted that the program should always strive to be innovative and forward-thinking—to be unafraid to push boundaries and to never “play it safe.”

- “There is a message here to go big, bold, inspiring, and risk-taking.”
- “Take risks and engage.”
- “There should be an element of inspiration—art to beautify the space and enjoy where we live.”

## **2. Amplify Indigenous Voices, Communities, and Artists**

Across all five of the online sessions, we heard that meaningful engagement of Indigenous artists and Treaty 7 First Nations communities is critical for the public art program. There is a strong call among participants to center Indigenous voices and stories in the program, and to be a platform for Indigenous artists.

- “Indigenous heritage is unique ... Let’s celebrate it.”
- “Treaty 7 participation needs to be ongoing ... The relationship needs to be built ... There hasn’t been any gift exchange ... when we speak of traditions. The art program should call for Treaty 7 artists first, and every program should include an Indigenous artist.”
- “How do we make sure the land acknowledgements impact people? How do we engage people better?”

### **3. Commit to Equity, Diversity and Inclusion**

Participants expressed a need for the program to deepen its relationships with BIPOC and immigrant communities in Calgary, and to institutionalize equity, diversity and inclusion throughout the program. Acknowledging the significance of the Black Lives Matter and Indigenous Lives Matter movements, many participants called for BIPOC leadership. Others noted the need for gender equity, and for greater representation of women artists for the commissions coming out of the program. The program should also commit to diversity and inclusion in its public mandate, and should be made actionable, accountable, and transparent in areas such as staffing and commissioning. The cultural diversity of Calgary needs to be better reflected in all aspects of the program, across staffing, committees, artists, community engagement and the themes explored in the commissioning process. It was noted that the phrase ‘diversity and inclusion’ can feel inadequate or empty if it is not paired with actionable and transparent processes.

- “Diversity needs to be very intentional and needs to be a priority. Build it into the program.”
- “As an immigrant, some of us don’t always connect with [public art]. So we need to share context and create new entry points for people.”

- “The senior level board and managers need to reflect the diversity of this city.”
- “The processes we run in the future should allow for a diverse group of artists to participate, not just artists with extensive portfolios.”

#### **4. Foster a Strong Relationship with Local Communities**

Participants called for more community engagement and involvement with the public art program. Many believe that community engagement strengthens the work. Some mentioned mentorship opportunities and resources for the arts community, youth learning opportunities and, more broadly, the need to build a more knowledgeable audience through education activities. Communications are also seen as important to inform and engage Calgarians about public art, and to amplify the power of storytelling. Participants expressed concerns regarding transparency and accountability, noting that improving communications could build trust and increase visibility with local communities. The new administrators would need to be able to communicate why certain artists and projects are commissioned, as well as the importance and value of the work.

- “It could be a great time to invest in community engagement on a very real level.”
- “Transparency and community engagement needs to happen during the process of creating a new work.”
- “If the community is involved, everyone has an option to participate and there may be less negative feedback from community members ... I want to be more involved.”
- “Have artistic intent at the site. Give the story in the form of a placard. This might help with interpretation.”

## **5. Foster A Dynamic Mix of Local and International Talent**

There is a tension between participants who want a focus on commissioning local artists only, and others who see international commissions as important for the visibility and strength of the program. Overall, participants want to foster local talent and support the local economy, but an appropriate balance of local and international commissions needs thoughtful planning and communication.

- “I think balance is key in terms of local artist pieces and also some larger artists with worldwide exposure.”
- “Work with organizations to help provide local artists the skills and tools they require to meet the criteria needed for public art installations.”
- “We need to support local artists so that they can grow.”

## **6. Meet People Where They Are**

Many participants noted the challenge of poor siting with past commissions tied to capital and infrastructure projects and funding requirements, resulting in works that are not placed in accessible or walkable public spaces. Participants noted that public art pieces have the potential to enrich public spaces, and expressed the need for the thoughtful planning of locations for new commissions. Projects should reflect a significant site-specificity with respect to the selection of landmarks, stories and points of connection with the immediate surroundings of the project site. Some asked questions around the feasibility of moving existing works. Many also noted that public art installations should be sensitive to the scale and landscape of the environment, and should be placed “where people are” at a “human scale.”

Within this conversation, a participant noted that ongoing programming around public art could further strengthen its connection to a particular site. The intellectual and physical access to sites have been an issue in the past.

- “The requirement of having art at the site of infrastructure was flawed. Opening it up to place the art into the communities for whom the infrastructure is created will open up the possibilities for community engagement.”
- “What’s been most criticized in the past is the location of the works. The public has not understood the selection of location, and the location selection has been disappointing ... I want more thought put towards choosing the site well.”
- “I enjoy the art that you can ... walk by as opposed to the large art pieces next to a highway.”
- “Ongoing programming at the sites of public art, not just install, open, done.”

# Overview of Digital Survey

The objective of the digital survey is to reach a broader group of Calgarians, and to provide another platform for local Calgary residents—especially for those who were not able to attend a virtual session—to input on the process. The survey focused on respondents' interests in public art, what values they want the future program to possess, and what goals a successful program should focus on. The survey also gave respondents an opportunity to sign up for more information, and ample room for open and additional feedback. For the purposes of this document we have provided a high level overview of responses from key questions. The survey was open from May 20 - June 30, 2020.

## Respondent Information & Survey Distribution

2645

Number of responses

100%

Completion rate

18

Number of questions

### Focus of Questions:

A mix of multiple choice, sliding scale and short answer questions focusing on:

- Responding to draft values for the public art program
- Prioritizing goals for the program
- Add additional comments and concerns to be considered

### Set Up & Survey Logic:

- Contributors were kept anonymous
- We used Survey Monkey and allowed for people to input their email address if they want to stay up to date via The City of Calgary's email list
- The survey was circulated through The City of Calgary's communications channels, as well as via ART+PUBLIC UnLtd's outreach emails to community organizations in Calgary.

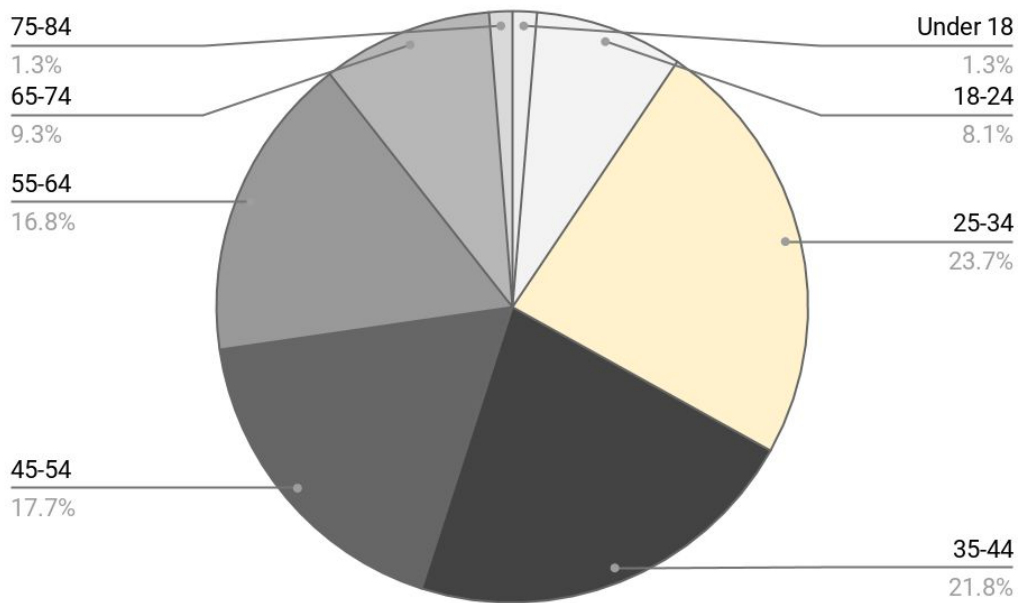
### Respondent Profile Overview:

We asked some optional questions to better understand who we reached through this survey and to get a sense of their interest in public art.

- 88% have heard about The City of Calgary Public Art Program
- 58% visit public art in Calgary
- 65% go to see public art outside of Calgary
- 27% identify as artists or arts and culture workers
- 23% have attended a City of Calgary public consultation session before

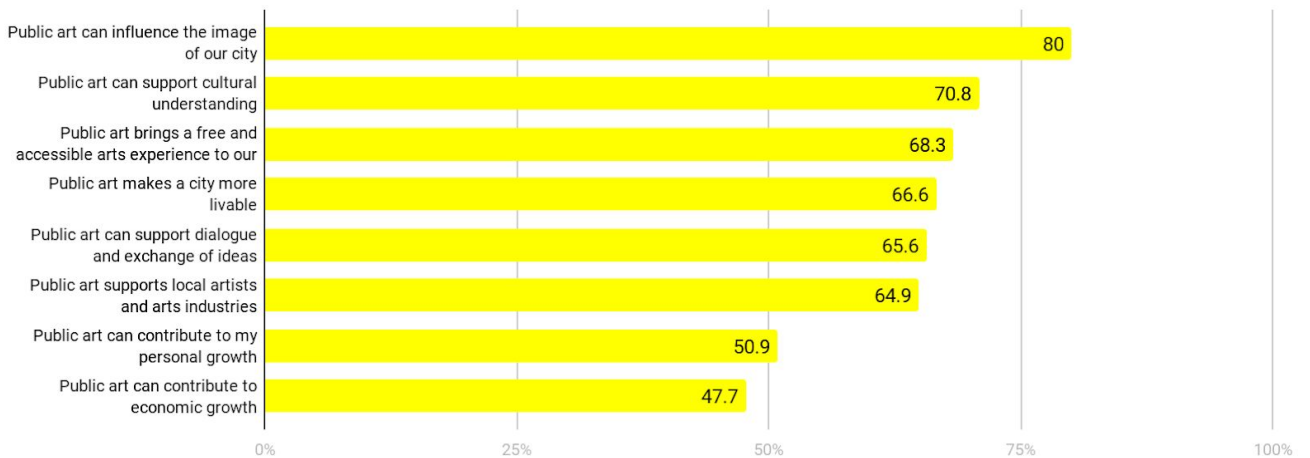
### **Age of Respondents**





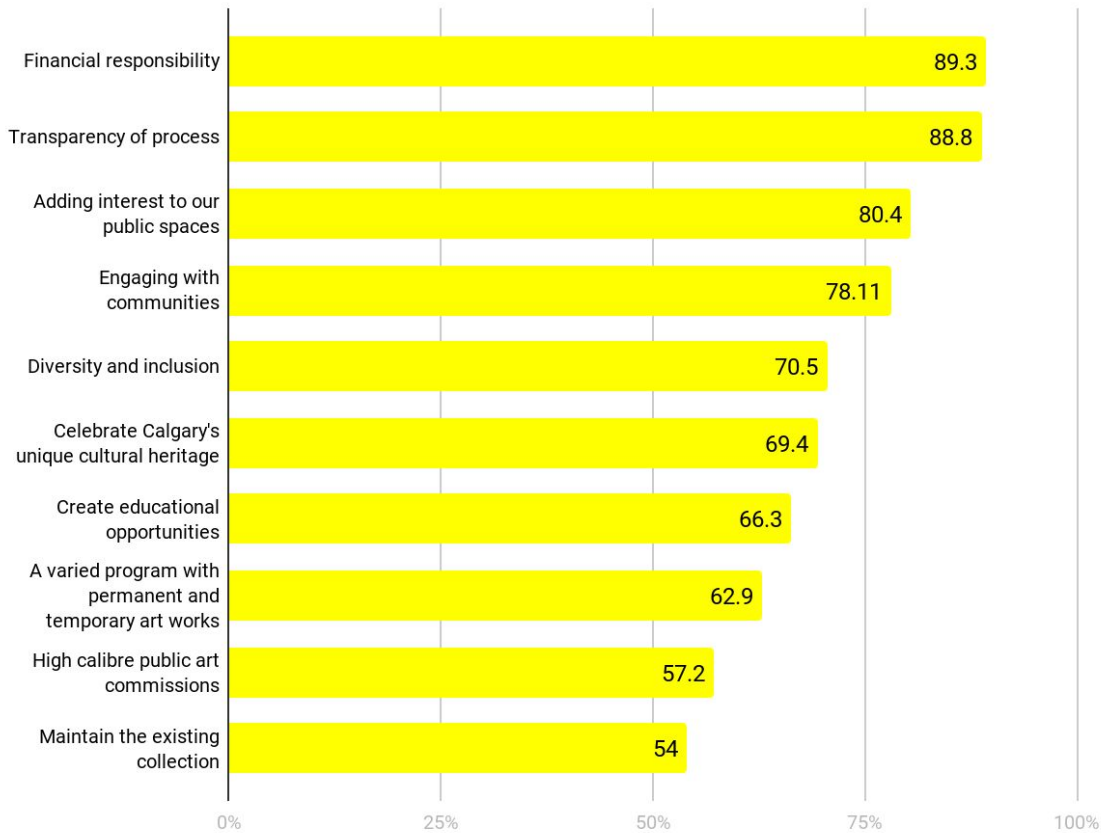
### Views On Public Art\*

Out of 8 statements centered on the value of public art, 80% of respondents believe public art can influence the image of our city.



### Core Values\*

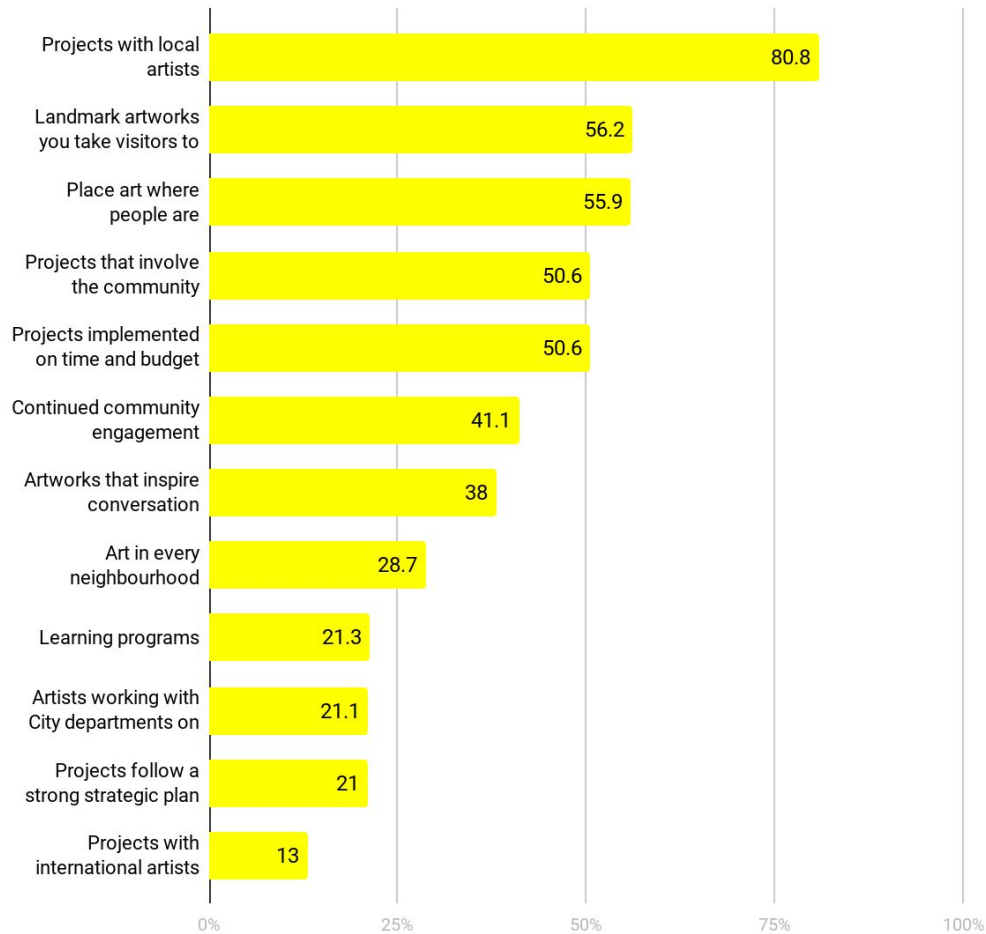
Financial responsibility, transparency of process and adding interest to our public spaces came out most strongly as the core values that respondents' felt the public art program needs to possess.



\* Note: Data shown is an aggregate of "strongly agree" and "somewhat agree" responses.

## Goals and Objectives

When asked to select their top five goals for a successful public art program for Calgary, respondents rated projects with local artists, landmark artworks you take visitors to see, place art where people are, projects that involved the community and projects implemented on time and budget as priorities out of 12 options.



### Education and Outreach Considerations:

- 85.5% somewhat and strongly agree Calgarians should be regularly involved and informed about the public art collection
- 66.3% somewhat and strongly agree activities like tours, school programs and travelling exhibitions are important
- 64.63% somewhat and strongly agree it's important that Calgarians have educational opportunities to learn about public art

### Key Findings from the Digital Survey:

#### 1. The Importance of Fiscal Responsibility

In addition to the feedback within the survey structure, a number of respondents felt strongly enough about the importance of financial responsibility that they left additional comments about this aspect. The big ticket price associated with the couple of particularly problematic pieces that contributed to major public backlash, political intervention and program freezing, has really highlighted within Calgary a need to ensure that the public art program delivers value for taxpayer investment. These comments have not indicated that the money should not be spent, but instead that it should be managed carefully and spent in a way that will deliver programs for which Calgarians see a return on investment. Further, knowing that the public money will be given to a third party to manage, there is concern that the spending be well and regularly accounted for and reported on. This includes having a program that is able to deliver projects without excessive funds spent on administration, sees funds spent in Calgary (through fabrication etc) and creates a program at a calibre that attracts people to Calgary, as artists, as educators, as visitors.

- “PLEASE, take a look at the budget of how much these "public art" projects cost. Between the NE "blue ring", the rocks at win sport & "convergence" (3 of many) city council has justified spending over 1.89 million while also cutting things such as fire, medical and police.”
- “I appreciate art and recognize that it has value. I believe that we have to reimagine the program to support local artists while being fiscally responsible. Some of the past projects have been ridiculous in costs that many can be better spent to support other programs, like homeless, food insecurity... continue the program but on a smaller scale and use local artists to keep costs in check.”

- “I believe the vibrancy and international draw of our city can be maintained without spending on additional art installments. Fiscal responsibility is strongly needed.”

## **2. Focus on Supporting Local Artists and Economy**

There were a number of comments emphasizing a strong desire to see the public art opportunities and related funds stay within the Calgary community and economy. This was expressed through comments about ensuring Calgary-based or Albertan artists are awarded commissions, or programs are designed to highlight local artists, as well as efforts made to ensure that works are fabricated within the city or province.

- “Public art in Calgary is too often created by artists from outside of Calgary or Alberta.”
- “It is important to have artwork by local and Indigenous artists on display at all times.”
- “Please do more programs with LOCAL ARTISTS. We have one of the top art and design universities and thus have a huge pool of amazing LOCAL talent!”

## **3. Create a Vibrant Sense of Place**

Survey comments overall suggest a broadly held belief in the ability for an exceptional public art program to “put a city on the map”, to create a sense of place that sets the city apart in a global context and draws people. This was indicated in comments referring to landmark works that would draw visitors, exciting art opportunities that would draw local and international artists to create work, and overall, a leading program that attracts local and international talent, both directly and indirectly (with public art having the

ability to brand a place as leading edge, therefore drawing talent in other industries who want to live in an exciting place with a dynamic cultural environment and streetscape). Respondents also noted the power of public art to make the city more livable and vibrant.

- “Calgary is beautiful as it is but if focused on in the correct way it could become a destination for culture and art alongside all the other things that bring people to this city.”
- “The public art program has really made the city more liveable in recent years. I love going to different parts of the city to explore public art and I believe it makes our city a better place.”
- “Celebration of local and international artists is also important.”

#### **4. Learn from Siting Issues in the Past**

The strict adherence of site definition that characterized the implementation of Calgary’s Percent for Art program prior to freezing, has been modified at this point and the future program operator will be able to site work more meaningfully. However, the previous rules have stood out in people’s memory as particularly problematic, primarily as this rendered works inaccessible to the public.

- “Please no more abstract blue rings in the middle of nowhere.”
- “Place art where people are (ie. walkable public spaces), not along underpasses and freeways. The 1% art allocation does not need to be tied to every site, it should be shifted to areas where people can access.”
- “The biggest problem with the program has been the requirement that art be placed at the site of the project from which the funds for the art are derived. How am I supposed to really experience Bowfort Towers,

which is all about materials and the interplay of light and shadow from various angles? I can't actually visit it.”

## **5. The Current Economic Climate**

There were a number of comments indicating a concern for spending any money on public art within the current economic climate and recent events with the novel COVID-19 pandemic. Some respondents felt that now is not the time for The City to focus on public art, wanting a stronger focus on creating jobs and helping people in a time of crisis.

- “When a city is in good economic growth, an art program is great. When a city has been suffering from a bad economy for years, an art program becomes a horrible misuse of funds.”
- “Art is not essential at this point and time.”
- “Put the lines for art towards helping people in this time of crises ... Now is not the time to spend money on art.”

## **6. A Need for More Public Art in the City**

A number of respondents finished off their survey with additional comments about the need for more public art in the city. Participants noted the value that public art brings to a city and its citizens, and discussion about offering a diversity of opportunities for artists to influence and play a role in the building and animation of the city.

- “Public art promotes the feeling of community within our city.”
- “Public art is integral to a thriving city. Art that is accessible to all is critical in a world where significant disparities exist.”

- “Let's be an impressive city, not a boring one. We MUST have public art for our souls.”

## **7. Community Engagement, Transparency and Accountability Are Key to the Program's Success**

In addition to the feedback within the survey structure, a number of respondents felt strongly enough about transparency, accountability and community engagement that they left additional comments about this aspect. A number of respondents felt that too often, the process of public art commissioning did not involve the public in decisions around what public art opportunities are, how artists are selected, how project budgets are managed, what artworks mean, and other elements of public art delivery.

- “Transparency is important to a point. Certainly tax payers need to have input into work that is paid for by tax dollars and need to know how decisions are made regarding what work is commissioned. However, as an art professor I do not tell my plumber how to fix my toilet. I want transparency with regard to what he is doing and why, but I need to trust his expertise.”
- “Community engagement might help people understand the projects better.”
- “I think it is vital to the culture and community of the city that we continue to promote public art. This can be achieved through greater public engagement for those that don't understand the benefits and see it predominantly from a fiscal perspective.”



# Acknowledgements

ART+PUBLIC UnLtd would like to thank The City of Calgary team, led by Jennifer Thompson, Manager of Arts & Culture. We would also like to extend our gratitude to City Councillors, the dedicated and talented staff at The City of Calgary Public Art Program, the Moh'kinsstis Public Art Guiding Circle, Calgary's Public Art Alliance, the vibrant arts community that continues to enrich the city, and local community members, all of whom generously contributed to the project through community engagement sessions, interviews, and an online survey.

In addition to Jennifer Thompson at The City of Calgary, we would also like to acknowledge our close collaboration on the community engagement sessions with Jennifer Brown, Senior Strategist, Arts and Culture, Rowena James, Public Art Project Coordinator, and Jennifer Storm, Communication Strategist, whose contributions helped create a thoughtful and welcoming environment for meaningful dialogue with the public.

## **The ART+PUBLIC UnLtd team consists of:**

Rebecca Carbin, Principal

Sagan MacIsaac, Senior Associate

Michael Esteras, Associate

Christina Bagatavicius, Bespoke Cultural Collective, Community Engagement Specialist and Facilitator for Community Engagement Sessions

For more information visit: <https://engage.calgary.ca/>

**2023-2026 Service Plans and Budget**  
**Contribution to Public Art Program (Budget ID 446510)**  
**(\$000s)**

1. Public Art Contribution with Unrestricted Funding Source				Annual Budget Allocations				Current Funding Sources
Capital Activity #	Service Line	Investment Name	Total Public Art Contribution 2023-2026	Budget 2023	Budget 2024	Budget 2025	Budget 2026	
446455	City Planning & Policy	Local Area Plan Building Neighbourhood Amenity Fund	200	-	-	100	100	Reserve for Future Capital
410751	Climate & Environmental	Centralized Climate Fund	150	-	-	150	-	Pay-As-You-Go Reserve
480761	Facility Management	Facility Portfolio Planning	75	25	25	25	-	Pay-As-You-Go Reserve
480757	Facility Management	Forest Lawn Civic Centre - Phase 1A	250	50	60	70	70	Reserve for Future Capital
420185	Parks & Open Spaces	Park Infrastructure Lifecycle	34	34	-	-	-	Reserve for Future Capital
481301	Public Transit	Transit Buildings	19	19	-	-	-	Pay-As-You-Go Reserve
446551	Recreation Opportunities	Recreation Amenity Lifecycle	94	44	50	-	-	Pay-As-You-Go Reserve
446552	Recreation Opportunities	Athletic Park Lifecycle	14	14	-	-	-	Lifecycle Maintenance & Upgrade Reserve
447999	Recreation Opportunities	Foothill Fieldhouse	200	-	-	200	-	Reserve for Future Capital
481400	Sidewalks & Pathways	Community Mobility Improvements	47	47	-	-	-	Pay-As-You-Go Reserve
464929	Sidewalks & Pathways	Public realm investments	330	-	110	110	110	Reserve for Future Capital
463960	Sidewalks & Pathways	Main Streets	520	70	150	150	150	Lifecycle Maintenance & Upgrade Reserve
446454	Sidewalks & Pathways	SA Network Development Accelerator	400	100	100	100	100	Reserve for Future Capital
433150	Streets	Bridge Rehabilitation and Protection	60	60	-	-	-	Pay-As-You-Go Reserve
481407	Streets	144 Ave/Nose Creek	240	-	240	-	-	Pay-As-You-Go Reserve
464170	Streets	Major Road Reconstruction	32	32	-	-	-	Pay-As-You-Go Reserve
422201	Streets	Development Infrastructure	28	28	-	-	-	Pay-As-You-Go Reserve
<b>Public Art Contribution with Unrestricted Funding Source</b>			<b>2,693</b>	<b>523</b>	<b>735</b>	<b>905</b>	<b>530</b>	

**2023-2026 Service Plans and Budget**  
**Contribution to Public Art Program (Budget ID 446510)**  
**(\$000s)**

2. Public Art Contribution with Restricted Funding Source				Annual Budget Allocations				Current Funding Sources
Capital Activity #	Service Line	Investment Name	Total Public Art Contribution 2023-2026	Budget 2023	Budget 2024	Budget 2025	Budget 2026	
440016	Calgary 9-1-1	911 Facility Upgrades	29	29	-	-	-	Municipal Sustainability Initiative
419810	City Cemeteries	Prairie Sky Cemetery	67	67	-	-	-	Municipal Sustainability Initiative
463920	City Planning & Policy	Downtown Revitalization	624	312	312	-	-	Municipal Sustainability Initiative
463960	City Planning & Policy	TOD Development Program	160	160	-	-	-	Municipal Sustainability Initiative
480774	Facility Management	Walden Fire Station	59	59	-	-	-	Municipal Sustainability Initiative
480776	Facility Management	Operations Facilities Portfolio Upgrades	655	55	100	250	250	Municipal Sustainability Initiative
480773	Facility Management	Privacy and Accessibility Project for the Multi-Agency Training Centre	36	36	-	-	-	Municipal Sustainability Initiative
480507	Fire & Emergency Response	New Fire Stations	225	25	60	60	80	Municipal Sustainability Initiative
413966	Library Services	Calgary Public Library Investment Program	260	50	50	80	80	Off-site Levies
426956	Parking	Parking Service Capital & Structural Improvement	96	46	50	-	-	Capital Reserves
420300	Parks & Open Spaces	Park Delivery 2 - Upgrade	203	3	34	66	100	Capital Reserves
420220	Parks & Open Spaces	Park Delivery 1 - Development	383	53	100	100	130	Capital Reserves
419700	Parks & Open Spaces	Parks Project Development Program	14	14	-	-	-	Capital Reserves
433160	Streets	Subdivision Construction	28	28	-	-	-	Municipal Sustainability Initiative
453429	Stormwater Management	Drainage Facilities & Network	1,017	250	250	250	267	Capital Reserves, Self-supported Debt
455739	Wastewater Collection & Treatment	Wastewater Treatment Plant	1,670	400	400	435	435	Capital Reserves, Self-supported Debt
456129	Wastewater Collection & Treatment	Wastewater Collection Network	1,575	250	400	425	500	Capital Reserves, Self-supported Debt
451799	Waste & Recycling	Waste & Recycling Landfill/Treatment Infrastructure	153	153	-	-	-	Municipal Sustainability Initiative, Capital Reserves
452299	Waste & Recycling	Waste & Recycling Facilities & Equipment	318	159	159	-	-	Municipal Sustainability Initiative, Capital Reserves
459259	Water Treatment & Supply	Water Treatment Plant	650	150	150	175	175	Capital Reserves, Self-supported Debt
460940	Water Treatment & Supply	Water Distribution Network	1,178	178	200	300	500	Capital Reserves, Self-supported Debt
Public Art Contribution with Restricted Funding Source			9,400	2,477	2,265	2,141	2,517	
Total Public Art Contribution for 2023-2026			12,093	3,000	3,000	3,046	3,047	

Note  
1 Listing of Investment is extracted from Report C2022-1051 REVISED Attachment 3 from November 2022.



Wishing Well, 2022  
Living Lenses (Louise Bertelsen and Po Shu Wang)

# Corporate Public Art Policy Update

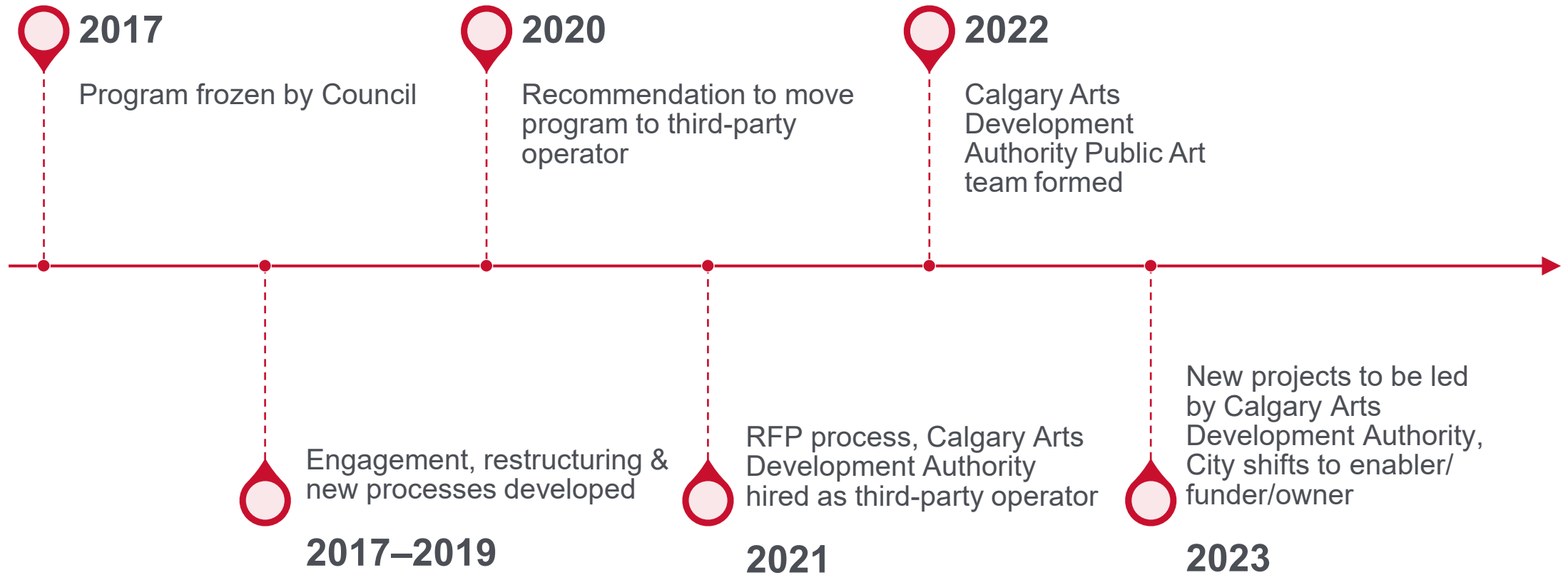
22 February 2023

## Recommendations

That the Community Development Committee recommend that Council:

1. Approve the updated Corporate Public Art Policy;
2. Approve the transfer of \$12.1 million approved capital budget and funding to the Arts and Culture service line (Budget ID 446510), from the budgets listed in Attachment 4, as directed by the Public Art Policy “per cent for art” calculation contribution for the 2023-2026 budget cycle; and
3. Approve the use of the unrestricted funding source, the Reserve for Future Capital (RFC), to replace up to \$10 million of restricted funds within the \$12.1 million approved capital budget and funding to the Public Art Program (2023-2026).

# Background





# Re-imaging Public Art in Calgary

## Social Resiliency



- Free access
- Encourages engagement with public space
- Enhances vibrancy

## Inclusive & Equitable



- Reflects diversity through art
- Provides opportunities for artists from varying backgrounds

## Economic Resiliency



- Promotes diverse economy
- Supports local creative economy

## Global Positioning



- Attracts tourism, new investment, and new Calgarians
- Contributes to livability

# Highlights

**A third-party operator (Calgary Arts Development Authority) is responsible for commissioning new public art.**



**Unrestricted Capital funds** will be secured through a new internal process.

**The City will maintain & activate** a Public Art collection reflective of our community.



**The City's commitment to Public Art funding** will remain in place.



# Funding Breakdown (2023-2026 Budget Cycle)

**TOTAL Capital Funding: \$12.1 million over 4-year budget cycle**

\$2.7M (Unrestricted)

\$9.4M (**Restricted** – utilities and external sources)

**Unrestricted funding sources &  
Reserve for Future Capital to replace  
restricted funding sources**



## Recommendations

That the Community Development Committee recommend that Council:

1. Approve the updated Corporate Public Art Policy;
2. Approve the transfer of \$12.1 million approved capital budget and funding to the Arts and Culture service line (Budget ID 446510), from the budgets listed in Attachment 4, as directed by the Public Art Policy “per cent for art” calculation contribution for the 2023-2026 budget cycle; and
3. Approve the use of the unrestricted funding source, the Reserve for Future Capital (RFC), to replace up to \$10 million of restricted funds within the \$12.1 million approved capital budget and funding to the Public Art Program (2023-2026).



Clerks Note to  
Regular Meeting of Council  
2023 March 14

ISC: UNRESTRICTED  
CD2023-0162

**RE: 2023 Workplan for Regulatory Interventions, CD2023-0162**

**RECOMMENDATIONS OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2023  
FEBRUARY 22:**

That Council:

1. Approve Recommendations 1 and 2 as contained in Confidential Report CD2023-0162; and
2. Direct that the Confidential Report and Confidential Attachment be held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2028 January 31.

**Attachments:**

- CONFIDENTIAL Cover Report
- CONFIDENTIAL Attachment 1



**Advancing the Downtown Strategy through Incentive Program Expansion**

**RECOMMENDATIONS:**

That the Executive Committee recommend that Council:

1. Approve the Revised Downtown Calgary Development Incentive Program Terms of Reference contained in Attachment 2;
2. Approve the use of any remaining unallocated budget for the Downtown Calgary Development Incentive Program for the Revised Downtown Calgary Development Incentive Program;
3. Approve the Downtown Post-Secondary Institution Incentive Program Terms of Reference contained in Attachment 3;
4. Approve the Downtown Office Demolition Incentive Program Terms of Reference contained in Attachment 4; and
5. Approve the redirection of \$3 million of the Plus 15 Fund offset incentive budget towards the Downtown Office Demolition Incentive Program.

**RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE, 2023 FEBRUARY 28:**

That Council:

1. Approve the Revised Downtown Calgary Development Incentive Program Terms of Reference contained in Attachment 2;
2. Approve the use of any remaining unallocated budget for the Downtown Calgary Development Incentive Program for the Revised Downtown Calgary Development Incentive Program;
3. Approve the Downtown Post-Secondary Institution Incentive Program Terms of Reference contained in Attachment 3;
4. Approve the Downtown Office Demolition Incentive Program Terms of Reference contained in Attachment 4; and
5. Approve the redirection of \$3 million of the Plus 15 Fund offset incentive budget towards the Downtown Office Demolition Incentive Program.

Opposition to Recommendations: Councillor Chabot

**HIGHLIGHTS**

- This report brings forward strategic updates and advancements to the Downtown Calgary Development Incentive Program and proposes the creation of two new incentive programs that support the goals and vision of the Greater Downtown Plan.
- What does this mean to Calgarians? The ability to leverage additional private investment in the downtown with more opportunities for redevelopment and removal of vacant office space and enhanced vibrancy through a more diverse mix of uses and amenities.
- Why does this matter? Downtown is the economic and cultural heart of Calgary. It is the central hub for business, innovation, and creativity. A thriving downtown means a thriving Calgary. Repurposing vacant office space in the downtown to diversify the types of uses, and users will contribute to a vibrant, thriving and resilient neighbourhood.
- Increasing the internal approvals threshold from \$10 million to \$15 million will streamline the review and approvals process for larger scale conversion projects, expediting The

## **Advancing the Downtown Strategy through Incentive Program Expansion**

City's goal of removing six million square feet of office space from the downtown by 2031.

- Repurposing a portion of the unused Plus 15 Fund offset incentive budget to support office demolition allows The City to continue advancing the overall downtown strategy without additional financial impact.
- Broadening the list of incentivized uses to include hotels, schools, performing arts centres along with a specific post-secondary program will encourage a more diverse mix of uses in the downtown and will provide complementary services and amenities for the growing resident population.
- Introducing office demolition incentives will encourage the removal of vacant, end-of-life buildings and will provide the opportunity for new public amenity space or other priority needs and uses in the downtown.
- Background and Previous Council Direction is included as Attachment 1.

## **DISCUSSION**

The Downtown Calgary Development Incentive Program (Incentive Program) was established in 2021 April by Council in report [C2021-0524 Realizing Calgary's Greater Downtown Plan: Initial Investments and Incentives](#). Council then approved the original Terms of Reference for the program ([PFC2021-0779](#)), which focus solely on office-to-residential conversion projects. The purpose of the Incentive Program is to encourage the removal of vacant office space in the downtown to help address vacancy rates and stabilize property values over the next decade.

Through the establishment and implementation of the Incentive Program, Calgary has quickly become a global leader in addressing the office vacancy crisis that many downtowns are facing due to the global pandemic and remote work environments. In less than two years, The City has secured project commitments amounting to nearly 20 percent of the ten-year goal of removing six million square feet of office space from the downtown area by 2031.

Administration has closely monitored the implementation of the Incentive Program, as well as market conditions and community needs. While the program has proven to be successful in stimulating office-to-residential conversion projects, Administration has identified strategic improvements to support the program's continued success and meaningful impact for downtown Calgary. These improvements are captured below and in the proposed Revised Downtown Calgary Development Incentive Program Terms of Reference. Administration is also proposing advancements to the overall downtown strategy through the establishment of two new programs: a new incentive program for post-secondary institutions, and a new incentive program for office demolition. These programs would further support and expedite the removal of vacant office space and enhance downtown vibrancy.

**Business Improvements:** Two business improvements have been identified to support Administration's commitment to innovation and *'moving at the speed of business'*.

**Internal Funding Approval Threshold:** The existing Terms of Reference outlines funding decision-making and approval levels for the Incentive Program. Currently, the Incentives Approval Committee (comprised of the City's Chief Financial Officer and General Manager of Planning & Development Services) is authorized to approve funding requests up to \$10 million, while Council approval is required for any amount exceeding this threshold. With an incentive rate of \$75 per square foot of converted space, this funding threshold requires office-to-residential conversion projects over 130,000 square feet in size to obtain Council approval.

## **Advancing the Downtown Strategy through Incentive Program Expansion**

Due to this approval threshold limit, three of the eight initial successful candidates of the Incentive Program required Council approval. This entailed three separate reports, two Closed Session meetings of Council, delays to Funding Agreement timelines, uncertainty for applicants, and significant staff resources. All three funding requests were approved by Council, demonstrating alignment between Council and Administration.

To encourage larger scale conversion projects in the downtown, Administration is proposing an increase to the Incentives Approval Committee threshold from \$10 million to \$15 million. This would allow quicker and more streamlined approvals for office-to-residential conversion projects up to 200,000 square feet in scale, which better reflects typical submissions and inquiries to the program. Funding requests beyond the \$15 million threshold would require Council approval.

*Plus 15 Fund Offset Incentive Budget:* As part of report [C2021-0524 Realizing Calgary's Greater Downtown Plan: Initial Investments and Incentives](#), \$5 million was allocated to the Plus 15 Fund offset incentive. The intent of this grant was to provide a maximum of \$1 million per project in financial incentives to assist with the development of new residential use within the downtown, specifically within the Plus 15 boundary area, by providing an offset to required Plus 15 Fund contributions as part of the Land Use Bylaw and Plus 15 Policy for these projects.

To date, however, no applications have been made requesting access to the Plus 15 Fund offset incentive and Administration does not anticipate any funding requests for this grant in the near-term. At the time of writing this report, there was only one active development permit for residential use within the Plus 15 boundary that would be eligible for grant funding.

Administration is therefore proposing that \$3 million of the existing fund be redirected to support further removal of vacant office space in the downtown through the proposed Downtown Office Demolition Incentive Program (outlined below), expediting the removal of an additional 200,000 square feet of vacant office space from the downtown without requiring new budget.

While removal of office space remains a top priority in the downtown, supporting new residential development is also critical. Administration will therefore be reviewing the Land Use Bylaw provisions for downtown residential use including requirements for the Plus 15 Fund contributions to better support and further reduce barriers to new residential development.

### **Revised Downtown Calgary Development Incentive Program Terms of Reference**

The existing Terms of Reference for the Incentive Program are limited to the conversion of vacant office space to residential use. This has proven extremely successful in the market, with the program consistently over-subscribed. The prioritization for residential use in the downtown is a critical first step towards revitalization and vibrancy, and The City is well on its way towards achieving this goal. Expansion of the eligible list of uses and refinements to the terms have been anticipated from the outset of the program, and improvements to ensure its continued success are outlined below.

To encourage further adaptive reuse of vacant office space and increase the mix of uses downtown, Administration is proposing to incentivize the additional uses of hotel, school, and performing arts centres for office conversion projects. These uses would be incentivized at specified rates per square foot, as outlined in Table 3.2 of the proposed Revised Downtown Calgary Development Incentive Program Terms of Reference (Attachment 2). Active commercial uses at grade would also be incentivized, when proposed as part of a comprehensive building conversion, to further promote downtown investment, the local economy, and vibrancy at street level.



## **Advancing the Downtown Strategy through Incentive Program Expansion**

With the proposed internal approval threshold of \$15 million, the Revised Downtown Calgary Development Incentive Program Terms of Reference would encourage a more diverse mix of uses in the downtown and would allow for a more efficient approval process for applications up to 200,000 square feet, improving the ability to stimulate and expedite private investment in the downtown.

### **Downtown Post-Secondary Institution Incentive Program (PSI Program)**

In November 2022, Council approved an initial budget allocation of \$9 million to support a greater presence of post-secondary institutions in the downtown through the conversion of existing vacant office space. Council committed this initial investment to the establishment of a downtown location of the School of Architecture, Planning and Landscape at the University of Calgary, with the intent to broaden the program to other faculties, schools or institutions pending funding commitments from the Government of Alberta.

As the criteria, approvals process, funding sources, and other elements of the proposed PSI Program scope would differ from other office conversion projects, Administration is proposing a separate PSI Program with its own Terms of Reference (Attachment 3).

The PSI Program would focus on the Downtown Core and would offer a grant at a rate of \$50 per square foot. The internal approval threshold is proposed at \$15 million to align with the Revised Downtown Calgary Development Incentive Program Terms of Reference.

### **Downtown Office Demolition Incentive Program**

Administration is also proposing to establish a new incentive program for office demolition. Terms of Reference have been developed (Attachment 4) which outline specific criteria and strategic outcome requirements for these projects. Introducing a demolition incentive for vacant downtown office buildings would further contribute to The City's goal of removing six million square feet of office space from the downtown by 2031 and would allow for the removal of inefficient and end-of-life buildings that negatively impact downtown vibrancy.

In addition to expediting the removal of vacant office space in the downtown, the demolition incentive would support new non-office redevelopment and create opportunities for new public amenity and greenspaces in strategic locations to support new and existing residents. Where immediate redevelopment is not planned post-demolition, landowners would work with The City to implement programming and landscaping in alignment with the Greater Downtown Plan goals for supporting vibrant urban life and establishing a green network for healthy communities.

The Downtown Office Demolition Incentive Program would focus primarily on the Downtown Core and would offer a grant at a rate of \$20 per square foot, up to 50% of total demolition costs.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- ☐ Public engagement was undertaken
- ☒ Public/interested parties were informed
- ☒ Dialogue with interested parties was undertaken
- ☐ Public communication or engagement was not required

## **Advancing the Downtown Strategy through Incentive Program Expansion**

### **IMPLICATIONS**

#### **Social**

The proposed revisions to and additions of downtown incentive programs would make it easier and more attractive for building owners in the downtown to convert vacant office space into residential and commercial uses. This would increase housing choice and affordability, provide complementary uses and amenity critical to a resilient downtown, as well as establish new employment opportunities for Calgarians. It would create opportunities for additional public amenity for new and existing residents of the downtown.

#### **Environmental**

An expanded scope for conversion projects would further support the adaptive reuse of existing buildings, while bringing old buildings up to current Alberta Building Code requirements. The demolition of old, derelict buildings reduces climate risk as such buildings are more vulnerable to climate impacts and therefore at high risk of damage. Furthermore, these sites create opportunity for new greenspaces and landscaping towards a comprehensive green network.

#### **Economic**

Downtown office vacancy is at approximately 14 million square feet (CREB Q4 2022) and office property values have declined by \$16.4 billion since 2015, or 67 percent, resulting in a situation where taxes previously generated from downtown office space have been redistributed to other non-residential and residential properties in Calgary. The proposed revised and additional downtown incentive programs respond to this crisis by supporting the removal of excess office space downtown and the reactivation of underutilized sites towards restoring property values by creating demand for remaining office.

#### **Service and Financial Implications**

#### **No anticipated financial impact**

### **RISK**

No risks have been identified with the approval of this report.

Current immigration and market projections reinforce the need for incentives to support the creation of affordable rental housing in the downtown. Calgary is expected to welcome a minimum of 40,000 new residents every year to the city for at least the next three years, significantly increasing the need for rental housing in the downtown. There is a risk to The City of not being able to build or enable the construction of adequate housing which could reduce affordability. Along with housing demand, The City must also address the need for amenities and services in the downtown to support the growing population. The proposed downtown incentive programs would support the delivery of these needs.

Furthermore, should this report and recommendations not be supported, there is significant risk of excluding a variety of opportunities in the downtown to (i) catalyze redevelopment; (ii) expedite the removal of excess office space; (iii) establish new public amenity spaces; and (iv) attract further private and public investment to the downtown.

**Planning and Development Services Report to  
Executive Committee  
2023 February 28**

**ISC: UNRESTRICTED  
EC2023-0102  
Page 6 of 6**

## **Advancing the Downtown Strategy through Incentive Program Expansion**

### **ATTACHMENTS**

1. Background and Previous Council Direction
2. Revised Downtown Calgary Development Incentive Program Terms of Reference
3. Downtown Post-Secondary Institution Incentive Program Terms of Reference
4. Downtown Office Demolition Incentive Program Terms of Reference
5. Presentation – Advancing the Downtown Strategy through Incentive Program Expansion

### Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Stuart Dalgleish	PDS	Approve
Carla Male	Finance	Consult
Lynn Davies	Law	Consult

# Background and Previous Council Direction

## Background – Downtown Strategy

The Downtown Calgary Development Incentive Program (the Program) was established in 2021 April by Council in report *C2021-0524 Realizing Calgary's Greater Downtown Plan: Initial Investments and Incentives* - with an initial investment of \$45 million to fund the Program. The approved report was presented in conjunction with report *PUD2021-0220 Calgary's Greater Downtown Plan: Roadmap to Reinvention* - that detailed the 10-year implementation plan.

The Program's purpose is to provide financial incentives to assist with the removal of approximately six million square feet of office space in the Greater Downtown Plan Area over the next 10 years (2021 to 2031). The removal of vacant office space can be achieved through conversion to residential or other adaptive uses, or through potential demolition and rebuild of non-office space.

The overall goals of the Program are to increase overall economic activity in the Greater Downtown Plan Area by:

- Removing office space from the Greater Downtown Plan Area – with a priority area of the Downtown Core;
- Increasing downtown residential dwelling units to improve vibrancy; and,
- Reducing the downtown office vacancy rate and supporting property values and the non-residential property tax assessment base.

## Previous Council Direction – Downtown Strategy

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 November 8	C2022-1051	<p><b>2023-2026 Service Plans and Budgets</b> That with respect to Report C2022-1051, the following be adopted, as amended: That Council:</p> <p>1. Approve and adopt the 2023-2026 Service Plans and Budgets, including the community indicators, service performance measures, and associated operating and capital budgets as identified in Revised Attachment 4, and further, that Council direct Administration to take critical, responsive measures as follows to provide support and investment for residents and businesses;</p> <p>III. Draw \$40 million from the Real Estate Services Reserve as an investment for the Downtown Strategy work presently underway, with funds to be allocated as follows:</p> <p>a. \$31 million to the Phase 1: office to residential conversion program, and</p>

		<p>b. \$9 million to the Phase 2: office to post-secondary institution conversion program for which the proposed terms of reference will be delivered to Council in 2023 Q1, while reaffirming that all future proceeds related to industrial and business park development in Program # 696 – Commercial Development, will be directed into the Real Estate Services Reserve.</p> <p>That with respect to Report C2022-1051, the following Motion Arising be adopted:</p> <p>That Council direct Administration to explore a funding source in the amount of \$20 million and engage with the Government of Alberta to request matching funds for post-secondary conversion of office to institutional space as part of the Downtown Strategy, and in accordance with the provincial government's Calgary Office and Revitalization &amp; Expansion (CORE) Working Group recommendations.</p>
2021 November 8	C2021-1436	<p><b>Adjustments to the One Calgary 2019-2022 Service Plans and Budget</b></p> <p>During the November 2021 Budget Adjustments , Council approved an additional \$55 million towards the Downtown Calgary Development Incentive Program to support the implementation of all Phase 1 eligible applications, amounting to a total Program fund of \$100 million.</p>
2022 September 29	EC2022-0935	<p>Deferral request for delivery of Downtown Calgary Development Incentive Program Phase 2 (PFC2021-0779) Terms of Reference due Q3 2022, to return no later than Q1 2023</p>
2021 December 14	EC2021-1691	<p>Deferral request for Downtown Incentive Program Phase 2 (PFC2021-0779) due Q4 2021, to return by Q3 2022</p>
2021 July 26	PFC2021-0779	<p><b>Downtown Strategy Implementation and 2020 Annual Report</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive the State of Downtown Calgary 2020 (Attachment 2) for the corporate record;</li> <li>2. Approve the Downtown Calgary Development Incentive Program Terms of Reference (Attachment 3);</li> <li>3. Direct Administration to bring the Downtown Calgary Development Incentive Program Phase 2 -Terms of Reference to Council no later than 2021 Q4;</li> <li>4. Direct Administration to report on the implementation of the Downtown Calgary Development Incentive Program, the financial status, and recommendations on future program terms of reference to Council no later than 2022 Q4; and</li> <li>5. Approve Redirection &amp; Reprioritization of Cultural Municipal Sustainability Initiative Budget Funds (Attachment 5), including</li> </ol>

		allocations of previously approved budgets totaling \$15.5M as outlined in Table 1 - Redirection of Cultural Municipal Sustainability Initiative (CMSI) Funds
2021 April 26	C2021- 0524	<p><b>Realizing Calgary's Greater Downtown Plan – Initial Investments and Incentives</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approve <b>revised</b> Attachment 3, “Greater Downtown Plan – Initial Investment and Approvals”, including investment categories and allocations, and with the \$200 million initial investment funded by \$60 million from the Budget Savings Account, \$63 million from the Fiscal Stability Reserve and \$77 million from the Canada Community Building Fund subject to receipt of the 2021 increase;</li> <li>2. Request the Mayor write letters to the provincial and federal governments, advocating for funding and other support for Calgary's Greater Downtown Plan, and direct Administration to pursue the same support by contacting provincial and federal government officials and departments;</li> <li>3. Authorize entering into a Housing Agreement on Sierra Place at 706 7 Avenue SW and authorize the Community Services General Manager to develop, approve, and execute the agreements identified in Attachment 7 and necessary to implement the HomeSpace project; and,</li> <li>4. Direct Administration to report back to Council no later than 2022 Q2.</li> </ol>
2020 December 14	C2020- 1439	<p><b>Notice of Motion: Providing Incentive to Residential Development in the Downtown Core</b></p> <p>Council approved <i>Notice of Motion C2020-1439 Providing Incentive to Residential Development in the Downtown Core</i>. That with respect to Notice of Motion C2020-1439, the following be adopted, as amended: NOW THEREFORE BE IT RESOLVED that Council direct City Administration to explore the potential creation of regulatory and financial investment incentives for the development of new high-density residential complexes and the conversion of office buildings to various forms of residential occupancy or other uses within the downtown generally, but with a focus on the Downtown Core, to coordinate with the work of the Real Estate Working Group and Urban Initiatives Downtown Strategy team. AND FURTHER BE IT RESOLVED that Administration report to the Priorities and Finance Committee with its findings no later than the end of 2021 April</p>



# Revised Downtown Calgary Development Incentive Program Terms of Reference

## 1. Purpose

The Downtown Calgary Development Incentive Program (“Incentive Program”) was established in 2021 April by Council in report *C2021-0524 Realizing Calgary’s Greater Downtown Plan: Initial Investments and Incentives*. The approved report was presented in conjunction with report *PUD2021-0220 Calgary’s Greater Downtown Plan: Roadmap to Reinvention* that detailed the 10-year implementation plan.

The Incentive Program's purpose is to provide financial incentives to encourage the removal of approximately six million square feet of office space in the Greater Downtown Plan Area over a 10-year period (2021 to 2031). The removal of excess office space can be achieved through conversion to residential or other adaptive uses. Without the Incentive Program, office conversions or redevelopment projects will likely not occur on an expedited basis.

The overall goals of the Incentive Program are to increase overall economic activity, vibrancy and safety in the Greater Downtown Plan Area by:

- Removing office space from the Greater Downtown Plan Area – with a priority area within the Downtown Core;
- Reducing the downtown office vacancy rate and supporting property values and the non-residential property tax assessment base;
- Creating new residential dwelling units to increase the downtown resident population to improve vibrancy and safety;
- Encouraging adaptive reuse of existing buildings for complementary and diverse uses to increase resiliency;
- Improving the public realm through active uses at the ground and Plus 15 levels;
- Establishing schools and cultural amenities in the downtown to enhance diversity, innovation and vibrancy; and
- Supporting climate strategies through reuse of underutilized properties and building upgrades.

On July 26, 2021, Council approved the Downtown Calgary Development Incentive Program Terms of Reference (the “Initial Terms of Reference”) contained in report PFC2021-0779.

These Revised Downtown Calgary Development Incentive Program Terms of Reference (the “Terms of Reference”) expand the scope of eligible conversion projects to include residential, hotels, schools and performing arts centres. In addition, they update, among other terms, the approvals process for new applications.

These Terms of Reference will apply only to applications which are submitted on or after the Effective Date as defined in 7.2. The Initial Terms of Reference will continue to apply to applications submitted before the Effective Date as defined in 7.2, including applications which have been approved or refused and those which remain under evaluation as at the Effective Date.



## 2. Area of Applicability

### 2.1 Incentive Program Area

The priority for investment will be in the Downtown Core as highlighted on the map in Appendix A, as this is the area with the highest office vacancy. However, potential projects within the Greater Downtown Plan Area (as established in the 2007 Centre City Plan and confirmed in *PUD2021-0220 Calgary's Greater Downtown Plan: Roadmap to Reinvention*) will be considered as applications are received.

### 2.2 Out of Scope

- Projects located outside of the Greater Downtown Plan Area.
- Conversions of buildings that are not currently classified by The City of Calgary ("The City") as commercial office.
- Construction of new buildings, including potential additions.
- Property owned by any municipal, provincial or federal government, or any subsidiary or affiliate thereto.

## 3. Grant

### 3.1 Office Conversions

- The Incentive Program is offering a grant for office conversion projects at a specified rate per square foot based on the original gross floor area of existing office space that will be converted to one or more of the approved listed uses below (table 3.2).
- The grant will be up to a maximum of \$15 million per property unless Council approves a greater amount for a particular application.

### 3.2 Eligible Conversion Uses and Incentive Rates

Use	Incentive Rate	Exclusions and Restrictions
Multi-Residential Development / Dwelling units	\$75 per square foot	Ground floor lobby and residential amenity space will be compensated at 50% of the associated incentive rate.
Hotel	\$60 per square foot	Ground floor lobby space and ancillary use space will be compensated at 50% of the associated incentive rate.
School	\$50 per square foot	n/a
Performing Arts Centre	\$50 per square foot	n/a

### 3.3 Active Uses at Ground and Plus 15 Level

Where an application proposes an office conversion project for one or more of the eligible uses listed above, the Incentive Program is offering a grant for the provisioning of active uses at ground and Plus 15 levels of \$50 per square foot based on the original gross floor area of existing office space that will be converted. Active uses may include commercial retail units, personal services, fitness facilities, food markets, restaurants, daycares, and other uses deemed appropriate by the Incentives Approval Committee in their sole and exclusive discretion.

## 4. Decision Making & Approval Levels

### 4.1 Incentives Approval Committee

The Incentives Approval Committee consists of two members:

1. General Manager of Planning & Development Services or other Planning designate; and,
2. Chief Financial Officer or other Finance designate.

### 4.2 Decision Making

- All application decisions for grant funding up to \$15 million made pursuant to this Incentive Program shall be in the sole and exclusive discretion of the Incentives Approval Committee. The initial evaluation of the application will be conducted by the Downtown Strategy Team, which will make a recommendation for approval or refusal to the Incentives Approval Committee.
- All application decisions for grant funding over \$15 million made pursuant to this Incentive Program shall be in the sole and exclusive discretion of Council. The initial evaluation of the application will be conducted by the Downtown Strategy Team, which will make a recommendation for approval or refusal to the Incentives Approval Committee. If the Incentives Approval Committee makes a recommendation for approval, the application will proceed to Council for decision.

Approval Range – Conversion (per project)	Decision Making
Up to \$15 million	Incentives Approval Committee
Greater than \$15 million	Council

## 5. Criteria

### 5.1 Office Conversion Criteria

All application decisions made pursuant to this Incentive Program shall be in the sole and exclusive discretion of the Incentives Approval Committee, or Council if in excess of \$15 million.

To be considered eligible to be approved by the Incentives Approval Committee or Council, as the case may be, an applicant must first satisfy the criteria outlined below. The criteria below must be met to be considered for the Incentive Program.

1. The proposed conversion project results in the elimination of office space.
2. The proposed conversion is from office space to one or more eligible conversion uses as specified in table 3.2.
3. The property is located within the Greater Downtown Plan Area with priority given to projects located in the Priority Area of the Downtown Core (see map in Appendix A).
4. The applicant is the property owner<sup>1</sup> or their designated agent, or the applicant provides the Downtown Strategy Team with the following letters of authorization:
  - a. written authorization from the property owner that is satisfactory to the Downtown Strategy Team authorizing The City to obtain any information reasonably requested by The City directly from the property owner; and
  - b. written authorization from the applicant that is satisfactory to the Downtown Strategy Team authorizing The City to discuss the details of the application directly with the property owner.

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<sup>1</sup> For the purposes herein, “property owner” means the registered owner of the fee simple estate of the subject property as registered at the Alberta Land Titles Office.

5. Evidence of satisfactory project financing.
6. Applicant track record.
  - a. The applicant shall submit their project experience similar to the scope and size contemplated in the application. If the applicant has no conversion experience, the consultants/advisors that have conversion experience shall be named along with their relevant experience. The development manager(s) or development consultants must have a proven track record in office conversions or major urban renovation projects. The City's previous dealings with the applicant, if any, including the applicant's history of compliance with previous agreements and/or requirements of development, as well as any previous dealings under the Incentive Program, may also be considered.
  - b. The applicant shall prove to the satisfaction of the Downtown Strategy Team that the applicant has the human resources from a project management, supervision and execution perspective (if not own staff then via consultants) available in Calgary.
  - c. Details about the applicant shall be provided with the application as follows:
    - Age of entity/corporation;
    - Type of entity/corporation (legal and industry); and,
    - Proof of good standing with respect to annual filings, corporate standing, and financial capacity.
7. Consideration of existing tenants and uses.
  - a. The applicant must make every reasonable effort to support the relocation of any existing headlease and sublease tenants to a property within the Greater Downtown Plan Area.
  - b. For properties with any of the following uses, applicants must make every reasonable effort to retain tenants, and/or provide a relocation plan within the Greater Downtown Plan area, specifically within the Downtown Core:
    - Non-profit/social services;
    - Educational uses;
    - Cultural spaces, including murals and public art;
    - Daycare & learning centers;
    - Recreational uses;
    - Ground-level retail; and,
    - Health services.
8. Existing active ground floor and Plus 15 level commercial uses should be supported and encouraged to remain.

## 6. Application Process, Review, and Approval

### 6.1 Application Intake Period

The Revised Incentive Program will operate with an ongoing and continual intake process pending available funding.

### 6.2 Incentive Program Information

The Revised Incentive Program Terms of Reference, Program Guide, application process, and information will be available on The City's website and communicated through interest groups.

### 6.3 Application Requirements

1. Overview of the proposed project
  - a. Ownership of the subject property (as outlined herein);
    - Where applicant is not the current property owner, letters of authorization as outlined in 5.1 will be required, as well as any letter(s) of intent, purchase and sale agreement(s), and/or any other documents relating to the proposed acquisition of the property.
  - b. Intent of project – conversion of xx square feet of office to xx square feet of future use;
  - c. What is being proposed, including details around ground level activation;

- d. Who will be involved in the conversion project (applicant's team and list of consultants such as architects, designers, engineers, lawyers and agents);
  - e. Special consideration – for example, heritage, affordable housing, climate, or other (refer to Program Guide for additional considerations);
  - f. How, and from whom, financing and/or capital is to be sourced and details of amount of financing and/or capital and anticipated rates of interest;
  - g. Estimated total conversion costs;
  - h. Estimated timeline to completion; and
  - i. Photos that show the current site and context.
2. Description and background of the existing asset
    - a. Current use and tenancy;
    - b. Vacancy status;
    - c. Disclose any known environmental concerns, such as the presence of toxic substances within the building and/or contamination of the property or surrounding lands; and
    - d. Explanation of climate measures being considered.
  3. Overview of the physical location of the proposed project
    - a. Project address/location.
  4. Project readiness
    - a. Status of financing/funding;
    - b. Estimated project timeline; and
    - c. Construction drawings and building permits (where available).

#### 6.4 Evaluation

- The Downtown Strategy Team will review applications based on the criteria set out in the Terms of Reference.
- The Downtown Strategy Team will endeavour to review applications as received and respond to applicants within a timely manner. The timeline for response is subject to a variety of factors. Furthermore, a timely review of an application requires the applicant and the Downtown Strategy Team to work collaboratively, and the applicant must provide documentation or other information as required on a timely basis to facilitate these timelines. Failure to respond in a timely manner from applicants may result in delay or refusal of their application.
- Following review by the Downtown Strategy Team, application(s) will be brought forward to the Incentives Approval Committee with a recommendation for decision (approval or refusal).
- Applicants will be informed by the Downtown Strategy Team of the status of their application once the Incentives Approval Committee or Council, as the case may be, has decided to approve or refuse the application.
- For applicants that submit viable and acceptable conversion proposals, but where funding is not available under the Incentive Program at that time, those applications will be evaluated anew if/when funding becomes available, with no guarantee of priority status or funding allocation.

#### 6.5 Approval of Applications

- All application decisions made pursuant to this Incentive Program shall be in the sole and exclusive discretion of the Incentives Approval Committee or Council, as the case may be.
- Application decisions, including approvals, made pursuant to this Incentive Program do not: (1) constitute the granting by the municipality of The City of any approval or permit as may be required pursuant to the *Municipal Government Act (Alberta)* or any other legislation in force in the Province of Alberta, including approvals of subdivision and permit applications and any land use redesignation applications, or (2) restrict the municipality of The City, its Council, officers, employees or agents in the full exercise of any and all powers and duties vested in them in their

respective capacities as an approving authority over subdivision and permit applications and land use redesignation applications, or as a governmental authority.

- If an application is approved by the Incentives Approval Committee or Council, as the case may be, a Funding Agreement in The City's form will be prepared for signing by the applicant and The City, laying out the responsibilities and obligations of both parties. If stage gates during the construction process are not met, the Funding Agreement may be terminated, at The City's sole discretion.
- Successful applicants must provide regular reports to the Downtown Strategy Team on progress towards completion – the details of reporting requirements will be outlined fully in the Funding Agreement. These reporting requirements may include copies of progress draws from lenders or other supporting documentation to confirm ongoing progress on the project. If an applicant elects to self-fund, evidence of internal financial resources is required.

## 6.6 Grant Payment

The grant will be payable upon fulfilment of the terms of the Funding Agreement, completion of construction, and receipt of occupancy permit.

## 7. Monitoring & Reporting

### 7.1 Reporting

- The success of the processes outlined in these Terms of Reference will be monitored on an ongoing basis.
- The Downtown Strategy Team will provide ongoing reporting on the Incentive Program's results, financial status, and make recommendations regarding the Incentive Program's Terms of Reference to Council as required.

### 7.2 Effective Date

These Terms of Reference are effective on the date they are approved by Council.

## 8. Confidentiality

For the purposes of this section, "**Confidential Information**" means information considered proprietary to an applicant and disclosed to The City pursuant to this Incentive Program, and includes all material, data and information (regardless of form and whether or not the same is protected by copyright, patent, or other applicable law) which is not available to the public. "Confidential Information" does not include any information that: (i) is now in or subsequently enters the public domain through means other than by the direct or indirect disclosure by The City; (ii) is already in the possession of The City; (iii) is lawfully communicated to The City, free of any confidentiality obligation; (iv) The City has received the applicant's prior written approval to disclose; or (v) The City is required to disclose pursuant to the *Municipal Government Act* (Alberta), the *Freedom of Information and Protection of Privacy Act* ("FOIP Act"), or any subsequent legislation of similar effect, or The City is required to disclose pursuant to any law or order of a court having jurisdiction over the matter.

If an application contains Confidential Information, applicants should mark it as such and The City will make all reasonable efforts to maintain in confidence the Confidential Information. Without limiting the generality of the foregoing, The City will make reasonable efforts to keep, file and store all Confidential Information, together with any notes or other material incorporating or relating to the Confidential information, in a manner consistent with the FOIP Act, as well as in a manner consistent with its confidential nature and to take all reasonable action, whether by instruction, agreement or otherwise, to ensure that its employees do not disclose or use the Confidential Information directly or indirectly, for any purpose other than the purposes for which it was provided.

Notwithstanding the foregoing, The City may be required to disclose Confidential Information pursuant to its public disclosure obligations as contained in the FOIP Act. Should such disclosure be required, The City shall use its reasonable efforts to limit that disclosure and, in any event, shall make that disclosure only to the extent so required. The City hereby advises all applicants that any disclosure of Confidential Information pursuant to The City's obligations under the FOIP Act does not constitute a breach of any obligation of confidentiality that may exist between The City and the applicant.



## Appendix A:

## Downtown Calgary Development Incentive Program Map



# Downtown Post-Secondary Institution Incentive Program Terms of Reference

## 1. Purpose

The purpose of the Downtown Post-Secondary Institution Incentive Program (“PSI Program”) is to provide financial incentives to property owners to convert excess office space to post-secondary institutional uses that contribute to downtown vibrancy. The PSI Program will follow a unique collaborative process involving The City of Calgary (“The City”), post-secondary institution(s), the Government of Alberta, and private property owner(s). This PSI Program is complementary to the Downtown Calgary Development Incentive Program focused on office conversions to residential and other uses.

## 2. Area of Applicability

### 2.1 PSI Program Area

The priority for investment will be in the Downtown Core as highlighted on the map in Appendix A, as this is the area with the highest office vacancy. However, potential projects within the Greater Downtown Plan Area (as **established** in the 2007 Centre City Plan and confirmed in *PUD2021-0220 Calgary’s Greater Downtown Plan: Roadmap to Reinvention*) will be considered as applications are received.

### 2.2 Out of Scope

- Projects located outside of the Greater Downtown Plan Area.
- Conversions of buildings that are not currently classified by The City as commercial office.
- Construction of new buildings, including potential additions.
- Property owned by any municipal, provincial or federal government, or any subsidiary or affiliate thereto.

## 3. Grant

- The PSI Program is for the sole purpose of supporting the construction costs of office to post-secondary institution conversion projects.
- The grant will be based on a calculation of \$50 per square foot of gross floor area of existing office space that will be converted to post-secondary institution use.
- The grant will be up to a maximum of \$15 million per property unless Council approves a greater amount for a particular application.

## 4. Decision Making & Approval Levels

### 4.1 Incentives Approval Committee

The Incentives Approval Committee consists of two members:

1. General Manager of Planning & Development Services or other Planning designate; and,
2. Chief Financial Officer or other Finance designate.

### 4.2 Decision Making

- All application decisions for grant funding up to \$15 million made pursuant to this PSI Program shall be in the sole and exclusive discretion of the Incentives Approval Committee. The initial



evaluation of the application will be conducted by the Downtown Strategy Team, which will make a recommendation for approval or refusal to the Incentives Approval Committee.

- All application decisions for grant funding over \$15 million made pursuant to this PSI Program shall be in the sole and exclusive discretion of Council. The initial evaluation of the application will be conducted by the Downtown Strategy Team, which will make a recommendation for approval or refusal to the Incentives Approval Committee. If the Incentives Approval Committee makes a recommendation for approval, the application will proceed to Council for decision.

Approval Range – Conversion (per project)	Decision Making
Up to \$15 million	Incentives Approval Committee
Greater than \$15 million	Council

## 5. Criteria

### 5.1 Office Conversion Criteria

For a property to be considered eligible to be approved by the Incentives Approval Committee or Council, as the case may be, an applicant must first satisfy the criteria outlined below. The criteria below must be met to be considered for the PSI Program.

1. The proposed conversion project results in the elimination/removal of office space.
2. The proposed conversion is from office space to post-secondary institutional use space.
3. The property is located within the Greater Downtown Plan Area with priority given to projects located in the Priority Area of the Downtown Core (see map in Appendix A).
4. The applicant is the property owner<sup>1</sup> or their designated agent, or the applicant provides the Downtown Strategy Team with the following letters of authorization:
  - a. written authorization from the property owner that is satisfactory to the Downtown Strategy Team authorizing The City to obtain any information reasonably requested by The City directly from the property owner; and
  - b. written authorization from the applicant that is satisfactory to the Downtown Strategy Team authorizing The City to discuss the details of the application directly with the property owner.
5. Evidence of satisfactory project financing.
6. Evidence of commitment from the post-secondary institution and the Government of Alberta.
7. Applicant track record.
  - a. The applicant shall submit their project experience similar to scope and size contemplated in the application. If the applicant has no conversion or major urban renovation experience, the consultants/ advisors that have appropriate experience shall be named complete with their relevant experience. The development manager(s) or development consultants must have a proven track record in office conversions or major urban renovation projects. The City's previous dealings with the applicant, if any, including the applicant's history of compliance with previous agreements and/or requirements of development, as well as any previous dealings under other incentive/grant programs, may also be considered.
  - b. The applicant shall prove to the satisfaction of the Downtown Strategy Team that the applicant has the human resources from a project management, supervision and execution perspective (if not own staff then via consultants) available in Calgary.
  - c. Details about the applicant shall be provided with the application as follows:
    - Age of entity/corporation;

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<sup>1</sup> For the purposes herein, "property owner" means the registered owner of the fee simple estate of the subject property as registered at the Alberta Land Titles Office.

- Type of entity/corporation (legal and industry); and,
  - Proof of good standing with respect to annual filings, corporate standing, and financial capacity.
8. Consideration of existing tenants and uses.
    - a. The applicant should support where practical the relocation of any existing headlease and sublease tenants to a property within the Greater Downtown Plan Area
  9. Existing active ground floor and Plus 15 level commercial uses should be supported and encouraged to remain as additional amenities for the post-secondary institution.

## 6. Application Process, Review, and Approval

### 6.1 Program Framework

The PSI Program is reliant upon the successful collaboration of multiple parties to enter into commitments/agreements to make an office conversion project a reality. The parties anticipated to be involved and their potential respective roles are as follows:

1. Post-Secondary Institution – a commitment for an academic or research program that would be located in Calgary’s downtown for a minimum period of 20 years.
2. Private property owner – will undertake the office to post-secondary institution use conversion and enter into a minimum 20-year lease with the PSI.
3. Government of Alberta – payment or commitment to pay the lease costs for a minimum 20-year lease term.
4. The City of Calgary – provide the \$50 per square foot grant of office space successfully converted to post-secondary institution use, after all conditions of the Funding Agreement are met.

### 6.2 Application Requirements

1. Confirmation of a commitment from a post-secondary institution to occupy the space for a minimum period of 20 years.
2. Commitment from the Government of Alberta to support and fund a minimum 20-year lease agreement.
3. Overview of the proposed project
  - a. Ownership of the subject property (as outlined herein);
  - b. Where applicant is not the current property owner, letters of authorization as outlined in 5.1(4) will be required, as well as any letter(s) of intent, purchase and sale agreement(s), and/or any other documents relating to the proposed acquisition of the property;
  - c. Intent of project – conversion of xx square feet of office to xx square feet of post-secondary institution use;
  - d. What is being proposed, including details around ground level activation;
  - e. Who will be involved in the conversion project (applicant’s team and list of consultants such as architects, designers, engineers, lawyers and agents);
  - f. Estimated total conversion costs;
  - g. Estimated timeline to completion; and
  - h. Photos that show the current site and context.
4. Description and background of the existing asset
  - a. Current use and tenancy;
  - b. Vacancy status;
  - c. Disclose any known environmental concerns, such as the presence of toxic substances within the building and/or contamination of the property or surrounding lands; and
  - d. Explanation of climate measures being considered.
5. Overview of the physical location of the proposed project
  - a. Project address/location.

6. Project readiness

- a. Status of financing/funding;
- b. Estimated project timeline; and
- c. Construction drawings and building permits (where available).

**6.3 Approval of Applications**

- All application decisions made pursuant to this PSI Program shall be in the sole and exclusive discretion of the Incentives Approval Committee or Council, as the case may be.
- Application decisions, including approvals, made pursuant to this PSI Program do not: (1) constitute the granting by the municipality of The City of any approval or permit as may be required pursuant to the *Municipal Government Act (Alberta)* or any other legislation in force in the Province of Alberta, including approvals of subdivision and permit applications and any land use redesignation applications, or (2) restrict the municipality of The City, its Council, officers, employees or agents in the full exercise of any and all powers and duties vested in them in their respective capacities as an approving authority over subdivision and permit applications and land use redesignation applications, or as a governmental authority.
- If an application is approved by the Incentives Approval Committee or Council, as the case may be, a Funding Agreement in The City's form will be prepared for signing by the applicant and The City, laying out the responsibilities and obligations of both parties. If stage gates during the construction process are not met, the Funding Agreement may be terminated, at The City's sole discretion.
- Successful applicants must provide regular reports to the Downtown Strategy Team on progress towards completion – the details of reporting requirements will be outlined fully in the Funding Agreement. These reporting requirements may include copies of progress draws from lenders or other supporting documentation to confirm ongoing progress on the project. If an applicant elects to self-fund, evidence of internal financial resources is required.

**6.4 Grant Payment**

The grant will be payable upon fulfilment of the terms of the Funding Agreement, completion of construction, receipt of occupancy permit, and fully executed minimum 20-year lease agreement.

## 7. Monitoring & Reporting

**7.1 Reporting**

The success of the processes defined in these Terms of Reference will be monitored on an ongoing basis.

**7.2 Effective Date**

These Terms of Reference are effective on the date they are approved by Council.

## 8. Confidentiality

For the purposes of this section, "**Confidential Information**" means information considered proprietary to an applicant and disclosed to The City pursuant to this Incentive Program, and includes all material, data and information (regardless of form and whether or not the same is protected by copyright, patent, or other applicable law) which is not available to the public. "Confidential Information" does not include any information that: (i) is now in or subsequently enters the public domain through means other than by the direct or indirect disclosure by The City; (ii) is already in the possession of The City; (iii) is lawfully communicated to The City, free of any confidentiality obligation; (iv) The City has received the applicant's prior written approval to disclose; or (v) The City is required to disclose pursuant to the *Municipal Government Act* (Alberta), the *Freedom of Information and Protection of Privacy Act* ("FOIP Act"), or any

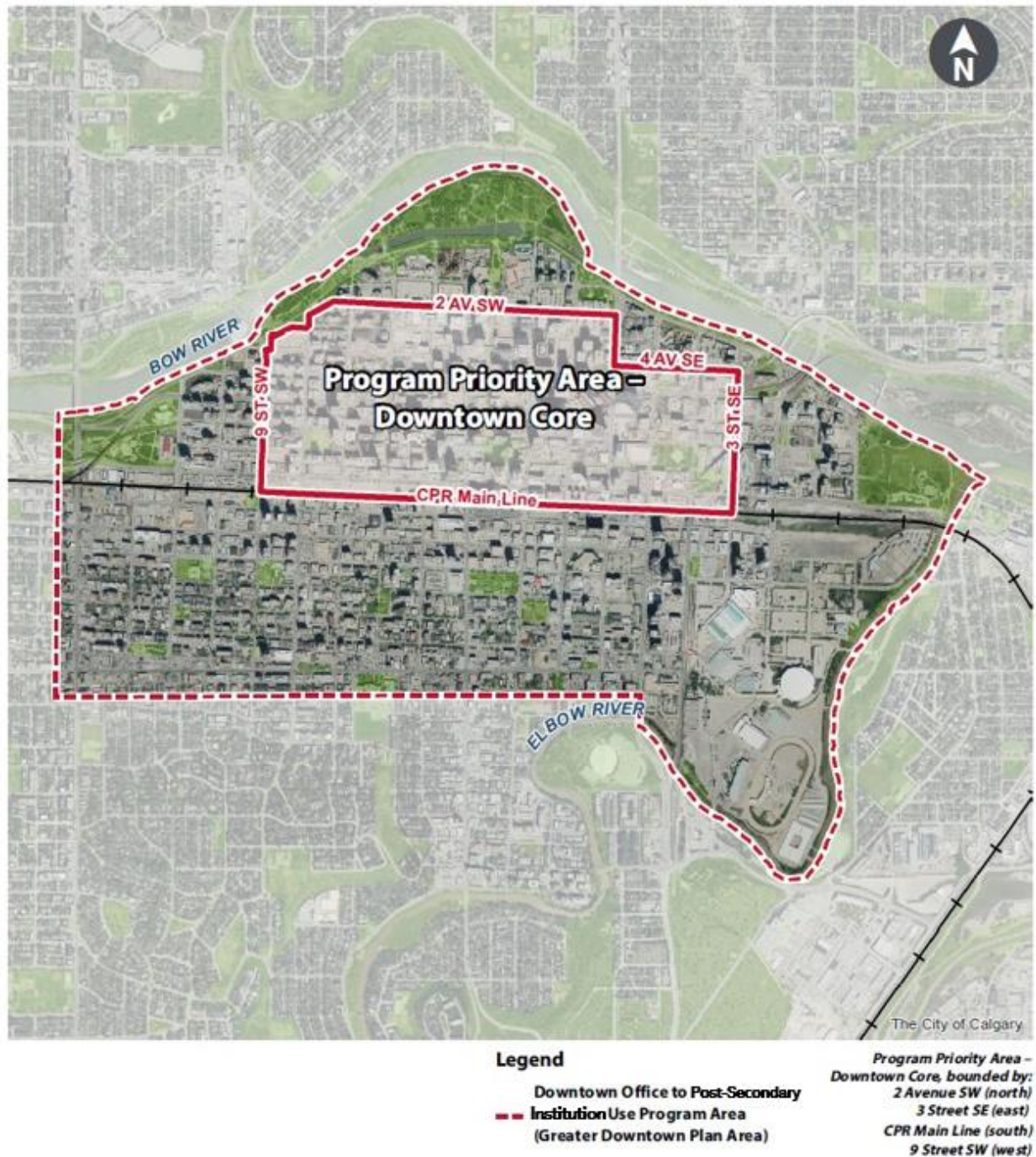
subsequent legislation of similar effect, or The City is required to disclose pursuant to any law or order of a court having jurisdiction over the matter.

If an application contains Confidential Information, applicants should mark it as such and The City will make all reasonable efforts to maintain in confidence the Confidential Information. Without limiting the generality of the foregoing, The City will make reasonable efforts to keep, file and store all Confidential Information, together with any notes or other material incorporating or relating to the Confidential information, in a manner consistent with the FOIP Act, as well as in a manner consistent with its confidential nature and to take all reasonable action, whether by instruction, agreement or otherwise, to ensure that its employees do not disclose or use the Confidential Information directly or indirectly, for any purpose other than the purposes for which it was provided.

Notwithstanding the foregoing, The City may be required to disclose Confidential Information pursuant to its public disclosure obligations as contained in the FOIP Act. Should such disclosure be required, The City shall use its reasonable efforts to limit that disclosure and, in any event, shall make that disclosure only to the extent so required. The City hereby advises all applicants that any disclosure of Confidential Information pursuant to The City's obligations under the FOIP Act does not constitute a breach of any obligation of confidentiality that may exist between The City and the applicant.

## Appendix A:

## Downtown Post-Secondary Institution Incentive Program Map





# Downtown Office Demolition Incentive Program Terms of Reference

## 1. Purpose

The purpose of the Downtown Office Demolition Incentive Program (Demolition Program) is to provide financial incentives to assist with the removal of excess office space in the Greater Downtown Plan Area.

The overall goals of the Demolition Program are to increase overall economic activity, vibrancy and safety in the Greater Downtown Plan Area by:

- Removing office space from the Greater Downtown Plan Area – with a priority area of the Downtown Core;
- Establishing new public amenity spaces to support the growing downtown resident population and enhance vibrancy;
- Supporting redevelopment of under-utilized properties and increasing the mix of uses in the downtown; and
- Reducing the downtown office vacancy rate and supporting property values and the non-residential property tax assessment base.

## 2. Area of Applicability

### 2.1 Demolition Program Area

The Demolition Program Area is defined as the Greater Downtown Plan Area (established in the 2007 Centre City Plan and confirmed in *PUD2021-0220 Calgary's Greater Downtown Plan: Roadmap to Reinvention*) as outlined on the map in Appendix A. The priority for investment will be the downtown area as highlighted on the map in Appendix A, with consideration given to strategic sites in the Downtown West area. However, potential projects within the Greater Downtown Plan Area (as established in the 2007 Centre City Plan and confirmed in *PUD2021-0220 Calgary's Greater Downtown Plan: Roadmap to Reinvention*) will be considered as applications are received.

### 2.2 Out of Scope

- Projects located outside of the Greater Downtown Plan Area.
- Properties not currently classified by The City of Calgary ("The City") as commercial office
- Demolition where new office development is proposed/planned
  - Discretion may be applied to mixed use development proposals that include some portion of office use, to the sole discretion of the Incentives Approval Committee
- Property owned by any municipal, provincial or federal government, or any subsidiary or affiliate thereto.
- Demolition required by law, ordinance, code or other means of enforcement
- Demolition prior to application approval & fully executed Funding Agreement
- Demolition of buildings listed on the Inventory of Evaluated Historic Resources

## 3. Grant

### 3.1 Office Demolition

- The Demolition Program is offering a grant at 50% of demolition costs not to exceed a rate of \$15 per square foot based on the original gross floor area of existing office space that will be demolished
  - An additional \$5 per square foot may be considered for projects requiring asbestos abatement and/or hazardous material removal, not to exceed 50% of total demolition costs.
- The grant will be up to a maximum of \$3 million per property unless Council approves a greater amount for a particular application.

## 4. Decision Making & Approval Levels

### 4.1 Incentives Approval Committee

The Incentives Approval Committee consists of two members:

1. General Manager of Planning & Development Services or other Planning designate; and,
2. Chief Financial Officer or other Finance designate.

### 4.2 Decision Making

- All application decisions for grant funding up to \$3 million made pursuant to the Demolition Program shall be in the sole and exclusive discretion of the Incentives Approval Committee. The initial evaluation of the application will be conducted by the Downtown Strategy Team, which will make a recommendation for approval or refusal to the Incentives Approval Committee
- All application decisions for grant funding over \$3 million made pursuant to this Demolition Program shall be in the sole and exclusive discretion of Council. The initial evaluation of the application will be conducted by the Downtown Strategy Team, which will make a recommendation for approval or refusal to the Incentives Approval Committee. If the Incentives Approval Committee makes a recommendation for approval, the application will proceed to Council for decision.

Approval Range – Demolition (per project)	Decision Making
Up to \$3 million	Incentives Approval Committee
Greater than \$3 million	Council

## 5. Criteria

### 5.1 Demolition Criteria

All application decisions made pursuant to this Demolition Program shall be in the sole and exclusive discretion of the Incentives Approval Committee, or Council if in excess of \$3 million.

To be considered eligible to be approved by the Incentives Approval Committee or Council, as the case may be, an applicant must first satisfy the criteria outlined below. The criteria below must be met to be considered for the Demolition Program.

1. The proposed demolition results in the elimination/removal of office space.
2. Preference will be given to end-of-life buildings that are unsuitable for adaptive reuse.
3. Preference will be given to properties assessed at or close to land value.
4. The property is located within the Greater Downtown Plan Area with priority given to projects located in the priority area as highlighted on the map in Appendix A, with consideration given to strategic sites in the Downtown West area.
5. Buildings listed in the Inventory of Evaluated Historic Resources will not be considered.

6. The applicant is the property owner<sup>1</sup> or their designated agent, or the applicant provides the Downtown Strategy Team with the following letters of authorization:
  - a. written authorization from the property owner that is satisfactory to the Downtown Strategy Team authorizing The City to obtain any information reasonably requested by The City directly from the property owner; and
  - b. written authorization from the applicant that is satisfactory to the Downtown Strategy Team authorizing The City to discuss the details of the application directly with the property owner.
7. Evidence of satisfactory project financing.
8. Applicant track record.
  - a. The applicant shall submit their project experience similar to scope and size contemplated in the application. If the applicant has no demolition experience, the consultants/ advisors that have demolition experience shall be named along with their relevant experience. The construction manager(s) or consultants must have a proven track record in large-scale demolition projects in urban areas. The City's previous dealings with the applicant, if any, including the applicant's history of compliance with previous agreements and/or requirements of development, may also be considered.
  - b. The applicant shall prove to the satisfaction of the Incentives Approval Committee that the applicant has the human resources from a project management, supervision and execution perspective (if not own staff then via consultants) available in Calgary.
  - c. Details about the applicant shall be provided with the application as follows:
    - Age of entity/corporation;
    - Type of entity/corporation (legal and industry); and,
    - Proof of good standing with respect to annual filings, corporate standing, and financial capacity.
9. Consideration of existing tenants and uses.
  - a. The applicant must support the relocation of any existing headlease and sublease tenants to a property within the Greater Downtown Plan Area before demolition.
  - b. Additional consideration will be given where the following uses and tenancies exist:
    - Non-profit/social services;
    - Educational uses;
    - Cultural spaces, including murals and public art;
    - Daycare & learning centers;
    - Recreational uses;
    - Ground-level retail;
    - Health services; and
    - Other uses as determined by the Downtown Strategy Team.

## 5.2 Post Demolition Criteria

1. The site must be cleared of debris and a final inspection report must be obtained by The City.
2. The site must not be used for the purposes of office uses for a minimum of ten years.
3. The site must not be used for the sole purpose of parking.
4. The site must be remediated to the satisfaction of the Downtown Strategy team.
5. Demolition projects without a redevelopment plan, plan of land sale or a programming strategy within a one-year timeframe must be willing to allow The City to implement programming and activation in the interim of redevelopment.

## 6. Application Process, Review, and Approval

### 6.1 Application Intake Period

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<sup>1</sup> For the purposes herein, "property owner" means the registered owner of the fee simple estate of the subject property as registered at the Alberta Land Titles Office.



The Office Demolition Incentive Program will operate with an ongoing and continual intake process pending available funding.

## **6.2 Demolition Program Information**

The Demolition Program Terms of Reference, Program Guide, application process, and information will be available on The City's website and communicated through interest groups.

## **6.3 Application Requirements**

1. Overview of the proposed demolition
  - a. Ownership of the subject property (as outlined herein) Where applicant is not the current property owner, letters of authorization as outlined in 5.1 will be required, as well as any letter(s) of intent, purchase and sale agreement(s), and/or any other documents relating to the proposed acquisition of the property.
  - b. Intent– demolition of xx square feet of office space
  - c. Estimated total demolition costs
  - d. Estimated timeline to completion
  - e. Photos that show the current site and context, accompanied by how the demolition will impact the surrounding uses and ways to mitigate impacts
2. Description and background of the existing asset
  - a. Current use and tenants
  - b. Vacancy status
  - c. Disclose any known environmental concerns, such as the presence of toxic substances within the building and/or contamination of the property or surrounding lands
  - d. Explanation of why demolition is a better alternative to adaptive reuse/ conversion
3. Overview of the physical location of the proposed demolition
  - a. address/location
  - b. Contextual information on surrounding properties
4. Demolition proposal
  - a. What is being proposed
  - b. Who will be involved in the demolition project (applicant's team and list of consultants such as architects, designers, engineers, lawyers and agents)
  - c. How, and from whom, financing and/or capital is to be sourced
  - d. A description of the plan for remediating the land after demolition
  - e. An overview of the planned reuse / redevelopment of the site
    - If none, an indication of willingness to allow The City to program the site in the interim of development at no cost to the land owner
5. Project readiness
  - a. Status of financing/funding
  - b. Status of any existing tenancy and lease agreements
  - c. Demolition / deconstruction timeline

## **6.4 Evaluation**

- The Downtown Strategy Team will review applications based on the criteria set out in the Terms of Reference.
- The Downtown Strategy Team will endeavour to review applications within a timely manner, which requires the applicant and the Downtown Strategy Team to work collaboratively. The applicant must provide documentation or other information as required on a timely basis to facilitate these timelines.

- Following review by the Downtown Strategy Team, application(s) will be brought forward to the Incentives Approval Committee with a recommendation for decision (approval or refusal).
- Applicants will be informed by the Downtown Strategy Team of the status of their application once the Incentives Approval Committee or Council (for funding requests over \$3 million) has decided to approve or refuse the application.
- For applicants that submit viable demolition proposals, but where funding is not available under the Demolition Program at that time, those applications will be evaluated anew if/when funding becomes available, with no guarantee or priority status.

## 6.5 Approval of Applications

- All application decisions made pursuant to this Demolition Program shall be in the sole and exclusive discretion of the Incentives Approval Committee or Council, as the case may be.
- Application decisions, including approvals, made pursuant to this Demolition Program do not: (1) constitute the granting by the municipality of The City of any approval or permit as may be required pursuant to the *Municipal Government Act (Alberta)* or any other legislation in force in the Province of Alberta, including approvals of subdivision and permit applications and any land use redesignation applications, or (2) restrict the municipality of The City, its Council, officers, employees or agents in the full exercise of any and all powers and duties vested in them in their respective capacities as an approving authority over subdivision and permit applications and land use redesignation applications, or as a governmental authority.
- If an application is approved by the Incentives Approval Committee or Council, as the case may be, a Funding Agreement in The City's form will be prepared for signing by the applicant and The City, laying out the responsibilities and obligations of both parties. If stage gates during the demolition process and any subsequent development processes are not met, the Funding Agreement may be terminated, at the sole discretion of The City.
- Successful applicants must provide regular reports to the Downtown Strategy Team on progress towards completion – the details of reporting requirements will be outlined fully in the Funding Agreement.

## 6.6 Grant Payment

The grant will be payable upon fulfilment of the terms of the Funding Agreement, completion of demolition, and upon completion of final inspection.

# 7. Monitoring & Reporting

## 7.1 Reporting

- The success of the processes outlined in these Terms of Reference will be monitored on an ongoing basis.
- The Downtown Strategy Team will provide ongoing reporting on the Demolition Program's results, financial status, and make recommendations regarding the Demolition Program's Terms of Reference to Council as required.

## 7.2 Effective Date

These Terms of Reference are effective on the date they are approved by Council.

# 8. Confidentiality

For the purposes of this section, "**Confidential Information**" means information considered proprietary to an applicant and disclosed to The City pursuant to this Incentive Program, and includes all material, data and information (regardless of form and whether or not the same is protected by copyright, patent, or

other applicable law) which is not available to the public. "Confidential Information" does not include any information that: (i) is now in or subsequently enters the public domain through means other than by the direct or indirect disclosure by The City; (ii) is already in the possession of The City; (iii) is lawfully communicated to The City, free of any confidentiality obligation; (iv) The City has received the applicant's prior written approval to disclose; or (v) The City is required to disclose pursuant to the *Municipal Government Act* (Alberta), the *Freedom of Information and Protection of Privacy Act* ("FOIP Act"), or any subsequent legislation of similar effect, or The City is required to disclose pursuant to any law or order of a court having jurisdiction over the matter.

If an application contains Confidential Information, applicants should mark it as such and The City will make all reasonable efforts to maintain in confidence the Confidential Information. Without limiting the generality of the foregoing, The City will make reasonable efforts to keep, file and store all Confidential Information, together with any notes or other material incorporating or relating to the Confidential information, in a manner consistent with the FOIP Act, as well as in a manner consistent with its confidential nature and to take all reasonable action, whether by instruction, agreement or otherwise, to ensure that its employees do not disclose or use the Confidential Information directly or indirectly, for any purpose other than the purposes for which it was provided.

Notwithstanding the foregoing, The City may be required to disclose Confidential Information pursuant to its public disclosure obligations as contained in the FOIP Act. Should such disclosure be required, The City shall use its reasonable efforts to limit that disclosure and, in any event, shall make that disclosure only to the extent so required. The City hereby advises all applicants that any disclosure of Confidential Information pursuant to The City's obligations under the FOIP Act does not constitute a breach of any obligation of confidentiality that may exist between The City and the applicant.

## Appendix A:

## Downtown Office Demolition Incentive Program Map

**Legend**

-- Downtown Office Demolition Program Area

**Program Priority Area,  
bounded by:**  
2 Avenue SW (north)  
3 Street SE (east)  
CPR Main Line (south)  
9 Street SW (west)



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2023 February 28**

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**Fee Based Reserves**

**RECOMMENDATION:**

That Executive Committee recommend that Council receive this report for the Corporate Record.

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2023 FEBRUARY 28:**

That Council receive this report for the Corporate Record.

**HIGHLIGHTS**

- Pursuant to Council's direction as part of the approval of the 2023-2026 Service Plans and Budgets, 13 fee based reserves were examined. No funding is recommended to be released from these reserves to fund tax-supported expenditures.
- Reserves are initiated, managed and reviewed according to Council policy CFO013.
- Fee revenues underlying the reserves are intended for the activities from which they are generated. There is a risk of legal challenge if fee revenues are used for another purpose.
- Eight of the reserves do not have capacity due either to long-term sustainment needs (reserve 2 through 7) or commitments in the 2023-2026 Service Plans and Budgets (reserves 8 to 10).
- Three reserves (reserves 11 to 13) do not have tax-supported activities that could be supported by their reserves.
- Two reserves (reserves 1 and 4) are currently undergoing extensive reviews that are expected to be completed by the end of 2023. Determination of funding available from these reserves at this time is premature.
- Funding on-going costs from one-time sources such as reserves is not recommended as it creates a higher property tax impact in the following year.
- Background and Previous Council Direction is included as Attachment 1.

**DISCUSSION**

This report responds to Council's direction to conduct a review of fee-based reserves to determine if there are tax-supported initiatives that could be funded from them. As shown in Attachment 2, Administration identified 13 fee-based reserves for review. This table shows the total and uncommitted balances, along with the committed expenditures as at 2021 December 31. Year end financial processes are currently underway that will finalize the 2022 balances; however, these were not available at the time of the analysis.

Each service considered the use of these reserves as part of the process to prepare the 2023-2026 Service Plans and Budgets. The table in Attachment 2 includes the spending commitments approved in the 2023-2026 Service Plans and Budgets.

All figures in Attachment 2 are intended to give an order of magnitude perspective on the capacity of the reserves only and should not be used to infer a total balance. Balances along with updated commitments as of the end of 2022 will be included in the Reserves and Long-Term Liabilities Balances report that will be presented to Council later this year.

## **Fee Based Reserves**

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All City reserves fall under Council Policy CFO013. The terms of each reserve define the purpose, funding source, and any other conditions and restrictions. Each reserve is reviewed every three years as part of the Triennial Reserve Review process, with the results presented to Council. The next Triennial Reserve Review report will be presented to Council in 2023 June. This review includes eight of the reserves in Attachment 2. The Triennial Reserve Review

process has not explicitly included the question of using reserve funding for tax-supported initiatives, but rather left this implicit in the evaluation of the use of the reserves and the review of each reserve's purpose. Administration will begin including this question explicitly in order to enhance the management diligence of the reserves.

Fee based reserves are funded either as part of the budgeted expenditure from fee revenues or from operating surplus from the fee revenues. Fees charged for City services need to be used to fund the activities for which the fees are charged. Similarly, fee-based reserves should only be used to fund activities for which the fees are charged.

As noted in Attachment 2, the Planning & Development Reserve (labeled 1 in Attachment 2) is included in the Triennial Review to be presented in June. As the terms of the Triennial Reserve Review are limited, Planning & Development Services is also concurrently conducting a broader review of the Planning & Development Reserve. Planning & Development Services has to date identified approximately \$700 thousand that could be used to fund tax-supported expenditures, however Administration considers it to be premature to make a recommendation until these reviews are completed. This will maximize the value of the review process and allow any recommendations to consider the full context and long-term strategy for the reserves in funding the relevant services.

Three of the reserves reviewed (labeled 11 to 13 in Attachment 2) are not directly related to any tax-supported activities, therefore should not be considered to fund tax-supported initiatives unless the initiatives can clearly be shown to relate to the fee in question. Of the remaining reserves, three (labeled 8 to 10 in Attachment 2) have been fully committed for the 2023-2026 budget cycle. These reserves are included in the current Triennial Reserve Review.

The final six reserves (labeled 2 to 7 in Attachment 2), while related to tax-supported services, are in place to fund long-term operating and capital, include lifecycle maintenance. These reserves have identified potential deficiencies to the long-term funding needs or target balances. Therefore, no funds are deemed available to offset the cost of tax-supported initiatives. Four of these reserves are also included in the current Triennial Reserve Review, including the Calgary Parking Authority Reserve (labeled 4 in Attachment 2). As well, as part of the integration of the Calgary Parking Authority into City operations, Calgary Parking Authority's financial policies are also being revised and the use of the reserve is being reviewed.

An additional consideration in the analysis is the impact of using reserve funding for this purpose. Property taxes are an on-going revenue source that are used to fund on-going expenditures. Reserves are currently used to fund one-time operating costs. Replacing tax-funding with one-time funding such as reserves creates a larger increase for taxpayers in the following year for any given level of service and expenditure. This option should only be used sparingly and in conjunction with a plan and communication for the following year.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

☐ Public engagement was undertaken

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**Fee Based Reserves**

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- |  |   |
|--|---|
| <input type="checkbox"/> Public/interested parties were informed         | <input checked="" type="checkbox"/> Public communication or engagement was not required |
| <input type="checkbox"/> Dialogue with interested parties was undertaken |   |

This report presents the results of an internal review. Public communication and engagement were not required.

**IMPLICATIONS**

**Social**

Not applicable. Social implications were analysed and considered as part of the 2023-2026 Service Plans and Budgets.

**Environmental**

Not applicable. Environmental implications were analysed and considered as part of the 2023-2026 Service Plans and Budgets.

**Economic**

Not applicable. Economic implications were analysed and considered as part of the 2023-2026 Service Plans and Budgets.

**Service and Financial Implications**

**No anticipated financial impact**

**RISK**

There are no risks identified with the recommendation as this maintains the current financial structure in the approved 2023-2026 budgets. Risks relates to the 2023-2026 Service Plans and Budgets were identified in C2022-1051.

There are legal risks associated with using fee-based reserves for purposes beyond those that generated fee revenues.

Reserves are a financial risk management tool. Using reserves other than for the stated purposes can increase the financial risk that funds for reserve-supported activities are not available when needed.

**ATTACHMENT(S)**

1. Attachment 1 – Background and Previous Council Direction
2. Attachment 2 – Summary of Fee Based Reserves



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**Fee Based Reserves**

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Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Les Tochor	Corporate Planning & Financial Services	Approve
Carla Male	Corporate Planning & Financial Services	Approve

# Background and Previous Council Direction

## Background

As part of the approval of the 2023-2026 Service Plans and Budgets, Council directed Administration to review fee-based reviews to determine if reserve funding could replace tax-support for some initiatives. Reserves are initiated and managed in accordance with Council Policy.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 November 08	C2022-1051	2023-2026 Service Plans and Budgets  Council approved the 2023 – 2026 Service Plans and Budgets, including a recommendation directing “...Administration to identify whether there are other tax-supported initiatives that could be funded through fee based reserves, and report to the 2023 February 28 Executive Committee meeting with findings in advance of finalization of the property tax rate.
10/4/2022	EC2022-0815	The City of Calgary Reserves and Long Term Liabilities Balances 2021 Council approved Council the list of reserves to be reviewed in the 2022 Triennial Reserve Review, including the Calgary Parking Authority Reserves and the Planning & Development Reserve, and the deferral of the 2022 Triennial Reserve Review from December 2022 to June 2023.
12/6/2010	FCS2010-25	Council Policy on Reserves Council approved Council Policy CFO013 Reserves, which guides the creation, use and management of reserves funds, including the process for periodically reviewing reserves.
4/28/2008	FCS2008-13	User Fees and Subsidies Review Council approved the User Fees and Subsidies Policy (CFO010).

## Bylaws, Regulations, Council Policies

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Fee based reserves are reserves held for services funded from user fee and rate revenues. All reserves in The City are governed by Council Policy CFO013, which includes the review of each reserve every three years through the Triennial Reserve Review process. The terms of each reserve have been approved by Council and set out, among other things, the purpose and funding sources for the reserve. Fee based reserves are those reserves may be funded through one, or both, of budgeted contributions and favourable service variances generated by fee revenues.

User fees are set according to the User Fees and Subsidies Policy (CF010). While this policy does not directly impact the use of reserves for fee-based revenues, it includes a description of the types of fees The City levies and the cost basis for determining these fees. In general, fee revenue should only be used to fund the provision of the service generating the revenue. This limits the ability to use reserve funding to replace tax support.

### **Council Policy CFO013 Reserves**

**This policy defines and delineates how City of Calgary reserves are created, amended, closed, administered and reviewed.**

### **Council Policy CFO010 User Fees and Subsidies Policy**

**This policy provides a framework for decisions related to the pricing of user fees. It sets out guidelines for the process, rationale and the information needed to support the recommended user fees based on the type of fee.**

**Summary of Fee Based Reserves  
(\$ 000)**

Reserve Name	Reserve Type	Reserve Purpose	Reserve Funding Source(s)	Reserve Conditions & Restrictions	Balance 2021	2022 Net Commitments as at 2021 December 31	Remaining Balance After 2022 Net Commitments 2023-2026 <i>Commitments not included</i>	Commitments included in the 2023-2026 Budget	Rationale for recommendation
<b>Currently under comprehensive review</b>									
1 Planning & Development Sustainment Reserve	Sustainment (Operating & Capital) Contingency (C)/ Cash Flow (CF)	The reserve will be used to respond to market fluctuations and volatility in the level of development and building activity. The reserve will fund fee supported budgets for the continuity of development approvals and building safety services. The reserve will have the following specific uses: <ul style="list-style-type: none"><li>• Stabilize the operating budget</li><li>• Fund one-time operating expenditures</li><li>• Fund the capital expenditures</li></ul>	Annual operating surpluses from fee supported operations.  Investment Income	<b>Conditions:</b> The reserve has a target balance of 75 per cent of the annual budgeted fee based operating expenditures. Any excess would be used as a contribution from the reserve to fee supported operations in the following year to soften any required user fees increase.  <b>Restrictions:</b> None	\$97,120	\$38,030	\$59,090	\$446,000	The amount of tax-supported expenditures that has been identified to date with reserve funds in 2023 is \$700K. Administration suggests that this amount be combined with the additional work is underway including:  •Corporate triennial reserve review being presented to Council in Q2 2023, to ensure: - reserve activity meets all authorizing document requirements; - reserve activity is in accordance with City reserve policies and procedures; - the reserve's purpose, conditions and/or restrictions are still relevant; and - the reserve is still required in its current form..  •Continue to work with the development industry to identify areas in which to deploy funding to advance city building goals.  •a comprehensive review of our fee vs tax services.  This approach will be able to leverage on existing and reoccurring process to achieve the full and complete amount that would be available. We will be bringing forward recommendations no later than November 2023 (2024 budget adjustments) on any proposed changes to fees and or the reserve. A decision prior to completing these reviews would be premature.
<b>Long term operations, maintenance &amp; lifecycle: no funding identified for tax-supported initiatives</b>									
2 Artificial Turf Field Lifecycle Reserve	Capital Contingency (C)/ Cash Flow (CF)	Per FCS2010-19, expenditures associated with artificial turf field replacement. In 2018, funds for the Genesis Environmental Contingency were added to the reserve.	Beginning in 2010, annual contribution from Recreation's actual net revenue generated by artificial turf field rentals fees.  Investment Income	<b>Conditions:</b> None  <b>Restrictions:</b> The Genesis Centre Environmental Contingency of \$312 plus accrued interest of \$6 is externally restricted for potential environmental events at the Genesis Centre.	\$6,917	\$318	\$6,599	\$1,500	The intent of the artificial turf reserve is to fund the lifecycle replacement of our artificial turf fields when they reach the end of their useful life (typically 15 years). Projections show that the current balance may not be sufficient to fund the replacement of all the Artificial Turf fields once they reach the end of their useful life in the next 10 years. Note that the estimated replacement cost of the fields do not take into account the recent cost inflation that all capital projects have experienced in 2022.
3 Asphalt and Crusher Plant Lifecycle Capital Reserve	Capital Cash Flow (CF)	To finance capital expenditures relating to Roads – Plants Operations as budgeted through The City's annual capital budget process or a specific Council approval.	Proceeds from sale of surplus Roads, Plants assets, interest income, and any excess of Roads, as well as Plants revenues or recoveries over expenditures after other fund transfers. Where the reserve has reached its maximum balance, or if the balance of the reserve is deemed sufficient by the Director of Roads to fund Plants upgrade work within the four-year business cycle, Roads may elect to withhold all or a portion of the contributions to this reserve.  Investment Income	<b>Conditions:</b> Funds must be used to finance capital expenditures relating to Roads - Plant Operations only. As per report FCS2004-22, in 2004 this reserve will reflect only the funds available for capital improvement and not the inventory.  <b>Restrictions:</b> None	\$7,060	\$800	\$6,260	\$5,053	The Reserve balance will be used to fund the next 4 Year Capital Program (\$6.3M) and provide funding for catastrophic failure of equipment. This Plant is required to be operational 365 days of the year, and is the only source for material during winter months. Additionally any surplus revenue from Plant Operations is to be directed for City Forces Paving Programs, thereby alleviating the Tax Support required for these programs.

Reserve Name	Reserve Type	Reserve Purpose	Reserve Funding Source(s)	Reserve Conditions & Restrictions	Balance 2021	2022 Net Commitments as at 2021 December 31	Remaining Balance After 2022 Net Commitments 2023-2026 <i>Commitments not included</i>	Commitments included in the 2023-2026 Budget	Rationale for recommendation
4 Calgary Parking Authority Reserve	Capital Cash Flow (CF)	To be reviewed and developed in 2023. The Funds will go through formal Council approval to finalize the terms and conditions, including the purpose, conditions, restrictions related budget programs and funding sources. The funds are currently shown as a reconciling item on page 17 of The City of Calgary Reserves and Long-Term Liabilities Balances 2021 report labelled as Calgary Parking Authority Reserves.	\$3M annual contributions, as indicated as necessary through Capital Asset Management Planning. All interest is reinvested. In order to meet distribution requirements to the City in 2022, CPA paused the contribution and reinvested interest.	<b>Conditions:</b> Capital projects must be approved by Council through the budgeting process.	\$159,374	N/A	\$159,374	\$55,500	A full review of the Calgary parking Authority's financial policies, and purpose and use of the existing reserves is planned in 2023 as part of the intergration into The City's operations. \$20 million was committed at the end of 2022 from the Long Term Investment Fund to fund 5A infrastructure in the 2023-2026 Service Plans and Budgets. Any further amounts would be premature and potentially reduce confidence in meeting long term objectives until this review takes place.
5 Golf Course Levy Reserve	Sustainment (Operating & Capital) Contingency (C)/ Cash Flow (CF)	To fund golf course capital projects and to finance any golf course operating budget deficit.	Surcharge on all golf passes and green fees and additional budget surplus transferred from golf course and recreation operations.  Investment Income	<b>Conditions:</b> None  <b>Restrictions:</b> Funds are to be used as per the purpose outlined above. \$1M is tied to a donation that is externally restricted.	\$7,432	\$1,750	\$5,682	\$3,475	From an operating perspective, this reserve is needed for operationally challenging years (i.e. poor weather) and it is fully expected to rise and fall with service demand. From a capital perspective, Golf Courses has a list of unfunded major capital improvements that could be funded by this reserve and are currently assessing these against the reserve's recent performance. Depleting this reserve would move this obligation to tax supported funding. This reserve is included in the current Triennial Reserve Review.
6 Perpetual Care of the Municipal Cemeteries Reserve	Sustainment (Operating & Capital) Cash Flow (CF)	To fund operational activities associated with the perpetual maintenance and care of municipal cemeteries. Perpetual care includes mowing, trimming, irrigation and repair of graves, as well as general maintenance of the structures and buildings within the cemeteries. Beginning in 2005, the fund may be accessed to cover annual operating deficits, capital lifecycle maintenance and upgrades, and the costs of land acquisition and development associated with Municipal Cemeteries.	40 per cent of the funds received by The City from the sale of cemetery plots, mausoleum crypts, columbarium niches, grave monuments and cemetery memorialization products shall be deposited into the Fund along with any annual Cemetery operating budget surplus.  Investment Income	<b>Conditions:</b> None <b>Restrictions:</b> None	\$24,901	\$823	\$24,078	\$2,000	The reserve is projected to be greatly depleted over the coming years as its used to fund added development in new cemeteries and maintenance in existing ones. Current forecasts have it sitting at \$7M by 2030. Along with funding capital development/lifecycle needs, the reserve is in place to ensure perpetual maintenance and care of graves in all of the cemetery sites. A reserve balance of over \$100M is required to achieve the reserve's perpetual care purpose and it is forecasted to not reach this level of funding until the next century. Depleting this reserve will move more of this obligation to tax supported funding. This reserve is included in the current Triennial Reserve Review.
7 Waste and Recycling Sustainment Reserve	Sustainment (Operating & Capital) Contingency (C)/ Cash Flow (CF)	This reserve has been set up to provide an operating contingency to offset revenue fluctuations and to manage cash flow, thereby ensuring funds are available to meet both operating and capital financing needs associated with capital expenditures, as well as setting funds aside for the long-term landfill care and closure care landfill liability.	User fees at planned contribution levels and annual operating budget variances generated from self-supported programs.  Investment Income	<b>Conditions:</b> A target balance for contingency purposes of 10 per cent of the current year's annual revenue is to be maintained.  <b>Restrictions:</b> None	\$83,565	\$46,005	\$37,560	\$36,664	In determining the recommended 2023-2026 budget, Waste & Recycling service line evaluated public programs against criteria consistent with the User Fees and Subsidies policy for suitability for tax support. As well, as per C2022-0798 Waste & Recycling is implementing a plan to increase the sustainment reserve target balance to 120 days of operating & maintenance (equivalent to \$48M in 2022) by 2030. This reserve is included in the current Triennial Reserve Review.

Reserve Name	Reserve Type	Reserve Purpose	Reserve Funding Source(s)	Reserve Conditions & Restrictions	Balance 2021	2022 Net Commitments as at 2021 December 31	Remaining Balance After 2022 Net Commitments 2023-2026 <i>Commitments not included</i>	Commitments included in the 2023-2026 Budget	Rationale for recommendation
<b>Committed in 2023-2026 Budget</b>									
8 Parking Revenue Reinvestment Reserve	Operating Cash flow (CF)	To hold monies generated from surplus returns from Calgary Parking Authority (CPA) parking revenues to The City. The money is to be used for investment in public realm improvements and services in paid parking areas. The intent of the policy is to improve infrastructure in paid parking areas to improve streetscapes, urban design and improve the success of the area. It provides a line of sight between the collection of paid parking and area reinvestment. The complete policy is defined in section 5.3 of Council Policy TP017.	50 per cent of the surplus amount above approved budget from CPA net revenue contributions to The City. Council Policy TP017, section 5.3, provides the complete policy detailing the calculations.	<b>Conditions:</b> The funds should be restricted to uses that support public realm improvements only. These are generally identified in Attachment 3 of Report TT2017-0044. Funds are internally restricted but the reserve may fund other improvements at The City's discretion. Projects will be proposed by the business areas generating revenues and by The City. The projects will be approved jointly.  <b>Restrictions:</b> None	\$4,161	\$0	\$2,609	\$0	<ul style="list-style-type: none"> <li>•Sole funding source of the reserve is CPA revenue surplus</li> <li>•No contributions to the reserve for 2022-2025 are anticipated due to current revenue levels.</li> <li>•Average annual spending from the reserve is around \$1.1M - \$1.5M; reserve balance forecasted to drop to about \$0.3M by 2024.</li> <li>•The reserve is currently already being used to fund expenditures which would otherwise require tax funding (see TT2017-0044).</li> </ul> <p>This reserve is included in the current Triennial Reserve Review.</p>
9 911 Communications Centre Capital Financing Reserve	Capital Cash flow (CF)	To fund future capital improvements and upgrades to the Calgary 911 Communications Centre.	A portion of revenue generated from the monthly fee charged to citizens on both landlines and wireless phones.	<b>Conditions:</b> None  <b>Restrictions:</b> None	\$22,712	(\$47)	\$22,759	\$22,600	Plans to spend 100% of the Reserve in 2023-2026 cycle for NG911 capital. This reserve is included in the current Triennial Reserve Review.
10 Downtown Improvement Fund	Capital Cash Flow (CF)	The Downtown Improvement Fund assists in the implementation of public improvement projects in the Centre City. Reserve funds may be used to help fund operating maintenance costs of specialty assets in the Centre City.	License fees charged to commercial users of public rights-of-way.  Investment Income	<b>Conditions:</b> Funds are to be used for high priority downtown improvement projects through the capital budget process. The annual maximum the reserve may fund is \$300. Unused capacity from a year may be accrued and carried forward for up to four years, including the year in which it was accrued.  <b>Restrictions:</b> Centre City is defined in the May 2007 Centre City Plan (page 33) and includes the Beltline	\$2,706	\$505	\$2,201	\$1,200	Reserve is fully committed to capital projects in the 2023-2026 budget. This reserve is included in the current Triennial Reserve Review.
<b>No Tax Support for Service</b>									
11 Business License Sustainment Reserve	Sustainment (Operating & Capital) Cash Flow (CF)	The Calgary Community Standards (Business License) Reserve will be used to stabilize the budget during fluctuations in the business sector to ensure consistent, sustainable, self-supporting customer and regulatory services. The reserve will be used for the following specific uses: <ul style="list-style-type: none"> <li>• Stabilize the operating budget</li> <li>• Fund one-time operating expenditures</li> <li>• Fund the capital expenditures</li> </ul>	Business License annual operating surplus as of 2014 and future years.  Investment Income	<b>Conditions:</b> None <b>Restrictions:</b> None	\$8,366	\$54	\$8,312	\$700	Use must provide benefits to the industry; otherwise potential legal risk to the City.
12 Livery Transport Services Sustainment Reserve	Sustainment (Operating & Capital) Cash Flow (CF)	To stabilize livery fees and financing which would benefit the industry while achieving a balanced budget without tax rate support. The reserve is used by Livery Transport Services to: <ul style="list-style-type: none"> <li>• Stabilize the operating budget;</li> <li>• Fund one-time operating expenditures; and</li> <li>• Fund capital expenditures that directly support livery transport services</li> </ul>	The Livery Transport Services' operating surpluses.  Investment Income	<b>Conditions:</b> None <b>Restrictions:</b> As per the purpose.	\$5,157	\$1,603	\$3,554	\$710	Use must provide benefits to the industry; otherwise potential legal risk to the City.
13 Utility Sustainment Reserve	Sustainment (Operating & Capital) Contingency (C)/ Cash Flow (CF)	This reserve has been set up to provide an operating contingency to offset revenue fluctuations and manage cash flow, thereby ensuring funds are available to meet both operating and capital requirements, and to provide for capital financing needs associated with capital expenditures.	Utility rate revenues at planned contribution levels and annual operating budget variances. Portion of offsite levies to be spent in future years.  Investment Income	<b>Conditions:</b> The targeted level for the sustainment portion of the reserve is 120 days of Utilities operating expenditures.  <b>Restrictions:</b> None	\$164,201	\$58,760	\$105,441	\$66,503	The reserves are funded through provincially regulated Utility Rates and restricted to Water Service, Waste Water Service and Storm Water Management (no tax support).



Clerks Note to  
Regular Meeting of Council  
2023 March 14

ISC: UNRESTRICTED  
EC2023-0060

**RE: Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal),  
EC2023-0060**

**RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE, 2023 FEBRUARY 28:**

That Council:

1. Receive the confidential presentation and confidential distribution for the Corporate Record;
2. Direct that the Closed Meeting discussions, confidential presentation, and confidential distribution be held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2023 December 31; and
3. Direct that, notwithstanding recommendation 2, the confidential distribution be released to the Executive Leadership Team to be further shared with Administration, only where required, to support next steps.

**Attachments:**

- CONFIDENTIAL Presentation
- CONFIDENTIAL Document





**Law, Legislative Services and Security Report to  
Council Services Committee  
2023 March 01**

**ISC: UNRESTRICTED  
CSC2023-0188  
Page 1 of 2**

**Council Services Committee Mandate and Powers**

**RECOMMENDATION:**

That the Council Services Committee direct Administration to survey Members of Council respecting the mandate and powers of the Council Services Committee and report back with a summary no later than its 2023 June 8 meeting.

**RECOMMENDATIONS OF THE COUNCIL SERVICES COMMITTEE, 2023 MARCH 1:**

That Council direct Administration to:

1. Survey Members of Council respecting the mandate and powers of the Council Services Committee and report back to the Council Services Committee with a summary no later than its 2023 June 8 meeting; and
2. Prepare Procedure Bylaw amendments to delete Section B.7 (1)(b), funding decisions on the Ward Community Event Fund, and report back to Council no later than 2023 April 25.

**HIGHLIGHTS**

- At its 2022 July 26 Combined Meeting, Council directed Administration to report back with Procedure Bylaw amendments to create the Council Services Committee (“CSC”), “...with the mandate and powers to be further discussed and developed at the first meeting of the Council Services Committee.”
- What does this mean to Calgarians? The CSC provides a means by which Council can receive advice from Administration and set the financial, strategic and policy direction for services that Administration provides for Councillors and their staff.
- Why does this matter? A clear mandate and powers for the CSC supports good governance and oversight of Council services, and alignment with the mandates of other Council Committees.
- Strategic Alignment to Council’s Focus Areas: Modernizing Government.
- Background and the Previous Council Direction relating to the CSC, including its current mandate, are included in Attachment 1.

**DISCUSSION**

Section B.7(1) of the Procedure Bylaw provides three mandates for the CSC: strategic and policy direction on services provided by Administration for Councillors and their staff, funding decisions on the Ward Community Event Fund, and receiving advice from Administration and making recommendations to Council on Councillors’ budget and expense policy. Council directed that once established, these mandates are to be discussed and developed by CSC at its first meeting, which was scheduled to be 2023 March 01.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

- ☐ Public engagement was undertaken ☐ Public/interested parties were informed

Approval: **Jill Floen** concurs with this report. Author: **Jeremy Fraser**  
City Clerks: J. Palaschuk/ S. Lancashire

**Law, Legislative Services and Security Report to  
Council Services Committee  
2023 March 01**

**ISC: UNRESTRICTED  
CSC2023-0188  
Page 2 of 2**

**Council Services Committee Mandate and Powers**

☐ Dialogue with interested parties was undertaken ☒ Public communication or engagement was not required

**IMPLICATIONS**

**Social**

Not Applicable

**Environmental**

Not Applicable

**Economic**

Not Applicable

**Service and Financial Implications**

No anticipated financial impact.

**RISK**

There are no risks associated with this report.

**ATTACHMENT(S)**

1. Background and Previous Council Direction

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Jill Floen, City Solicitor and General Counsel	Law, Legislative Services and Security	Approve
Kate Martin, City Clerk	Law, Legislative Services and Security	Approve

# Background and Previous Council Direction

## Background

On 2022 July 26, Council passed a Notice of Motion directing Administration to report back to Council with proposed amendments to the Procedure Bylaw to create a new Standing Specialized Committee of Council entitled the Council Services Committee ("CSC"), "...with the mandate and powers to be further discussed and developed at the first meeting of the Council Services Committee."

On 2022 September 13, Council amended the Procedure Bylaw and established the CSC.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 July 26	EC2022-0885	<b>Notice of Motion: Establishing the Council Services Committee</b> Council passed a Notice of Motion directing Administration to prepare amendments to the Procedure Bylaw which would create the CSC.
2022 September 13	C2022-0975	Establishment of a Council Services Committee Council established the CSC through amendments to the Procedure Bylaw.

## Bylaws, Regulations, Council Policies

### Procedure Bylaw

Section B.7(1) of the Procedure Bylaw provides that CSC has the following mandate:

- (a) strategic and policy direction on services provided by Administration for Councillors and their staff;
- (b) funding decisions on the Ward Community Event Fund; and
- (c) receiving advice from Administration and making recommendations to Council respecting the Councillors' Budgets and Expenses Bylaw 36M2021.



**Community Services Report to  
Multisport Fieldhouse Committee  
2023 March 01**

**ISC: UNRESTRICTED  
MSF2023-0240  
Page 1 of 3**

**Multisport Fieldhouse Update**

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**RECOMMENDATION:**

That the Multisport Fieldhouse Committee recommend that Council direct Administration to bring forward amenity refinements that consider the vision, operational and event hosting requirements for the Fieldhouse to the Multisport Fieldhouse Committee in Q2 2023.

**RECOMMENDATION OF THE MULTISPORT FIELDHOUSE COMMITTEE, 2023 MARCH 1:**

That Council direct Administration to bring forward amenity refinements that consider the vision, operational and event hosting requirements for the Fieldhouse to the Multisport Fieldhouse Committee in Q2 2023.

**HIGHLIGHTS**

- The Multisport Fieldhouse Committee was established by Council in 2023 February to pursue the vision for Calgary's first community-centered, competition-capable multisport fieldhouse.
- What does this mean to Calgarians? This landmark project will serve the community, provide needed year-round, indoor practice and play space for recreation and amateur athletes and act as a destination for training and competition in western Canada.
- Why does this matter? Calgary is the only major Canadian city without a dedicated indoor track competition and training facility. The Fieldhouse responds to a long-standing need for indoor practice and play space in Calgary and is envisioned as a community hub and world-class sport tourism destination that will raise the profile of Calgary, Alberta and Canada.
- Background and Previous Council Direction is included as Attachment 1.

**DISCUSSION**

**Past to Present**

The gap in indoor practice and play space has existed in Calgary for decades. Calgary is a well-established training hub for high-performance winter sport but lacks a dedicated indoor track and field facility. In addition to serving the broader community and a range of recreation and amateur sport uses, the Fieldhouse will provide training and competition for high-performance athletes beyond the winter sports Calgary has traditionally served.

The idea for the Fieldhouse was developed in 2010 as part of the Glenmore and Foothills Athletic Park Redevelopment Concept Plan. It was originally imagined as a multisport and training space that could accommodate concurrent uses with convertibility allowing for competitions and events. The 2010 concept included an indoor soccer field surrounded by an eight-lane 400-meter track, eight multisport court spaces, jumping and throwing areas and seating up to 10,000 (500 permanent).

In 2018, The City assessed operating costs and potential revenue based on projected usership of the 2010 concept. Since 2010, the sport and recreation landscape in Calgary has

## **Multisport Fieldhouse Update**

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changed. Facilities have been built or decommissioned, design specifications have changed and sport needs and preferences have evolved.

Administration is currently conducting an Amenity Refinement Study to revise the amenity mix of the facility to ensure alignment with the original vision of the Fieldhouse as a year-round indoor practice and play space, a hub for community gathering and activity and a training and competition destination unique to Calgary and Canada. The concept will be reviewed against hosting requirements to position Calgary as a destination of choice for major competitions and events. The Fieldhouse will attract investment and refresh Calgary's brand on the international stage while building our local culture and contributing to community vibrancy.

### **Play, Compete, Train, Gather**

The Amenity Refinement Study will:

- review the amenity mix of the Fieldhouse by evaluating the impact of new and planned indoor sport facilities in Calgary,
- reassess current and future needs based on market research, trends analysis and engagement, and
- develop an updated capital cost estimate and operating plan focused on equity, affordability and long-term sustainability.

Core functionalities (FIFA-sized field, track, gymnasias, fitness centre, multipurpose rooms) will be maintained and consideration will be given to hosting requirements, flexibility and design efficiencies to create a facility that is welcoming, inclusive and barrier-free.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |

The project team is currently engaged in conversations with a cross-section of potential users, sport agencies and governing sport bodies to better understand needs, potential usership and event hosting requirements.

## **IMPLICATIONS**

### **Social and Environmental**

The Fieldhouse aligns with The City's Sport for Life Policy that recognizes the importance of sport in building a complete, strong, vibrant, healthy and active city. Investment in the Fieldhouse closes crucial gaps in the availability of practice and play space and aligns with The City's commitment to support and develop sport and people by providing sport opportunities.

The Fieldhouse will function as a hub for local community gathering and activity. Amenities and ancillary spaces will be designed to be welcoming, inclusive and barrier-free and will support onsite community services.

The Amenity Refinement Study includes a Social Return on Investment Analysis to evaluate the economic, social and environmental costs and benefits of the Fieldhouse. The Study is intended

**Community Services Report to  
Multisport Fieldhouse Committee  
2023 March 01**

**ISC: UNRESTRICTED  
MSF2023-0240  
Page 3 of 3**

## **Multisport Fieldhouse Update**

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to maximize social and economic benefits while minimizing required tax support and environmental impacts.

### **Economic**

Council identified the Fieldhouse as one of four priority capital projects. It will enable Calgary to host national and international competitions, stimulating and diversifying the economy through increased sport tourism and job creation. It will contribute to a dynamic mix of athletics, education, business, research and entrepreneurship and catalyze future redevelopment of and investment in the area.

The Fieldhouse aligns with The City's Winter City Strategy, raising Calgary's profile as a world-renowned winter city and training and sport tourism destination. Through competition and event hosting, the Fieldhouse will showcase Calgary on national and international stages, further bolstering Calgary and Alberta's tourism sector.

### **Service and Financial Implications**

No anticipated financial impact

### **RISK**

Without the Amenity Refinement Study, the original 2010 concept for the Fieldhouse is untested against evolving market demand and changes to the sport and recreation landscape over the last 10 years. There is a risk the Fieldhouse could be underutilized and costly to operate if assumptions around use, operations and affordability are not validated. The study will re-engage sport and community groups and partners to ensure the concept reflects nuances in recreation and sport, including standards for hosting competitions.

### **ATTACHMENT**

1. Previous Council Direction, Background

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Michael Thompson	Infrastructure Services	Approve





# Background and Previous Council Direction

## Background

On 2023 February 14, Council established the Multisport Fieldhouse Committee to pursue the vision for Calgary's first community-centered, competition-capable multisport fieldhouse.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2/14/2023	C2023-0174	Multisport Fieldhouse Committee The Multisport Fieldhouse Committee was established by Council in 2023 February to pursue the vision for Calgary's first community-centered, competition-capable multisport fieldhouse.
1/24/2023	EC2022-1371	Motion Arising Council approved the disbandment of the Foothills Athletic Park Redevelopment Assessment Committee and directed Administration to bring a proposed bylaw to establish a new Multisport Fieldhouse Committee.
11/8/2022	C2022-1051	2023 – 2026 Service Plans and Budgets Council approved the transfer of \$20 million from anticipated 2022 favourable variance to the Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged Reserve to be allocated to the Foothills Fieldhouse.
9/13/2021	FRA2021-1325	McMahon Concept Plan Update and Final Report Presentation Adopted by Council as part of Consent Agenda.
5/27/2019	FRA2019-0628	Program Overview and Update Council approved a new capital budget request within the Recreation business unit for \$19 million in 2019-2020 (funded by off-site levies) for the Foothills Fieldhouse Project and \$775 thousand in 2019-2020 (funded by Pay-As-You-Go held within program 888-capital budget savings) for the Foothills Park Redevelopment Program.
2019 February 25	C2019-0274	Foothills Athletic Park Redevelopment Assessment Committee Terms of Reference Council adoption of Terms of Reference.



**Infrastructure Services Report to  
Infrastructure and Planning Committee  
2023 March 02**

**ISC: UNRESTRICTED  
IP2023-0223  
Page 1 of 3**

**2023 Tax Sale**

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**RECOMMENDATIONS:**

That the Infrastructure and Planning Committee recommends that Council:

1. Authorize the Recommendations as outlined in Attachment 1;
2. Authorize the Reserve Bids for properties in the 2023 Tax Sale as outlined in Attachment 3; and
3. Authorize the Coordinator, Real Estate Acquisitions of Real Estate & Development Services to bid on parcels at the 2023 Tax Sale.

**RECOMMENDATIONS OF THE INFRASTRUCTURE AND PLANNING COMMITTEE, 2023 MARCH 2:**

That Council:

1. Authorize the Recommendations as outlined in Attachment 1;
2. Authorize the Reserve Bids for properties in the 2023 Tax Sale as outlined in Attachment 3; and
3. Authorize the Coordinator, Real Estate Acquisitions of Real Estate & Development Services to bid on parcels at the 2023 Tax Sale.

**HIGHLIGHTS**

- The purpose of this report is to request approval to authorize the recommendations set forth in Attachment 1, authorize the Reserve Bids for properties in the 2023 Tax Sale and to also permit The City to bid on parcels if the lands are required for municipal purposes.
- In accordance with the Municipal Government Act Chapter M-26 RSA 2000 (the “MGA”), every year Administration brings forward a list of properties that have been identified for auction to the general public. This year the public auction is scheduled for 2023 April 26 in the Municipal Complex at 10:00 a.m.
- The Tax Sale matters as it is a method for The City to recover outstanding property taxes. This will benefit Calgarians as it can reduce the burden on Calgarians to recover outstanding property taxes.
- Through the MGA, Real Estate & Development Services, on behalf of the City will be permitted to bid on properties in the Tax Sale that are required for municipal purposes.

**DISCUSSION**

The City relies on the collection of property taxes to provide services, maintain and build infrastructure and to make Calgary a great place to live. Each year, The City holds a public auction of properties with that have a tax notification registered on the certificate of title for outstanding property taxes. This public auction is known as the tax sale. For a property to be added to the tax sale, it must be in tax arrears for three consecutive years. The tax sale process is one of the final ways for The City to recover outstanding taxes.

## **2023 Tax Sale**

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Credit and Collections within Finance/Tax, Receivable and Payable works with property owners and mortgage holders to facilitate payment of taxes. Referral to social aid agencies are also provided where warranted. In certain situations where there is no mortgage holder, the option of a memorandum identifying a payment plan could be offered. The tax sale is the last resort to recover tax debts. Property owners do have the period up to the start of the tax sale to arrange for a resolution on the outstanding taxes.

Under the terms and conditions of the MGA, a Municipality must by resolution, fix a minimum sale price for each parcel, which shall be the Reserve Bid, and any conditions that apply to the sale. The Sales & Acquisitions Section of Real Estate & Development Services have reviewed the properties in the 2023 Tax Sale prior to the determination of the reserve bids and have compiled a schedule of Reserve Bids representing the minimum sale price at the auction, as shown in Attachment 2.

Properties that do not sell at the public auction can still be made available for sale through The City's standard sales process through Real Estate & Development Services in an attempt to recover outstanding taxes.

### **Valuation**

The City has viewed all properties included in the Reserve Bid Listing (Attachment 3) and determined an estimate of market value to be used as the Reserve Bid for each parcel. The Reserve Bid represents the minimum bid that will be accepted for each parcel during the Tax Sale.

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |   |   |
|---|---|
| <input type="checkbox"/> Public engagement was undertaken                   | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |

As per the MGA, tax recovery notifications are registered on title and owner(s) are also notified directly that their property is on the tax arrears list.

The public auction will be advertised prior to the auction. This advertising is consistent with previous years and is a requirement pursuant to the MGA.

### **IMPLICATIONS**

#### **Social**

Not Applicable.

#### **Environmental**

The properties will not be reviewed in accordance with The City's Sales, Acquisitions and Leases Environmental (S.A.L.E.) Policy as they will be sold "as is, where is".

**Infrastructure Services Report to  
Infrastructure and Planning Committee  
2023 March 02**

**ISC: UNRESTRICTED  
IP2023-0223  
Page 3 of 3**

**2023 Tax Sale**

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**Economic**

Not Applicable.

**Service and Financial Implications**

**Other:**

The net proceeds from any sale will be paid out to the previous owner(s) if there are no debts secured by an encumbrance registered on title to the property or, if there are debts owing, transferred to the Tax Forfeiture account. The previous owner(s) may then make an application to the court to obtain those proceeds. If proceeds from a sale are not claimed within 10 years from the date of the tax sale or the date of a sale, The City may, use those proceeds for any purpose.

**RISK**

If Recommendations 1 and 2 are not approved, The City will not be in compliance with the requirements set forth in the MGA regarding its obligations to set the Reserve Bids for the 2023 Tax Sale. The 2023 March 14 Regular Meeting of Council is the last available opportunity to bring this report forward for Council approval prior to the 2023 April 26 date scheduled for the Tax Sale.

The impact of all risks is considered medium while the likelihood of all risks is considered low.

**ATTACHMENTS**

1. Recommendations
2. Public Sale of Property – Municipal Government Act
3. Reserve Bid Listing
4. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Michael Thompson, General Manager	Infrastructure Services	Approve
Campbell Berry, Director	Real Estate & Development Services	Approve



## Recommendations:

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The Infrastructure and Planning Committee recommends that Council:

- (1) Approve the following process:
  - (a) That the properties listed in Attachment 3 be considered for inclusion in the 2023 April 26 Public Sale of Property by way of a public auction.
  - (b) That the minimum sale price for improved and unimproved parcels be the reserve bid (Attachment 3).
  - (c) That all properties be sold "as is, where is".
  - (d) That the purchase price, plus any applicable GST, be paid as follows:
    - (i) 1/3 of the purchase price by way of cash or cheque at the date of public auction, or a minimum payment of \$500.00, whichever is greater; and
    - (ii) the balance of the purchase price, plus any applicable GST, no later than 60 days after the date of the public auction.
  - (e) That interest on any overdue payments be charged at the Royal Bank of Canada's prime rate plus 3 percent per annum from the date the payment is due until the full purchase price, plus applicable interest, is received by and unconditionally releasable to The City of Calgary.
  - (f) Authorize Real Estate & Development Services to publicly market and negotiate the sale of those properties not sold at the tax sale.
  - (g) Authorize Real Estate & Development Services to dispose of any property not sold at the tax sale, by depositing money in an amount that is as close as reasonably possible to the market value of the property into The City's tax sale proceeds account, and request the Registrar delete the word "Tax Forfeiture" from the certificate of title issued in the name of The City.

Direct the Coordinator, Real Estate Acquisitions to bid on and buy any parcels at the tax sale that The City wishes to become owner of.





## **MUNICIPAL PROPERTY TAX SALE THE CITY OF CALGARY 2023 TAX SALE**

Like all municipalities in Alberta, The City of Calgary is still legislated by the Municipal Government act to hold a tax sale of properties with three years of unpaid property tax. Tax sale is the last option used when other methods of recovering taxes fail.

### **What is a Municipal Property Tax Sale?**

The municipal tax sale is a public auction of the properties located in the City of Calgary for which property taxes remain unpaid after more than one year.

The City of Calgary holds a public auction once per year in order to recover unpaid property taxes. This year's public auction will be held on 2023 April 26 at 10 a.m. at the Municipal Building, 800 Macleod Trail S.E., Calgary, Alberta. Any updates to the date, time or location of the 2023 public auction will be made available at [www.calgary.ca/taxsale](http://www.calgary.ca/taxsale).

The list of the properties being offered at this year's public auction will be updated daily by 10:00 a.m. at [www.calgary.ca/taxsale](http://www.calgary.ca/taxsale). Properties will be deleted from this list as the tax arrears are paid.

You cannot legally enter onto a property that is advertised for tax sale. This is not a typical property sale. The City of Calgary does not "own" the properties being offered for sale at the public auction and the current registered owner on title or a tenant may still be occupying the property. Entering onto a property advertised for tax sale is considered to be trespassing.

All properties have been viewed externally and an estimate of the fair market value of each property has been made. This estimate of market value is the reserve price, which is the minimum price at which The City of Calgary will be willing to sell the property at the public auction.

All sales at the public auction are subject to the terms of the *Municipal Government Act*, R.S.A. 2000, c. M-26 and the terms and conditions set by The City of Calgary.

### **How to Purchase a Property at the Municipal Property Tax Sale**

If you are interested in purchasing a property at the public auction, review the properties being offered for sale on the morning of the auction. If the property you are intending to purchase is still available, attend the auction to bid on the property.

At the public auction, the auctioneer will explain the bidding process and the terms and conditions. A brief description of each property will be read out, with bids being accepted immediately thereafter. A property is considered sold when the auctioneer declares the property to be sold. If no bids on a property are received, the auctioneer will declare bids to be closed for that property. Once bids have been declared closed on a property, no further bidding will be accepted in relation to that property.

No terms and conditions of sale will be considered other than those specified by The City of Calgary, therefore, no bid will be accepted where the bidder attempts to attach conditions to the sale.

The successful bidder will be required to sign The City of Calgary's form of Agreement of

## Purchase and Sale.

The auctioneer, the municipal councillors, the City Manager and officers and employees of The City of Calgary are prohibited from bidding for or buying any parcel of land at the public auction unless section 429(2) of the *Municipal Government Act* applies.

## How to Remove Your Property from the Municipal Property Tax Sale

Prior to the public auction, The City of Calgary follows an extensive notification process as set out in the *Municipal Government Act*. Notices are advertised in The Alberta Gazette, and online at [www.calgary.ca/taxsale](http://www.calgary.ca/taxsale) and are sent to the registered owner of each property as well as to all parties with a registered interest in the property.

In order to remove a property from the public auction, all of the outstanding property tax arrears must be paid to The City of Calgary **in guaranteed funds BEFORE 2023 Month 31**. Tax notifications and or liens will only be discharged once the tax arrears have been paid in full. No party will have any right to pay the tax arrears in respect of a property after it is declared sold at the public auction.

## Terms and Conditions of Sale

Every property listed on [www.calgary.ca/taxsale](http://www.calgary.ca/taxsale) with municipal property tax arrears remaining unpaid as of the date of the auction will be offered for sale at the public auction. The full terms and conditions of sale are available online at [www.calgary.ca/taxsale](http://www.calgary.ca/taxsale).

### (i) Purchase Price, Interest and GST

The purchase price, plus any applicable GST, must be paid as follows:

- (a) 1/3 of the purchase price by way of cash or cheque at the date of public auction, or a minimum payment of \$500.00, whichever is greater; and
- (b) the balance of the purchase price, plus any applicable GST, on the Closing Date (no later than 60 days after the date of the public auction).

Interest on any overdue payments will be charged at the Royal Bank of Canada's prime rate plus 3% per annum from the date the payment is due until the full purchase price, plus applicable interest, is received by and unconditionally releasable to The City of Calgary.

GST is payable on all applicable properties sold at the public auction.

### (ii) Closing

The Closing Date will be 60 days after the date of the public auction or such earlier date that is mutually agreed to in writing by both parties.

All adjustments for rent or other items commonly adjusted on a sale of real property will be made as of the Closing Date. From and after the Closing Date, the successful bidder will be responsible for the payment of all taxes, rates, levies, charges, assessments, utilities, utility hook-up fees, insurance, and other expenses with respect to the property.

The successful bidder will take title to the property subject to those encumbrances listed in section 423(1) and 436.14 of the *Municipal Government Act*, as applicable, and all implied conditions listed in section 61 of the *Land Titles Act*, R.S.A. 2000, c. L-4.

**(iii) As Is, Where Is**

All properties offered for sale at the public auction are being offered on an “as is, where is” basis and The City of Calgary makes no representations and gives no warranty whatsoever with respect to any property being offered for sale at the public auction.

If the relevant property is occupied by a tenant, the successful bidder will be responsible for the obligation and expense of obtaining vacant possession.

The City of Calgary may, after the public auction, become the owner of any property that is not sold at the public auction.

Notice is hereby given that, under the provisions of the *Municipal Government Act*, The City of Calgary will offer for sale by Public Auction the following listed lands. This year’s public auction will be held on 2023 April 26 at 10 a.m. at the Municipal Building, 800 Macleod Trail S.E., Calgary, Alberta. Any updates to the date, time or location of the 2023 public auction will be made available at [www.calgary.ca/taxsale](http://www.calgary.ca/taxsale).

The City of Calgary makes no representations and gives no warranty whatsoever with respect to any property being offered for sale at the public auction.

If the relevant property is occupied by a tenant, the successful bidder will be responsible for the obligation and expense of obtaining vacant possession.

**The City of Calgary may, after the public auction, become the owner of any property that is not sold at the public auction.**



Eddie Lee  
Director/City Assessor  
Assessment & Tax



# MUNICIPAL PROPERTY TAX SALE THE CITY OF CALGARY 2023 TAX SALE

Notice is hereby given that, under the provisions of the Municipal Government Act, The City of Calgary will offer for sale by Public Auction the following listed lands. This year's public auction will be held on 2023 April 26 at 10 a.m. at the Municipal Building, 800 Macleod Trail S.E., Calgary, Alberta. Any updates to the date, time or location of the 2023 public auction will be made available at [www.calgary.ca/taxsale](http://www.calgary.ca/taxsale)

Item	Roll #	Location Address	Legal Description	Outstanding Tax	Proposed Bid Amount
1	005-01670-4	121 TARARIDGE CL NE	8210961;5;1	\$5,726.51	\$329,500.00
2	005-19830-4	1146 MARTINDALE BV NE	9913410;34;20	\$8,355.25	\$430,000.00
4	006-04940-7	72 MARTINGLEN PL NE	9110589;11;34	\$11,675.14	\$449,000.00
6	014-01920-2	6636 DALCROFT HL NW	7851JK;27;16	\$13,308.11	\$558,000.00
10	016-14250-7	76 SILVERSTONE PL NW	7810818;2;18	\$3,999.73	\$426,000.00
11	016-15850-3	1459 RANCHLANDS RD NW	7910397;12;10	\$4,007.78	\$244,000.00
13	022-10450-9	1316 NORFOLK DR NW	7510568;32;36	\$12,553.22	\$530,000.00
14	027-04120-1	139 CASTLEBROOK DR NE	8010517;4;43	\$8,186.15	\$415,000.00
16	028-25750-9	39 FALMERE WY NE	8310081;9;15	\$7,475.37	\$327,500.00
18	030-09500-4	16 WHITERIDGE PL NE	7610067;22;28	\$10,653.29	\$473,000.00
19	030-14620-3	3320 38 ST NE	7711574;5;5	\$7,856.40	\$414,500.00
20	030-22282-2	3814 44 AV NE	7911475;24;9	\$6,408.48	\$326,000.00
22	035-11730-8	31 HOLLY ST NW	8324GV;22;3	\$12,773.59	\$506,000.00
23	036-01130-2	4404 CHARLESWOOD DR NW	435JK;3;24	\$11,951.74	\$495,000.00
25	037-55424-3	#2 2740 BRENTWOOD BV NW	9511175;2	\$3,845.54	\$147,000.00
27	039-03017-6	5822 BOWWATER CR NW	4610AJ;10;27	\$11,785.35	\$539,000.00
28	040-04350-7	8115 47 AV NW	2660AP;8;9	\$7,209.52	\$288,500.00
29	041-03562-7	5212 BOWNESS RD NW	7710469;3;18	\$7,220.72	\$369,000.00
30	043-04270-4	2116 URALTA RD NW	1440JK;4;48	\$20,907.26	\$771,500.00
31	043-52064-2	#501 2011 UNIVERSITY DR NW	9012444;27	\$6,451.83	\$229,500.00
32	044-09070-2	1608 CHESTER PL NW	3844HS;2;23	\$29,910.53	\$1,646,000.00
33	044-09790-5	2723 17A ST NW	4961HL;1;13	\$6,737.93	\$653,000.00
37	051-17250-0	6720 29 AV NE	7710896;53;27	\$6,913.91	\$359,500.00
38	052-57296-3	#83V 165 MANORA PL NE	0011978;83	\$330.89	\$10,000.00
39	052-57368-0	#119V 165 MANORA PL NE	0011978;119	\$330.89	\$10,000.00
40	052-57370-6	#120V 165 MANORA PL NE	0011978;120	\$330.89	\$10,000.00

Item	Roll #	Location Address	Legal Description	Outstanding Tax	Proposed Bid Amount
46	058-57378-3	#344 1435 7 AV NW	9111087;11	\$3,142.25	\$155,000.00
47	062-59662-2	13 PROMINENCE PH SW	9410928;6	\$14,905.61	\$641,000.00
48	063-10080-4	3 STRATHEARN CR SW	8110241;9;73	\$11,494.67	\$464,500.00
49	064-02540-6	4131 BOW TR SW	1362S;2;17-19	\$78,399.17	\$1,263,500.00
51	067-60480-1	#600 900 6 AV SW	8011160;5	\$33,929.32	\$1,197,000.00
53	067-97442-8	#714 1108 6 AV SW	0113151;102	\$8,938.35	\$333,500.00
58	073-98528-5	#84 6220 17 AV SE	MH-CALGARY VILLAGE-84	\$748.33	\$24,000.00
59	073-98538-4	#89 6220 17 AV SE	MH-CALGARY VILLAGE-89	\$397.66	\$11,500.00
60	073-98992-3	#373 6220 17 AV SE	MH-CALGARY VILLAGE-373	\$841.97	\$27,500.00
62	075-16970-6	115 DOVERCLIFFE WY SE	7734JK;7;124	\$9,279.03	\$355,000.00
63	076-01580-9	2026 COTTONWOOD CR SE	2487HJ;2;14	\$10,218.40	\$465,000.00
64	076-08830-1	3034 28A ST SE	6716JK;4;7	\$5,229.53	\$335,000.00
65	076-11160-8	3248 33A AV SE	6716JK;12;6	\$7,367.72	\$339,000.00
66	078-04070-6	806 23 AV SE	4662R;14;44	\$9,549.05	\$375,000.00
67	079-57396-0	#106 230 21 AV SW	9611580;6	\$3,594.16	\$179,500.00
70	081-04330-9	1827 17A ST SW	3076AB;2;14	\$11,336.68	\$368,000.00
71	081-27920-0	2606 15A ST SW	7910761;1;2	\$12,744.87	\$490,500.00
73	081-53970-2	#407 1919 17 AV SW	8810536;25	\$5,023.42	\$178,500.00
77	089-12280-8	4318 4A ST SW	6153AC;10;10	\$23,483.22	\$1,480,000.00
78	090-03100-6	444 42 AV SE	2214HH;1;5	\$120,336.47	\$2,720,000.00
79	092-01889-4	4064 OGDEN RD SE	2167N;3;10	\$99,692.51	\$638,000.00
80	093-12190-3	128 DOVERCREST WY SE	7510649;21;21	\$9,834.05	\$453,500.00
83	102-00580-8	56 MALIBOU RD SW	756HA;2;28	\$19,664.68	\$456,000.00
84	102-04950-9	59 MALIBOU RD SW	4409GW;10;2	\$21,432.09	\$525,000.00
85	102-05040-8	50 MAYFAIR RD SW	4409GW;10;11	\$22,454.40	\$568,500.00
86	111-50140-9	#113 6919 ELBOW DR SW	7410506;14	\$4,172.64	\$150,500.00
87	114-03197-4	7642 23 ST SE	955AV;28;28	\$7,167.56	\$316,000.00
90	123-07390-0	8624 ATHABASCA ST SE	1377JK;6;13	\$12,560.83	\$547,000.00
91	123-61788-8	#215 8535 BONAVENTURE DR SE	9910384;45	\$5,902.30	\$230,500.00
96	129-53032-5	#5 124 SABRINA WY SW	0012840;5	\$3,470.73	\$208,500.00
97	130-09800-7	636 WILLOW PARK DR SE	3541JK;28;4	\$9,200.01	\$611,000.00
99	132-02600-6	176 DOUGLAS GLEN HE SE	9411521;3;66	\$12,024.99	\$541,000.00
101	140-10800-2	1839 LAKE BONAVIDA DR SE	8279JK;8;63	\$7,116.05	\$587,500.00
102	142-09320-2	167 CANNELL PL SW	429LK;7;31	\$9,073.62	\$502,500.00
103	142-52780-3	#1310 13045 6 ST SW	8510280;35	\$2,897.42	\$158,000.00

Item	Roll #	Location Address	Legal Description	Outstanding Tax	Proposed Bid Amount
104	144-05620-7	130 WOODBROOK WY SW	7911411;4;28	\$5,276.68	\$363,000.00
106	147-06750-8	14034 EVERGREEN ST SW	9011352;17;9	\$12,492.40	\$535,000.00
107	149-02140-4	1508 ACADIA DR SE	586LK;16;30	\$12,806.68	\$558,000.00
108	151-50368-7	18 MT DOUGLAS VI SE	9912642;5	\$8,777.78	\$366,500.00
109	154-07830-7	2427 DEER SIDE DR SE	7811308;7;36	\$15,093.43	\$668,000.00
110	155-07450-3	236 MIDVALLEY PL SE	7810798;23;51	\$10,378.51	\$556,000.00
111	156-50220-5	#23 99 MIDPARK GD SE	7911286;23	\$5,635.66	\$301,000.00
112	157-04300-1	67 MILLRISE DR SW	8011615;16;7	\$6,576.19	\$438,500.00
113	157-15070-7	88 MILLCREST WY SW	8111877;23;48	\$8,087.01	\$341,000.00
114	162-00560-7	8615 48 AV NW	4960AP;3;7	\$8,320.12	\$325,000.00
115	165-04000-7	1429 STRATHCONA DR SW	9912427;13;23	\$16,946.35	\$708,000.00
116	166-00950-6	3029 85 ST SW	3530AK;D;12	\$242.48	\$5,000.00
118	177-08520-6	105 HAWKHILL RD NW	8510056;18;14	\$12,171.80	\$495,000.00
120	200-06529-0	55 TUSCANY SPRINGS GD NW	0210326;86	\$7,015.53	\$276,000.00
126	200-16261-8	17 SHAWBROOKE PA SW	0212466;6;59	\$7,696.50	\$469,500.00
128	200-30118-2	155 EVERHOLLOW WY SW	0311192;3;18	\$13,590.92	\$701,000.00
130	200-32201-4	98 TUSCANY SPRINGS HT NW	0311565;54;87	\$3,813.12	\$456,500.00
131	200-33401-9	15 COPPERFIELD CR SE	0311740;5;19	\$7,622.34	\$524,000.00
132	200-35624-4	81 SADDLEHORN CL NE	0312181;35;35	\$9,411.37	\$408,500.00
134	200-49141-3	170 CHAPARRAL GV SE	0411228;19;128	\$12,877.44	\$640,000.00
135	200-57797-1	90 COUGARSTONE CL SW	0413633;31;28	\$10,008.22	\$568,500.00
136	200-61835-3	20 EVERWOODS RD SW	0414530;11;58	\$11,095.50	\$525,500.00
138	200-70221-5	229 KINCORA HT NW	0511117;17;42	\$9,653.62	\$625,000.00
140	200-79452-7	#158V 2371 EVERSIDE AV SW	0513033;158	\$330.89	\$10,000.00
141	200-81938-1	#9214 70 PANAMOUNT DR NW	0513544;64	\$3,700.48	\$151,500.00
142	200-82000-9	#9126V 70 PANAMOUNT DR NW	0513544;126	\$331.90	\$10,000.00
145	200-88959-0	#602 4655 54 AV NE	0610915;37	\$24,187.96	\$403,500.00
147	200-91765-6	141 SADDLECREST CR NE	0611687;13;7	\$11,681.12	\$533,500.00
148	200-93610-2	21 TUSCANY RESERVE PT NW	0612260;82;98	\$15,878.02	\$696,000.00
149	200-94663-0	20 COPPERSTONE PL SE	0612801;27;20	\$10,107.65	\$520,500.00
151	200-96485-6	#105 1836 12 AV SW	0613371;5	\$3,908.69	\$119,500.00
160	201-16690-7	12 COPPERSTONE CV SE	0714623;25	\$4,894.66	\$305,500.00
162	201-21256-0	#207 26 VAL GARDENA VW SW	0810535;25	\$4,391.36	\$185,000.00
163	201-21602-5	#293V 26 VAL GARDENA VW SW	0810535;293	\$330.89	\$10,000.00
164	201-21603-3	#294V 26 VAL GARDENA VW SW	0810535;294	\$330.89	\$10,000.00



Item	Roll #	Location Address	Legal Description	Outstanding Tax	Proposed Bid Amount
166	201-21668-6	#444S 26 VAL GARDENA VW SW	0810535;444	\$135.71	\$2,500.00
167	201-26754-9	39 TARALAKE ME NE	0811395;19;56	\$13,691.89	\$608,500.00
169	201-38643-0	#488V 1118 12 AV SW	0814769;488	\$723.67	\$25,000.00
171	201-40654-3	#316 4774 WESTWINDS DR NE	0815316;5	\$24,331.22	\$1,174,500.00
172	201-41368-9	360 COPPERPOND CI SE	0815536;44;57	\$15,024.89	\$675,000.00
173	201-41699-7	#492V 60 PANATELLA ST NW	0815604;492	\$333.01	\$10,000.00
175	201-42710-1	67 COPPERPOND HT SE	0910009;38;46	\$10,837.25	\$487,500.00
176	201-45238-0	161 MAHOGANY TC SE	0911270;1;55	\$5,300.72	\$625,000.00
178	201-52020-2	#402V 817 15 AV SW	0915342;402	\$723.67	\$25,000.00
179	201-60763-7	46 SILVERADO PLAINS CM SW	1013712;32;34	\$9,542.38	\$555,500.00
181	201-71667-7	506 COVECREEK CI NE	1112769;50	\$5,093.46	\$255,000.00
182	201-76522-9	76 SKYVIEW RANCH BV NE	1210887;38;4	\$11,071.31	\$522,000.00
184	201-80998-5	326 AUBURN CREST WY SE	1212408;81;83	\$11,465.58	\$514,000.00
185	201-83031-2	94 AUBURN SPRINGS PA SE	1213086;84;51	\$15,475.43	\$687,000.00
186	201-84164-0	81 SADDLELAKE GD NE	1213603;3;46	\$15,750.88	\$724,500.00
187	201-85786-9	18 NOLANSHIRE GR NW	1310239;2;46	\$8,423.91	\$753,000.00
189	201-97134-8	#2124 3961 52 AV NE	1313349;67	\$33,365.32	\$536,000.00
190	201-97233-8	335 NOLAN HILL DR NW	1313364;18;19	\$13,241.15	\$649,000.00
191	201-97840-0	#1312 3830 BRENTWOOD RD NW	1410077;144	\$5,549.00	\$210,000.00
192	201-98256-8	#98V 3830 BRENTWOOD RD NW	1410093;98	\$330.89	\$10,000.00
193	202-00380-2	#217V 25 ASPENMONT HT SW	1410935;217	\$330.89	\$10,000.00
194	202-01215-9	#301 25 ASPENMONT HT SW	1410935;209	\$7,216.62	\$273,500.00
195	202-01323-1	#118 195 KINCORA GLEN RD NW	1411105;21	\$3,848.93	\$179,500.00
198	202-16232-7	#180V 823 5 AV NW	1511755;180	\$507.75	\$13,000.00
199	202-16283-0	1707 2 AV NW	1511760;12;49	\$30,223.61	\$1,177,000.00
201	202-19160-7	#3701 1122 3 ST SE	1512348;293	\$23,216.49	\$902,500.00
203	202-21975-4	#1206 99 COPPERSTONE PA SE	1512849;156	\$5,127.88	\$201,000.00
204	202-22068-7	#249V 99 COPPERSTONE PA SE	1512849;249	\$330.89	\$10,000.00
207	202-26822-3	#817V 302 SKYVIEW RANCH DR NE	1610579;817	\$330.89	\$10,000.00
212	202-43199-5	#102 1632 20 AV NW	1710987;5	\$14,272.11	\$595,500.00
213	202-43206-8	#12V 1632 20 AV NW	1710987;12	\$330.89	\$10,000.00
215	202-45681-0	#7V 1814 KENSINGTON RD NW	1711542;7	\$428.12	\$12,000.00
216	202-46149-7	1802 11 ST SE	1594F;R	\$69,641.92	\$2,535,000.00
217	202-50271-2	20 SAVANNA RO NE	1712423;25;4	\$15,510.40	\$688,000.00

Item	Roll #	Location Address	Legal Description	Outstanding Tax	Proposed Bid Amount
221	202-60431-0	3913 17 AV SE	8552FS;;4	\$99.60	\$500.00
222	202-61609-0	93 SAGE MEADOWS CI NW	1812252;62	\$8,748.45	\$400,500.00
223	202-62135-5	#3080 11124 36 ST NE	1812436;24	\$30,235.93	\$439,000.00
224	202-62653-7	7 SAGE HILL GD NW	8811294;20;3	\$94,644.20	\$6,247,500.00
225	202-65060-2	37 SAVANNA BV NE	1910330;20	\$57,952.58	\$722,000.00
227	202-66091-6	#22V 354 2 AV NE	8110187;22	\$507.75	\$13,000.00
228	202-66097-3	#28V 354 2 AV NE	8110187;28	\$507.75	\$13,000.00
229	202-66100-5	#31V 354 2 AV NE	8110187;31	\$507.75	\$13,000.00
230	202-66106-2	#37V 354 2 AV NE	8110187;37	\$507.75	\$13,000.00
232	202-70635-4	#781V 4 VARSITY ESTATES CI NW	1911298;781	\$330.89	\$10,000.00
237	202-75686-2	#243V 4641 128 AV NE	1912447;243	\$330.89	\$10,000.00
238	202-76689-5	#2140 11 ROYAL VISTA DR NW	2010130;17	\$21,199.76	\$627,500.00
241	202-79351-9	88 CARRINGTON CL NW	2010847;14;26	\$13,329.63	\$848,000.00
242	202-81021-4	#1150 6520 36 ST NE	2011294;27	\$26,848.77	\$615,000.00
243	202-81022-2	#1155 6520 36 ST NE	2011294;28	\$26,254.85	\$612,000.00
246	202-81031-3	#2110 6520 36 ST NE	2011294;37	\$25,612.71	\$440,000.00
247	202-81034-7	#2125 6520 36 ST NE	2011294;40	\$25,612.71	\$440,000.00
254	439-06630-9	66 ROYAL BIRCH GD NW	0013204;4;2	\$5,857.29	\$497,500.00
255	440-08400-2	296 CITADEL WY NW	0013074;2;54	\$4,591.06	\$518,000.00
256	441-12640-6	38 CITADEL GV NW	9612156;19;52	\$15,842.20	\$632,500.00
258	443-02130-8	42 HIDDEN CR NW	9412136;14;5	\$8,313.33	\$450,000.00
260	472-05270-3	53 TUSCARORA PL NW	9712199;7;13	\$14,122.36	\$629,000.00
261	507-07790-7	430 CORAL KEYS PL NE	9610446;5;180	\$11,965.22	\$470,000.00
262	507-09040-5	201 CORAL SPRINGS CL NE	9710239;5;117	\$4,614.31	\$464,500.00
264	524-10940-2	100 SAN DIEGO GR NE	9612138;18;36	\$8,978.31	\$400,000.00
268	560-98052-6	#49 1101 84 ST NE	MH-CHATEAU ESTATES-49	\$2,071.26	\$85,000.00
269	579-02800-2	55 ABBERCORVE RD SE	8111757;33;47	\$8,333.67	\$365,000.00
272	711-07560-6	360 DOUGLAS RIDGE CI SE	9711650;74;19	\$6,541.03	\$483,000.00
273	711-08630-6	252 MT ABERDEEN CL SE	9712646;1;53	\$8,061.37	\$308,500.00
274	730-01970-0	43 INVERNESS GD SE	9512524;9;42	\$9,048.63	\$400,500.00
275	758-00220-8	56 SHAWGLEN RD SW	8210174;18;13	\$8,248.60	\$351,000.00
279	789-02370-2	230 CHAPARRAL PL SE	9610799;6;45	\$8,163.57	\$519,000.00



**Calgary**



# **2023 Tax Sale - IP2023-0223**

Thursday March 02, 2023



## ADMINISTRATION RECOMMENDATIONS:

The Infrastructure and Planning Committee recommends that Council:

1. Authorize the Recommendations as outlined in Attachment 1;
2. Authorize the Reserve Bids for properties in the 2023 Tax Sale as outlined in Attachment 3; and
3. Authorize the Coordinator, Real Estate Acquisitions of Real Estate & Development Services to bid on parcels at the 2023 Tax Sale.

# 2023 Tax Sale

Each year properties with more than 3 years outstanding tax arrears are offered for sale by The City of Calgary, in accordance with the *Municipal Government Act, Chapter M-26 RSA 2000, Part 10, Division 8.*

All properties are viewed externally and an estimate of the fair market value of each property is made.



**Updates for 2023:**

The public auction is scheduled for April 26 in the Municipal Complex at 10:00 a.m.

**Risks:**

If Recommendations are not approved, The City will not be in compliance with the requirements set forth in the MGA regarding its obligations to set the Reserve Bids for the 2023 Tax Sale.

## ADMINISTRATION RECOMMENDATIONS:

The Infrastructure and Planning Committee recommends that Council:

1. Authorize the Recommendations as outlined in Attachment 1;
2. Authorize the Reserve Bids for properties in the 2023 Tax Sale as outlined in Attachment 3; and
3. Authorize the Coordinator, Real Estate Acquisitions of Real Estate & Development Services to bid on parcels at the 2023 Tax Sale.





Clerks Note to  
Regular Meeting of Council  
2023 March 14

ISC: UNRESTRICTED  
IP2023-0231

**RE: Proposed Land Exchange (Greenwood-Greenbriar) – Ward 01 (9600 Bowfort RD NW),  
IP2023-0231**

**RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE, 2023  
MARCH 2:**

That Council:

1. Authorize the Recommendations as outlined in Attachment 3; and
2. Direct that the Closed Meeting discussions, Report, and Attachments remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* until the transaction has been closed, except for Attachments 5 and 6 which shall not be released.

**ATTACHMENTS:**

- CONFIDENTIAL Cover Report
- CONFIDENTIAL Attachment 1
- CONFIDENTIAL Attach 2a
- CONFIDENTIAL Attach 2b
- CONFIDENTIAL Attach 3
- CONFIDENTIAL Attachment 4
- CONFIDENTIAL Attachment 5
- CONFIDENTIAL Attachment 6
- CONFIDENTIAL Attachment 7
- CONFIDENTIAL Attachment 8



## 2023 Calgary Awards Recipients

### RECOMMENDATION(S):

That Council:

1. Ratify the 2023 Calgary Awards recipients as recommended by the selection juries (Attachment 1); and
2. Direct that Attachment 1 remain confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act* until after the Calgary Awards presentation.

### HIGHLIGHTS

- The Calgary Awards are The City's highest honour. Thirteen different Calgary Awards celebrate and recognize outstanding achievements and contributions made by Calgarians (Attachment 2).
- What does this mean to Calgarians? The Calgary Awards are an opportunity for Calgarians to nominate deserving individuals, businesses, and organizations to be recognized by The City of Calgary ("The City").
- Why does this matter? The Calgary Awards recognize exemplary achievements and contributions by those who make Calgary a great place to live.
- Changes to the Calgary Awards in 2023 include:
  - A new Social Impact – Business award replaces the Commerce Award;
  - Citizen of the Year award has been renamed Calgarian of the Year award; and
  - Groups can now be nominated in the Arts category.
- Nominations were accepted for a four-week period, from 2023 January 4 to February 1, with 164 Calgary Award nominations received (Attachment 3).
- Strategic Alignment to Council's Guiding Principles: Strengthen Relationships with Calgarians.
- Background and Previous Council Direction are included in Attachment 4.

### DISCUSSION

Section 5.7.3 of Council's *Recognitions by Council Policy*, CP2018-2, requires that Calgary Awards "recipients are to be selected by a jury from amongst nominations and ratified by Council". Jury members were selected by the City Clerk's Office to represent a diverse and inclusive cross-section of community leaders, former Members of Council, Senior City Administration (or designate), and past Calgary Award recipients. The list of jurors is provided in Attachment 5. Juries received the nominations for review, then met to discuss the nominations. Juries selected the Calgary Awards recipients as listed in confidential Attachment 1.

Following Council ratification, the City Clerk's Office will notify the recipients and prepare for the announcement and presentation of the Calgary Awards in mid-June 2023. A list of all nominees that provided consent during the nomination process will be posted on [calgary.ca/calgaryawards](https://calgary.ca/calgaryawards) prior to the announcement of recipients in June.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- ☐ Public engagement was undertaken ☒ Public/interested parties were informed

**Law, Legislative Services and Security Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0005  
Page 2 of 2**

**2023 Calgary Awards Recipients**

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- ☒ Dialogue with interested parties was undertaken      ☐ Public communication or engagement was not required

External engagement and communication for The Calgary Awards is outlined in Attachment 6.

**IMPLICATIONS**

**Social**

The Calgary Awards demonstrate Council's commitment to recognizing those who contribute to the community.

**Environmental**

No environmental impacts were identified.

**Economic**

No economic implications were identified.

**Service and Financial Implications**

**Existing operating funding - base**

No financial impact. The Calgary Awards costs are included in the City Clerk's Office budget.

**RISK**

If the ratification of any Calgary Award is delayed, it may impact notification and preparation for The Calgary Awards announcement and presentation. Should Council wish to delay the ratification of any Calgary Award recipient, the City Clerk's Office requests Council ratify the remaining recipients.

**ATTACHMENT(S)**

1. CONFIDENTIAL - Calgary Awards Recipients
2. Calgary Awards Categories and descriptions
3. Calgary Awards Nominees by award category
4. Background and Previous Council direction
5. Calgary Awards Jury members
6. Calgary Awards External engagement and communications

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Jill Floen, City Solicitor and General Counsel	Law, Legislative Services and Security	Approve
Kate Martin, Director	Law, Legislative Services and Security	Approve

## THE CALGARY AWARDS – categories and descriptions

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### **The Community Achievement Awards**

Nine sub-categories recognize outstanding contributions and achievements in community life and provide an opportunity to honour Calgary's exceptional citizens:

#### **Grant MacEwan Lifetime Achievement**

The award goes to an individual Calgarian who, over the past 25 years or more, has made significant contributions to the community, as a volunteer and/or professional, that improved the quality of life for citizens or brought recognition to Calgary.

#### **Calgarian of the Year (previously Citizen of the Year)**

Awarded to an outstanding individual Calgarian who, within the last five years, has made extraordinary contributions to the community, as a volunteer and/or professional, that improved the quality of life in Calgary or brought recognition to Calgary.

#### **Arts**

Awarded to an individual or group of individuals who live in Calgary whose artistic accomplishments brought recognition to Calgary or whose volunteer and/or professional involvement contributed to developing a stronger arts community.

#### **Community Advocate – Individual**

Awarded to an individual Calgarian who has made a significant contribution to the community through their volunteer activities and initiatives. Examples are: involvement with community endeavours, service clubs, community improvement programs, youth programs, or community associations.

#### **Community Advocate – Organization**

Awarded to a non-government, not-for-profit Calgary organization for outstanding service to the community by implementing, improving, supporting, or assisting a local established project or program that has been operating for a minimum 12 months.

## **Education**

Awarded to an individual Calgarian who has enhanced learning opportunities for Calgarians or brought recognition to Calgary due to outstanding academic achievement in their field.

## **Heritage**

Awarded to an individual Calgarian, group or organization who has made an extraordinary contribution to the promotion of awareness and/or preservation of Calgary's heritage or history in the areas of built, non-built, archaeology, education or advocacy.

## **Social Impact – Business (previously Commerce)**

Awarded to a for-profit Calgary business for demonstrating outstanding corporate social responsibility that contributes to making life better for Calgarians. Additional consideration will be given to businesses that demonstrate community social impact through social innovation and/or social entrepreneurship.

## **Youth**

Awarded to an individual Calgarian, 18 years old or younger on December 31, 2022, whose exceptional achievements improved the quality of life in Calgary or brought recognition to Calgary. The focus is on volunteer and community contributions, not academic achievement.

## **The Environmental Achievement Award**

Recognizes leadership, innovation, and action in environmental stewardship that advances the goals of the City of Calgary's Environment Strategy. Contributions may include: application of advanced technology; climate resilience; conservation and efficiency; local volunteer-driven initiatives; and public education.

## **The International Achievement Award**

Recognizes an exceptional individual whose volunteer and professional activities have gained international acclaim or brought significant recognition to Calgary.

## **The Award for Accessibility**

The Award for Accessibility recognizes buildings or facilities in Calgary that architecturally integrate accessibility into their design. Additional consideration will be given to projects that exceed the minimum requirements of Section 3.8, "Accessibility" of the National Building Code, Alberta edition, for accessibility by persons with disabilities.

## **The City of Calgary W.O. Mitchell Book Prize**

Recognizes literary achievement by a Calgary author.

## 2023 CALGARY AWARDS NOMINEES

### Summary

Award	Number of Nominations Received
The Community Achievement Awards:	
Arts	16
Calgarian of the Year (previously Citizen of the Year)	11
Community Advocate - Individual	23
Community Advocate - Organization	29
Education	6
Grant MacEwan Lifetime Achievement	4
Heritage	4
Social Impact – Business (previously Commerce)	8
Youth	6
The International Achievement Award	4
The Award for Accessibility	1
The Environmental Achievement Award	7
The City of Calgary W.O. Mitchell Book Prize	42
<b>Sub total</b>	<b>161</b>
Ineligible	0
Duplicates	3
<b>Total</b>	<b>164</b>

### Arts Nominees

1. Karen Begg
2. BUMP Festival - Priya Ramesh, Peter Oliver, Randy Smith, Ryan Tram, Julia Schreiber
3. East Side Dance Festival - Karyn Leavitt, Kelsey McMahon-Stoker, Kelly Brownlee, Jaclyn Kennedy, Jessica Nottell, Janelle Ferrera, Elise Janz, Robin Dominey and Lisa O'Brien
4. Spotlight Couronne Internationale Inc. - Alvin Masangkay Francia, Limuel Hayag Vilela
5. Sherry Anne Fulgencio-Santillan



6. Esteban Herrera
7. Sheila Kernan
8. Nancy Laberge
9. Madhuban Performing Arts - Ishita Singla, Aditya Chaudhuri, Aseem Pandey, Bhupinderjit Chana, Partha Sarathi Gouda, Shivek Kanwar, Ineha Thind
10. Caitlynnne Medrek
11. David Oulton
12. Daniel Pelton
13. Matt Prazak
14. Art Procter
15. Gayathri Shukla
16. SpanicArts - Fredy Rivas, Maria Loaiza, Roberto Castro Duque, Rocio Luna Carrillo, Wilmer Aburto, Yuli Carvajal Pereira

***Calgarian of the Year Nominees (previously Citizen of the Year)***

1. Ruth Beddoe
2. Evangeline Caoile
3. Christina Chow
4. Dr. Angela Grace
5. Syed Hassan
6. Usman Jutt
7. Alice Lam
8. Rick Lundy
9. Ryan Preston
10. Enrique Sobalvarro
11. Anila Umar Lee Yuen

***Community Advocate – Individual Nominees***

1. Meenu Ahluwalia
2. Francis Aranha
3. Kaley Beisiegel
4. Jennifer Burgess
5. Dale Cena
6. Darshan Singh Dhaliwal
7. Gar Gar
8. Deborah Green (Gopher)
9. Blake Heynen
10. Tiffany Hui
11. Penny Hume

12. Umair Khan
13. Kyle Layton
14. Thomas Naested
15. Shelly Norris
16. Charles Odame-Ankrah
17. Michelle Robinson
18. Heather Roy
19. Mathew Said-Morley
20. Raj Sidhu
21. Geoff Zakaib
22. Sally Zhao
23. Justin Zhou

***Community Advocate – Organization Nominees***

1. The Canadian Council for the Americas Alberta
2. 17th Ave Business Improvement Area
3. Aboriginal Friendship Centre of Calgary (AFCC)
4. Accessible Housing - RAD Renovations
5. Alpha House Society
6. Autism Aspergers Friendship Society of Calgary
7. Calgary Counselling Centre
8. Centre for Sexuality
9. Dashmesh Culture Centre
10. Disabled Sailing Association of Alberta
11. Elephant Artist Relief Society
12. FitKarwaan Foundation
13. Fresh Start Recovery Centre
14. GlobalFest Society
15. Helping Families Handle Cancer
16. I Can for Kids Foundation
17. Immigrant Outreach Society
18. Knitted Knockers Alberta & Canada
19. LOUD Art Society
20. MPC Foundation
21. Pregnancy & Infant Loss Support Centre
22. Punjabi Community Health Services Calgary
23. Riverbend Community Association
24. South East Calgary Resource Centre
25. The Calgary Food Bank
26. The Immigrant Education Society (TIES)

27. Two Wheel View
28. Western Mechatronics Association
29. YW Calgary

***Education Nominees***

1. Chantalle Bourque
2. Godly Mabel
3. Katrina Milaney
4. Anders Nygren
5. Marija Pavkovic Tovissi
6. Bryan Szumlas

***Grant MacEwan Lifetime Achievement Nominees***

1. Reg and Rose Crowshoe
2. Gordon Hoffman
3. Madeleine King
4. Clem Martini

***Heritage Nominees***

1. Alberta Champions Society in Recognition of Community Enrichment
2. Chinatown Advisory Group - Jeanne Kwong, Lloyd Sciban, Shu-ning Sciban, Ernest Hon, Ed Tam, Liza Chan, Fung Ling Feimo, Jamie Leong-Huxley, Arielle Perrotta, Grace Su, Teresa Woo-Paw, Dale Lee Kwong
3. Jackie Kleiner
4. Josh Traptow

***Social Impact – Business Nominees (previously Commerce)***

1. Auto World Sales
2. Blackline Safety
3. inclusion FACTOR
4. Level Playing Field Inc.
5. Robin Chiu Desjardins Insurance Agency
6. Southcentre Mall
7. TELUS
8. The Awakened Company

***Youth Nominees***

1. Shrisha Gupta
2. Izabella Tovissi
3. Sai Vivek Venna
4. Jeanae Elisha Ventura
5. Yanjinxuan Wang
6. Shirley Yuan

***The International Achievement Award Nominees***

1. Karoly Bezdek
2. Joel Purkei
3. Tina Rinker
4. Syed Shan Tariq

***The Award for Accessibility Nominees***

1. Garden Loft

***The Environmental Achievement Award Nominees***

1. Dr. Ghada Nafie
2. Carbon Upcycling Technologies
3. Cerebral Palsy Alberta
4. Earthware Reusables Inc.
5. Styro-Go Canada Inc.
6. Win Well Services Ltd.
7. Zeno Renewables Inc.

***The City of Calgary W.O. Mitchell Book Prize Submissions***

- |                        |   |
|------------------------|---|
| 1. Barbara Baker       | What About Me?  |
| 2. Rita Bozi           | When I Was Better   |
| 3. Jeff Buick          | The Krubera Conspiracy  |
| 4. Priscilla Bunke     | The Story of My Mother: Of Whom We Come And<br>Whence We Came |
| 5. Weyman Chan         | Witness Back At Me  |
| 6. Tobey Laine Daniels | Fuzzy Moon  |
| 7. Kit Dobson          | Field Notes on Listening                                      |

8. Warren Elofson	Slum City Africa, "A Very Bad Place With Good Teachings"
9. Mary Graham	A Stunning Backdrop: Alberta in the Movies 1917-1960
10. Tina Greenshaw	Wander through Time
11. Julie Hiner	Back Track (Detective Mahoney Series)
12. Niall Howell	There Are Wolves Here Too
13. Mikka Jacobsen	Modern Fables
14. Anvesh Jain	Pilgrim to No Country
15. Sebastian Jung	NEVER GIVE UP: The Legend of the Wind Rider
16. Kelly Kaur	Letters to Singapore
17. Skylar Kay	Transcribing Moonlight
18. Stephen Kluserits	Beat Your Kids (at sports, games, etc) and other advice for dads
19. Michelle Konde	The Locket
20. Anantha Krishnamurthy	Speechless Dream
21. Murray Lee	Compass: A Novel
22. Matt Luttrell	River Jumping
23. Suzette Mayr	The Sleeping Car Porter
24. Pamela McDowell	Fire on the Mountain
25. Heather Patterson	Shadows and Light: A Physician's Lens on COVID
26. Shari Peyerl	Alberta's Cornerstone: Archaeological Adventures in Glenbow Ranch Provincial Park
27. Chelsea Polk	Even though I knew the end
28. Emil Rem	Heart of New York
29. Ken Rivard	canalWatch
30. Vicky Roubekas	Embodied: How to Connect to Your Body, Ignite Your Intuition, and Harness Universal Energy for Healing
31. Kim Derrick Rozdeba	Branding Queens
32. Barbara Joan Scott	The Taste of Hunger
33. Dena Seiferling	The Language of Flowers
34. Vivek Shraya	People Change
35. Vivek Shraya	Next Time There's A Pandemic
36. Jaspreet Singh	How to Hold a Pebble
37. Nikki Sitch	Daisy's Adventures in Love
38. Bradley Somer	Extinction
39. Chris Turner	How to Be a Climate Optimist: Blueprints for a Better World
40. Lyndsay Wasko	Best Nest
41. Joshua Whitehead	Making Love with the Land
42. Kelly Maurica Wilson	Stories With Sole

# Background and Previous Council Direction

## Background

The Calgary Awards Program (“the Program”) evolved from the Centennial Awards of Merit Program, which became the Calgary Awards in 1994. In 2018, Council adopted the recommendations of report PFC2018-0112 which provided policy for the Calgary Awards within the Recognitions by Council Policy, CP2018-2, which confirmed that “exemplary achievements by Calgarians shall be recognized through the Calgary Awards Program on an annual basis. The Calgary Awards are The City’s highest honour” (section 5.7.1).

In 2020, the marketing plan, nomination process and jury selection process of the Program were presented to the Gender Equity, Diversity and Inclusion Sub-Committee of the Social Wellbeing Committee, which advised making the Program more accessible, inclusive and diverse so the recipients better represent Calgarians. The following changes included: expanded marketing efforts to include new Canadians and marginalized communities; recruit more diverse juries (gender, race, age and jury experience); and, to provide unconscious bias training for jury members prior to reviewing nominations.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2018 April 23	PFC2018-0112	Recognitions by Council Policy Council approved the Recognitions by Council Policy, CP2018-2.

## Bylaws, Regulations, Council Policies

### **Council Policy: Recognitions by Council, CP2018-2**

The purpose of this Council policy is to establish criteria and procedures to ensure Recognitions by Council are carried out in a consistent and professional manner. The policy provides that The City Clerk’s Office shall “...be responsible for managing the Calgary Awards Program, including determining award categories and names, selecting and coordinating juries, arranging and coordinating the ceremony and all other aspects of the Program design not articulated in this policy” (section 5.7.5).



## 2023 CALGARY AWARDS JURY MEMBERS

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Four juries were assembled to review nominations and select the recipients for the 13 Calgary Awards. Juries are made up of a variety of people from different professions and backgrounds, including internal staff and Calgarians, and past recipients of a Calgary Award.

### 1. Community Achievement Awards (9 awards) and The International Achievement Award Jury

#### Award Recipients from previous years

- Lourdes Juan (Community Advocate – Organization 2019)
- Marichu Antonio (Citizen of the Year 2020)
- Madisen Hvidberg (Heritage 2022)

#### Former Member of Council

- Ward Sutherland

#### Community Representatives

- Kathleen McNally, Calgary Arts Development
- Iftu Hargaaya, Anti-Racism Action Committee

#### Senior City Administrators (or designate)

- Melanie Hulsker, Director, Community Strategies
- Carlie Ferguson, Coordinator, City Planning Policy, City and Regional Planning

#### Mayor's Office

- Gurbir Nijjar, Senior Advisor

*City staff facilitators of the jury:* Leanne Makinson and Trisa Zimmerman, City Clerk's Office



## 2. The Environmental Achievement Award Jury

### Former Member of Council

- Gael MacLeod

### Community Representatives

- Danah Duke, Miistakis Institute
- Devon Keiran, SunGrid
- Ed Ma, Suncor Energy Inc.
- Colin Pattison, SAIT
- Katrina Terrill, Alberta Institute for Wildlife Conservation

### Senior City Administrator

- Carolyn Bowen, Director, Climate & Environment

*City staff facilitator:* Jen Silverthorn, Climate & Environment

*City staff support:* Trisa Zimmerman, City Clerk's Office

## 3. The Award for Accessibility Jury

### Community Representatives

- Patrick Almond, Advisory Committee on Accessibility
- Andrea van Vugt, Advisory Committee on Accessibility
- Loraine Fowlow, Advisory Committee on Accessibility
- Avree Bujacsek, Advisory Committee on Accessibility
- Carol Armes, Advisory Committee on Accessibility

*City staff facilitators:* Laura Collier and Catherine Christenson, Community Strategies

*City staff support:* Trisa Zimmerman, City Clerk's Office and Warren Verkerk, Development, Business & Building Services

## 4. The City of Calgary W.O. Mitchell Book Prize Jury

The City of Calgary W.O. Mitchell Book Prize was juried by the Writers' Guild of Alberta based on an agreement with the Writers' Guild when the Calgary Award was first established in 1996. The three-person jury from the Canadian literary community is comprised of a Calgarian, an Albertan from outside Calgary and a Canadian from outside Alberta.

- Christina Reynolds, Calgary, AB
- Katherine Abbass, Beaumont, AB
- Ashleigh Allen, Toronto, ON

## THE CALGARY AWARDS – External engagement and communications

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Public/interested parties were informed:

- Community members can join an email list to receive updated information on the Calgary Awards Program (“the Program”) at [calgary.ca/calgaryawards](https://calgary.ca/calgaryawards).
- The website and nomination form have translated statements directing those who prefer to read other languages to use Google Translate to translate from English to their preferred language. Statements are translated into Traditional Chinese, Chinese Simplified, Punjabi, Filipino, Hindi, Spanish and Arabic.
- The marketing plan included social media posts and sponsored ads, email marketing, radio ads on two ethnic stations and one Indigenous station, digital ads, industry e-newsletter ads/stories, YouTube ads, a postcard mail out, news release and City employee communications. An information toolkit was created and distributed to Members of Council, award partners and community associations.

Dialogue with interested parties was undertaken:

- In 2022, the Community Achievement jury members were engaged to assist with the revamp of the Commerce award. The Social Impact – Business award was established and will be awarded for the first time in 2023 to a for-profit business. The Commerce award has been discontinued.
- Work started in 2020 to ensure that the Program is more accessible, inclusive and diverse has continued, so that recipients better represent Calgarians. The work has included: marketing efforts to include new Canadians and marginalized communities through Windspeaker Radio and digital ads in multiple languages; greater efforts to recruit more diverse juries (gender, race, age and jury experience) by recruiting from the Anti-Racism Action Committee; and unconscious bias training for jury members prior to reviewing nominations.
- In 2020 and 2022, a demographic survey was sent to nominators, recipients and jury members. This data informed marketing and Calgary Awards Program strategies for 2023 and the survey has been sent out again to 2023 participants.
- Business units were consulted, including the following: Community Strategies and Development, Business and Building Services (Award for Accessibility); Climate and Environment (Environmental Achievement Award); and Parks and Open Spaces, Facilities Management, and City and Regional Planning (Heritage Award). Each business unit reviewed their respective award criteria and assisted with promoting the nomination phase with their networks.
- External award partner Writers’ Guild of Alberta was consulted about the W.O. Mitchell Book Prize criteria and eligibility.



## 2023 Local Improvements Projects

### RECOMMENDATIONS:

That Council:

1. Approve an increase of 4,576,713.35 in 2023 budget appropriation to Public Services Capital Program 147-148; and
2. Give three readings to Proposed Bylaw 1R2023.

### HIGHLIGHTS

- This report requests authorization of Bylaw 1R2023 to carry out owner-initiated local improvement projects in 2023. These projects include paving residential laneways and lowering the height of the curb for individual residential driveways (called driveway crossings).
- **What does this mean to Calgarians?** Local Improvement projects are projects that benefit a small section of local property owners rather than the majority of Calgarians. Through the owner-initiated Local Improvement process, the City and property owners facilitate and support efforts to improve neighborhood assets that increase the attractiveness and accessibility of an area.
- **Why does this matter?** All the projects associated with this bylaw were initiated or requested by adjacent property owners. Annual adoption of this bylaw is required to facilitate completion of these projects. This report affects locations in Wards 1, 4-12, and 14.
- The Municipal Government Act (MGA) provides provincial statutory guidelines for Local Improvement administration. Local Improvement charges are assessed to adjacent benefitting properties and then added to property taxes until the costs are repaid.
- There is no cost sharing between The City and property owners. All costs for these improvements are charged to the property owners.
- Previous Council Direction, Background (Attachment 1).

### DISCUSSION

Local Improvement Bylaws are processed according to the Municipal Government Act (Sections 392-396) and various policies and guidelines, as follows:

- A petition package to initiate the local improvement is obtained by calling The City of Calgary Operations Centre at 311.
- To be valid, a petition must be signed by at least two-thirds (2/3) of the affected property owners representing at least half (1/2) the assessed value of land.
- The completed petition form is returned to The City for validation.
- When a valid petition is received, the proposed project is included in the next available group of local improvements.
- A Notice of Intention is mailed to each affected property owner outlining the type of proposed construction, the estimated cost and the property owner's estimated share of the cost.

**Infrastructure Services Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0302  
Page 2 of 3**

## **2023 Local Improvements Projects**

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- Property owners have the right to submit petitions to The City against the proposed local improvements. To be valid, a “petition against” must be signed by at least two-thirds (2/3) of the affected property owners representing at least half (1/2) the assessed value of land.
- A “petition against” must be received within the 30 days of the mailing date of the Notice of Intention.
- If a valid “petition against” is received, The City is prohibited from proceeding with the work (MGA Section 396 (3)). In this case, The City deletes the local improvement from the Local Improvement bylaw.
- In all cases, The City advises affected property owners in writing whether the petition is valid.

Bylaw 1R2023 is required for lane paving in residential areas with standard widths and new residential driveway crossings (Attachment 2).

- The scope of improvements, program costs and specific tax rates used for the Group One Local Improvement’s are set forth in the bylaw. A general listing of tax rates used by The City is included with this report (Attachment 3).

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken     |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

Notices of The City’s intention to undertake 53 Local Improvement projects were sent to affected property owners on 2023 January 16. “Petitions Against” were requested and sent out for 7 projects. There was one petition against that was returned for validation and was invalid. Council will be informed by Administration at the 2023 March 14 meeting of any petitions received after the preparation of this report. If this occurs, it will be recommended that Council identify and approve the withdrawal of any project prior to second reading of the bylaw, direct Administration to recalculate dollar values and amend the bylaw content accordingly. Second and third readings may be given to the bylaw, as amended, with Council’s understanding that all changes will be made by Administration and delivered to the City Clerk’s office to serve as the legal corporate record. Affected property owners will be notified in writing of Council’s decision.

## **IMPLICATIONS**

### **Social**

Owner-initiated Local Improvement projects can improve a specific area’s livability. They can contribute to increased attractiveness and accessibility. The Local Improvement process

**Infrastructure Services Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0302  
Page 3 of 3**

## **2023 Local Improvements Projects**

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provides a mechanism for adjacent residents to improve public infrastructure such as paving a lane, while sharing the cost over numerous properties.

### **Environmental**

Lane paving is an effective means of dust reduction, and it offers better drainage and prevents erosion of the lane surface.

### **Economic**

Low effective interest rates, as set by the Province of Alberta (the "Province"), and a 15-year amortization help lower annual costs for affected property owners.

### **Service and Financial Implications**

No anticipated financial impact

The full costs for first time paving of lanes are borne by the property owners. An increase to the 2023 budget of \$4,576,713.35 is required for Public Services Delivery Capital Program 147/148, Activity 432395 (Attachment 5). The requested budget will be funded by Local Improvement debt to pay for contract work outlined in the Bylaw 1R2023. The borrowed funds are repaid by the property owners and are not mill rate supported.

### **RISK**

The City's ability to complete needed Local Improvement projects and provide service in a timely manner could be negatively impacted if the Local Improvement bylaws are not approved. Through the Local Improvement process, property owners can upgrade infrastructure to improve quality of life in their community.

### **ATTACHMENT(S)**

1. Attachment 1 - Previous Council Direction, Background
2. Attachment 2 - Proposed Local Improvement Bylaw No. 1R2023 of The City of Calgary
3. Attachment 3 - 2023 Local Improvement Uniform Tax Rates
4. Attachment 4 - 2023 Petition Against Summary Report
5. Attachment 5 - Summary of Financial Impact
6. Attachment 6 - 2023 Group One Local Improvement Projects Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Kerensa Fromherz	Infrastructure Services	Approve
Michael Thompson	Infrastructure Services	Approve



# Background and Previous Council Direction

## Background

Council approved 1R2022 on 2022 March 08 followed by an approval for amended bylaw on 2023 January 24 to correct borrowing amount due to administrative/clerical error.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 March 08	C2022- 0255	<p><b>2022 Group One Local Improvement Projects</b></p> <p>11.3 ADMINISTRATION REPORTS</p> <p>11.3.1 2022 Group 1 Local Improvement Projects, C2022-0255</p> <p><b>Moved by</b> Councillor Chabot <b>Seconded by</b> Councillor Mian</p> <p>That with respect to Report C2022-0255, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"><li>1. Approve an increase of \$5,479,370 in 2022 budget appropriation to Roads Capital Program 147-148; and</li><li>2. Give three readings to Bylaw 1R2022.</li></ol> <p>For: (15): Councillor Chu, Councillor Spencer, Councillor Chabot, Councillor Penner, Councillor Wong, Councillor Mian, Councillor Dhaliwal, Councillor Pootmans, Councillor Sharp, Councillor Wyness, Councillor Demong, Councillor McLean, Councillor Carra, Councillor Walcott, and Mayor Gondek</p> <p><b>MOTION CARRIED</b></p> <p>That Bylaw 1R2022 be introduced and read a first time.</p>



**MOTION CARRIED**

**Moved by** Councillor Carra  
**Seconded by** Councillor Chabot

That Bylaw 1R2022 be amended in Schedule A, on page 12 by deleting the Project # 2021-655-011 from the list of projects.

For: (13): Councillor Spencer, Councillor Chabot, Councillor Penner, Councillor Wong, Councillor Mian, Councillor Pootmans, Councillor Sharp, Councillor Wyness, Councillor Demong, Councillor McLean, Councillor Carra, Councillor Walcott, and Mayor Gondek

Against: (2): Councillor Chu, and Councillor Dhaliwal

**MOTION CARRIED**

By General Consent, this Item was postponed to the Call of the Chair.

Council returned to this Item following Item 11.4.1.

**Moved by** Councillor Carra  
**Seconded by** Councillor Chabot

That Bylaw 1R2022 be amended by deleting the amount \$5,479,370 wherever it appears in the Bylaw and replacing with the amount \$5,376,957.

For: (15): Councillor Chu, Councillor Spencer, Councillor Chabot, Councillor Penner, Councillor Wong, Councillor Mian, Councillor Dhaliwal, Councillor Pootmans, Councillor Sharp, Councillor Wyness, Councillor Demong, Councillor McLean, Councillor Carra, Councillor Walcott, and Mayor Gondek

**MOTION CARRIED**

That Bylaw 1R2022 be read a second time, **as amended.**

**MOTION CARRIED**

That authorization now be given to read Bylaw 1R2022 a third time, **as amended.**

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 1R2022 be read a third time, **as amended.**

2023 Jan 14

C2023-0098

**2022 Group One Local Improvement Projects-Amended**

9.2.6 [2022 Group One Local Improvement Projects – Amended\\_C2023-0098](#) 

**Moved by** Councillor Chabot  
**Seconded by** Councillor Spencer

That with respect to Report C2023-0098, the following be adopted:

That Council:

1. Approve an increase of \$520,677.31 in 2022 budget appropriation to Capital Program 147-148, totaling \$5,897,634.31; and
2. Give three readings to Proposed Bylaw 2R2022.

Councillor Carra, Councillor Chu, Councillor Demong, Mayor Gondek, Councillor Sharp, Councillor Spencer, Councillor Walcott,  
For: Councillor Pootmans, Councillor McLean, Councillor Wyness,  
(15) Councillor Mian, Councillor Penner, Councillor Chabot, Councillor Wong, and Councillor Dhaliwal

**MOTION CARRIED**

That Bylaw 2R2022 be introduced and read a first time.

**MOTION CARRIED**

That Bylaw 2R2022 be read a second time.

**MOTION CARRIED**

That authorization now be given to read Bylaw 2R2022 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 2R2022 be read a third time.

**MOTION CARRIED**

## Bylaws, Regulations, Council Policies

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### **1R2022**

2022 Group One Local Improvement Bylaw

### **2R2022**

2022 Group One Local Improvement Bylaw-Amendment



# PROPOSED

C2023-0302  
ATTACHMENT 2

## BYLAW NUMBER 1R2023

BEING A BYLAW OF THE CITY OF CALGARY  
TO AUTHORIZE:

- THE CONSTRUCTION OF THE LOCAL IMPROVEMENTS AS DESCRIBED WITHIN THE ATTACHED SCHEDULE "A"; AND
- THE IMPOSING OF A LOCAL IMPROVEMENT TAX AGAINST THE PROPERTIES AFFECTED BY THE CONSTRUCTION OF THE LOCAL IMPROVEMENTS; AND
- TO BORROW UP TO THE MAXIMUM AMOUNT OF \$4,576,713.35 TO FINANCE THE CONSTRUCTION OF THE LOCAL IMPROVEMENTS

\*\*\*\*\*

**WHEREAS** the Council of The City of Calgary ("**Council**") has determined it is advisable to pass a bylaw pursuant to Sections 251, 263, and 397 of Municipal Government Act, R.S.A. 2000, c.M-26 ("**the Act**") to authorize the financing, undertaking and completing of the local improvements described in the attached Schedule "A" (the "**Local Improvements**");

**AND WHEREAS** the total cost of constructing the Local Improvements is estimated to be \$4,576,713.35 to be paid by the affected property owners;

**AND WHEREAS** in order to construct and complete the Local Improvements, it will be necessary for The City of Calgary ("**The City**") to borrow up to the maximum amount of \$4,576,713.35 from the Province of Alberta (the "**Province**"), other lenders or from capital markets (the "**Lender**") to finance the property owners' share of the construction of the Local Improvements on the terms and conditions referred to in this Bylaw;

**AND WHEREAS** the estimated lifetime of the Local Improvements is equal to or in excess of 15 years;

**AND WHEREAS** the amount of the long term debt of The City as at 2022 December 31 (un-audited) is \$2,695 million with \$332 million being tax supported debt, \$247 million being self-sufficient tax supported debt and \$2,116 million being self-supported debt and no part of the principal or interest is in arrears;

**AND WHEREAS** all required approvals for the Local Improvements have been obtained and the Local Improvements are in compliance with all acts and regulations of the Province of Alberta;

**AND WHEREAS** The City has, pursuant to Section 396(1) of the Act, given proper notice of intention to undertake and complete the construction of the Local Improvements at the locations described in the attached Schedule "A". The cost or a portion thereof to be assessed against abutting (or benefiting) owners shall be in accordance with the attached Schedule "A";

# PROPOSED

## BYLAW NUMBER 1R2023

### **NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. The City is hereby authorized to oversee the construction of the Local Improvements, and to impose a local improvement tax against the parcels of land abutting or benefiting the constructed improvements.
2. The City is hereby authorized to borrow from the Lender up to the maximum amount of \$4,576,713.35 to finance the construction of the Local Improvements.
3. The Chief Financial Officer of The City is hereby authorized to execute and deliver such agreements, instruments, certificates, and other documents, and do such further acts and things as may be reasonably necessary or as may be reasonably requested for the purpose of carrying out the borrowing and performing The City's obligations under any associated agreements, instruments, certificates or other documents.
4. The City shall repay the borrowing over a period not exceeding 15 years in accordance with one or more of the following repayment structures:
  - (a) in installments of principal and interest, as and when due, throughout the term of the borrowing (such installments being no less often than semi-annually); and
  - (b) interest only installment payments followed by installments of principal and interest, as and when due under the terms of the borrowing (such installments being no less often than semi-annually);with interest in either case not exceeding 8% per annum.
5. The City shall levy and raise in each year an amount by way of municipal taxes sufficient to pay the interest, principal, fees and other charges when due and as required on the borrowing.
6. In addition to all rates and taxes, The City shall annually levy the local improvement tax on all lands affected by the Local Improvements to cover the property owners' portion of costs set forth in the attached Schedule "A". The persons liable to pay the local improvement tax are the owners of the lands in respect of which the local improvement tax is imposed.
7. The borrowing shall be contracted on the credit and security of The City.
8. The net amount borrowed under this Bylaw shall be applied only to the Local Improvements specified by this Bylaw.

# PROPOSED

## BYLAW NUMBER 1R2023

9. Schedule "A" attached hereto is hereby declared to form part of this Bylaw.
10. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

## SCHEDULE "A"

BYLAW NUMBER 1R2023

### THE CITY OF CALGARY

#### LOCAL IMPROVEMENT BYLAW 1R2023

#### INDEX OF INITIATION/WITHDRAWAL CODES (I/W)

1. PROJECT INITIATED AT REQUEST OF PROPERTY OWNER(S)

#### INDEX OF SPECIAL ASSESSMENT CODES (S.A.)

1. UNIFORM TAX RATE PROJECT
2. COST PROJECT

#### NOTES APPLICABLE TO 2023 LOCAL IMPROVEMENT PROJECTS

- INTEREST RATE FACTOR 15 YEARS AT 5.5% = (APPLICABLE TO UNIFORM TAX RATE PROJECTS ONLY)
- FORMULA FOR DETERMINING ASSESSABLE FRONTAGE OF IRREGULAR SHAPED LOTS:  
SHORTEST WIDTH + (35% X (LONGEST WIDTH - SHORTEST WIDTH) EXCEPT FOR 'COST' TYPE  
PROJECTS WHICH WILL USE ACTUAL FRONTAGE MEASUREMENTS

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	FRONTAGE			FLANKAGE	PER METRE				PER YEAR	
Ward Number - 01												
Driveway Crossing - Residential												
2022-700-014 1	2	01	5028 VALLANCE CR NW		4,900.00	7.60	0.00	644.74	4,900.00	0.00	64.24	488.22
TOTAL					4,900.00	7.60	0.00		4,900.00	0.00		488.22



# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR
Ward Number - 04											
Asphalt Paving 4.88m laneway											
2022-650-002 1	1	04	LANEWAY BEHIND 203 & 251 38 AVE NW, 3831-3723 1 ST NW, 3832-3724 2 ST NW.	107,021.38	289.56	0.00	369.60	107,021.38	0.00	36.83	10,664.49
Asphalt Paving 8m laneway											
2022-656-005 1	1	04	LANEWAY BEHIND 4307 EDMONTON TR NE; 343 MCKNIGHT BV NE; 310 42 AV NE; 204-412 41 AV NE.	312,985.14	718.68	0.00	435.50	312,985.14	0.00	43.39	31,183.53
Driveway Crossing - Residential											
2022-700-009 1	2	04	100 COLERIDGE RD NW	5,000.00	7.20	0.00	694.44	5,000.00	0.00	69.19	498.17
TOTAL				425,006.52	1,015.44	0.00		425,006.52	0.00		42,346.19

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. . CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR
Ward Number - 05											
Asphalt Paving 6.1m laneway											
2022-655-003 1	1	05	LANEWAY BEHIND 105-141 CORNER MEADOWS GA NE; 51-119 CORNER MEADOWS MR NE; 6-74 CORNER MEADOWS CM NE	132,205.92	357.70	0.00	369.60	132,205.92	0.00	36.83	13,174.09
Asphalt Paving 9.14m laneway											
2022-660-001 1	1	05	LANEWAY BEHIND 9019-9087 52 ST NE; 131-187 SAVANNA GV NE	116,565.93	267.66	0.00	435.50	116,565.93	0.00	43.39	11,613.77
2022-660-003 1	1	05	LANEWAY BEHIND 7-67 SAVANNA PR NE; 9088-9020 52 ST NE.	118,020.50	271.00	0.00	435.50	118,020.50	0.00	43.39	11,758.69
TOTAL				366,792.35	896.36	0.00		366,792.35	0.00		36,546.55

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR
Ward Number - 06											
Driveway Crossing - Residential											
2022-700-007 1	2	06	4520 45 ST SW	4,650.00	9.50	0.00	489.47	4,650.00	0.00	48.77	463.32
TOTAL				4,650.00	9.50	0.00		4,650.00	0.00		463.32

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR
Ward Number - 07											
Asphalt Paving 4.88m laneway											
2022-650-001 1 1	07	LANEWAY BEHIND 704-810 25 AV NW; 701-811 26 AV NW.	125,327.66	339.09	0.00	369.60	125,327.66	0.00	36.83	12,488.68	
2022-650-003 1 1	07	LANEWAY BEHIND 532 & 550 30 AV NW; 3101-3217 4A ST NW; 3104-3216 5 ST NW.	123,919.49	335.28	0.00	369.60	123,919.49	0.00	36.83	12,348.36	
2022-650-004 1 1	07	LANEWAY BEHIND 1220 & 1224 GLADSTONE RD NW; 1207 & 1209 5 AV NW; 1241 5 AV NW; 403-457 11A ST NW; 410-466 12 ST NW.	188,418.38	509.79	0.00	369.60	188,418.38	0.00	36.83	18,775.57	
Asphalt Paving 6.1m laneway											
2022-655-010 1 1	07	LANEWAY BETWEEN 14 STREET NW AND 15 STREET NW FROM 11 AVENUE TO 13 AVENUE.	105,949.54	286.66	0.00	369.60	105,949.54	0.00	36.83	10,557.69	
2022-655-013 1 1	07	LANEWAY BEHIND 403-473 30 AVE NW; 466-402 29 AV NW; 3007 2 ST NW.	194,986.18	527.56	0.00	369.60	194,986.18	0.00	36.83	19,430.03	
TOTAL			738,601.25	1,998.38	0.00		738,601.25	0.00		73,600.33	

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR
Ward Number - 08											
Asphalt Paving 6.1m laneway											
2021-655-020 1 1	08	LANEWAY BEHIND 3312 25 AV SW; 2401-2439 32 ST SW; 2402-2436 33 ST SW	112,654.08	304.80	0.00	369.60	112,654.08	0.00	36.83	11,225.78	
2021-655-021 1 1	08	LANEWAY BEHIND 4803 16 ST SW; 1705-1747 47 AV SW; 1704-1750 48 AV SW	134,796.82	364.71	0.00	369.60	134,796.82	0.00	36.83	13,432.27	
2021-655-022 1 1	08	LANEWAY BEHIND 702-728 EARL GREY CR SW; 701-825 HILLCREST AV SW	117,044.93	316.68	0.00	369.60	117,044.93	0.00	36.83	11,663.32	
2022-655-001 1 1	08	LANEWAY BEHIND 2528-2540 32 AV SW; 3203-3231 24A ST NW; 3202-3228 25 ST SW	111,467.66	301.59	0.00	369.60	111,467.66	0.00	36.83	11,107.56	
2022-655-002 1 1	08	LANEWAY BEHIND 501-521 RIVERDALE AV SW; 4211-4237 5 ST SW; 4210-4240 5A ST SW	108,152.35	292.62	0.00	369.60	108,152.35	0.00	36.83	10,777.19	
2022-655-004 1 1	08	LANEWAY BEHIND 28 STREET SW FROM 25 AVENUE SW TO 26 AVENUE SW	112,654.08	304.80	0.00	369.60	112,654.08	0.00	36.83	11,225.78	
2022-655-005 1 1	08	LANEWAY BEHIND 1705 41 AV SW; 4204-4226 16A ST SW; 4203-4221 16 ST SW.	70,309.01	190.23	0.00	369.60	70,309.01	0.00	36.83	7,006.17	
2022-655-009 1 1	08	LANEWAY BEHIND 4710 16 ST SW; 4603 & 4611 15 ST SW; 1603-1611 45 AV SW; 1608-1644 ACTON AV SW; 1613-1643 ALTADORE AV SW.	157,693.54	426.66	0.00	369.60	157,693.54	0.00	36.83	15,713.89	
2022-655-014 1 1	08	LANEWAY BEHIND 2401-2439 27 ST SW, 2849 23 AVE SW, 204-2440 28 ST SW.	112,654.08	304.80	0.00	369.60	112,654.08	0.00	36.83	11,225.78	
2022-655-017 1 1	08	LANEWAY BEHIND 3419 17 ST SW; 3470 18 ST SW; 1807-1827 33 AV SW; 1802-1840 34 AV SW.	112,439.71	304.22	0.00	369.60	112,439.71	0.00	36.83	11,204.42	
TOTAL			1,149,866.26	3,111.11	0.00	1,149,866.26		0.00	114,582.16		

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR
Ward Number - 09											
Asphalt Paving 6.1m laneway											
2022-655-006 1 1	09	LANEWAY BEHIND 1215 6 ST NE; 602-642 11 AV NE; 601-637 12 AV NE.	112,672.56	304.85	0.00	369.60	112,672.56	0.00	36.83	11,227.63	
2022-655-008 1 1	09	LANEWAY BEHIND 410-440 11 AV NE; 415-439 12 AV NE.	84,424.03	228.42	0.00	369.60	84,424.03	0.00	36.83	8,412.71	
2022-655-012 1 1	09	LANEWAY BEHIND 1010 5 ST NE; 602-640 9 AV NE; 607-639 10 AV NE.	107,808.62	291.69	0.00	369.60	107,808.62	0.00	36.83	10,742.94	
2022-655-015 1 1	09	LANEWAY BEHIND 502-540 11 AVE NE, 501-541 12 AVE NE.	112,654.08	304.80	0.00	369.60	112,654.08	0.00	36.83	11,225.78	
2022-655-016 1 1	09	LANEWAY BEHIND 1315 4 ST NE; 1302-1320 EDMONTON TR NE; 412-442 12 AV NE; 413-439 13 AV NE	130,886.45	354.13	0.00	369.60	130,886.45	0.00	36.83	13,042.61	
Asphalt Paving 9.14m laneway											
2022-660-002 1 1	09	LANEWAY BEHIND 107-151 ERIN MEADOW CL SE; 227-271 ERIN MEADOW CL SE.	98,270.58	225.65	0.00	435.50	98,270.58	0.00	43.39	9,790.95	
Driveway Crossing - Residential											
2022-700-010 1 2	09	4604 4 AV SE	5,000.00	7.60	0.00	657.89	5,000.00	0.00	65.55	498.18	
TOTAL			651,716.32	1,717.14	0.00		651,716.32	0.00		64,940.80	

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %					
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR				
Ward Number - 10															
Driveway Crossing - Residential															
2022-700-001 1 2		10	1204 MAYLAND DR NE	6,700.00	10.70	0.00	626.17	6,700.00	0.00	62.39	667.57				
2022-700-026 1 2		10	119 TEMPLEBOW PL NE	2,900.00	5.40	0.00	537.04	2,900.00	0.00	53.51	288.95				
TOTAL				9,600.00	16.10	0.00		9,600.00	0.00		956.52				

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR
Ward Number - 11											
Driveway Crossing - Residential											
2022-700-006 1 2	11	2003 54 AV SW	3,550.00	5.30	0.00	669.81	3,550.00	0.00	66.74	353.72	
2022-700-018 1 2	11	11443 BRANIFF RD SW	3,700.00	7.90	0.00	468.35	3,700.00	0.00	46.66	368.61	
2022-700-020 1 2	11	1911 BAY SHORE RD SW	4,600.00	7.10	0.00	647.89	4,600.00	0.00	64.55	458.30	
2022-700-023 1 2	11	456 WILDERNESS DR SE	6,050.00	9.50	0.00	636.84	6,050.00	0.00	63.45	602.78	
2022-700-024 1 2	11	3331 LASSITER CO SW	4,450.00	6.20	0.00	717.74	4,450.00	0.00	71.51	443.36	
TOTAL			22,350.00	36.00	0.00		22,350.00	0.00		2,226.77	



# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION		FRONTAGE	FLANKAGE				PER METRE	PER YEAR
Ward Number - 12											
Asphalt Paving 6.1m laneway											
2022-655-007 1 1	12	LANEWAY BEHIND 4-62 ELGIN MEADOWS PA SE; 172-252 ELGIN MEADOWS PA SE.	95,393.76	258.10	0.00	369.60	95,393.76	0.00	36.83	9,505.82	
2022-655-011 1 1	12	LANEWAY BEHIND 63-155 MASTERS LI SE; 225-325 MASTERS CR SE.	150,312.62	406.69	0.00	369.60	150,312.62	0.00	36.83	14,978.39	
Asphalt Paving 8m laneway											
2022-656-001 1 1	12	LANEWAY BEHIND 5 AUTUMN GR SE; 4-60 AUTUMN GR SE; 61-99 AUTUMN GR SE; 107-269 AUTUMN GR SE.	231,206.95	530.90	0.00	435.50	231,206.95	0.00	43.39	23,035.75	
2022-656-004 1 1	12	LANEWAY BEHIND 143-246 MARQUIS CO SE, 631- 659 MAHOGANY BV SE.	78,089.51	179.31	0.00	435.50	78,089.51	0.00	43.39	7,780.26	
Driveway Crossing - Residential											
2022-700-005 1 2	12	111 MAHAGONY CV SE	5,300.00	3.90	0.00	1,358.97	5,300.00	0.00	135.39	528.02	
TOTAL			560,302.84	1,378.90	0.00		560,302.84	0.00		55,828.24	

# PROPOSED

## BYLAW NUMBER 1R2023

### THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1R2023

PROJECT NUMBER				LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE		EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 5.5 %	
I/W Code	S.A. Code	WARD NO.	FRONTAGE			FLANKAGE	PER METRE				PER YEAR	
Ward Number - 14												
Asphalt Paving 8m laneway												
2022-656-002 1 1		14	LANEWAY BEHIND 6-58 WALDEN RD SE; 50-118 WALDEN MR SE.	125,511.10	288.20	0.00	435.50	125,511.10	0.00	43.39	12,505.00	
2022-656-003 1 1		14	LANEWAY BEHIND 6-26 WALDEN CR SE; 34-166 WALDEN CR SE; 204-228 WALDEN CR SE; 350-482 WALDEN DR SE	308,786.92	709.04	0.00	435.50	308,786.92	0.00	43.39	30,765.25	
2022-656-006 1 1		14	LANEWAY BEHIND 1751-1779 LEGACY CI SE; 20-84 LEGACY CR SE; 156-220 LEGACY CR SE.	168,529.79	386.98	0.00	435.50	168,529.79	0.00	43.39	16,791.06	
Driveway Crossing - Residential												
2022-700-002 1 2		14	15211 DEER RUN DR SE	6,000.00	3.00	0.00	2,000.00	6,000.00	0.00	199.26	597.78	
2022-700-012 1 2		14	179 MT COPPER PA SE	4,900.00	6.70	0.00	731.34	4,900.00	0.00	72.87	488.23	
2022-700-013 1 2		14	12215 LAKE LOUISE WY SE	5,700.00	8.70	0.00	655.17	5,700.00	0.00	65.28	567.94	
2022-700-016 1 2		14	512 LAKE BONAVISTA DR SE	5,000.00	7.70	0.00	649.35	5,000.00	0.00	64.70	498.19	
2022-700-017 1 2		14	319 PARKLAND WY SE	5,200.00	8.10	0.00	641.98	5,200.00	0.00	63.96	518.08	
2022-700-021 1 2		14	2028 LAKE BONAVISTA DR SE	4,150.00	7.70	0.00	538.96	4,150.00	0.00	53.70	413.49	
2022-700-022 1 2		14	14691 DEER RIDGE DR SE	4,000.00	6.30	0.00	634.92	4,000.00	0.00	63.26	398.54	
2022-700-025 1 2		14	2016 LAKE BONAVISTA DR SE	5,150.00	7.80	0.00	660.26	5,150.00	0.00	65.78	513.08	
TOTAL				642,927.81	1,440.22	0.00		642,927.81	0.00		64,056.64	
GRAND TOTAL				4,576,713.35	11,626.75	0.00		4,576,713.35	0.00		456,035.74	

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# PROPOSED

BYLAW NUMBER 1R2023

THE CITY OF CALGARY  
LOCAL IMPROVEMENT BYLAW 1R2023  
FINANCING SUMMARY

TOTAL LOCAL IMPROVEMENT FINANCING REQUIRED FOR

PROPERTY OWNERS SHARE	4,576,713.35
CITY SHARE	0.00
TOTAL ESTIMATED CONSTRUCTION COST	4,576,713.35
TOTAL LEVY AUTHORIZED BYLAW NO. 1R2023	4,576,713.35

# PROPOSED

**BYLAW NUMBER 1R2023**

**THE CITY OF CALGARY  
LOCAL IMPROVEMENTS SYSTEM  
AUDIT TRAIL  
PETITION SUMMARY  
BYLAW 1R2023**

NUMBER OF PROJECTS PETITIONED AGAINST:	7
NUMBER OF PETITIONS AGAINST RETURNED:	1
NUMBER OF PETITIONS AGAINST NOT RETURNED:	6

# PROPOSED

BYLAW NUMBER 1R2023

THE CITY OF CALGARY  
LOCAL IMPROVEMENTS SYSTEM  
2023 PETITION AGAINST SUMMARY  
BYLAW 1R2023

PROJECT NUMBER	PETITION AGAINST	DATE RECEIVED	WARD NO.	TYPE OF IMPROVEMENT LOCATION REFERENCE	VALID SIGN. %	VALID LAND %	STATUS
2022-655-009	2023-01-003	2023-02-14	08	Asphalt Paving 6.1m laneway LANEWAY BEHIND 4710 16 ST SW; 4603 & 4611 15 ST SW; 1603-1611 45 AV SW; 1608-1644 ACTON AV SW; 1613-1643 ALTADORE AV SW.	2.70	2.86	INVALID

# PROPOSED

**BYLAW NUMBER 1R2023**

**THE CITY OF CALGARY  
LOCAL IMPROVEMENTS SYSTEM  
2023 OUTSTANDING PETITION AGAINST SUMMARY  
BYLAW 1R2023**

PROJECT NUMBER	PETITION NUMBER	DEADLINE DATE	DESCRIPTION
2022-655-014	2023-02-003	2023-02-15	PETITION AGAINST HAS NOT BEEN RETURNED
2022-655-017	2023-01-002	2023-02-15	PETITION AGAINST HAS NOT BEEN RETURNED
2022-655-012	2023-02-001	2023-02-15	PETITION AGAINST HAS NOT BEEN RETURNED
2022-655-015	2023-02-002	2023-02-15	PETITION AGAINST HAS NOT BEEN RETURNED
2022-655-016	2023-01-008	2023-02-15	PETITION AGAINST HAS NOT BEEN RETURNED
2022-656-003	2023-01-005	2023-02-15	PETITION AGAINST HAS NOT BEEN RETURNED



**CITY OF CALGARY**  
**2023 LOCAL IMPROVEMENT UNIFORM TAX RATES**  
**FOR PROJECTS UP TO AND INCLUDING 2023 Jan 15**

**RESIDENTIAL CONSTRUCTION**

LOCAL IMPROVEMENT TYPE CODE	DESCRIPTION OF IMPROVEMENT	PERIOD OF	UNIFORM TAX RATE	PROPERTY	ANNUAL LEVY	PROPERTY
		ASSESSMENT	PER ASSESSABLE	OWNERS' SHARE	PER ASSESSABLE	OWNERS' LEVY
		YEARS	METRE	METRE	METRE	METRE
	<u>Asphalt Work – New Construction</u>		<b>\$/m</b>	<b>\$/m</b>	<b>\$/m</b>	<b>\$/m</b>
650/655	Less than or equal to 7 Metres wide	15	369.60	369.60	36.83	36.83
656/660	Greater than 7 Metres wide	15	435.50	435.50	43.39	43.39





## **“PETITION AGAINST” SUMMARY REPORT**

### **Overview of 2023 Group One Local Improvement Projects/ “Petitions Against” by Ward**

Ward #	Local Improvement Projects	Projects for which “Petitions Against” were requested*	Projects for which “Petitions Against” were returned*	“Petitions Against”	
				Valid	Invalid
1	1	0	0	0	0
2	0	0	0	0	0
3	0	0	0	0	0
4	3	0	0	0	0
5	3	0	0	0	0
6	1	0	0	0	0
7	5	0	0	0	0
8	10	3	1	0	1
9	7	4	0	0	0
10	2	0	0	0	0
11	5	0	0	0	0
12	5	0	0	0	0
13	0	0	0	0	0
14	11	0	0	0	0
<b>City Total</b>	<b>53</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>1</b>

\* Multiple petitions requested/returned for a given project are combined and presented as one



**SUMMARY OF FINANCIAL IMPACT**

**Program 147 – 148 / Activity 432395 – LI Paving and Driveway Crossings  
Funded by Property Owners**

**Group One Bylaws Total Borrowing Requirement**

<b>Bylaw No.</b>	<b>Budget Program / Activity No.</b>	<b>Estimated Total Cost</b>
1R2023	147-148 / 432395	\$4,576,713.35
Total Bylaw Requirement		\$4,576,713.35
Total Funding Requirement		\$4,576,713.35
Increase In Budget Required		\$4,576,713.35





## 2023 Local Improvement Projects – C2023-0302

2023 March 14



## RECOMMENDATION(S):

That Council:

- Approve an increase of \$4,576,713.35 in 2023 budget appropriation to Public Services Delivery Capital Program 147-148, totaling \$4,576,713.35; and
- Give three readings to Bylaw 1R2023.

## Background

- Local Improvement Bylaws are presented to Council annually to authorize the financing, and construction of the lane paving and driveway crossings in residential areas.
- In March 2022, Council approved the previous Bylaw 1R2022.



## Highlights

- Local Improvements are projects that Council considers to be a greater benefit to a particular area in the municipality than to the whole municipality.
- All the projects associated with this Bylaw were initiated or requested by property owners.
- There is no cost sharing between The City and property owners, all costs are charged to the property owners.

## Discussion

- Notices of intention to undertake 53 Local Improvement projects were sent to affected property owners.
- Petitions Against were requested and sent out for 7 projects. There was one petition against that was returned and was invalid.



## RECOMMENDATION(S):

That Council:

- Approve an increase of \$4,576,713.35 in 2023 budget appropriation to Public Services Delivery Capital Program 147-148, totaling \$4,576,713.35; and
- Give three readings to Bylaw 1R2023.

## **2023 Local Improvement Bylaws for Stephen Avenue Mall and Barclay Mall**

### **RECOMMENDATION(S):**

That Council:

1. Give three readings to Proposed Bylaw 1L2023; and
2. Give three readings to Proposed Bylaw 2L2023.

### **HIGHLIGHTS**

- Since the 1980's, The City has used the enhanced mall maintenance program to deliver extra maintenance to portions of Stephen Avenue Mall (8 Avenue between 1 Street SE and 4 Street SW) and Barclay Mall (3 Street SW between Barclay Parade and 9 Avenue SW).
- The cost of the program is shared equally between The City and adjacent property owners through Local Improvement Bylaws 1L2023 and 2L2023.
- Each year property owners are notified in advance about the proposed work, the estimated construction cost and their share. They can object to the work by petitioning The City before the bylaws are submitted to Council. There have been no petitions to the 2023 proposal.
- **What does this mean to Calgarians?** This program enables The City to improve the condition of street furniture including surface repairs, to perform additional snow and ice control, and to provide enhanced street cleaning and street lighting. These improvements attract business, residents, and tourism to the downtown and contribute to the Calgary economy overall.
- **Why does this matter?** Stephen Avenue Mall and Barclay Mall are important pedestrian corridors in downtown Calgary. The proposed Local Improvement bylaws allow us to continue to provide a vibrant, attractive, and safe space for visitors, businesses and Calgarians while encouraging sustainable modes of transportation.

### **DISCUSSION**

The funding for the program is made possible through the authorization of the Local Improvement bylaws. These bylaws allow for local projects to prevent deterioration of existing infrastructure, maintain or improve accessibility, and enhance appearance without burdening all taxpayers with the full financial responsibility of improving these public spaces. The cost of the enhanced mall maintenance program is shared equally (50/50) between The City and the adjacent property owners.

This program aligns with the Calgary Transportation Plan by helping to facilitate and provide mobility choices in the City Centre while promoting safety for all transportation system users.

Council must annually approve the Local Improvement bylaws. Most recently, Council approved Local Improvement Bylaws 1L2022 and 2L2022 for 2022 Stephen Avenue Mall and Barclay Mall Enhanced Maintenance on 2022 March 29 (Attachment 1).

## **2023 Local Improvement Bylaws for Stephen Avenue Mall and Barclay Mall**

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- ☒ Public/interested parties were informed
- ☐ Dialogue with interested parties was undertaken
- ☐ Public communication or engagement was not required
- ☐ Public engagement was undertaken

Local Improvement bylaws are processed according to the Municipal Government Act (MGA), and various City policies and guidelines. As required by section 396 of the MGA, a Notice of Intention is mailed to each affected property owner outlining the type of proposed construction, the estimated construction cost, the annual rate per metre and the property owner's estimated share of the cost.

Affected property owners have an opportunity each year to challenge the program through a petition process. They can submit a petition to The City against the proposed local improvement. To be considered valid, a petition must be signed by at least two-thirds of the affected property owners representing at least half of the assessed property value and must be received within 30 days of the mailing date of the Notice of Intention. If a valid petition against is received, The City is prohibited from proceeding with the work (MGA 396(3)).

Notices of The City's intention to undertake the enhanced maintenance were sent to affected property owners on 2022 December 14. No petitions against these projects were requested by any affected property owner(s) or received by The City.

### **IMPLICATIONS**

#### **Social**

The enhanced mall maintenance program assists in encouraging social interaction along Stephen Avenue Mall and Barclay Mall by improving safety, area cleanliness and accessibility. This contributes to the heritage perseverance and vitality of Calgary's downtown.

#### **Environmental**

These improvements under the enhanced mall maintenance program encourage pedestrian travel by means of walking and promotes the use of other modes of transportation such as bikes, scooters, and transit.

#### **Economic**

Attracting visitors and business to this area fosters economic activity. Cost sharing of the enhanced mall maintenance program delivers a more desirable space while limiting costs to both The City and adjacent property owners.

## **2023 Local Improvement Bylaws for Stephen Avenue Mall and Barclay Mall**

### **Service and Financial Implications**

#### **Existing operating funding - base**

For 2023, the estimated cost of the enhanced mall maintenance program is \$403,690 for Stephen Avenue Mall and \$278,337 for Barclay Mall (see Table 1). Total estimated cost for the two malls is \$682,027. The normal maintenance costs of the two malls (estimated at \$108,449 in 2022), will be deducted from the estimated total of \$682,027 and the residual costs will be shared equally between The City and the property owners deemed to benefit from the program.

The normal maintenance cost and The City's portion of the enhanced maintenance program will continue to be funded through the Mobility operating budget. The costs are comparable to the same as 2022.

Table 1: Maintenance Costs – Stephen Avenue Mall and Barclay Mall

<b>Maintenance Costs</b>	<b>2023 Stephen Avenue Mall Budget</b>	<b>2023 Barclay Mall Budget</b>
<b>Total</b>	\$ 403,690	\$ 278,337
<b>Less: Normal Maintenance</b>	\$ (49,598)	\$ (58,851)
<b>Sharable Costs</b>	\$ 354,092	\$ 219,486
<b>Property Owners Share (50%)</b>	\$ 177,046	\$ 109,743

Maintenance related to the walking and wheeling lane on THE WEST END OF 8 AVENUE SW is not charged to this enhanced mall maintenance program and is funded separately under the snow clearing budget.

The program costs for the enhanced mall maintenance program are set forth in Schedule "1" of Bylaws 1L2023 (Attachment 2) and 2L2023 (Attachment 3). The one-year levy will be assessed in 2024.

### **RISK**

There are no significant risks associated with the Local Improvement Bylaws 1L2023 and 2L2023. There would be a significant risk in not approving this cost sharing mechanism as the enhanced level of maintenance that is now expected in that downtown corridor would likely have large impacts to the number of people spending time in that space.

### **ATTACHMENT(S)**

1. Previous Council Direction
2. Proposed Bylaw 1L2023
3. Proposed Bylaw 2L2023

#### **Department Circulation**

<b>General Manager/Director</b>	<b>Department</b>	<b>Approve/Consult/Inform</b>
Doug Morgan	Operational Services	Approve
Troy McLeod	Operational Services	Approve
Thom Mahler	Planning & Development Services	Inform



# Background and Previous Council Direction

## Background

Council approved 1L2022 and 2L2022 on 2022 March 29

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 March 29	C2022-0299	<p><b>2022 Local Improvement Bylaws for Stephen Avenue and Barclay Mall</b></p> <p>11.3.2 2022 Local Improvement Bylaws for Stephen Avenue Mall and Barclay Mall, C2022-0299</p> <p><b>Moved by</b> Councillor Wong <b>Seconded by</b> Councillor Penner</p> <p>That with respect to Report C2022-0299, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"><li>1. Give three readings to Proposed Bylaw 1L2022; and</li><li>2. Give three readings to Proposed Bylaw 2L2022.</li></ol> <p>For: (14): Councillor Chu, Councillor Spencer, Councillor Chabot, Councillor Penner, Councillor Wong, Councillor Mian, Councillor Dhaliwal, Councillor Pootmans, Councillor Sharp, Councillor Wyness, Councillor Demong, Councillor McLean, Councillor Carra, and Councillor Walcott</p> <p><b>MOTION CARRIED</b></p> <p>That Bylaw 1L2022 be introduced and read a first time.</p> <p><b>MOTION CARRIED</b></p> <p>That Bylaw 1L2022 be read a second time.</p> <p><b>MOTION CARRIED</b></p> <p>That authorization now be given to read Bylaw 1L2022 a third time.</p> <p><b>MOTION CARRIED UNANIMOUSLY</b></p> <p>That Bylaw 1L2022 be read a third time.</p> <p><b>MOTION CARRIED</b></p> <p>That Bylaw 2L2022 be introduced and read a first time.</p> <p><b>MOTION CARRIED</b></p> <p>That Bylaw 2L2022 be read a second time.</p> <p><b>MOTION CARRIED</b></p> <p>That authorization now be given to read Bylaw 2L2022 a third time.</p> <p><b>MOTION CARRIED UNANIMOUSLY</b></p> <p>That Bylaw 2L2022 be read a third time.</p> <p><b>MOTION CARRIED</b></p>



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## Bylaws, Regulations, Council Policies

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### **1L2022**

2022 Local Improvement Bylaw for Stephen Avenue Mall

### **2L2022**

2022 Local Improvement Bylaw for Barclay Mall

# PROPOSED

C2023-0207  
ATTACHMENT 2

## BYLAW NUMBER 1L2023

### BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE:

- THE ENHANCED MAINTENANCE OF STEPHEN AVENUE MALL TO BE UNDERTAKEN AS A LOCAL IMPROVEMENT DURING THE CALENDAR YEAR 2023; AND
- THE LEVYING OF A LOCAL IMPROVEMENT TAX IN 2024 AGAINST THE BENEFITTING PROPERTIES.

\*\*\*\*\*

**WHEREAS** the council of a municipality may on its own initiative propose a local improvement pursuant to Section 393 of the Municipal Government Act R.S.A. 2000 c. M-26 (**"the Act"**);

**AND WHEREAS** the Council of The City of Calgary (**"Council"**) wishes to undertake the enhanced maintenance of Stephen Avenue Mall as a local improvement, including but not limited to the supply of light and electricity, snow removal, street and fixture cleaning and related maintenance operations; and has agreed to bear part of the cost thereof;

**AND WHEREAS** Council must pass a local improvement tax bylaw in respect of each local improvement pursuant to Section 397 of the Act;

**AND WHEREAS** Council is authorized to impose a local improvement tax on all of the land in a particular area of a municipality to raise revenue for the local improvement that benefits that area of the municipality;

**AND WHEREAS** Council requires that The City of Calgary (**"The City"**) bear part of the cost of the said local improvement pursuant to Section 405 of the Act;

**AND WHEREAS** a proper notice has been mailed which described the particulars of the proposed local improvement tax to be levied therefore, pursuant to Section 396 of the Act;

**AND WHEREAS** The City will carry out the enhanced operation and maintenance of the said Stephen Avenue Mall, as described in the attached Schedule "1" to this Bylaw, during the calendar year 2023;

**AND WHEREAS** it has been estimated that the total 2023 cost of the enhanced operation and maintenance of the Stephen Avenue Mall as a local improvement, as described in the attached Schedule "1," is \$354,092, a portion of which cost shall be recovered on each unit of frontage pursuant to Section 395 of the Act;

**AND WHEREAS** the life of the improvement and the tax is equal to one (1) year;

# PROPOSED

BYLAW NUMBER 1L2023

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. The City is hereby authorized to oversee the enhanced maintenance and operation of the Stephen Avenue Mall as a local improvement in 2023 as set forth in the attached Schedule "1", and to levy a local improvement tax in 2024 based on the actual enhanced mall maintenance cost for 2023, against the properties appearing in the attached Schedule "1".
2. There shall be levied against each parcel benefitting from the said local improvement, a local improvement tax, being the cost of that improvement over a period of one (1) year, computed by dividing the cost of the work by the total linear metres in the property fronting the affected area, with The City bearing fifty percent (50%) of the cost. The persons liable to pay the local improvement tax to be imposed are the owners of the parcels of land in respect of which the local improvement tax is imposed.
3. The attached Schedule "1" is hereby declared to form part of this Bylaw.
4. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

## SCHEDULE "1"

BYLAW NUMBER 1L2023

### THE CITY OF CALGARY

#### LOCAL IMPROVEMENT BYLAW 1L2023

#### INDEX OF INITIATION/WITHDRAWAL CODES (I/W)

1. PROJECT INITIATED AT REQUEST OF ADMINISTRATION

#### INDEX OF SPECIAL ASSESSMENT CODES (S.A.)

1. COST PROJECT
2. COST SHARED RESIDENTIAL PROJECT: 50% PROPERTY OWNER – 50% CITY SHARE

#### NOTES APPLICABLE TO 2023 LOCAL IMPROVEMENT PROJECTS

- INTEREST RATE FACTOR 15 YEARS AT 0% = (APPLICABLE TO UNIFORM TAX RATE PROJECTS ONLY)
- FORMULA FOR DETERMINING ASSESSABLE FRONTAGE OF IRREGULAR SHAPED LOTS:  
SHORTEST WIDTH + (35% X (LONGEST WIDTH - SHORTEST WIDTH) EXCEPT FOR 'COST' TYPE  
PROJECTS WHICH WILL USE ACTUAL FRONTAGE MEASUREMENTS

# PROPOSED

## THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW 1L2023

BYLAW NUMBER 1L2023

PROJECT NUMBER

I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE		PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)
					FRONTAGE	FLANKAGE			
<b>SCHEDULE 1</b>			<b>Mall Maintenance</b>						
			<b>(PROGRAM 132)</b>						
2022-800-001 1	07 1/2		BOTH SIDES OF STEPHEN (8TH) AVENUE MALL FROM 1 STREET SE TO 4 STREET SW - 2023 MAINTENANCE	354,092.00	1,361.39	0.00	130.05	177,046.00	177,046.00
TOTAL				354,092.00	1,361.39	0.00		177,046.00	177,046.00
GRAND TOTAL				354,092.00	1,361.39	0.00		177,046.00	177,046.00

# PROPOSED

BYLAW NUMBER 1L2023

THE CITY OF CALGARY  
LOCAL IMPROVEMENT BYLAW 1L2023  
FINANCING SUMMARY

TOTAL LOCAL IMPROVEMENT FINANCING REQUIRED FOR

PROPERTY OWNERS SHARE	177,046.00*
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CITY SHARE	177,046.00*
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TOTAL ESTIMATED CONSTRUCTION COST	354,092.00*
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TOTAL LEVY AUTHORIZED BYLAW NO. 1L2023	177,046.00*
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\* Amount rounded to nearest dollar

# PROPOSED

THE CITY OF CALGARY  
LOCAL IMPROVEMENTS SYSTEM  
AUDIT TRAIL  
PETITION SUMMARY  
BYLAW 1L2023

BYLAW NUMBER 1L2023

NUMBER OF PROJECTS PETITIONED AGAINST:	0
NUMBER OF PETITIONS AGAINST RETURNED:	0
NUMBER OF PETITIONS AGAINST NOT RETURNED:	0

# PROPOSED

C2023-0207  
ATTACHMENT 3

## BYLAW NUMBER 2L2023

### BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE:

- THE ENHANCED MAINTENANCE OF BARCLAY MALL TO BE UNDERTAKEN AS A LOCAL IMPROVEMENT DURING THE CALENDAR YEAR 2023; AND
- THE LEVYING OF A LOCAL IMPROVEMENT TAX IN 2024 AGAINST THE BENEFITTING PROPERTIES.

\*\*\*\*\*

**WHEREAS** the council of a municipality may on its own initiative propose a local improvement pursuant to Section 393 of the Municipal Government Act R.S.A. 2000 c. M-26 (**"the Act"**);

**AND WHEREAS** the Council of The City of Calgary (**"Council"**) wishes to undertake the enhanced maintenance of Barclay Mall as a local improvement, including but not limited to the supply of light and electricity, snow removal, street and fixture cleaning and related maintenance operations; and has agreed to bear part of the cost thereof;

**AND WHEREAS** Council must pass a local improvement tax bylaw in respect of each local improvement pursuant to Section 397 of the Act;

**AND WHEREAS** Council is authorized to impose a local improvement tax on all of the land in a particular area of a municipality to raise revenue for the local improvement that benefits that area of the municipality;

**AND WHEREAS** Council requires that The City of Calgary (**"The City"**) bear part of the cost of the said local improvement pursuant to Section 405 of the Act;

**AND WHEREAS** a proper notice has been mailed which described the particulars of the proposed local improvement tax to be levied therefore, pursuant to Section 396 of the Act;

**AND WHEREAS** The City will carry out the enhanced operation and maintenance of the said Barclay Mall, as described in the attached Schedule "1" to this Bylaw, during the calendar year 2023;

**AND WHEREAS** it has been estimated that the total 2023 cost of the enhanced operation and maintenance of the Barclay Mall as a local improvement, as described in the attached Schedule "1," is \$219,486 a portion of which cost shall be recovered on each unit of frontage pursuant to Section 395 of the Act;

**AND WHEREAS** the life of the improvement and the tax is equal to one (1) year;



# PROPOSED

BYLAW NUMBER 2L2023

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. The City is hereby authorized to oversee the enhanced maintenance and operation of the Barclay Mall as a local improvement in 2023 as set forth in the attached Schedule "1", and to levy a local improvement tax in 2024 based on the actual enhanced mall maintenance cost for 2023, against the properties appearing in the attached Schedule "1".
2. There shall be levied against each parcel benefitting from the said local improvement, a local improvement tax, being the cost of that improvement over a period of one (1) year, computed by dividing the cost of the work by the total linear metres in the property fronting the affected area, with The City bearing fifty percent (50%) of the cost. The persons liable to pay the local improvement tax to be imposed are the owners of the parcels of land in respect of which the local improvement tax is imposed.
3. The attached Schedule "1" is hereby declared to form part of this Bylaw.
4. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

## SCHEDULE "1"

BYLAW NUMBER 2L2023

### THE CITY OF CALGARY

#### LOCAL IMPROVEMENT BYLAW 2L2023

#### INDEX OF INITIATION/WITHDRAWAL CODES (I/W)

1. PROJECT INITIATED AT REQUEST OF ADMINISTRATION

#### INDEX OF SPECIAL ASSESSMENT CODES (S.A.)

1. COST PROJECT
2. COST SHARED RESIDENTIAL PROJECT: 50% PROPERTY OWNER - 50% CITY SHARE

- NOTES APPLICABLE TO 2023 LOCAL IMPROVEMENT PROJECTS
- INTEREST RATE FACTOR 15 YEARS AT 0% = (APPLICABLE TO UNIFORM TAX RATE PROJECTS ONLY)
- FORMULA FOR DETERMINING ASSESSABLE FRONTAGE OF IRREGULAR SHAPED LOTS:  
SHORTEST WIDTH + (35% X (LONGEST WIDTH - SHORTEST WIDTH) EXCEPT FOR 'COST' TYPE  
PROJECTS WHICH WILL USE ACTUAL FRONTAGE MEASUREMENTS

# PROPOSED

## THE CITY OF CALGARY LOCAL IMPROVEMENT BYLAW2L2023

BYLAW NUMBER 2L2023

PROJECT NUMBER

I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE		PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)
					FRONTAGE	FLANKAGE			
<b>SCHEDULE 1</b>			<b>Mall Maintenance</b>						
			<b>(PROGRAM 132)</b>						
2022-800-002 1	1/2	07	BOTH SIDES OF BARCLAY MALL (3 STREET SW) FROM NORTH PROPERTY LINE OF 255 BARCLAY PARADE SW TO 9 AVENUE SW - 2023 MAINTENANCE	219,486.00	1,313.04	0.00	83.58	109,743.00	109,743.00
TOTAL				219,486.00	1,313.04	0.00		109,743.00	109,743.00
GRAND TOTAL				219,486.00	1,313.04	0.00		109,743.00	109,743.00

**THE CITY OF CALGARY  
LOCAL IMPROVEMENT BYLAW 2L2023  
FINANCING SUMMARY**

TOTAL LOCAL IMPROVEMENT FINANCING REQUIRED FOR

PROPERTY OWNERS SHARE	109,743.00*
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CITY SHARE	109,743.00*
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TOTAL ESTIMATED CONSTRUCTION COST	219,486.00*
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TOTAL LEVY AUTHORIZED BYLAW NO. 2L2023	109,743.00*
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\* Amount rounded to nearest dollar

# PROPOSED

THE CITY OF CALGARY  
LOCAL IMPROVEMENTS SYSTEM  
AUDIT TRAIL  
PETITION SUMMARY  
BYLAW 2L2023

BYLAW NUMBER 2L2023

NUMBER OF PROJECTS PETITIONED AGAINST:	0
NUMBER OF PETITIONS AGAINST RETURNED:	0
NUMBER OF PETITIONS AGAINST NOT RETURNED:	0



**C2023-0207**

## **2023 Operational Services Report for Stephen Avenue Mall and Barclay Mall Maintenance**

Mar 14, 2023

Stephen Avenue Mall and Barclay Mall are important pedestrian corridors in Calgary's city centre and this enhanced maintenance program has been achieved since the 1980s, through Local Improvement Bylaws. The improvements attract business, residents and tourism to the downtown and contribute to Calgary's economy overall.

- Funding for enhanced maintenance is shared equally between The City of Calgary and the adjacent property owners.
- The program enables The City to improve the condition of street furniture, including benches, bike racks and waste receptacles.
- The program provides an increased level of maintenance for activities such as surface repairs, snow and ice control, snow removal, street cleaning, and street lighting.

# 2023 Maintenance Costs

Maintenance Costs	2023 Stephen Avenue Mall Budget	2023 Barclay Mall Budget
Total	\$ 403,690	\$ 278,337
Less: Normal Maintenance	\$ (49,598)	\$ (58,851)
Sharable Costs	\$ 354,092	\$ 219,486
Property Owners Share (50%)	\$ 177,046	\$ 109,743





## Recommendations

That Council:

1. Give three readings to Bylaw 1L2023; and
2. Give three readings to Bylaw 2L2023

**Corporate Planning and Financial Services Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0247  
Page 1 of 3**

## **2023 Property Tax Related Bylaws**

### **RECOMMENDATION(S):**

That Council give three readings to Proposed Bylaw 13M2023, Proposed Bylaw 14M2023, and Proposed Bylaw 15M2023.

### **HIGHLIGHTS**

- City Council approved and adopted the 2023-2026 Service Plans and Budgets on 2022 November 8. The bylaws attached enable the decisions that have been made, plus the Provincial Property Tax decisions that have been made by the Province, to be billed and collected for 2023.
- Council approval is required for the 2023 property tax related bylaws and the 2023 Rivers District Community Revitalization Levy Rate Bylaw to levy and collect the property taxes used to fund the range of services across The City as well as to raise revenue to be used toward the payment of infrastructure and other costs associated with redevelopment of property in the Rivers District.
- Council approval will allow for the timely production of tax bills anticipated to be mailed the week of 2023 May 22.
- The City is legally required to collect property tax on behalf of the Provincial Government and is required to pay the provincial requisition quarterly.
- Average impacts by property class, changes to monthly Tax Instalment Payment Plan (TIPP) payments for July to December and illustrative examples of impacts to select taxpayers with different property types are included as Attachment 7.
- Background and Previous Council Direction is included as Attachment 1

### **DISCUSSION**

- Proposed bylaw 13M2023 reflects the previously approved 2023-2026 Service Plans and Budgets and the 2023 provincial requisition for Calgary.
- The approved 2023-2026 Service Plans and Budgets (C2022-1051) provided for a municipal property tax budget of \$2,146.8 million and after bylaw adjustments, the revenue to be collected through the bylaw is \$2,170.6 million per attachment 5.
- As per the tax share decision made on 2023 February 14 (C2023-0109), 52% or \$1,122.1 million is to be collected from residential/farmland and 48% or \$1,048.5 million from non-residential taxpayers.
- The City's share of the 2023 provincial property tax requisition is \$786.2 million (\$781.7 million in 2022) and after bylaw adjustments, the revenue to be collected through the bylaw is \$782.4 million as shown in attachment 6, of which \$578.7 million is to be collected from residential and \$203.5 from non-residential taxpayers.
- The total municipal and provincial amount to be raised by the 2023 Property Tax Bylaw is \$2,953.0 million (\$2,170.6 million municipal + \$782.4 million provincial).
- Council approved the amendment to the Tax Instalment Payment Plan (TIPP) bylaw 50M2022 which enabled greater stability in TIPP payments by spreading them more evenly over the course of a year. As a result, the monthly TIPP payment for July to December will change from \$303 to \$305 for a typical residential home, \$145 to \$135 for a typical single residential condo and from \$9,468 to \$9,296 for non-residential property owner of a hypothetical \$5 million property.

**Corporate Planning and Financial Services Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0247  
Page 2 of 3**

### **2023 Property Tax Related Bylaws**

- Proposed bylaw 14M2023 is needed to establish tax rates on the incremental assessed values of property in the Rivers District that will generate the Community Revitalization Levy.
- Proposed bylaw 15M2023 is needed to continue to exempt machinery and equipment from property taxation.
- Approval of these bylaws allows The City to fund services approved in the 2023-2026 Service Plans and Budgets, collect property tax on behalf of the Province, and raise revenue to be used toward the payment of infrastructure and other costs associated with redevelopment of property in the Rivers District.

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |

Public engagement as well as interested parties dialogue were undertaken as part of the 2023-2026 Service Plans and Budgets process to determine the overall tax rate for 2023. Moreover, all property owners in Calgary have received their 2023 Property Assessment Notices which gave them their 2023 property assessed values and notification that tax billing will occur in May.

### **IMPLICATIONS**

#### **Social**

These bylaws allow The City to raise the tax revenue that supports the funding of services and social programs for citizens. Residential property tax increases' social impact are partially mitigated for homeowners by the Government of Alberta's Seniors Property Tax Deferral Program and The City's Property Tax Assistance Program.

#### **Environmental**

These bylaws allow The City to raise the tax revenue that supports the funding of environmental programs in The City.

#### **Economic**

Approving these bylaws contributes to The City's long-term economic prospects as it facilitates the funding of service delivery to citizens. Providing quality services helps attract and retain a talented workforce, thus advancing The City's goal to make Calgary a great place to both live and work.

#### **Service and Financial Implications**

##### **Tax-supported funding**

There are direct service and financial implications as a result of approving these bylaws as it ensures that The City can continue providing essential services to Calgarians. The estimated funding of \$2.17 billion generated through the Property Tax Bylaw will meet the 2023 operating

**Corporate Planning and Financial Services Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0247  
Page 3 of 3**

**2023 Property Tax Related Bylaws**

budget requirements contained in the approved 2023-2026 Service Plans and Budgets (C2022-1051). Property tax revenues are also part of the source of capital funding.

**RISK**

Any delay in passing the 2023 Property Tax Bylaw may affect the mailing date of property tax bills, which in turn would change the customary property tax payment cycle the public and business communities have become accustomed to. Until the 2023 Property Tax Bylaw is passed, The City of Calgary cannot meet its 2023 municipal financial obligations.

**ATTACHMENT(S)**

1. Attachment 1 - Background and Previous Council Direction
2. Attachment 2 - Proposed 2023 Property Tax Bylaw 13M2023
3. Attachment 3 - Proposed 2023 Rivers District Community Revitalization Levy Rate Bylaw 14M2023
4. Attachment 4 - Proposed 2023 Machinery and Equipment Exemption Bylaw 15M2023
5. Attachment 5 - 2023 Municipal Property Tax Summary
6. Attachment 6 - 2023 Provincial Property Tax Summary
7. Attachment 7 - Analysis and Illustrative Examples
8. Attachment 8 – Presentation 2023 Property Tax Related Bylaws C2023-0247

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth, City Manager	City Manager's Office	Inform
Carla Male, Chief Financial Officer and GM	Corporate Planning & Financial Services	Approve
Les Tochor, Director	Corporate Planning & Financial Services	Approve
Eddie Lee, Director	Corporate Planning & Financial Services	Consult



# Background and Previous Council Direction

## Background

---

The property tax bylaw must be prepared in accordance with the Municipal Government Act.

Municipal Government Act, Chapter M-26, RSA 2000, Section 353 - Property tax bylaw:

- (1) Each council must pass a property tax bylaw annually.
- (2) The property tax bylaw authorizes the council to impose a tax in respect of property in the municipality to raise revenue to be used toward the payment of
  - (a) the expenditures and transfers set out in the budget of the municipality, and
  - (b) the requisitions.

### Designated Industrial Property

Municipal Government Act sections 326(1)(a)(vi) and 359.3(1) requires that the designated industrial property requisition (set by the Minister), which is the recovery of costs incurred for the preparation of Designated Industrial Property assessments, be included as part of the provincial requisition.

### Community Revitalization Levy Rate Bylaw

The City of Calgary Rivers District Community Revitalization Levy Regulation (AR 232/2006) established a community revitalization levy area known as the Rivers District. The Municipal Government Act authorizes a council to pass a bylaw to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area. The levy will raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area.

### Provincial Requisition

On 2023 February 28, the province released *Budget 2023*. The provincial education property tax requisition is forecasted at \$2.52 billion province-wide in 2023-24, the same as in 2022-23, as the requisition has been frozen for the third time in four years. The rates used to calculate the tax would be adjusted from \$2.65 to \$2.56 per \$1,000 of equalized assessment for residential/farmland property. The non-residential rate would be adjusted from \$3.90 to \$3.76.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023/02/14	C2023-0109	<p><a href="#">2023 Residential and Non-Residential Tax Share Options</a></p> <p>That Council:</p> <p>1. Direct Administration to pursue Option A as outlined in Attachment 2, maintaining status quo tax share of 52 residential: 48 non-residential.</p> <p>3. Direct Administration to consider accounting for differential physical growth (new or re-development) in preparing tax share scenarios for 2024-2026.</p>
2022/11/08	C2022-1051	<p><a href="#">2023-2026 Service Plans and Budgets</a></p> <p>Council approved 2023-2026 Service Plans and Budgets.</p>
10/4/2022	EC2022-0649	<p><a href="#">Financial Task Force – Property Tax Policy Framework</a></p> <p>That Council:</p> <p>6. In continuing to use the tax share approach to make tax distribution decisions, abandon the 2012 direction to continue applying a zero per cent increase to consolidated business tax revenue, effectively drawing business tax consolidation to a close.</p>
2007/04/16	27M2007	<p>On 2007 April 16, Council passed Bylaw 27M2007 to authorize the creation of a community revitalization levy area in the Rivers District. The Bylaw was approved by the Lieutenant Governor in Council of Alberta on 2007 July 17. Legislation requires Council to pass a community revitalization levy rate bylaw annually. On 2019 Feb 15, the Lieutenant Governor in Council of Alberta approved the City's amended Rivers District Community Revitalization Levy (CRL) Bylaw 2M2019 confirming that the Rivers District CRL could be in place until 2047.</p>

# PROPOSED

C2023-0247  
ATTACHMENT 2

## BYLAW NUMBER 13M2023

### BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE THE COUNCIL OF THE CITY OF CALGARY TO IMPOSE A TAX IN RESPECT OF PROPERTY IN THE CITY OF CALGARY FOR 2023

\*\*\*\*\*

**WHEREAS** section 353 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 ("the Act") provides that each council must pass a property tax bylaw annually;

**AND WHEREAS** the excess of the estimated expenses for municipal purposes over the estimated probable revenue for such municipal purposes for the year 2023 will be:

\$2,170,604,952

**AND WHEREAS** section 359 of the Act provides that if in any year the property tax imposed to pay the requisitions results in too little revenue being raised for that purpose, The City of Calgary ("The City") must increase its revenue for that purpose in the following year;

**AND WHEREAS** the property tax imposed by The City in the year 2022 was insufficient to raise the required funds for education purposes on account of assessment losses due to board decisions and assessor adjustments;

**AND WHEREAS** it is estimated that the excess of the funds required to be raised for education purposes under the *School Act*, R.S.A. 2000, c. S-3 over the grants in lieu of taxes and taxes collected from those properties annexed to The City from the Municipal District of Rocky View No. 44 and the Municipal District of Foothills No. 31 for education purposes for the year 2023, combined with the losses for education purposes in the year 2022, will be:

\$782,366,532

**AND WHEREAS** the total funds to be raised by property taxation for municipal and education purposes are the sum of the above two net amounts, which aggregates to:

\$2,952,971,484

**AND WHEREAS** the council of a municipality is required each year to impose on the assessed value of all taxable property, tax rates sufficient to meet the estimated expenditures, transfers and requisitions;

**AND WHEREAS** the tax rate to be established on certain areas annexed to The City is set by the Orders of the Board of Public Utility Commissioners of the Province of Alberta or Orders in Council under which the said areas were annexed to The City;

**AND WHEREAS** section 297 of the Act provides that the assessor must assign one or more of the following assessment classes to the property, including designated industrial property: residential, non-residential, farm land and machinery and equipment. The assessor may assign one or more sub-classes to a property if a council, by bylaw, divides the residential and non-residential classes into sub-classes;



# PROPOSED BYLAW NUMBER 13M2023

**AND WHEREAS** section 326(1)(a)(vi) of the Act includes the recovery of costs incurred for the preparation of assessments of designated industrial property as part of the requisition;

**AND WHEREAS** section 359.3 of the Act provides that the tax rate for the purposes of the requisition defined in section 326(1)(a)(vi) of the Act must be set by the Minister;

**AND WHEREAS** the assessed value of all property for the purpose of this Bylaw in the City of Calgary as shown on the 2023 assessment roll is:

	<b>Total Assessment</b>	<b>Non-Taxable Assessment</b>	<b>Taxable Assessment</b>
<b><u>MUNICIPAL</u></b>			
Residential	261,873,064,573	3,173,569,585	258,699,494,988
Farm Land	54,756,647	1,920,966	52,835,681
Non-Residential	85,377,707,668	28,494,587,942	56,883,119,726
Machinery & Equipment	382,190,000	382,190,000	0
	<u>347,687,718,888</u>	<u>32,052,268,493</u>	<u>315,635,450,395</u>
<b><u>EDUCATION</u></b>			
Residential	261,972,826,251	3,602,739,585	258,370,086,666
Farm Land	54,756,647	1,920,966	52,835,681
Non-Residential	85,277,945,990	29,385,973,755	55,891,972,235
Machinery & Equipment	382,190,000	0	382,190,000
	<u>347,687,718,888</u>	<u>32,990,634,306</u>	<u>314,697,084,582</u>

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. This bylaw may be referred to as the “2023 Property Tax Bylaw”.
2. In this Bylaw,
  - (a) “designated industrial property” has the same meaning as in section 284(1)(f.01) of the Act;
  - (b) "farm land" means land used for farming operations as defined in the regulations passed under the Act;
  - (c) "machinery and equipment" has the same meaning as in section 284(1)(l) and 297(4)(a.1) of the Act;
  - (d) “Minister” has the same meaning as set out in section 1(1)(o) of the Act;
  - (e) "non-residential" has the same meaning as in section 297(4)(b) of the Act;
  - (f) "property" has the same meaning as in section 284(1)(r) of the Act;
  - (g) "requisition" has the same meaning as in section 326(1)(a) of the Act; and
  - (h) “residential” has the same meaning as in section 297(4)(c) of the Act.

# PROPOSED BYLAW NUMBER 13M2023

3. There shall be assessed, imposed and collected for the year 2023, on those properties annexed to The City from the Municipal District of Rocky View No. 44 and from the Municipal District of Foothills No. 31 which are still subject to the provisions of the following Board Orders, those rates which are provided in the said Board Orders:
  - (a) Board Order No. 20027, dated the 4<sup>th</sup> day of June, 1957, as amended by Board Order No. 20407, dated the 29<sup>th</sup> day of August, 1957;
  - (b) Board Order No. 25860, dated the 29<sup>th</sup> day of December, 1961; and
  - (c) Order in Council No. 487/95, dated the 1<sup>st</sup> day of July, 1995, as amended by Order in Council No. 638/95, dated September 27, 1995.
4. The City Treasurer of The City is hereby authorized to impose the following rates of taxation on the assessed value of all taxable property as shown on the 2023 assessment roll of The City:

	<b>Tax Amount</b>	<b>Taxable Assessment</b>	<b>Tax Rate</b>
<b><u>MUNICIPAL</u></b>			
General Municipal:			
Residential	\$1,120,660,342	258,699,494,988	0.0043319
Farm Land	\$1,395,311	52,835,681	0.0264085
Non-Residential	\$1,048,549,299	56,883,119,726	0.0184334
Machinery & Equipment	0	0	0.0184334
Sub-Total Municipal Portion	<u>\$2,170,604,952</u>	<u>315,635,450,395</u>	
<b><u>EDUCATION</u></b>			
Alberta School Foundation Fund and Calgary Catholic Board of Education:			
Residential	\$578,723,157	258,370,086,666	0.0022399
Farm Land	\$118,347	52,835,681	0.0022399
Non-Residential	\$203,525,028	55,891,972,235	0.0036414
Machinery & Equipment	0	382,190,000	0.0000000
Sub-Total Education Portion	<u>\$782,366,532</u>	<u>314,697,084,582</u>	
<b>TOTAL TAX AMOUNT</b>	<u><b>\$ 2,952,971,484</b></u>		

5. For the purposes of collecting the portion of the requisition defined in section 326(1)(a)(vi) of the Act, the City Treasurer is hereby authorized to impose the tax rate set by the Minister in accordance with section 359.3 of the Act on the assessed value of all taxable designated industrial property shown on the 2023 assessment roll of the City.
6. The taxes hereby authorized to be assessed, imposed and collected by these several rates are hereby declared to be and become due and payable to The City on the 30<sup>th</sup> day of June, 2023.

# PROPOSED BYLAW NUMBER 13M2023

7. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

C2023-0247  
ATTACHMENT 3

## BYLAW NUMBER 14M2023

### BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE COUNCIL OF THE CITY OF CALGARY TO IMPOSE COMMUNITY REVITALIZATION LEVY RATES WITHIN THE RIVERS DISTRICT

\*\*\*\*\*

**WHEREAS** section 3 of the City of Calgary Rivers District Community Revitalization Levy Regulation (AR 232/2006) ("the Regulation") established a community revitalization levy area known as the Rivers District;

**AND WHEREAS** section 381.2 of the Municipal Government Act (R.S.A. 2000, c. M-26) ("the Act") authorizes a council to pass a bylaw to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area to raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area;

**AND WHEREAS** Council of The City of Calgary ("Council") passed Bylaw Number 27M2007 to authorize the imposition of a community revitalization levy in the Rivers District and which bylaw was approved by the Lieutenant Governor in Council on 2007 July 17;

**AND WHEREAS** pursuant to section 10 of AR 232/2006 Council is required to pass a community revitalization levy rate bylaw annually;

**AND WHEREAS** the estimated revenues required for the payment of infrastructure and other costs associated with the redevelopment of property in the Rivers District for the year 2023 will be:

\$38,205,642

**AND WHEREAS** Council is required each year to impose on the incremental assessed value of property within the Rivers District, community revitalization levy rates that are equal to or greater than the tax rates established annually for the corresponding property tax bylaw for each assessment class or sub-class of property referred to in section 297 of the Act;

**AND WHEREAS** the incremental assessed value of all property within the Rivers District in the City of Calgary as shown on the 2023 assessment roll is:

	<b>Total Incremental Assessment</b>	<b>Non-taxable Incremental Assessment</b>	<b>Taxable Incremental Assessment</b>
<b>MUNICIPAL EQUIVALENT</b>			
Residential	2,012,984,869	227,623,050	1,785,361,819
Farm land	0	0	0
Non-Residential	3,829,109,256	2,630,284,150	1,198,825,106
Machinery & Equipment	0	0	0
	<u>5,842,094,125</u>	<u>2,857,907,200</u>	<u>2,984,186,925</u>

# PROPOSED BYLAW NUMBER 14M2023

	<b>Total Incremental Assessment</b>	<b>Non-taxable Incremental Assessment</b>	<b>Taxable Incremental Assessment</b>
<b>PROVINCIAL EQUIVALENT</b>			
Residential	2,025,273,703	227,623,050	1,797,650,653
Farm land	0	0	0
Non-Residential	3,816,820,422	2,623,144,150	1,193,676,272
Machinery & Equipment	0	0	0
	<u>5,842,094,125</u>	<u>2,850,767,200</u>	<u>2,991,326,925</u>

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. This Bylaw may be referred to as the “2023 Rivers District Community Revitalization Levy Rate Bylaw”.
2. In this Bylaw, “incremental assessed value” has the same meaning as in section 381.1(a) of the Act;
3. The City of Calgary is hereby authorized to impose the following community revitalization levy rates on the incremental assessed value of taxable property located within the Rivers District as shown on the 2023 assessment roll of The City of Calgary:

	<b>Community Revitalization Levy</b>	<b>Taxable Incremental Assessment</b>	<b>Community Revitalization Levy Rate</b>
<b>MUNICIPAL EQUIVALENT</b>			
Residential	\$7,734,009	1,785,361,819	0.0043319
Farm land	0	0	0.0264085
Non-Residential	\$22,098,423	1,198,825,106	0.0184334
Machinery & Equipment	0	0	0.0184334
	<u>\$29,832,432</u>	<u>2,984,186,925</u>	
<b>PROVINCIAL EQUIVALENT</b>			
Residential	\$4,026,557	1,797,650,653	0.0022399
Farm land	0	0	0.0022399
Non-Residential	\$4,346,653	1,193,676,272	0.0036414
Machinery & Equipment	0	0	0.0000000
	<u>\$8,373,210</u>	<u>2,991,326,925</u>	
<b>Total Community Revitalization Levy</b>	<u><u>\$ 38,205,642</u></u>		

# PROPOSED BYLAW NUMBER 14M2023

## Total Community Revitalization Levy Rate

Residential	0.0065718
Farm land	0.0286484
Non-Residential	0.0220748
Machinery & Equipment	0.0184334

4. The taxes hereby authorized to be imposed, assessed and collected by the aforementioned community revitalization levy rates are hereby declared to be and become due and payable to The City of Calgary on the 30<sup>th</sup> day of June, 2023.
5. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_



# PROPOSED

C2023-0247  
ATTACHMENT 4

## BYLAW NUMBER 15M2023

### BEING A BYLAW OF THE CITY OF CALGARY TO EXEMPT MACHINERY AND EQUIPMENT FROM MUNICIPAL PROPERTY TAXATION FOR 2023

\*\*\*\*\*

**WHEREAS** section 364 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 (“the Act”) indicates that a council may by bylaw exempt from taxation, to any extent the council considers appropriate, machinery and equipment used for manufacturing or processing;

**AND WHEREAS** the Municipal Council of The City of Calgary deems it advisable to pass a bylaw under section 364 of the Act to provide property tax relief for all machinery and equipment used for manufacturing or processing;

### **NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. This Bylaw may be referred to as the “2023 Machinery and Equipment Exemption Bylaw”.
2. In this Bylaw, “machinery and equipment” has the same meaning given to it in the Act and the corresponding regulations.
3. The extent of the property tax exemption in this Bylaw is for the municipal portion of property taxes for all machinery and equipment property used for manufacturing or processing but excluding all machinery and equipment located on properties annexed to The City of Calgary from the Municipal District of Rocky View No. 44 and from the Municipal District of Foothills No. 31 which are still subject to the provisions of the following Board Orders:
  - (a) Board Order No. 20027, dated the 4<sup>th</sup> day of June, 1957, as amended by Board Order No. 20407, dated the 29<sup>th</sup> day of August, 1957;
  - (b) Board Order No. 25860, dated the 29<sup>th</sup> day of December, 1961;
  - (c) Order in Council No. 487/95, dated the 1<sup>st</sup> day of July, 1995, as amended by Order in Council No. 638/95, dated September 27, 1995.



# PROPOSED BYLAW NUMBER 15M2023

4. The taxation year for which an exemption is granted in section 3 of this Bylaw is for the taxation year 2023 only.
5. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

**2023 Municipal Property Tax Summary**  
**(in millions)**

<b>Municipal Tax Supported Expenditures</b>		3,730.3
<b>Less: Estimated Municipal Revenues</b>		
Revenues (excluding property taxes)	1,333.1	
One-time Funding - Contribution from Corporate Reserves	226.6	
Total Revenues:		(1,559.8)
		<hr/>
<b>Amounts to be raised in 2023 through Municipal Property Taxes</b>		<b>2,170.6</b>
		<hr/> <hr/>
<b>Reconciliation of Property Tax Revenue</b>		
Property Tax Revenue		2,146.8
Grants in Lieu of Taxes		(15.0)
Annexed Rocky View and Foothills Taxes		(0.8)
Supplementaries		(0.6)
Provision for Reduction in Assessments		40.2
		<hr/>
<b>Municipal property tax amount required to be raised through 2023 Property Tax Bylaw</b>		<b>2,170.6</b>
		<hr/> <hr/>



**2023 Provincial Property Tax Summary**  
**(in millions)**

**Estimated Provincial Property Tax Requisitions:**

Alberta School Foundation Fund Requisition	\$701.4	
Calgary Roman Catholic Separate School District No.1 Requisition	<u>84.8</u>	
<b>Total Requisitions</b>		<b>\$786.2</b>

**Less: Amounts not required to be raised  
through 2023 Property Tax Bylaw**

Grants in Lieu of Taxes and Franchise Fee	\$6.7	
Estimated Annexed Rocky View and Foothills Taxes	<u>0.6</u>	
<b>Total</b>		<b>(7.3)</b>

**Prior Year Adjustments:**

Prior Year Loss Recovery and Requisitions Adjustments	<u>\$3.5</u>	
<b>Total</b>		<b><u>3.5</u></b>

**Provincial property tax amount required to be  
raised through 2023 Property Tax Bylaw**

**\$782.4**



## Analysis and Illustrative Examples

### Municipal Tax

On 2022 November 8, Council approved the 2023-2026 Service Plans and Budgets. On 2023 February 14, Council approved 52 per cent and 48 per cent tax share between Residential and Non-Residential properties for The City.

The tax rates, tax ratio, tax levy and tax share are summarized in Table 1 below:

<b>Table 1: 2023 Municipal Tax Rates, Tax Levy and Tax Ratio Changes</b>			
	<b>2022</b>	<b>2023</b>	<b>Year-over-Year Change</b>
Residential Tax Rate	0.0046950	0.0043319	-7.73%
Non-Residential Tax Rate	0.0178843	0.0184334	3.07%
Tax Ratio (Non-res/Res)	3.81	4.26	0.12%
Tax Revenue raised through the bylaw (\$M) <sup>1</sup>	\$2,045.1	\$2,170.6	6.14%
Residential Tax Share	\$1,060.7	\$1,120.7	5.66%
Non-Residential Tax Share	\$983.0	\$1,048.5	6.66%
Farmland Tax Share	\$1.4	\$1.4	0.00%
Tax Share Ratio (Res:Non-res)	52:48	52:48	

Note 1. Amounts attributed to development & redevelopment and others

<b>Tax Revenue Budget</b>	<b>2022</b>	<b>2023</b>	<b>Year-over-Year Change</b>
Base	\$ 1,930.69	\$ 2,026.60	4.97%
Physical Growth (Development & Redevelopment)	\$ 29.00	\$ 46.04	58.76%
Rate increase/(decrease)	\$ 66.90	\$ 74.21	10.92%
Bylaw Adjustment	\$ 18.51	\$ 23.75	28.31%
<b>Tax Revenue raised through the bylaw (\$M)</b>	<b>\$ 2,045.10</b>	<b>\$ 2,170.60</b>	<b>6.14%</b>

A summary of the required municipal tax levy is shown in Attachment 5.

### Provincial Property Tax Requisition

On 2023 February 28, the province released *Budget 2023*. The provincial education property tax requisition is forecast at \$2.52 billion province-wide in 2023-24, the same as in 2022-23. The requisition has been frozen for the third time in four years.

Although the total provincial requisition was frozen, The City's requisition had a small increase due to growth in residential and farmland assessment. As a result, The City's share of the 2023 provincial property tax requisition increased by \$4.5 million (1.0 per cent) from the February 2022 provincial budget to \$786.2 million. Net impacts of prior year adjustments and amounts that are not required to be raised by the 2023 Property Tax Bylaw bring the total adjusted amount for Bylaw calculation up to \$782.4 million.

**Table 2: 2023 Provincial Tax Rates & Tax Levy**

	2022	2023	Year-over-Year Change
Residential Tax Rate	0.0024548	0.0022399	-8.75%
Non-Residential Tax Rate	0.0040503	0.0036414	-10.10%
Tax Revenue raised through the bylaw (\$M)	\$772.8	\$782.4	1.24%
Residential Tax Share	\$553.6	\$578.7	4.53%
Non-Residential Tax Share	\$219.0	\$203.5	-7.08%
Farmland Tax Share	\$0.2	\$0.2	0.00%

A summary of the requisitions and the resulting provincial tax levy to be raised from the 2023 Property Tax Bylaw is provided in Attachment 6.

### **Total Provincial & Municipal Combined Changes for Typical Properties**

Individual tax bill changes from year to year due to factors such as changes in assessed value, changes in the municipal tax rates and changes in provincial tax rates. The following summarizes changes for all factors:

For the typical single residential homeowner with a 2023 median assessment of \$555,000 with a change greater than the typical residential assessment increase of 12%, the combination of the municipal and provincial changes results in a combined increase of \$179 per year (\$14.97 per month).

For the typical single residential condominium owner with a 2023 median assessment of \$255,000 which changed by less than the typical residential assessment change of 12%, the combination of the municipal and provincial changes results in a combined **decrease** of \$4 per year (\$0.37 per month).

The non-residential property owner of a hypothetical \$5 million property experiencing the typical non-residential assessment increase of 2% will see a combined increase of \$2,908 per year (\$242.37 per month).

**Table 3: Total Estimated Municipal & Provincial Combined Changes from 2022 to 2023**

Estimated Year-over-Year Change	Single Residential Home	Single Residential Condominium	Non-residential \$5M property
Assessment Change (A) <sup>1</sup>	\$51	(\$34)	\$1,062
Budget Change (B) <sup>2</sup>	\$76	\$36	\$3,526
<b>Municipal Change (C = A+B) <sup>3</sup></b>	<b>\$127</b>	<b>\$2</b>	<b>\$4,588</b>
<b>Provincial Change (D) <sup>4</sup></b>	<b>\$52</b>	<b>(\$6)</b>	<b>(\$1,680)</b>
<b>Total Annual Change (C+D) <sup>5</sup></b>	<b>\$179</b>	<b>(\$4)</b>	<b>\$2,908</b>
<b>Total Monthly Change</b>	<b>\$15</b>	<b>\$0</b>	<b>\$242</b>

1. Relative assessment impact
2. Council approved budget changes
3. Estimated Municipal Taxes based on the summary table below
4. Based on the Provincial numbers in the summary table below
5. Totals may not add due to rounding

Additional examples of property types are provided in the summary tables below. The illustrative examples also include the monthly Tax Instalment Payment Plan (TIPP) payments for the first six months and last six months of the year. Council approved bylaw 50M2022 on report C2022-1120 which amended the Tax Instalment Payment Plan (TIPP) Bylaw 9M2002. This reduced the notice period from 30 to 10 days and enabled greater stability in TIPP payments by spreading them more evenly over the course of a year.

Typical Single Residential Home	2022	2023 Prior to Budget Adjustments	Year-over-Year Change	2023 Including Budget Adjustments	Year-over-Year Change
Assessment	\$485,000	\$555,000	14.43%	\$555,000	14.43%
Municipal Tax Rate	0.0046950	0.0041939	-10.67%	0.0043319	-7.73%
Estimated Municipal Taxes	\$2,277	\$2,328	2.22%	\$2,404	5.58%
Provincial Tax Rate	0.0024548	0.0021893	-10.82%	0.0022399	-8.75%
Estimated Provincial Taxes	\$1,191	\$1,215	2.06%	\$1,243	4.41%
Monthly TIPP Payments Jan to Jun	\$275			\$303	
Monthly TIPP Payments Jul to Dec	\$303			\$305	
<b>Total Taxes</b>	<b>\$3,468</b>	<b>\$3,543</b>	<b>2.16%</b>	<b>\$3,647</b>	<b>5.18%</b>

Typical Single Residential Condo	2022	2023 Prior to Budget Adjustments	Year-over-Year Change	2023 Including Budget Adjustments	Year-over-Year Change
Assessment	\$235,000	\$255,000	8.51%	\$255,000	8.51%
Municipal Tax Rate	0.0046950	0.0041939	-10.67%	0.0043319	-7.73%
Estimated Municipal Taxes	\$1,103	\$1,069	-3.07%	\$1,105	0.12%
Provincial Tax Rate	0.0024548	0.0021893	-10.82%	0.0022399	-8.75%
Estimated Provincial Taxes	\$577	\$558	-3.23%	\$571	-0.99%
Monthly TIPP Payments Jan to Jun	\$146			\$145	
Monthly TIPP Payments Jul to Dec	\$135			\$135	
<b>Total Taxes</b>	<b>\$1,680</b>	<b>\$1,628</b>	<b>-3.12%</b>	<b>\$1,676</b>	<b>-0.26%</b>

Multi-Residential - Low-Rise Apartment	2022	2023 Prior to Budget Adjustments	Year-over-Year Change	2023 Including Budget Adjustments	Year-over-Year Change
Assessment	\$3,710,000	\$4,180,000	12.67%	\$4,180,000	12.67%
Municipal Tax Rate	0.0046950	0.0041939	-10.67%	0.0043319	-7.73%
Estimated Municipal Taxes	\$17,418	\$17,531	0.64%	\$18,107	3.95%
Provincial Tax Rate	0.0024548	0.0021893	-10.82%	0.0022399	-8.75%
Estimated Provincial Taxes	\$9,107	\$9,151	0.48%	\$9,363	2.81%
Monthly TIPP Payments Jan to Jun	\$2,395			\$2,275	
Monthly TIPP Payments Jul to Dec	\$2,026			\$2,304	
<b>Total Taxes</b>	<b>\$26,526</b>	<b>\$26,682</b>	<b>0.59%</b>	<b>\$27,470</b>	<b>3.56%</b>

Multi-Residential - High-Rise Apartment	2022	2023 Prior to Budget Adjustments	Year-over-Year Change	2023 Including Budget Adjustments	Year-over-Year Change
Assessment	\$13,930,000	\$15,370,000	10.34%	\$15,370,000	10.34%
Municipal Tax Rate	0.0046950	0.0041939	-10.67%	0.0043319	-7.73%
Estimated Municipal Taxes	\$65,401	\$64,460	-1.44%	\$66,581	1.80%
Provincial Tax Rate	0.0024548	0.0021893	-10.82%	0.0022399	-8.75%
Estimated Provincial Taxes	\$34,195	\$33,650	-1.60%	\$34,427	0.68%
Monthly TIPP Payments Jan to Jun	\$9,061			\$8,540	
Monthly TIPP Payments Jul to Dec	\$7,539			\$8,295	



<b>Total Taxes</b>	<b>\$99,597</b>	<b>\$98,110</b>	<b>-1.49%</b>	<b>\$101,009</b>	<b>1.42%</b>
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<b>Non-Residential \$5M Property</b>	<b>2022</b>	<b>2023 Prior to Budget Adjustments</b>	<b>Year-over-Year Change</b>	<b>2023 Including Budget Adjustments</b>	<b>Year-over-Year Change</b>
Assessment	\$5,000,000	\$5,100,000	2.00%	\$5,100,000	2.00%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%
Estimated Municipal Taxes	\$89,422	\$90,484	1.19%	\$94,010	5.13%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$20,252	\$20,265	0.07%	\$18,571	-8.30%
Monthly TIPP Payments Jan to Jun	\$9,033			\$9,468	
Monthly TIPP Payments Jul to Dec	\$9,246			\$9,296	
<b>Total Taxes</b>	<b>\$109,673</b>	<b>\$110,749</b>	<b>0.98%</b>	<b>\$112,581</b>	<b>2.65%</b>

<b>Retail - Strip Mall</b>	<b>2022</b>	<b>2023 Prior to Budget Adjustments</b>	<b>Year-over-Year Change</b>	<b>2023 Including Budget Adjustments</b>	<b>Year-over-Year Change</b>
Assessment	\$4,790,000	\$5,120,000	6.89%	\$5,120,000	6.89%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%
Estimated Municipal Taxes	\$85,666	\$90,839	6.04%	\$94,379	10.17%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$19,401	\$20,344	4.86%	\$18,644	-3.90%
Monthly TIPP Payments Jan to Jun	\$8,020			\$9,070	
Monthly TIPP Payments Jul to Dec	\$9,492			\$9,768	
<b>Total Taxes</b>	<b>\$105,067</b>	<b>\$111,183</b>	<b>5.82%</b>	<b>\$113,023</b>	<b>7.57%</b>

<b>Retail - 17th Avenue SW</b>	<b>2022</b>	<b>2023 Prior to Budget Adjustments</b>	<b>Year-over-Year Change</b>	<b>2023 Including Budget Adjustments</b>	<b>Year-over-Year Change</b>
Assessment	\$2,130,000	\$2,250,000	5.63%	\$2,250,000	5.63%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%
Estimated Municipal Taxes	\$38,094	\$39,919	4.79%	\$41,475	8.88%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$8,627	\$8,940	3.63%	\$8,193	-5.03%
Monthly TIPP Payments Jan to Jun	\$4,448			\$4,034	
Monthly TIPP Payments Jul to Dec	\$3,339			\$4,245	
<b>Total Taxes</b>	<b>\$46,721</b>	<b>\$48,860</b>	<b>4.58%</b>	<b>\$49,668</b>	<b>6.31%</b>

<b>Retail - Neighbourhood Shopping Centre</b>	<b>2022</b>	<b>2023 Prior to Budget Adjustments</b>	<b>Year-over-Year Change</b>	<b>2023 Including Budget Adjustments</b>	<b>Year-over-Year Change</b>
Assessment	\$17,990,000	\$19,650,000	9.23%	\$19,650,000	9.23%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%
Estimated Municipal Taxes	\$321,739	\$348,628	8.36%	\$362,216	12.58%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$72,865	\$78,079	7.16%	\$71,554	-1.80%
Monthly TIPP Payments Jan to Jun	\$32,200			\$34,064	
Monthly TIPP Payments Jul to Dec	\$33,568			\$38,231	
<b>Total Taxes</b>	<b>\$394,603</b>	<b>\$426,708</b>	<b>8.14%</b>	<b>\$433,770</b>	<b>9.93%</b>

<b>Typical Industrial - Warehouse</b>	<b>2022</b>	<b>2023 Prior to Budget Adjustments</b>	<b>Year-over-Year Change</b>	<b>2023 Including Budget Adjustments</b>	<b>Year-over-Year Change</b>
Assessment	\$2,770,000	\$2,840,000	2.53%	\$2,840,000	2.53%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%

Estimated Municipal Taxes	\$49,540	\$50,387	1.71%	\$52,351	5.67%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$11,219	\$11,285	0.58%	\$10,342	-7.82%
Monthly TIPP Payments Jan to Jun	\$4,860			\$5,267	
Monthly TIPP Payments Jul to Dec	\$5,267			\$5,182	
<b>Total Taxes</b>	<b>\$60,759</b>	<b>\$61,672</b>	<b>1.50%</b>	<b>\$62,692</b>	<b>3.18%</b>

Large Format Industrial - Warehouse	2022	2023 Prior to Budget Adjustments	Year-over-Year Change	2023 Including Budget Adjustments	Year-over-Year Change
Assessment	\$54,100,000	\$55,360,000	2.33%	\$55,360,000	2.33%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%
Estimated Municipal Taxes	\$967,541	\$982,192	1.51%	\$1,020,473	5.47%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$219,121	\$219,973	0.39%	\$201,588	-8.00%
Monthly TIPP Payments Jan to Jun	\$92,906			\$102,437	
Monthly TIPP Payments Jul to Dec	\$104,871			\$101,240	
<b>Total Taxes</b>	<b>\$1,186,662</b>	<b>\$1,202,165</b>	<b>1.31%</b>	<b>\$1,222,061</b>	<b>2.98%</b>

Suburban Office	2022	2023 Prior to Budget Adjustments	Year-over-Year Change	2023 Including Budget Adjustments	Year-over-Year Change
Assessment	\$8,460,000	\$6,740,000	-20.33%	\$6,740,000	-20.33%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%
Estimated Municipal Taxes	\$151,301	\$119,580	-20.97%	\$124,241	-17.88%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$34,266	\$26,781	-21.84%	\$24,543	-28.37%
Monthly TIPP Payments Jan to Jun	\$18,942			\$16,019	
Monthly TIPP Payments Jul to Dec	\$11,986			\$8,779	
<b>Total Taxes</b>	<b>\$185,567</b>	<b>\$146,362</b>	<b>-21.13%</b>	<b>\$148,784</b>	<b>-19.82%</b>

Office - Downtown AA Class	2022	2023 Prior to Budget Adjustments	Year-over-Year Change	2023 Including Budget Adjustments	Year-over-Year Change
Assessment	\$256,450,000	\$259,900,000	1.35%	\$259,900,000	1.35%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%
Estimated Municipal Taxes	\$4,586,429	\$4,611,120	0.54%	\$4,790,841	4.46%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$1,038,699	\$1,032,713	-0.58%	\$946,400	-8.89%
Monthly TIPP Payments Jan to Jun	\$474,817			\$485,578	
Monthly TIPP Payments Jul to Dec	\$462,705			\$470,629	
<b>Total Taxes</b>	<b>\$5,625,128</b>	<b>\$5,643,832</b>	<b>0.33%</b>	<b>\$5,737,241</b>	<b>1.99%</b>

Hotel/Accommodation	2022	2023 Prior to Budget Adjustments	Year-over-Year Change	2023 Including Budget Adjustments	Year-over-Year Change
Assessment	\$64,710,000	\$64,710,000	0.00%	\$64,710,000	0.00%
Municipal Tax Rate	0.0178843	0.0177419	-0.80%	0.0184334	3.07%
Estimated Municipal Taxes	\$1,157,293	\$1,148,078	-0.80%	\$1,192,825	3.07%
Provincial Tax Rate	0.0040503	0.0039735	-1.90%	0.0036414	-10.10%
Estimated Provincial Taxes	\$262,095	\$257,125	-1.90%	\$235,635	-10.10%
Monthly TIPP Payments Jan to Jun	\$135,873			\$122,526	
Monthly TIPP Payments Jul to Dec	\$100,692			\$115,551	
<b>Total Taxes</b>	<b>\$1,419,388</b>	<b>\$1,405,204</b>	<b>-1.00%</b>	<b>\$1,428,460</b>	<b>0.64%</b>



# 2023 Property Tax Related Bylaws C2023-0247

Regular Meeting of Council

2023 March 14



# Recommendations

Administration recommends that Council:

1. Give three readings to:

- a) The proposed 2023 Property Tax Bylaw 13M2023 (Attachment 2)
- b) The proposed 2023 Rivers District Community Revitalization Levy Rate Bylaw 14M2023 (Attachment 3) and
- a) The proposed 2023 Machinery and Equipment Exemption Bylaw 15M2023 (Attachment 4)

## Previous Council Direction

- **2023 February 14:** Council maintained 52 residential and 48 non-residential shares (C2023-0109)
- **2022 November 8:** Council approved “2023-2026 Service Plans and Budgets” (C2022-1051)
- **2022 September 29:** Council drew Business Tax Consolidation to a close (EC2022-0649)

# Property Tax Bylaw Highlights

- Proposed bylaws reflect Council's approval of the 2023 - 2026 Service Plans and Budgets and the Provincial Requisition
- Current challenges in other revenues emphasize the importance of the property tax
- Property Tax bills are expected to be mailed on the week of May 22, 2023

# Municipal Tax Rates, Ratio & Share

	2022	2023
Residential Tax Rate	0.0046950	0.0043319
Non-Residential Tax Rate	0.0178843	0.0184334
<b>Municipal Tax Ratio (Non-res/Res)</b>	<b>3.81</b>	<b>4.26</b>
Tax Revenue raised through the bylaw (\$M)*	<b>\$2,045.1</b>	<b>\$2,170.6</b>
Residential Tax Share	\$1,060.7	\$1,120.7
Non-Residential Tax Share	\$983.0	\$1,048.5
<b>Municipal Tax Share Ratio (Res:Non-res)</b>	<b>52:48</b>	<b>52:48</b>

\* Excludes farmland



# Total Estimated Property Tax Bill Changes from 2022 to 2023

Estimated Year-over-Year Change	Single Residential Home	Single Residential Condominium	Non-residential \$5M property
Assessment Change (A) <sup>1</sup>	\$51	(\$34)	\$1,062
Budget Change (B) <sup>2</sup>	\$76	\$36	\$3,526
Municipal Change (C=A+B)	\$127	\$2	\$4,588
Provincial Change (D)	\$52	(\$6)	(\$1,680)
<b>Total Annual Change (C+D)<sup>3</sup></b>	<b>\$179</b>	<b>(\$4)</b>	<b>\$2,908</b>
<b>Total Monthly Change</b>	<b>\$15</b>	<b>\$0</b>	<b>\$242</b>

1. Relative assessment impact
2. Council approved budget changes
3. Totals may not add due to rounding

Council approved the amendment to the Tax Instalment Payment Plan (TIPP) bylaw 50M2022 which enabled greater stability in TIPP payments by spreading them more evenly over the course of a year.

Impacts on residential assessment class:



	Single Residential		
	2022	2023	Year-over-Year Change
Assessment	\$485,000	\$555,000	14.43%
Municipal Taxes	\$2,277	\$2,404	5.58%
Provincial Taxes	\$1,191	\$1,243	4.41%
<b>Total Taxes</b>	<b>\$3,468</b>	<b>\$3,647</b>	<b>5.18%</b>
TIPP Payment Jan to Jun	\$275	\$303	
TIPP Payment Jul to Dec	\$303	\$305	



Condo	High-Rise Apartment
Year-over-Year Change	
8.51%	10.34%
0.12%	1.80%
-0.99%	0.68%
<b>-0.26%</b>	<b>1.42%</b>
\$145	\$8,540
\$135	\$8,295

# Combined Non-Residential Impacts

Impact on various property types within the non-residential assessment class:



	Retail – Strip Mall	Retail - Neighbourhood Shopping Centre
	Year-over-Year Change	
Assessment	6.89%	9.23%
Municipal Taxes	10.17%	12.58%
Provincial Taxes	-3.90%	-1.80%
<b>Total Taxes</b>	<b>7.57%</b>	<b>9.93%</b>



Suburban Office	Office - Downtown AA Class
Year-over-Year Change	
-20.33%	1.35%
-17.88%	4.46%
-28.37%	-8.89%
<b>-19.82%</b>	<b>1.99%</b>



Hotel/ Accommodation
Year-over-Year Change
0.00%
3.07%
-10.10%
<b>0.64%</b>



Large Format Industrial - Warehouse	Typical Industrial - Warehouse
Year-over-Year Change	
2.33%	2.53%
5.47%	5.67%
-8.00%	-7.82%
<b>2.98%</b>	<b>3.18%</b>

TIPP Payment Jan to Jun	\$9,070	\$34,064
TIPP Payment Jul to Dec	\$9,768	\$38,231

\$16,019	\$485,578
\$8,779	\$470,629

\$122,526
\$115,551

\$102,437	\$5,267
\$101,240	\$5,182



# Recommendations

Administration recommends that Council:

**1. Give three readings to:**

- a) The proposed 2023 Property Tax Bylaw 13M2023 (Attachment 2)
- b) The proposed 2023 Rivers District Community Revitalization Levy Rate Bylaw 14M2023 (Attachment 3) and
- a) The proposed 2023 Machinery and Equipment Exemption Bylaw 15M2023 (Attachment 4)



**Community Services Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0265  
Page 1 of 2**

**Civic Partner Appointment – Silvera for Seniors**

**RECOMMENDATIONS:**

That Council:

1. Appoint a Public Member to the Silvera for Seniors Board of Directors (Attachment 2) for a term set to expire at the 2025 Organizational Meeting of Council; and
2. Direct that the Closed Meeting discussions, Attachment 2, and any selection materials related to this report remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

**HIGHLIGHTS**

- Under the guiding legislation and a Ministerial Order signed by Silvera for Seniors, The City and Government of Alberta, Council appoints all board members to Silvera for Seniors' board of directors. This report presents a Public Member nominee for Council's consideration and appointment to Silvera for Seniors' board to fill a vacancy.
- **What does this mean for Calgarians?** A strong board of directors supports a well-run organization that contributes to the continuum of affordable housing in Calgary by offering housing options for low-income seniors.
- **Why does it matter?** Through the Ministerial Order, Council appoints all board members to Silvera for Seniors, and this report supports the final step in the organization's strategic recruitment process. Appointing the recommended nominee will fill the vacancy on the board of directors with a nominee who offers skills, experience and knowledge that align with the board's skills matrix.
- This report supports transparency and informed decision-making about Civic Partner board appointments by providing Council with detailed information about the processes implemented by Silvera for Seniors, an organization that advertises and recruits candidates outside of City Clerk's processes.
- Background and Previous Council Direction is included as Attachment 1.

**DISCUSSION**

Silvera for Seniors is a housing management body created by Ministerial Order under the *Alberta Housing Act* (Alberta). The Ministerial Order sets out the management body name, the member organization it serves (in this case The City of Calgary), the method for appointing the board of directors (including the process for recruitment for nominees, term lengths, and other details), the properties for which it is responsible, and the municipalities that the management body may requisition for the lodge operations. Under the Ministerial Order, Council appoints all members of Silvera for Seniors' board based on nominees put forward by Silvera for Seniors.

In this report, Silvera is presenting one nominee for Council to consider for appointment (Attachment 2). The nominee will fill an outstanding vacancy on the board to provide the required skills, experience and knowledge identified in the board's skills matrix. Details about Silvera for Seniors' advertising and recruitment processes are included in Attachment 2. This vacancy remained outstanding after the Organizational Meeting in 2022 October as Silvera continued its recruitment for the specialized skills and experience required.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input type="checkbox"/> Dialogue with interested parties was undertaken                |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

Attachment 2 was prepared by Silvera for Seniors in consultation with Administration (Major Partners and City Clerk's Office).

## IMPLICATIONS

### Social

The recruitment and appointment of a board member with specialized skills, knowledge, and expertise will enhance Silvera for Seniors' governance and support effective implementation of its mandate, including strategies and plans that contribute to increased quality of life for all Calgarians through affordable housing options for low-income seniors, increased civic participation and community-building.

### Environmental

Not Applicable

### Economic

The strategic recruitment of board members enhances the effectiveness of Silvera for Seniors' governance practices and supports the organization's ability to effectively implement its mandate that contributes to the affordable housing continuum in Calgary.

### Service and Financial Implications

No anticipated financial impact

## RISK

Addressing gaps in skills and experience on a board supports a strong board of directors that can mitigate risk through effective governance and can continue to identify and mitigate operational and strategic risks as they arise. To manage The City's exposure to risk related to partnering, The City has clear accountability measures including reporting requirements and financial reviews in place for all Civic Partner organizations. These measures, guided by the *Investing in Partnerships Policy*, are also embedded in agreements, bylaws, terms of reference, legislation, and other guiding documents.

## ATTACHMENTS

1. Background and Previous Council Direction
2. CONFIDENTIAL Silvera for Seniors Recommended Candidate
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
n/a		

# Background and Previous Council Direction

## Background

This report presents Public Member nominees for Council's consideration and appointment to the governing body of Silvera for Seniors to fill a vacancy.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
10/25/2022	N2022-1068	<b>Civic Partner Appointments Report</b> Rob Easson and Janice Cullen were appointed to the Silvera for Seniors board of directors for three year terms expiring at the 2025 Organizational Meeting of Council.
04/12/2022	C2022-0456	<b>Civic Partner Appointments Report</b> Al-Karim Khimji was appointed to the board of directors of Silvera for Seniors for a three year term expiring at the 2025 Organizational Meeting of Council.
11/15/2021	N2021-1384	<b>Civic Partner Appointments Report</b> Sue Frerichs was appointed to the Silvera for Seniors board of directors for a three year term expiring at the 2023 Organizational Meeting of Council.
10/30/2017	C2017-1079	<b>Board Appointments to Legislated Bodies</b> Sue Frerichs appointed to the Silvera for Seniors board of directors for a three year term expiring at the 2020 Organizational Meeting of Council.

## Bylaws, Regulations, Council Policies

Civic Partners that advertise and recruit outside of City Clerk's advertising and recruitment processes still must adhere to the applicable sections of *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03).

The City's relationships and accountability processes related to Civic Partners are guided by the *Investing in Partnerships Policy* (CPS2017-01).







# **Civic Partner Appointment – Silvera for Seniors**

March 14, 2023

That Council:

1. Appoint a Public Member to the Silvera for Seniors Board of Directors (Attachment 2) for a term set to expire at the 2025 Organizational Meeting of Council; and
2. Direct that the closed meeting discussions, Attachment 2 and any selection materials related to this report remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act* (Alberta).

## Overview

- 1 Public Member board member nominee recommended for Silvera for Seniors
- Strategically appointing members based on skills & experience supports strong governance
- Silvera for Seniors advertises & recruits board members outside of City Clerk's process

That Council:

1. Appoint a Public Member to the Silvera for Seniors Board of Directors (Attachment 2) for a term set to expire at the 2025 Organizational Meeting of Council; and
2. Direct that the closed meeting discussions, Attachment 2 and any selection materials related to this report remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act* (Alberta).

## Clean Energy Improvement Program Bylaw Amendment

### RECOMMENDATION(S):

That Council direct Administration to:

1. Publicly advertise Proposed Bylaw 16M2023; and
2. Bring Proposed Bylaw 16M2023 to Council for Public Hearing and three readings no later than 2023 Q3.

### HIGHLIGHTS

- This report brings forward an amendment to the Clean Energy Improvement Program Bylaw 53M2021 (the “Bylaw”). The amendment removes a minor technical inaccuracy in the type of security required to support the borrowing of money for the purpose of financing clean energy improvements and clarifies the language in the Bylaw with respect to The City of Calgary’s authority for such financing pursuant to Section 390.3(1) of the *Municipal Government Act*, R.S.A. 2000, c. M-26 (the “MGA”).
- **What does this mean to Calgarians?** The amendment does not impact the Program process to date or the applications currently in the queue. The clarifying language in the amendment will allow The City to finalize its loan and grant arrangements with the Federation of Canadian Municipalities (“FCM”), which will enable The City to offer residential property owners the maximum amount of Clean Energy Improvement Program (“Program”) financing contemplated in the Bylaw.
- **Why does this matter?** Calgarians have shown their enthusiasm for the Program and this minor amendment will enable The City to maximize available funding for the Program.
- Background and Previous Council Direction is included as Attachment 1.

### DISCUSSION

The Bylaw requires the amendment to clarify the language with respect to The City of Calgary’s authority to borrow money for the purpose of financing clean energy improvements and to remove a technical inaccuracy in the type of security required to support the financing. The proposed amendment does not materially affect the Bylaw in principle or substance as a borrowing was always contemplated. Despite the language in the Bylaw, the provision of a debenture to support the FCM financing is not required and therefore is being amended. The remaining terms of the proposed borrowing as stated in the Bylaw have not changed. The proposed amendment is required to finalize and draw upon The City’s loan and grant arrangements with FCM.

This Bylaw amendment does not impact the applications currently in the queue, as The City has allocated \$5 million from the Fiscal Stability Reserve which can be used until the loan and grant arrangements with FCM can be finalized and drawn upon. The need for this amendment was only identified after the Program launch. Finalizing this Bylaw amendment will enable The City to reopen the Program to additional participants.

The sections of the MGA pertaining to the Program were introduced in 2018 and did not include detailed direction, templates, or guidance on the required clean energy improvement tax bylaw. Municipalities across Alberta have used the first bylaws that were passed in 2019 (Town of Devon and Town of Rocky Mountain House) as templates and adjusted based on their internal

## **Clean Energy Improvement Program Bylaw Amendment**

interpretation of the legislation. Other municipalities have had to make minor amendments since the initial passing of their Program bylaw due to differences in interpretations of the legislative requirements (e.g., City of Leduc and Town of Rocky Mountain House).

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input type="checkbox"/> Dialogue with interested parties was undertaken                |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

The proposed amendment to the Bylaw will be advertised and a public hearing will be held pursuant to the requirements in the MGA.

### **IMPLICATIONS**

#### **Social**

The amendment to the Bylaw will allow The City to access \$10 million in financing from FCM - for a total fund of \$15 million - for clean energy improvements. The FCM allocation to the fund allows more Calgarians to experience the benefits of upgraded homes, including better air quality within the property (reducing cardiovascular and respiratory issues), better indoor temperature regulation and thermal quality, and more comfortable spaces.

#### **Environmental**

Residential buildings contribute 32 percent of Calgary's community GHG emissions, and a significant portion of the buildings that will exist in Calgary in 2050 have already been built today. The amendment to the Bylaw will allow The City to allocate the planned maximum of \$15 million for residential homeowners to reach the energy saving and emission reduction goals of the Program.

#### **Economic**

The borrowing authorized by the amendment to the Bylaw will be invested by residential homeowners into their properties to generate energy and cost savings. It will lead to increased job opportunities for local energy efficiency and renewable energy contractors. The investments will also generate jobs throughout the supply chain (e.g., manufacturing), through additional spending in the economy due to increased income of workers, and through increased energy savings for participants.

#### **Service and Financial Implications**

##### **Other: Authority to borrow**

\$15,000,000

The proposed amendment is required to finalize and draw upon The City's financing arrangements with FCM. This includes a \$10 million loan to be used to finance clean energy improvement projects and a \$5 million grant to support Program operations. The City must draw down on the loan to access the grant funds.

**Planning and Development Services Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0282  
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**Clean Energy Improvement Program Bylaw Amendment**

**RISK**

- The Program launched on January 31, 2023, and the intake of new applications was paused on February 1, 2023, due to the high volume of applications received in such a short period of time.
  - The City has allocated \$5 million from the Fiscal Stability Reserve to finance a portion of the Program, which can support the initial projects in the queue. This allocation from the Fiscal Stability Reserve is the municipal contribution to the Program, which contribution is required under the terms of FCM's loan and grant.
- Without the proposed amendment to the Bylaw, The City will not be able to access the \$10 million in financing and the accompanying grant through FCM.
- Calgarians have shown immense enthusiasm for the Program and the reopening of the Program would be impacted if the amendment is not approved and The City is not authorized to make the contemplated borrowing pursuant to the Bylaw.

**ATTACHMENT(S)**

1. Previous Council Direction and Background
2. Proposed Bylaw 16M2023

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Stuart Dalglish	Planning and Development Services	Approve
Carla Male	Corporate Planning & Financial Services	Approve
Carolyn Bowen	Planning and Development Services	Approve
Les Tochor	Corporate Planning & Financial Services	Approve





# Previous Council Direction and Background

The Clean Energy Improvement Program (the “Program”) and the Clean Energy Improvement Program Bylaw 53M2021 (the “Bylaw”) were approved by Council in December 2021. The Program is a financing initiative designed to make energy efficiency and renewable energy upgrades more accessible to homeowners. The Program leverages Alberta’s version of an innovative financing solution known as Property Assessed Clean Energy (or PACE), which allows property owners to access flexible, long-term financing through their municipality. Repayment is facilitated through an added charge to the participant’s property tax bill.

The City was approved for a \$10 million low-interest loan and \$5 million grant through the Federation of Canadian Municipalities’ Community Efficiency Financing initiative. The loan will be used to finance energy efficiency and renewable energy projects and the non-repayable grant will support program operation costs. The City allocated \$5 million from the Fiscal Stability Reserve in March 2022 for financing clean energy improvements through the Program. This allocation enabled The City to meet the Federation of Canadian Municipalities’ terms of the loan and grant which required the municipality contribute at least 20 per cent of program costs.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION
2021 September 13	PFC2021-1198	<p>Clean Energy Improvement Program Bylaw Recommendations: That Priorities and Finance Committee recommend that Council:</p> <ol style="list-style-type: none"> <li>1. Direct Administration to publicly advertise the proposed Bylaw 53M2021; and</li> <li>2. Direct Administration to bring the proposed Bylaw 53M2021 to Council for Public Hearing and three readings no later than 2021 Q4.</li> </ol> <p>Motion Carried</p>
2021 December 06	C2021-1418	<p>Clean Energy Improvement Bylaw Recommendations: That Council:</p> <ol style="list-style-type: none"> <li>1. Hold a Public Hearing on Proposed Bylaw 53M2021; and</li> <li>2. Give three readings to Proposed Bylaw 53M2021, the proposed Clean Energy Improvement Program Bylaw.</li> </ol> <p>Motion Carried</p>

2022 February 22	EC2022-0113	<p>Funding Request for the Clean Energy Improvement Program</p> <p>Recommendation: That Executive Committee recommend that Council approve \$5 million from the Fiscal Stability Reserve to be used for financing clean energy improvements through the Clean Energy Improvement Program pursuant to Bylaw 53M2021.</p> <p>Motion Carried</p>
2022 March 08	EC2022-0113	<p>Funding Request for the Clean Energy Improvement Program</p> <p>Recommendation: That Council approve \$5 million from the Fiscal Stability Reserve to be used for financing clean energy improvements through the Clean Energy Improvement Program pursuant to Bylaw 53M2021.</p> <p>Motion Carried</p>

# PROPOSED

C2023-0282  
ATTACHMENT 2

## BYLAW NUMBER 16M2023

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 53M2021, THE CLEAN ENERGY IMPROVEMENT PROGRAM BYLAW

\*\*\*\*\*

**WHEREAS** Council of The City of Calgary ("Council") considers it expedient to amend Bylaw 53M2021, the Clean Energy Improvement Program Bylaw.

#### **NOW, THEREFORE, COUNCIL, DULY ASSEMBLED, ENACTS AS FOLLOWS:**

1. Bylaw 53M2021 is hereby amended by deleting the words "issue one or more debentures" in Section 15(a) and replacing it with "borrow".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_



## Safe and Inclusive Access

### RECOMMENDATIONS:

That Council:

1. Give three readings to the proposed Safe and Inclusive Access Bylaw to be effective immediately; and,
2. Give three readings to the proposed amendments to the Public Behaviour Bylaw 54M2006 to be effective immediately.

### HIGHLIGHTS

- The following text contains information about lived experiences of hate, transphobia and homophobia. This report contains themes or content that may be harmful or traumatic for some readers.
- Recent protests have targeted members of the 2SLGBTQIA+ (Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual, and additional sexual orientations and gender identities) community and are impeding The City of Calgary's ability to provide safe and inclusive access to City services. The public is entitled to access these services without being exposed to messaging or behaviour that is hateful, intimidates, harasses, or discriminates.
- While The City's Public Behaviour Bylaw (54M2006) addresses harassment, it currently has no mechanism in place to limit the time, manner and location of protests which impede safe and inclusive access to public services.
- The proposed Safe and Inclusive Access Bylaw seeks to allow safe and inclusive access to public services by establishing 'access zones' (Attachment 1), striking a balance between right to protest and safe and inclusive access to public services.
- The proposed amendment to Public Behaviour Bylaw (54M2006) will explicitly include "intimidation" in the definition of "harassment" to enhance clarity (Attachment 2).
- **What does this mean to Calgarians?** These recommendations provide additional tools to address acts of hate, discrimination, harassment, bullying, intimidation, and violence that impede people's ability to access public services.
- **Why does it matter?** Safe and inclusive access to public services is important to ensure all Calgarians can equally enjoy the benefits and resources offered at or through public facilities, regardless of gender, socio-economic status, age, ability, religion, race, sexual orientation, gender identity, gender expression or heritage. Inclusive public spaces that support diversity, attract business, contribute to a thriving economy and to a prosperous city.
- This report aligns with Council's Strategic Direction on Social Resilience, specifically, "A city where people of all backgrounds belong. A community of people who support one another. A vibrant, safe, and secure place to live, work and play. A city that does not tolerate hate, promotes community engagement and participation, and actively works to address systemic discrimination in all forms. We live our commitment to Reconciliation."
- Background and Previous Council Direction is included as Attachment 3.

### DISCUSSION

#### Recent Protests

A series of protests over the past several weeks has caused concerns regarding the ability of community members to safely access recreation facilities and libraries, and has disrupted, or

## **Safe and Inclusive Access**

resulted in the cancellation of, events taking place at these facilities. These protests have targeted members of the 2SLGBTQIA+ community. In many instances, children and youth have been present and exposed to messaging or behaviour that is hateful, intimidates, harasses, or discriminates. Protesters have displayed escalating behaviour leading to disruption, fear, and verbal and physical conflict. The following bullets describe some of the recent protests.

- On 2023 February 10 Chinook Blast organizers announced the postponement of two performances (i.e., Drag on Ice and DJ Gaysnakes) due to ongoing safety concerns related to anticipated protests targeting the 2SLGBTQIA+ community.
- Since 2023 February 12 there have been ongoing protests at Canyon Meadows Aquatic and Fitness Centre connected to Calgary Recreation's Trans and Gender Diverse Facility Standard Operating Procedure, which provides individuals the right to access the washroom or change room that best corresponds with their gender identity or gender expression. At the protest on 2023 February 26, signs were present that read, "Weirdos in drag, gender benders reading to children." A protestor with a portable speaker was also heard saying, "These transgender sickos that want to change with little girls. What a bunch of sickos". Protests at the Canyon Meadows facility appear to be scheduled into the future.
- On 2023 February 25, demonstrators targeted a children's story time program called 'Reading with Royalty' at the Seton Public Library that is delivered in partnership with Calgary Pride to celebrate inclusion and diversity. One of the protestors entered the program room causing verbal, and eventual physical, conflict in front of the children and parents. There were reports of homophobic and transphobic slurs being shouted at the participants, including children and parents. An employee described how the encounter caused fear in participants and concerns for employee safety. On social media, a video shows two parents with their children leaving the event, "because their kids were not safe."
- On 2023 March 3, the Calgary Public Library postponed another 'Reading with Royalty' event scheduled for 2023 March 4 due to safety concerns related to the protests.

The organizers of these referenced protests have indicated an intention to continue protesting all-age drag events until they are shut down or, in the case of Canyon Meadows Aquatic and Fitness Centre, City policies are changed. These protests have been threatening, invoking fear, and inciting hatred, while putting the safety of the public and staff at risk. The City has received emails from Calgarians regarding the impact this is having, including one member of the 2SLGBTQIA+ community who shared that, "The demonstrations are dehumanizing. We can't walk out in our community because we're terrified by those who seek to eradicate us simply because of who we are". The City respects the right to protest but must balance this with protecting the physical and psychological safety of all people, and ensuring that all people can access public spaces without being exposed to hate, intimidation, harassment or discrimination.

## **Experiences of Exclusion and Oppression**

Communities that have historically and/or currently experience exclusion, discrimination and oppression are more likely to experience harassment and police-reported hate crimes<sup>1,2</sup> and report access barriers to public programs and services<sup>3</sup>. Since the enactment of The City's Street Harassment amendment (in the Public Behaviour Bylaw) in 2022 June, approximately 40 per cent of the incidents reported were experienced by Calgarians impacted by racism, homophobia and/or transphobia. Further, in a recent survey on street harassment commissioned by The City, participants identifying as 2SLGBTQIA+ were more likely to have experienced street harassment (84 per cent versus 49 per cent others). In The City's Fall 2022 Survey of Calgarians, Indigenous and 2SLGBTQIA+ Calgarians were less likely to agree with

## **Safe and Inclusive Access**

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the following statement, 'The City delivers programs and services that remove barriers to participation for Calgarians who need it most' than other Calgarians.

### **Jurisdiction and Enforcement**

Under the *Municipal Government Act* (Section 3(b) and (c)), the purposes of a municipality are to provide services, facilities or other things that in the opinion of council, are necessary or desirable for all or part of the municipality; and to develop and maintain safe and viable communities. The *Municipal Government Act* (Section 7) gives Council authority to enact bylaws regarding the safety, health and welfare of people and the protection of people and property; and people, activities and things in, on or near a public place or place that is open to the public.

The *Alberta Human Rights Act* (Section 4) mandates that The City must not discriminate with respect to any services or facilities that are customarily available to the public. Equality rights are also enshrined in the *Canadian Charter of Rights and Freedoms*.

Bylaws in other Canadian municipalities were scanned to understand how other jurisdictions have addressed similar issues (Attachment 4). While there are currently no existing bylaws in other municipalities regarding safe and inclusive access, some municipalities have bylaws addressing similar issues related to intimidation and harassment.

The proposed Safe and Inclusive Access Bylaw (Attachment 1) will establish 'access zones' prohibiting protests taking place inside, or within 100 metres of, an entrance to a City-operated recreation facility (or other designated facility) or library during operational hours (and one hour before and after). A review of aerial maps showing distances for representative facilities (e.g. different sizes, embedded library versus stand-alone) (Attachment 5) led to this recommendation of 100 metres. The Bylaw also prohibits persons from impeding or attempting to impede the passage of another person to or from an entrance of a recreation facility or library. The intent is to ensure that all people who wish to access these services may do so without being exposed to messaging or behaviour that is hateful, intimidates, harasses, or discriminates, which may trigger trauma and psychological harm. This strikes a balance between respecting the right to protest and The City providing safe and inclusive access to public services.

While The City currently has a Public Behaviour Bylaw (54M2006), which addresses harassment, the definition of 'harassment' does not explicitly include intimidation and the proposed amendment will provide clarity that this behaviour is captured within it.

If enacted, these proposed bylaws will protect all people, including members of communities that have historically and/ or currently experience exclusion, discrimination and oppression, and vulnerable groups such as children and youth, from further experiencing intimidation, harassment, and discrimination. They also ensure The City can deliver equitable access to the valuable benefits of public services and programs offered at recreation centres and libraries.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |



Engagement with recreation and library facility partners highlighted fears regarding safety for customers (especially members of the 2SLGBTQIA+ community) and facility staff, and identified concerns related to potential service disruptions due to the recent protests. The Gender Equity, Diversity and Inclusion Subcommittee provided input into this report.

## **IMPLICATIONS**

### **Social**

The recommendations advance Council's Social Wellbeing Policy and The City's Gender, Equity, Diversity and Inclusion Strategy. They also support The City's ability to protect members of communities that have historically and/ or currently experience exclusion, discrimination and oppression, and vulnerable groups by taking a proactive and preventative approach, seeking to stop intimidation, harassment, and discrimination from being a barrier to access.

### **Environmental**

No Applicable

### **Economic**

The recommendations support the creation of safe, inclusive and diverse public spaces, which is critical for attracting and maintaining business investment, supporting a high quality of life, and ensuring that all Calgarians have the ability to thrive<sup>4,5</sup>.

### **Service and Financial Implications**

### **Other:**

Not applicable

## **RISK**

The recent protests targeting members of the 2SLGBTQIA+ community have seen an escalation in behavior leading to disruption, fear and verbal and physical conflict. Organizers have indicated their intention for ongoing protests. These protests have, and continue to, put the safety and welfare of the public at risk. The risk to safety and welfare of the public creates an urgent need to address the matter at Council.

The City is managing the risk by introducing a new bylaw to restrict the time, manner, and location of protests and amending an existing bylaw to explicitly include acts of intimidation, to ensure that all people can access public services without being exposed to hate, intimidation, harassment, or discrimination.

The *Municipal Government Act* does not require bylaws of general application to be advertised, go through a Standing Policy Committee, or be subject to a public hearing. No public consultation or engagement is legally required.

## **ATTACHMENTS**

1. Proposed Safe and Inclusive Access Bylaw
2. Proposed Amendment to the Public Behaviour Bylaw
3. Background and Previous Council Direction
4. Jurisdictional Scan
5. Aerial Images
6. Safe and Inclusive Access Presentation

<sup>1</sup> Statistics Canada. (2022). <https://www150.statcan.gc.ca/n1/pub/85-002-x/2022001/article/00013-eng.pdf>

<sup>2</sup> Taylor et al. (2020). [www.saravyc.ubc.ca/resources](http://www.saravyc.ubc.ca/resources)

<sup>3</sup> Langlois, I., & Villotti, P. (2022). <https://doi.org/10.53379/cjcd.2022.227>

<sup>4</sup> Calgary Economic Development. (2022). <https://www.calgaryeconomicdevelopment.com/invest/why-calgary/>

<sup>5</sup> World Economic Forum. (2018). <https://www.weforum.org/agenda/2018/06/open-inclusive-diverse-cities-lgbtq-business-economic-growth/>

**Community Services Report to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0279  
Page 5 of 5**

**Safe and Inclusive Access**

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# PROPOSED

C2023-0279  
ATTACHMENT 1

## BYLAW NUMBER 17M2023

### BEING A BYLAW OF THE CITY OF CALGARY TO CREATE SAFE AND INCLUSIVE ACCESS TO RECREATION FACILITIES AND LIBRARIES

\*\*\*\*\*

**WHEREAS** Council has considered report C2023-0279 and deems it necessary to enact a bylaw to ensure safe and inclusive access to recreation facilities and libraries;

**AND WHEREAS** pursuant to section 7 of the Municipal Government Act, RSA 2000, c. M-26, Council may pass bylaws respecting:

- (a) the safety, health and welfare of people and the protection of people and property; and
- (b) people, activities and things in, on or near a public place or place that is open to the public;

**AND WHEREAS** pursuant to section 3 of the Municipal Government Act, RSA 2000, c. M-26, the purposes of a municipality are to:

- (a) provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality; and
- (b) develop and maintain safe and viable communities;

**AND WHEREAS** pursuant to section 4 of the Human Rights Act, RSA 2000 c. A-25.5 The City of Calgary must not discriminate against any person or class of persons with respect to any services or facilities that are customarily available to the public;

**AND WHEREAS** the Human Rights Act, RSA 2000 c. A-25.5 recognizes that in Alberta as a fundamental principle and as a matter of public policy that all persons are equal in dignity, rights and responsibilities without regard to race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation;

**AND WHEREAS** Council policy CP2019-01 seeks to reduce barriers and continually improve delivery of services to all Calgarians, considering aspects of diversity;

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

#### SHORT TITLE

1. This Bylaw may be cited as the “Safe and Inclusive Access Bylaw”.

# PROPOSED

BYLAW NUMBER 17M2023

## DEFINITIONS AND INTERPRETATION

2. (1) In this Bylaw:
- (a) “*City*” means The City of Calgary, a municipal corporation in the province of Alberta, or the area contained within the boundaries of the City of Calgary, as the context may require;
  - (b) “*library*” means a Calgary Public Library listed in Schedule “B”;
  - (c) “*officer*” means a Bylaw Enforcement Officer appointed pursuant to Bylaw 60M86, a peace officer appointed pursuant to the *Peace Officer Act*, S.A. 2006, c. P-3.5, or a member of the Calgary Police Service;
  - (d) “*operational hours*” means the posted hours of the *recreation facility* or *library*;
  - (e) “*publicly accessible property*” means all or any part of a building, structure, or parcel of land to which members of the public have access as of right or by express or implied invitation;
  - (f) “*recreation facility*” means
    - (i) a *City* operated swimming pool, hockey or skating rink, fitness centre, or gymnasium;
    - or
    - (ii) any facility listed in Schedule “B”; and
  - (g) “*specified protest*” means an expression of objection or disapproval towards an idea or action related to race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation by any means, including graphic, verbal, or written means, but does not include messaging at an event scheduled by a *library* or *recreation facility*.
- (2) All schedules attached to this Bylaw form part of this Bylaw.
- (3) Headings or sub-headings are inserted for ease of reference and guidance purposes only and do not form part of this Bylaw.
- (4) Where this Bylaw cites or refers to any act, regulation, code or other bylaw, the citation or reference is to the act, regulation, code or other bylaw as amended, whether amended before or after the commencement of this Bylaw, and includes reference to any act, regulation, code or other bylaw that may be substituted in its place.

# PROPOSED

## BYLAW NUMBER 17M2023

- (5) Each provision of this Bylaw is independent of all other provisions and if any provision is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this Bylaw remain valid and enforceable.
- (6) Nothing in this Bylaw relieves a person from complying with any provision of any federal, provincial or municipal law or regulation or any requirement of any lawful permit, order or licence.

### **PROHIBITIONS**

- 3.
  - (1) A person must not engage in *specified protest* on *publicly accessible property* within 100 metres of an entrance to a *recreation facility* or a *library*.
  - (2) A person must not engage in *specified protest* anywhere inside a *recreation facility* or a *library*.
  - (3) A person must not physically impede or attempt to impede the passage of a person, to or from an entrance to a *recreation facility* or *library*.
- 4.
  - (1) Section 3 only applies during the time period:
    - (a) commencing one hour before; and
    - (b) ending one hour after;*operational hours*.
  - (2) Despite subsection (1) above, the prohibitions in section 3 continue to apply if the *recreation facility* or *library* remains open for a scheduled event outside of *operational hours* in which case the prohibition applies during the time period commencing one hour before the scheduled event and ending one hour after the end of the event.
- 5. Where a *recreation facility* or *library* is located in a building containing a complex of interlocking offices, stores or other facilities, the prohibitions in subsections 3(1) and 3(3) apply to the entrance of the complex and the prohibition in subsection 3(2) applies to the area inside the complex as a whole.

### **OFFENCES**

- 6.
  - (1) Any person who contravenes any provision of this Bylaw by doing any act or thing which the person is prohibited from doing, or by failing to do any act or thing the person is required to do, is guilty of an offence pursuant to this Bylaw.
  - (2) Any person who is convicted of an offence pursuant to this Bylaw is liable on summary conviction to a fine not exceeding \$10,000.00 or imprisonment for not more than one year, or both.

### **ENFORCEMENT**

# PROPOSED

## BYLAW NUMBER 17M2023

7. (1) Where an *officer* believes that a person has contravened any provision of this Bylaw, the *officer* may commence proceedings against the person by issuing a violation ticket in accordance with the Provincial Offences Procedure Act, RSA 2000, c. P-34.
- (2) This section shall not prevent an *officer* from issuing a violation ticket requiring a court appearance of the defendant pursuant to the Provincial Offences Procedures Act or from laying an information instead of issuing a violation ticket.

### **PENALTY**

8. (1) Where there is a specified penalty listed for an offence in Schedule “A” to this Bylaw, that amount is the specified penalty for the offence.
- (2) Where there is a minimum penalty listed for an offence in Schedule “A” to this Bylaw, that amount is the minimum penalty for the offence.
- (3) In this section, “specified penalty” means an amount that can be paid by a person who is issued a violation ticket and is authorized to make a voluntary payment without a Court appearance.
- (4) Despite subsections 8(1) and 8(2):
  - (a) where any person has been convicted of a contravention of the same provision of this Bylaw twice within one 24-month period, the minimum penalty payable in respect of the second conviction is double the minimum penalty amount shown in Schedule “A” of this Bylaw in respect of that provision, and
  - (b) where any person has been convicted of a contravention of the same provision of this Bylaw three or more times within one 24-month period, the minimum penalty payable in respect of the third or subsequent conviction is triple the minimum penalty amount shown in Schedule “A” of this Bylaw in respect of that provision.

# PROPOSED

BYLAW NUMBER 17M2023

## COMING INTO FORCE

9. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_



# PROPOSED

BYLAW NUMBER 17M2023

## SCHEDULE "A"

### PENALTIES

SECTION	OFFENCE	MINIMUM PENALTY	SPECIFIED PENALTY
3(1)	<i>specified protest on publicly accessible property within 100 metres of an entrance to a recreation facility or a library</i>	\$500	\$1000
3(2)	<i>specified protest anywhere inside a recreation facility or a library</i>	\$1000	\$2000
3(3)	physically impede or attempt to impede the passage of a person, to an entrance to a recreation facility or library	\$500	\$1000

# PROPOSED

BYLAW NUMBER 17M2023

## SCHEDULE "B"

### INCLUDED FACILITIES

#### Calgary Public Libraries

Fish Creek Library (11161 Bonaventure Drive SE)  
Central Library (800 3 Street SE)  
Country Hills Library (11950 Country Village Link NE)  
Crowfoot Library (8665 Nose Hill Drive NW)  
Bowness Library (6532 Bowness Road NW)  
Forest Lawn Library (4807 8 Avenue SE)  
Giuffre Family Library (3223 14 Street SW)  
Judith Umbach Library (6617 Centre Street N)  
Louise Riley Library (1904 14 Avenue NW)  
Nicholls Family Library (1421 33 Street SW)  
Memorial Park Library (1221 2 Street SW)  
Nose Hill Library (1530 Northmount Drive NW)  
Quarry Park Library (108 Quarry Park Road SE)  
Rocky Ridge Library (11300 Rocky Ridge Road NW)  
Saddletowne Library (150 7555 Falconridge Boulevard NE)  
Sage Hill Library (19 Sage Hill Passage NW)  
Seton Library (4995 Market Street SE)  
Shawnessy Library (333 Shawville Boulevard SE)  
Southwood Library (924 Southland Drive SW)  
Signal Hill Library (5994 Signal Hill Centre SW)  
Village Square Library (2623 56 Street NE)

#### Included Facilities

<b>YMCA facilities</b>	Brookfield Residential YMCA at Seton (4995 Market St SE) Melcor YMCA at Crowfoot (8100 John Laurie Blvd NW) Remington YMCA in Quarry Park (108 Quarry Park Rd SE) Saddletowne YMCA (180 - 7555 Falconridge Blvd NE) Shane Homes YMCA at Rocky Ridge (11300 Rocky Ridge Rd NW)
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# PROPOSED

BYLAW NUMBER 17M2023

	<p>Shawnessy YMCA (400 - 333 Shawville Blvd SE)</p> <p>South Health Campus YMCA (4448 Front St SE)</p>
<b>Other sports and recreation facilities</b>	<p>Trico Centre for Family Wellness (11150 Bonaventure Dr SE)</p> <p>MNP Community &amp; Sports Centre (2225 Macleod Trail SE)</p> <p>Vivo for Healthier Generations (11950 Country Village Link NE)</p> <p>Westside Recreation Centre (2000 - 69 St SW)</p> <p>The Genesis Centre (#10, 7555 Falconridge Blvd NE)</p> <p>Cardel Rec South (#100 - 333 Shawville Blvd SE)</p> <p>Vecova Centre for Disability Services and Research (3304 33 St NW)</p> <p>Bowview Outdoor Pool (1910 6 Avenue NW)</p> <p>Forest Lawn Outdoor Pool (1706 39 Street SE)</p> <p>Highwood Outdoor Pool (25 Holmwood Avenue NW)</p> <p>Millican Ogden Outdoor Pool (2094 – 69 Avenue SE)</p> <p>Mount Pleasant Outdoor Pool (2310 6 Street NW)</p> <p>Silver Springs Outdoor Pool (5720 Silver Ridge Drive NW)</p> <p>South Calgary Outdoor Pool (3130 16 Street SW)</p> <p>Stanley Park Outdoor Pool (4011 1a Street SW)</p>
<b>Art centres</b>	<p>North Mount Pleasant Arts Centre (523 - 27 Ave NW)</p> <p>Wildflower Arts Centre (3363 Spruce Dr SW)</p>

# PROPOSED

C2023-0279  
ATTACHMENT 2

## BYLAW NUMBER 18M2023

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 54M2006, THE PUBLIC BEHAVIOUR BYLAW

\*\*\*\*\*

**WHEREAS** Council has considered C2023-0279 and deems it necessary to amend Bylaw 54M2006, the Public Behaviour Bylaw;

### **NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. Bylaw 54M2006, the Public Behaviour Bylaw, as amended, is hereby further amended.
2. The following is added in subsection 2(1)(c.1) after the word "offence,":  
" , intimidation,".
3. Section 8(2) is deleted and the following is substituted:  
"8(2) Any person who is convicted of an offence pursuant to this Bylaw is liable on summary conviction to a fine not exceeding \$10,000.00 or imprisonment for not more than one year, or both.".
4. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

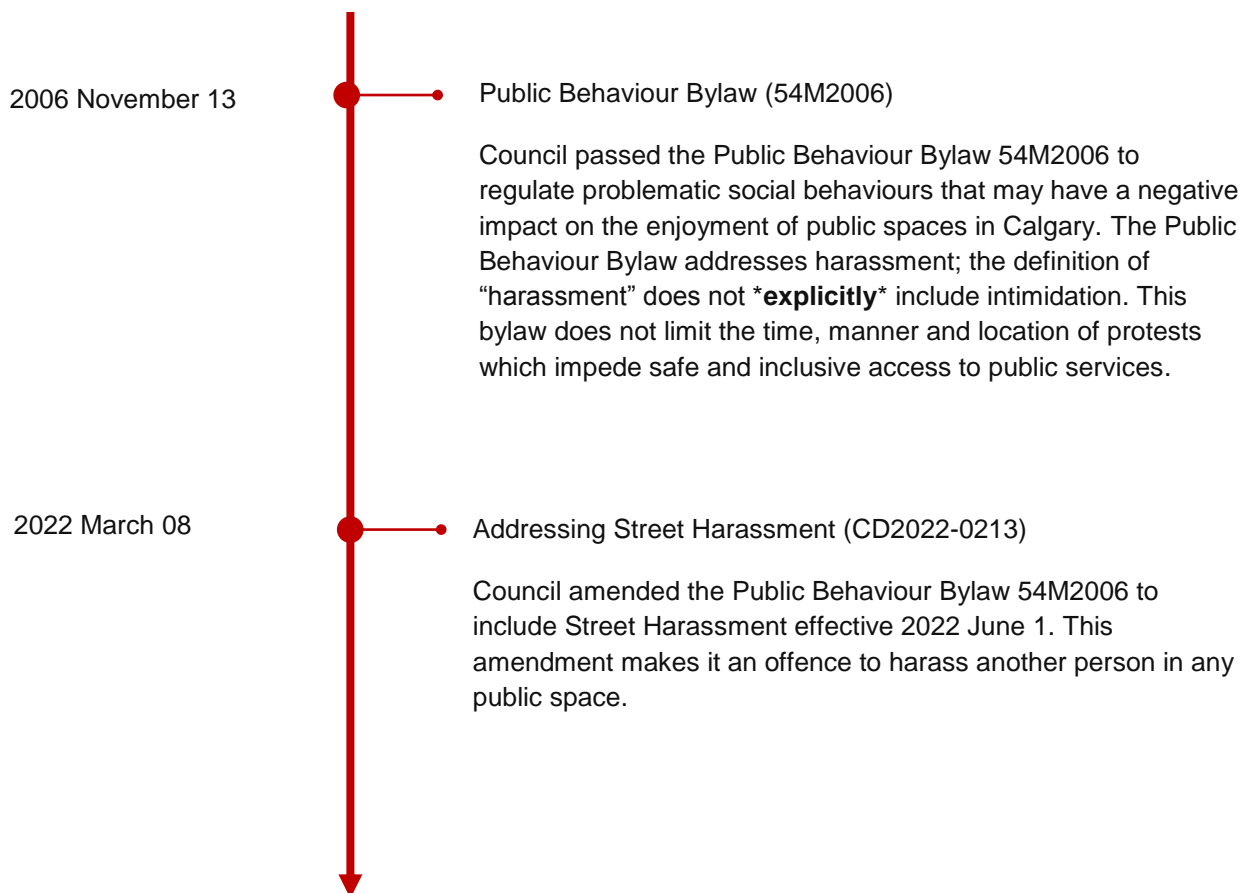


# Background and Previous Council Direction

## Background

The Public Behaviour Bylaw 54M2006 was established on 2006 November 13 through a Council meeting to regulate problematic social behaviours that may have a negative impact on the enjoyment of public spaces in Calgary. The Public Behaviour Bylaw addresses harassment; however, the definition of “harassment” does not include intimidation. Further, this bylaw was not intended to specifically address safe and inclusive access to City services in the context of protests.

## Previous Council Direction



## Council Policies, Bylaws, Regulations

The following Council policies, bylaws and regulations informed the development of the proposed Safe and Inclusive Access Bylaw:

**Resilient Calgary: Council's Strategic Direction, 2023-2026 (C2022-0372)**

Council's Strategic Direction for the 2023-2026 Service Plans and Budgets was approved on 2022 March 29, which includes Social Resilience. Social Resilience is "A city where people of all backgrounds belong. A community of people who support one another. A vibrant, safe and secure place to live, work and play. A city that does not tolerate hate; promotes community engagement and participation and actively works to address systemic discrimination in all forms. We live our commitment to reconciliation."

**Gender Equity, Diversity, and Inclusion Strategy (CPS2019-0729)**

Council approved The Gender Equity, Diversity and Inclusion Strategy on 2019 July 22. The Strategy aims to achieve better City service delivery through Calgarians of all genders having equitable access to municipal services.

**The Social Wellbeing Policy (CP2019-01)**

The Social Wellbeing Policy was approved on 2019 April 8 which includes the provision that The City will provide Equitable Services including removing barriers to Access and Inclusion.

**Community Standards Bylaw (5M2004)**

Council approved the Community Standards Bylaw on 2004 January 26. In section 27(1), it states "no Person shall make or cause or allow to be made or continued any noise which would disturb or annoy a reasonable person." The noise limits are defined in the Bylaw.

**Temporary Signs on Highways Bylaw (29M97)**

Council adopted the amendment to the Temporary Signs on Highways Bylaw on 2020 October 5, to include a School Safe Zone which makes it an offence for displaying or carrying a sign with advocacy messaging larger than 3.5 inches x 5 inches within 150 meters of the boundary of School Grounds on a School Day.

## Jurisdictional Scan

A jurisdictional scan was conducted to review bylaws from municipalities from across Canada that are similar to The City of Calgary's proposed Safe and Inclusive Access Bylaw, [Public Behaviour Bylaw](#) and [Temporary Signs on Highway Bylaw](#). The municipal bylaws included in this scan focused on acts of intimidation, harassment or discrimination in public spaces. The ordering of the bylaws listed in the jurisdictional scan reflects the bylaws that most closely match the proposed bylaws.

### Existing Calgary Legislation

Legislation	Applicable Definitions	Section	Penalty
<a href="#">Public Behaviour Bylaw 54M2006</a>		7.1 No person shall harass another person in any public place.	\$500
<a href="#">Temporary Signs on Highways Bylaw 29M97</a>	"Sign" means an inscribed board, bill, placard, Poster, banner, flag or device which is intended to promote anything or inform anyone;	3.3 A Person must not place a Sign on a Highway: (d) within a Playground Zone or School Zone.	\$250
<a href="#">Temporary Signs on Highways Bylaw 29M97</a>	"Sign" means an inscribed board, bill, placard, Poster, banner, flag or device which is intended to promote anything or inform anyone;	3.3.1 (a) prohibits a person from displaying or carrying a sign with Advocacy Messaging larger than 3.5 inches x 5 inches within 150 metres of the boundary of School Grounds on a School Day	\$1,000

### Jurisdictional Scan of Canadian Municipalities

Municipality	Legislation	Date	Applicable Definitions	Section	Penalty
Edmonton, AB	<a href="#">Bylaw No 14614, Public Places Bylaw</a>	2021	"Harassed" includes, but is not limited to: (a) feeling tormented, troubled, worried, plagued or badgered; (b) experiencing objectionable or unwelcome conduct, comment, bullying, or actions that could reasonably cause offence or humiliation, including conduct, comment, bullying, or actions because of race, religious beliefs, colour, disability, age, ancestry, place of origin, marital status, source of income, family status, gender, gender identity, gender expression, sexual orientation; or (c) a sexual solicitation or advance "communicate" and "communication" includes but is not limited to words spoken, written, or recorded electronically or electro-magnetically or otherwise as well as gestures, signs or other visible representations	8 (2) A person shall not, in a public place, communicate, cause or permit communication, with any person in a way that causes the person, reasonably in all the circumstances, to feel harassed.	\$250



West Vancouver, BC	<a href="#">Respectful Behaviour Bylaw No 4999</a>	2019	<p>"Inappropriate behaviour" as behaviour that obstructs or interferes with the lawful free use and enjoyment of District Facilities or participation in District services, programs or events, or that compromises the safety and well-being of others, including District Staff, volunteers and members of the public. For the purposes of this Bylaw, Inappropriate Behaviour includes:</p> <ul style="list-style-type: none"> <li>- Vandalism,</li> <li>- Violence,</li> <li>- Harassment,</li> <li>- possession of weapons,</li> <li>- theft of property, and</li> <li>- contravention of Codes of Conduct or posted rules;</li> </ul>	<p>7.1 Respectful Behaviour</p> <p>All persons using District Facilities have a duty to: i. treat others with respect, courtesy, fairness and equality ii. use District Facilities and equipment in a safe and respectful manner; and iii. comply with all posted policies and rules regarding the use of District Facilities. No person shall commit or engage in Inappropriate Behaviour in District Facilities.</p>	n/a
North Cowichan, BC	<a href="#">Respectful Spaces Bylaw 3796</a>	2020	<p>"Inappropriate Behaviour" means behaviour that obstructs or interferes with the lawful free use and enjoyment of Municipal Facilities or participation in Municipal Services, programs or events, or that compromises the safety and well-being of others, including Municipal Staff, volunteers and members of the public. For the purposes of this Bylaw, Inappropriate Behaviour includes: • Abusive Language, • Vandalism, • Violence, • Harassment, • possession of weapons, • theft of property, and • contravention of Codes of Conduct or posted rules; Inappropriate Behaviour does not include decisions made by Bylaw enforcement staff made in the course of their duties</p>	<p>(1) All persons using Municipal Facilities have a duty to:</p> <p>a. treat others with respect, courtesy, fairness, and equality; b. use Municipal Facilities and equipment in a safe and respectful manner; and</p> <p>c. comply with all posted policies and rules regarding the use of Municipal Facilities and equipment.</p> <p>(2) A person must not commit or engage in Inappropriate Behaviour in a Municipal Facility.</p> <p>(3) A person must not commit or engage in Inappropriate Behaviour in any space in which Municipal Services are provided.</p>	n/a
Lethbridge, AB	<a href="#">Public Places Bylaw 6280</a>	2022	<p>"Public spaces" are defined as any property, whether publicly or privately owned, to which members of the public have access as of the right or by the expressed or implied invitation, whether on payment of any fee or not.</p>	<p>9 (1) a person shall not repeatedly communicate, either directly or indirectly with another person in any Public Place in a way that causes the person, reasonably in all the circumstances to feel harassed, fearful, troubled, worried or badgered; (2) A person shall not act in a manner in a Public Place that causes another person,</p>	<p>First Offence \$300</p> <p>Doubling after that</p>

				reasonably in all the circumstances to feel harassed, troubled, worried or badgered 14(1) a person shall not stand or be in any other position in a Public Place as to obstruct the entrance or exit to a building.	
Regina, SK	<a href="#">The Regina Anti-Bullying and Public Fighting Bylaw NO 2006-38</a>	2006	"Public place" means any place in the City that is open to the public and to which the public is customarily admitted or invited and includes: (a) any building to which the public is ordinarily permitted access; (b) any vehicle used for the public transportation or a commercial vehicle for hire that is used to transport members of the public; (c) any street, highway, sidewalk, lane, alley, bridge, causeway or other place, whether publicly or privately owned, that is used or intended for the passage of pedestrians or vehicles; (d) any parking lot or other place, whether publicly or privately owned, that is used for parking a vehicle; (e) any park or open space to which the public is ordinarily permitted access, whether upon payment or otherwise; and (f) any school, as defined in The Education Act, including school grounds; "bully" means: (a) any objectionable or inappropriate comment, conduct or display by a person; (b) directed at an individual, not of the same household; (c) intended to intimidate, humiliate, ridicule, or isolate; and (d) which causes or is likely to cause physical or emotional distress.	6(1) No person shall bully another person in any public place. (2) No person shall bully another person through written or electronic communication	\$100-\$2,000
Kelowna, BC	<a href="#">Good Neighbour Bylaw No.11500</a>	2017	Public Space means any real property or portions of real property owned or leased by the City to which the public is ordinarily invited or permitted to be in or on, and includes, but is not limited to, the grounds of public facilities or buildings, the surface of Okanagan Lake and the lake foreshore, any public transit exchange, transit shelter or bus stop, and public parkades or parking lots;	7.3, it states "No person shall make, cause, or permit to be made or caused, noise or bass sound of a radio, television, player, or other sound playback device, public address system, or any other music or voice amplification equipment, musical instrument, whether live or recorded or live, whether amplified or not, in or on private property or in any public	\$100 - \$10,000

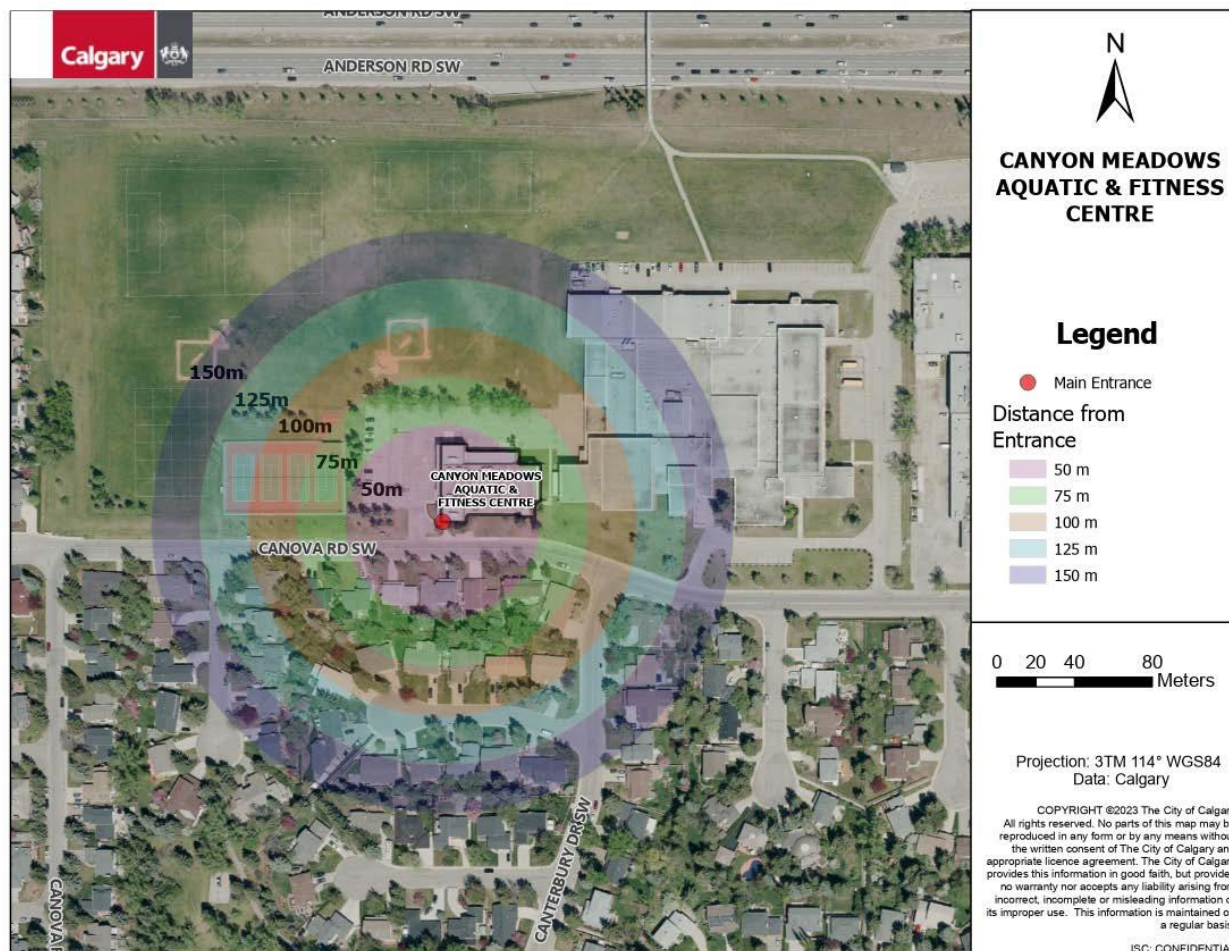
				space or street in such manner that is liable to disturb the quiet, peace, rest, enjoyment, comfort, or convenience of individuals or the public"	
Vancouver, BC	<a href="#">Noise Control By-Law No. 6555</a>	1989		3. It states "No person shall make or cause, or permit to be made or caused, any noise or sound in a street, park or similar public place which disturbs or tends to disturb unreasonably the quiet, peace, rest, enjoyment, comfort or convenience of persons in the neighbourhood or vicinity."	\$250-\$10,000
Winnipeg, MB	<a href="#">By-law No 1/2008, Neighbourhood Liveability By-law</a>	2008	"nuisance" means any condition, matter, thing or activity, other than a noise or sound regulated by Part 5 (Noise Control), which causes undue annoyance or offence to a reasonable individual of ordinary sensitivity occupying adjacent properties or dwelling units or living in the neighbourhood;	67 (1) (b) "a noise or sound which unreasonably disturbs, injures or endangers the comfort, repose, health, peace or safety of a reasonable individual of ordinary sensitivity;"	\$50-\$150
Red Deer, AB	<a href="#">Parks and Public Facilities Bylaw 3255/2000</a>	2000	"public facility" (a) every athletic, recreational or cultural facility located in the City and, without limiting the generality of the foregoing, includes tennis courts, community centers, swimming pools, coliseums, arenas, athletic playing fields, golf courses and community shelters, and the property, grounds and parking areas ancillary thereto; (b) community schools, but only insofar as they have recreational or athletic programs under the jurisdiction of a Board; "special event" is defined as a promotion, parade, procession, or race, which requires exclusive use of part of a park and for that purpose: (a) "promotion" means one or more persons gathered for the purpose of soliciting, protesting, rallying, entertaining, evangelizing or selling goods or services.	8) No person shall conduct or participate in a special event or public gathering in a park, which interferes with the continued peaceful enjoyment of the park by others.  (9) Any person who continues to participate in a special event or public gathering after being requested by a Park Control Officer to leave the area shall be guilty of an offence.	\$100-\$2,500
London, ON	<a href="#">Public Nuisance By-law PH-18</a>	2018	"Nuisance Party" means a social gathering on Premises within the Municipality and which, by reason of the conduct of the persons in attendance, results in any one or more of the following activities occurring so as to constitute a public nuisance whether occurring on neighbouring public or private property:	4(1) No person shall sponsor, conduct, continue, host, create, attend, allow, cause or permit a Nuisance Party.	\$500-\$25,000

			(a) disorderly conduct; (g) unreasonable noise, including loud music or shouting; (i) public disturbances, including public brawls or public fights.		
Halifax, NS	<a href="#">By-law No N-300, Respecting Nuisances and Smoking</a>	2007	Nuisance includes: (a) engaging in any activity or pastime which: (i) obstructs any person; (ii) creates a disturbance; or (iii) causes any damage to any structure, object, sod, plant or tree. (b) interfering with, moving, damaging, or altering in any way, the operation of any barrier or fence, warning sign, signal or light placed on or near a street for purposes of closing the street or part thereof or for purposes of ensuring control of traffic or the safety of persons using the street; and (c) entering, traveling, or driving, in along or across any closed street or within the closed portion of any street without the permission of the Director of Public Works and Transportation	3. (1) No person shall create, continue or suffer any nuisance to exist on or near a street.	\$50-\$1,000

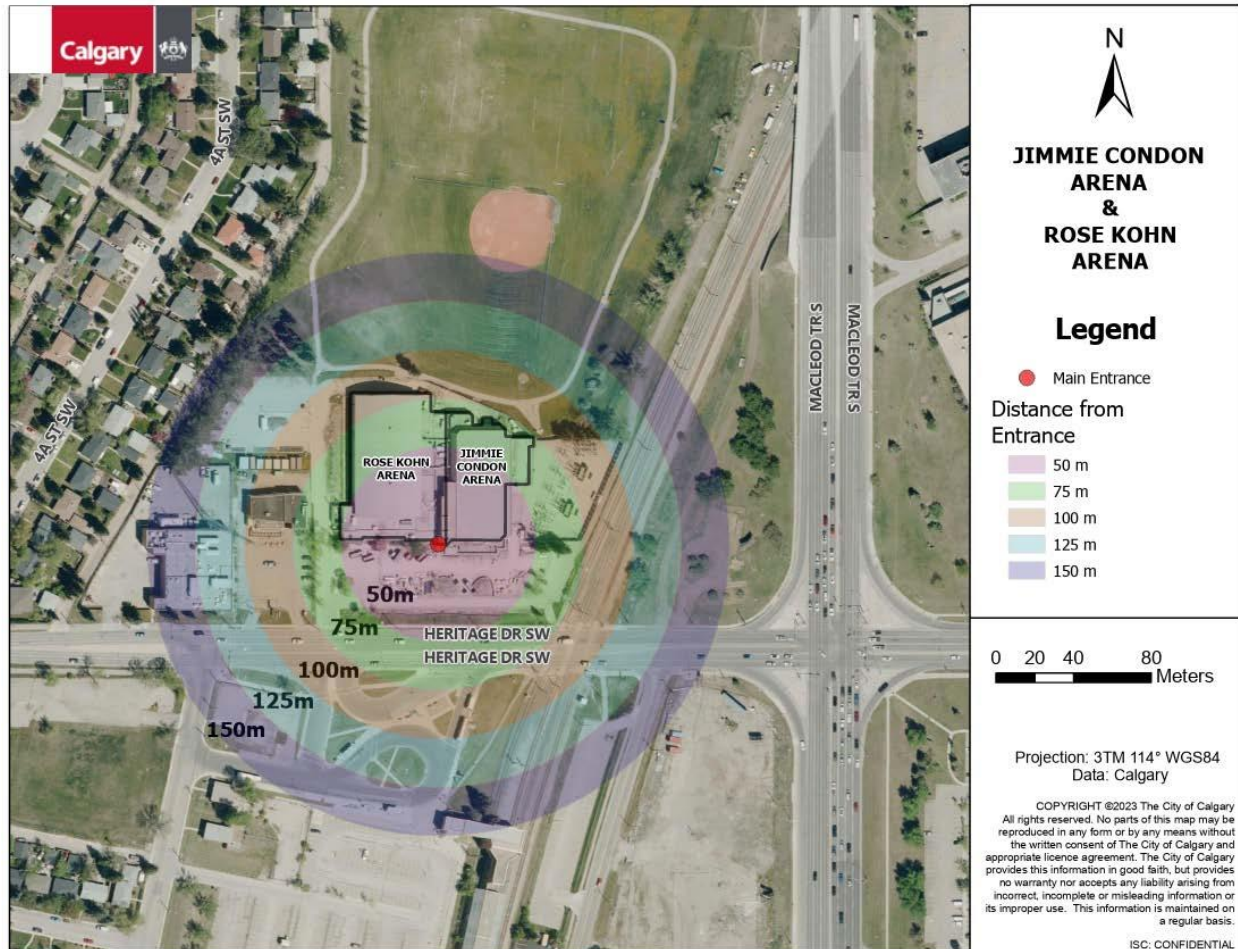


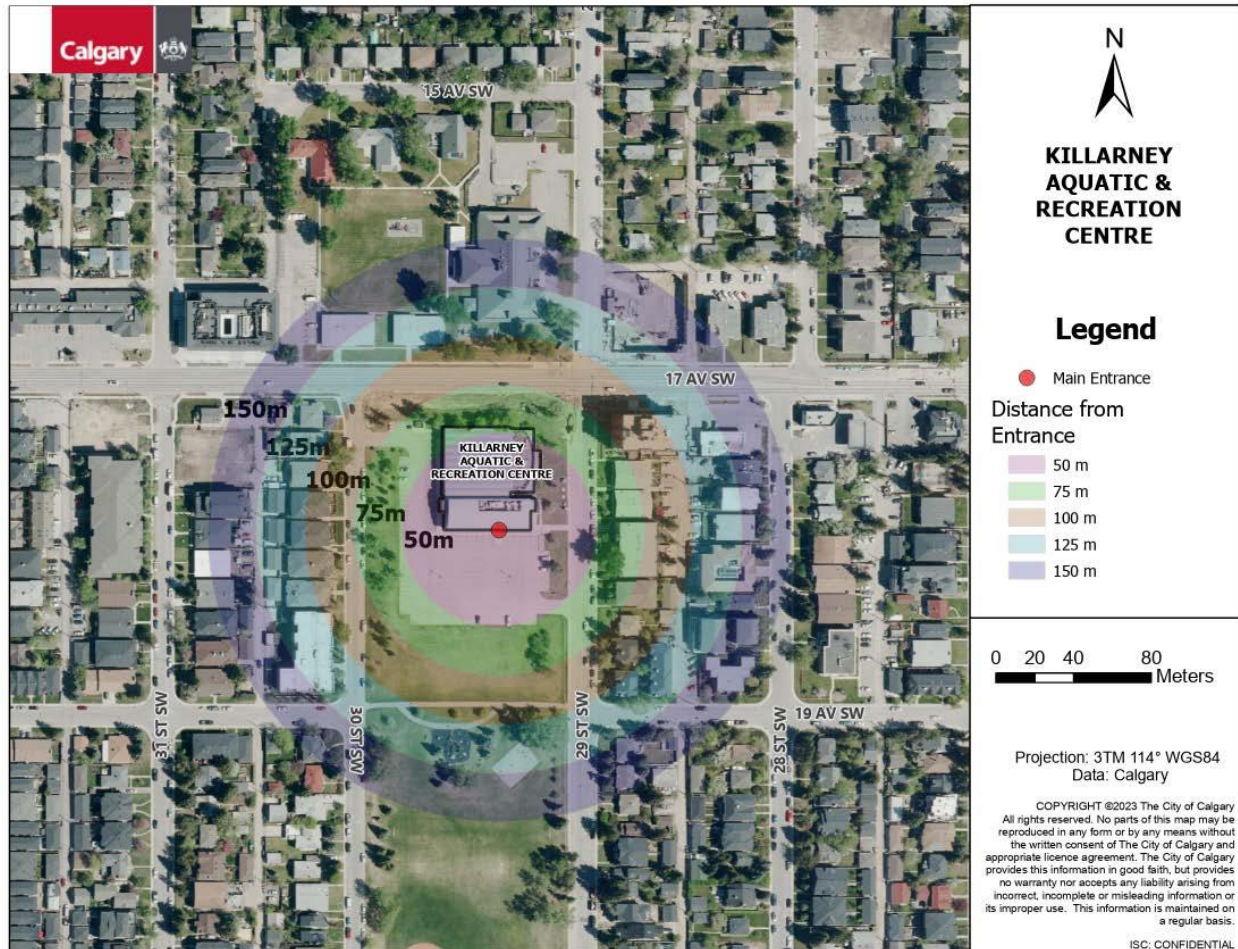
## Aerial Images

A series of aerial images was created for a representative sampling of facilities likely to be covered under the new Safe and Inclusive Access Bylaw. These aerial images show where the access zones will extend based on several different measures between 50 and 150 metres.

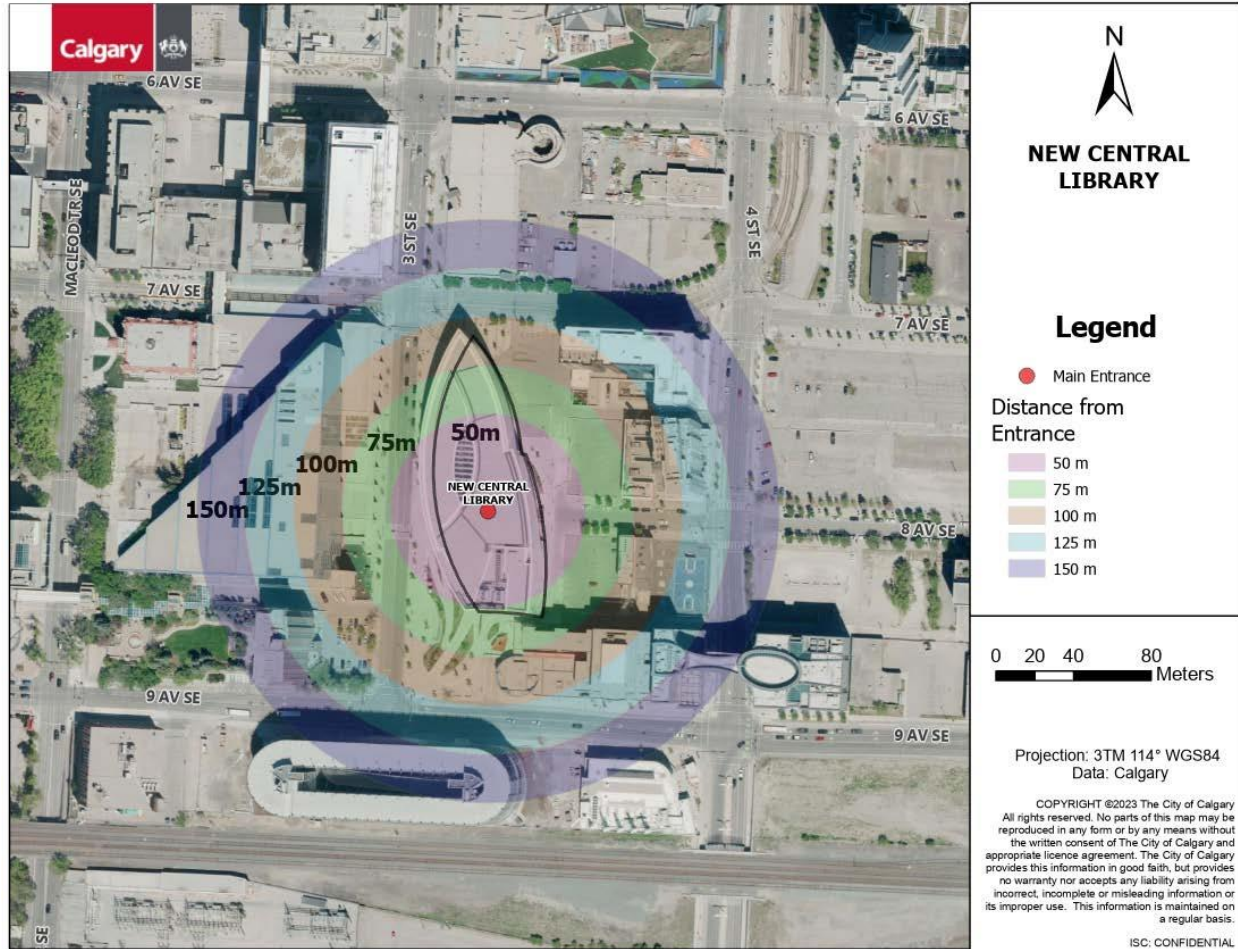


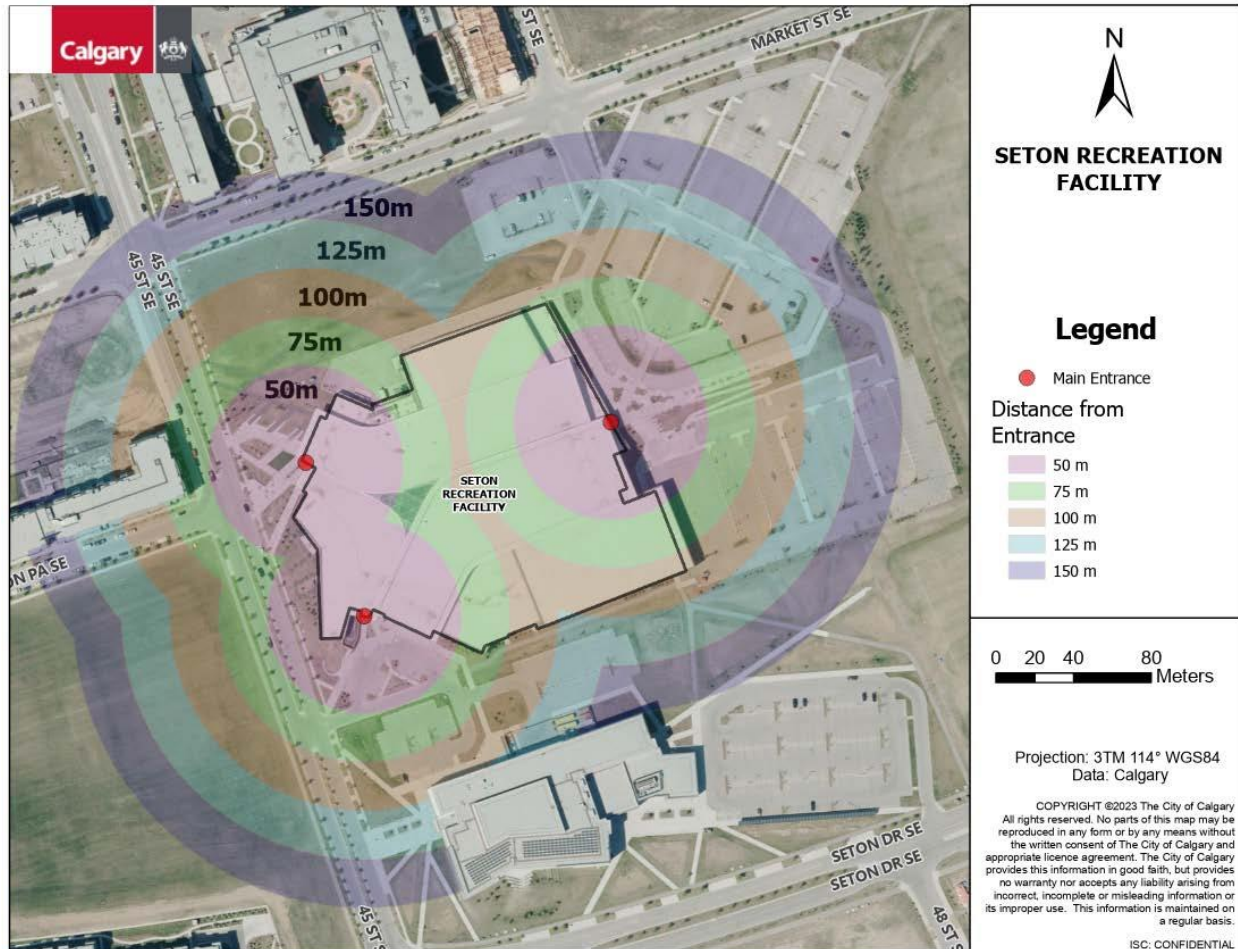




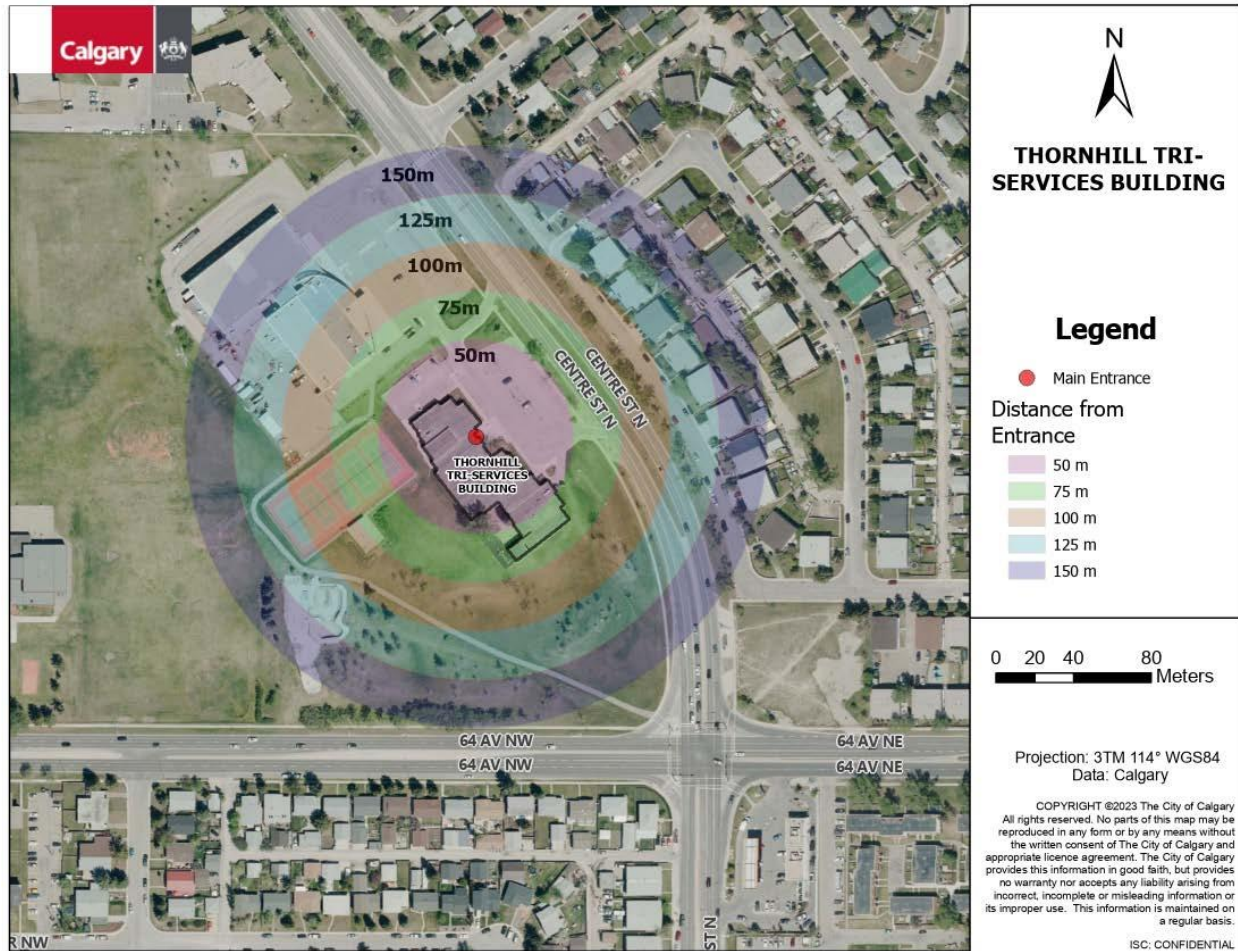


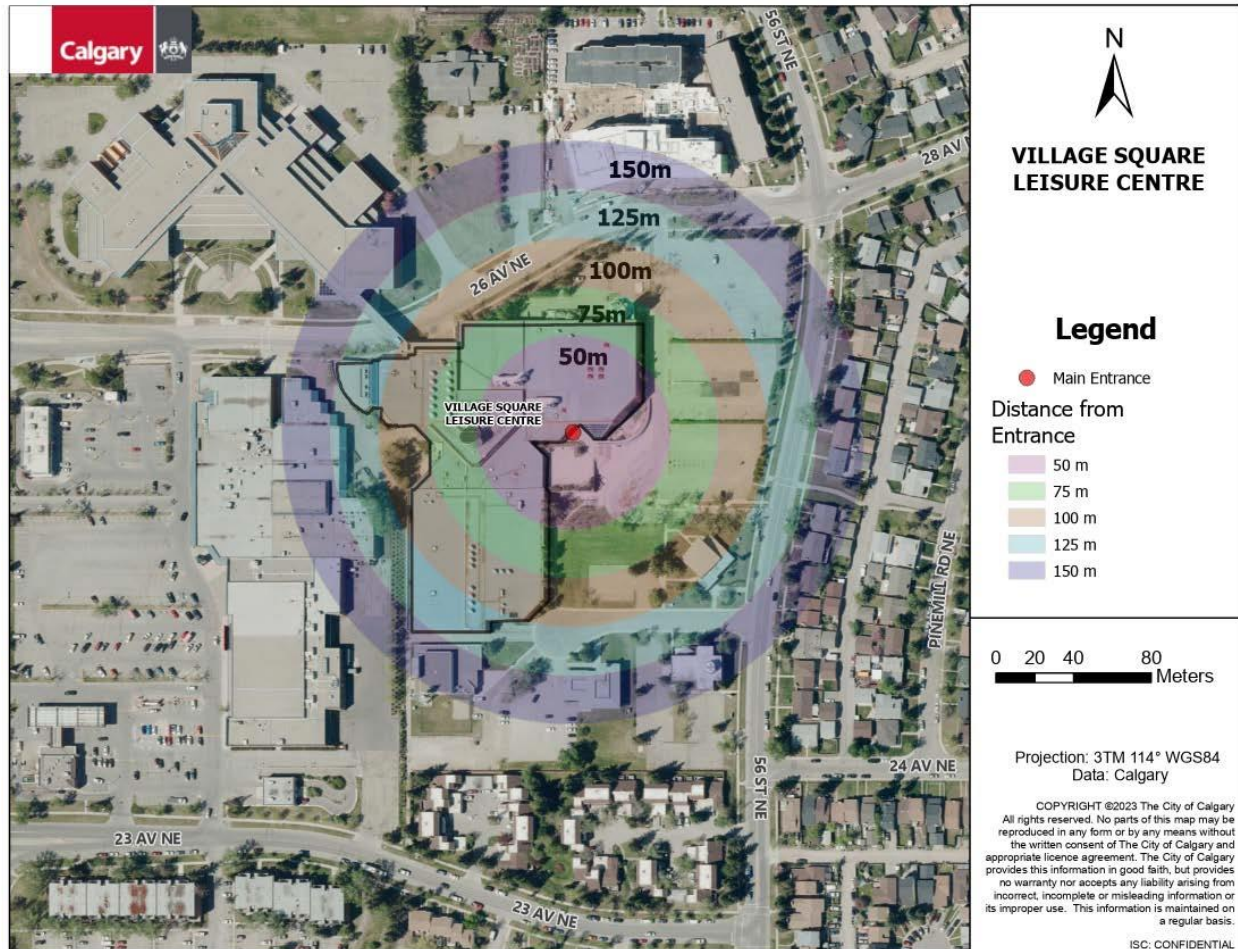


















# Safe and Inclusive Access

Presentation to Regular Council Meeting

2023 March 14

# Recommendations

Administration recommends that Council:

1. Give three readings to the proposed Safe and Inclusive Access Bylaw to be effective immediately; and,
2. Give three readings to the proposed amendments to the Public Behaviour Bylaw 54M2006 to be effective immediately.

# Recent Protests

- Targeting the 2SLGBTQIA+ community
- Impeding City's ability to provide safe & inclusive access to public services





# Experiences of Exclusion and Oppression

- Street harassment
- Police-reported hate crimes
- Barriers to public services



*“The demonstrations are dehumanizing. We can't walk out in our community because we're terrified by those who seek to eradicate us simply because of who we are.”*

- Member of 2SLGBTQIA+ Community

# Research, Engagement & Communication

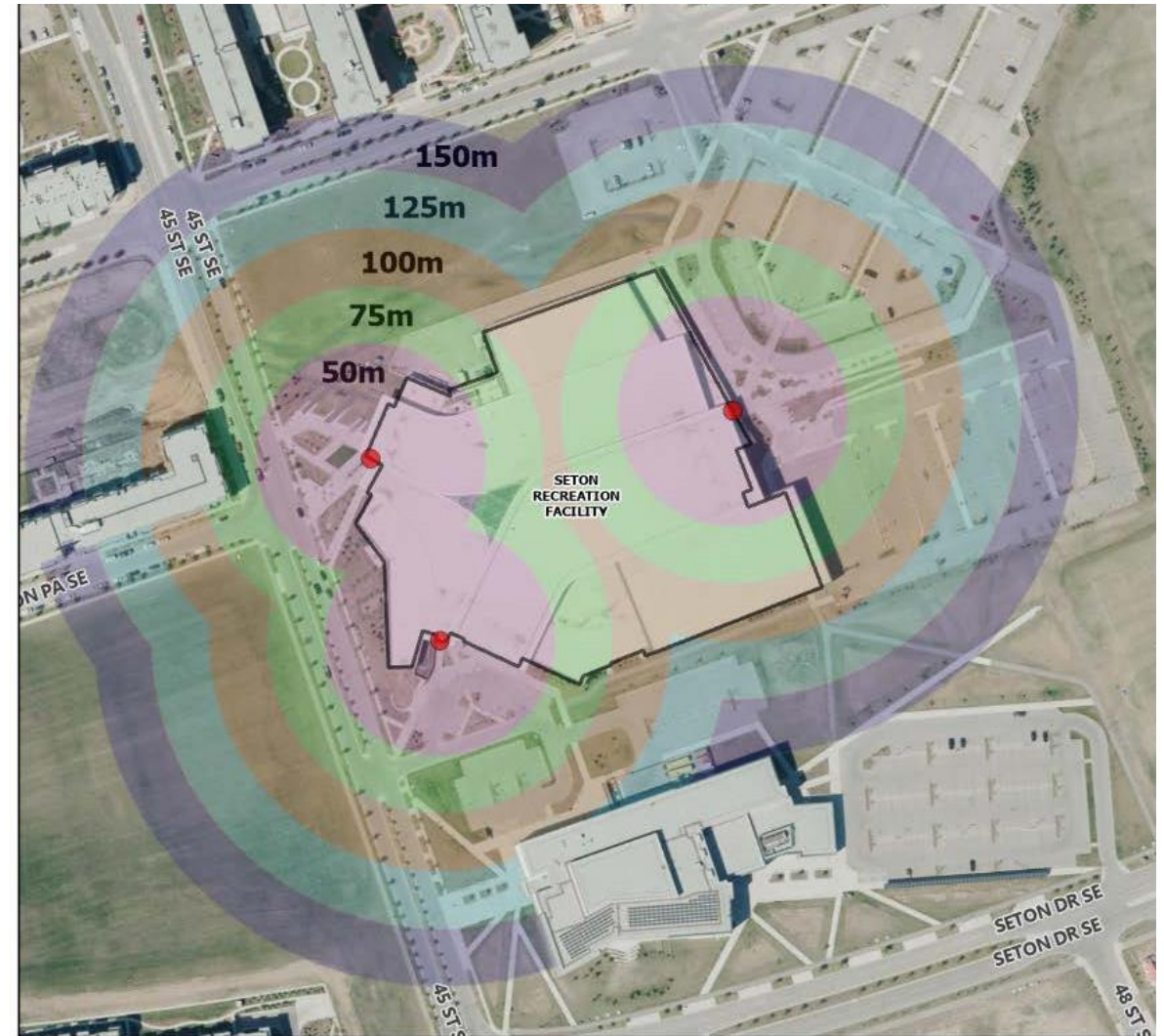
- Review of legislation
- Scan of other Canadian Municipalities
- External Engagement
- Council's Strategic Direction on Social Resilience



# Safe and Inclusive Access Bylaw

## New bylaw will:

- Allow safe & inclusive access to City services by establishing 'access zones'





# Public Behaviour Bylaw Amendment

## Amendment will:

- Expand definition of “harassment” to explicitly include intimidation





# Recommendations

Administration recommends that Council:

1. Give three readings to the proposed Safe and Inclusive Access Bylaw to be effective immediately; and,
2. Give three readings to the proposed amendments to the Public Behaviour Bylaw 54M2006 to be effective immediately.

## Recall Petition Overview

### RECOMMENDATION:

That Council direct the City Clerk to request the Mayor to call a Special Meeting of Council in accordance with the *Municipal Government Act* for the purpose of receiving a declaration on the sufficiency or insufficiency of a Recall Petition(s).

### HIGHLIGHTS

- On 2022 April 07, the *Municipal Government Act* (“MGA”) was amended to provide a process by which municipal elected officials may be recalled through a successful petition from eligible electors.
- A municipality may not pass a bylaw that modifies the requirements of a recall petition outlined in Part 7.1 of the MGA.
- In this term of Council, recall petitions are permitted between 2023 April 22 and 2024 December 31.
- After verification of a recall petition notice, the representative recall petitioner has 60 days to gather signatures from eligible electors that equal in number to at least 40 per cent of the population in the municipality or ward.
- The personal information contained in a petition must not be disclosed to anyone except the City Manager and the City Manager’s delegates and must not be used for any purpose other than validating the recall petition.
- **Why does this matter?** If a recall petition for an elected municipal official is successful, the position is declared vacant at the next Council Meeting once the declaration of the sufficient petition has been made, and a by-election may be required.

### DISCUSSION

Once a recall petition notice has been received, verified and published, no additional recall petitions in relation to the same Member of Council can be submitted during this term of office.

#### Roles

Members of Council do not have a regulatory role with respect to the recall petition process under the current provincial legislative framework. A municipality may not pass a bylaw that modifies the requirements of a recall petition (Part 7.1, MGA). The Chief Administrative Officer (“CAO/City Manager”), is responsible for receiving, verifying, and declaring the results of a recall petition. The CAO/City Manager has delegated these responsibilities to the City Clerk, who has further delegated to the Deputy City Clerk. Additional information on roles is provided in Attachment 1.

#### Recall Process and Protection of Privacy

The recall petition process, including information on the protection of privacy, is provided in Attachment 2.

#### Declaration of Sufficiency or Insufficiency

Following the verification of a recall petition and determination of its sufficiency or insufficiency, it is recommended that the City Clerk request the Mayor to call a Special Meeting of Council in order to efficiently manage the declaration process and maintain the confidentiality of items

**Law, Legislative Services and Security Report  
to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
C2023-0286  
Page 2 of 3**

## **Recall Petition Overview**

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within a Council Agenda. If the petition is deemed sufficient, the affected Member of Council is recalled immediately, and a by-election may occur.

### **By-election**

A by-election must be held to fill a vacancy on Council unless:

- The vacancy occurs after January 1 in the year of a General Election, or
- The Council consists of six or more Councillors and the vacancy occurs:
  - In the 18 months before a General Election and there is only one vacancy, or
  - In the 12 months before a General Election and the number of Councillors remaining is at least one more than the majority of the number of Councillors comprising the Council under Section 143 of the MGA.

If a by-election is required, it must be held 120 days after the vacancy occurs, or sooner. Nominations begin the day after the resolution or bylaw is passed to set the Election Day, ending at 12 noon on Nomination Day (four weeks before Election Day). Third party advertisers may register and advertise the day after the resolution or bylaw is passed to set the Election Day until Election Day. The Returning Officer will recommend that Council set an Election Day which allows maximum time for Elections Calgary to plan logistics, for candidates to campaign, and electors to engage in the process.

### **Recall Petition Readiness**

To ensure readiness, the following work has been completed to date:

- Consultations with Municipal Affairs;
- Advice from the City Auditor's Office;
- Random sampling methodology reviewed by Corporate Economics and Leger;
- Consultation with Law on verification process and legal statute interpretation;
- Preliminary population data by ward obtained from Statistics Canada;
- Resourcing analysis, recruitment, and training plan;
- Petitioner package; and
- Communications plan.

Administration will continue to work with internal partners and Municipal Affairs to ensure the verification process is legislatively compliant.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input type="checkbox"/> Dialogue with interested parties was undertaken                |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

Administration is working to ensure a robust communications plan is in place for elected officials, Calgarians and the media, should a recall petition be received and to provide clear and transparent information around the recall petition process.

**Law, Legislative Services and Security Report  
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**Recall Petition Overview**

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**IMPLICATIONS**

**Social**

Not Applicable

**Environmental**

Not applicable

**Economic**

Not applicable

**Service and Financial Implications**

**Existing operating funding - base**

\$19,000 to \$400,000

The exact cost to verify a recall petition will vary based on how many petitions are received. The range of operating funding is based on the need for additional limited term staff (based on a projected need ranging from three to ten positions) to complete the petition verification process. This operating funding does not include operating funding for existing FTE City Clerk's Office staff, and a separate request for operating funding would be required in the event of a by-election.

**RISK**

There are no identified risks associated with the recommendation of this report.

**ATTACHMENTS**

1. Roles in a Recall Petition
2. Recall Petition Process
3. Preliminary Population Data
4. Recall Petition Overview Presentation

**Department Circulation**

General Manager/Director	Department	Approve/Consult/Inform
Kate Martin, City Clerk	Law, Legislative Services and Security	Approve
Jill Floen, City Solicitor and General Counsel	Law, Legislative Services and Security	Approve
David Duckworth	City Manager's Office	Inform





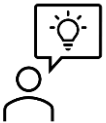
## Roles in a Recall Petition

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### City Clerk and Deputy City Clerk, City Clerk's Office

- Receive recall petition notice, and recall petition
- Verify recall petition in keeping with legislation
- Make a declaration to Council as to whether the recall petition is sufficient or insufficient
- Engagement with participants in the petition recall process
- Communications on recall process
- Disposition of recall petition materials
- Recommend by-election date and any amendments to Election By-law to Council
- Conduct by-election, if required



### Representative Recall Petitioner

- Submit notice of recall petition
- Submit \$500 application fee
- Submit signed statement confirming they are an eligible elector for the elected official name in the notice of recall petition
- Confirm the municipality may direct any inquiries about the recall petition to them
- Collect petition signatures from electors within the 60-day recall petition signature period
- Ensure the recall petition meets legislative requirements
- Submit completed recall petition



### Elected Official Named in Recall Petition

- Receive notice of recall petition and declaration of sufficiency or insufficiency



### Minister of Municipal Affairs

- Enabling legislation and regulations
- May at any time determine population figures
- Give directions to Council, a Member of Council named in a recall petition, a CAO, a representative recall petitioner or any other person or classes of persons identified by the regulations,
- Decide any question arising from extraordinary circumstances in respect of a recall petition, including the death or incapacitation of a representative recall petitioner, and the continuation of that petition in appropriate circumstances, or any confusion, difficulty, inconsistency or impossibility of applying the legislation.
- Receive notice of recall petition and declaration of sufficiency or insufficiency



### Members of Council

- Mayor to call a Special Meeting of Council when requested by the City Clerk for the purpose of receiving a declaration of sufficiency/ insufficiency of recall petition
- Council to pass resolution or bylaw establishing by-election date and any amendments to Elections Bylaw (35M2018) recommended by Returning Officer (if recall petition is sufficient, and a by-election is required)



## Recall Petition Process Overview

Recall petitions must have one petitioner who represents all petitioners in the process. This individual is referred to as the representative recall petitioner. The representative recall petitioner has specific responsibilities under the *Municipal Government Act* (“MGA”). The representative recall petitioner may submit a notice of recall petition, and when deemed compliant, will have 60 days to gather signatures of eligible electors in the ward or municipality.

For a petition to be successful, the representative recall petitioner must obtain eligible electors’ signatures that equal in number to at least 40% of the population of the ward (for Councillor) or municipality (for Mayor). Once the verification is complete, the Deputy City Clerk (“DCC”) will make a declaration at the next council meeting on whether it was sufficient or insufficient. If the recall petition is sufficient, the elected official is recalled and the seat becomes vacant.

### Timing of the Recall Process

In this term of Council, recall petitions may be received between 2023 April 22 and 2024 December 31.

### Recall Petition Steps



## Step 1:

### Submit Notice of Recall Petition to Elections Calgary

A notice of recall petition must be submitted to the City Clerk’s Office – Elections Calgary and must:

- Identify by name the Member of Council to whom the recall petition relates to
- Identify by name the representative recall petitioner (the individual submitting the notice of recall petition) by name
- Confirm that the municipality may direct any inquiries about the petition to the representative recall petitioner, and indicate the contact information to be used for this purpose
- No rationale for submitting a recall petition notice is legislatively required
- A \$500 application fee, paid by cash, a certified cheque and/or a bank or postal money order made payable to “City of Calgary”



## Step 2:

**Elections Calgary verifies Notice of Recall Petition – alerts representative recall petitioner when successfully verified**

A notice of recall petition must also be accompanied by a statement signed by the representative recall petitioner that:

- Provides the street address of the representative recall petitioner or the legal description of the land on which the representative recall petitioner lives
- The representative recall petitioner's mailing address, if different
- The representative recall petitioner's telephone number or email address, if any
- Confirms that the representative recall petitioner is an individual eligible to sign the recall petition and consents to the responsibilities of leading the recall petition, gathering signatures, and otherwise undertaking the role and discharging the duties of a representative recall petitioner

Elections Calgary will have 7 days to verify the sufficiency or insufficiency of the notice of recall petition and accompanying signed statement. Upon submitted documents being verified as sufficient, Elections Calgary will post the notice of recall petition on their website, and the day the notice of recall petition is posted online, will mark the beginning of the 60-day signature collection period. Additionally, the notice of recall petition will also be provided to the Minister of Municipal Affairs, the representative recall petitioner, and the Member of Council named in the notice of recall petition.



## Step 3:

**60-day signature collection period begins**

Once the notice of recall petition has been declared sufficient by the Deputy City Clerk, the representative recall petitioner has 60 days to collect signatures and submit their recall petition.

Only an individual who is [eligible to vote](#) under the *Local Authorities Election Act* for the Member of Council the recall petition relates to may sign a recall petition for that Member of Council.

An individual may only sign a recall petition once.

Signatures collected must be done on one or more pages, each of which must contain the notice of recall petition.

A petitioner signing a recall petition must provide:

- Their printed surname (last name) and printed given names (first name) or initials
- Their signature
- The street address or the legal description of the land on which the petitioner lives
- Telephone number or email address, if any
- The date on which the recall petition was signed



## Step 4:

### Submit completed Recall Petition to Elections Calgary

Each signature must be witnessed by a person 18 years of age or older who must:

- Sign opposite to the signature of the petitioner
- Make an affidavit that to the best of their knowledge, the signatures witnessed are those of individuals who are eligible to sign the petition.

A recall petition may not be signed in digital form.

For the petition to be successful, the representative recall petitioner must collect signatures from electors that represent at least 40 per cent of the population within the ward (or city for the recall of a mayor).



## Step 5:

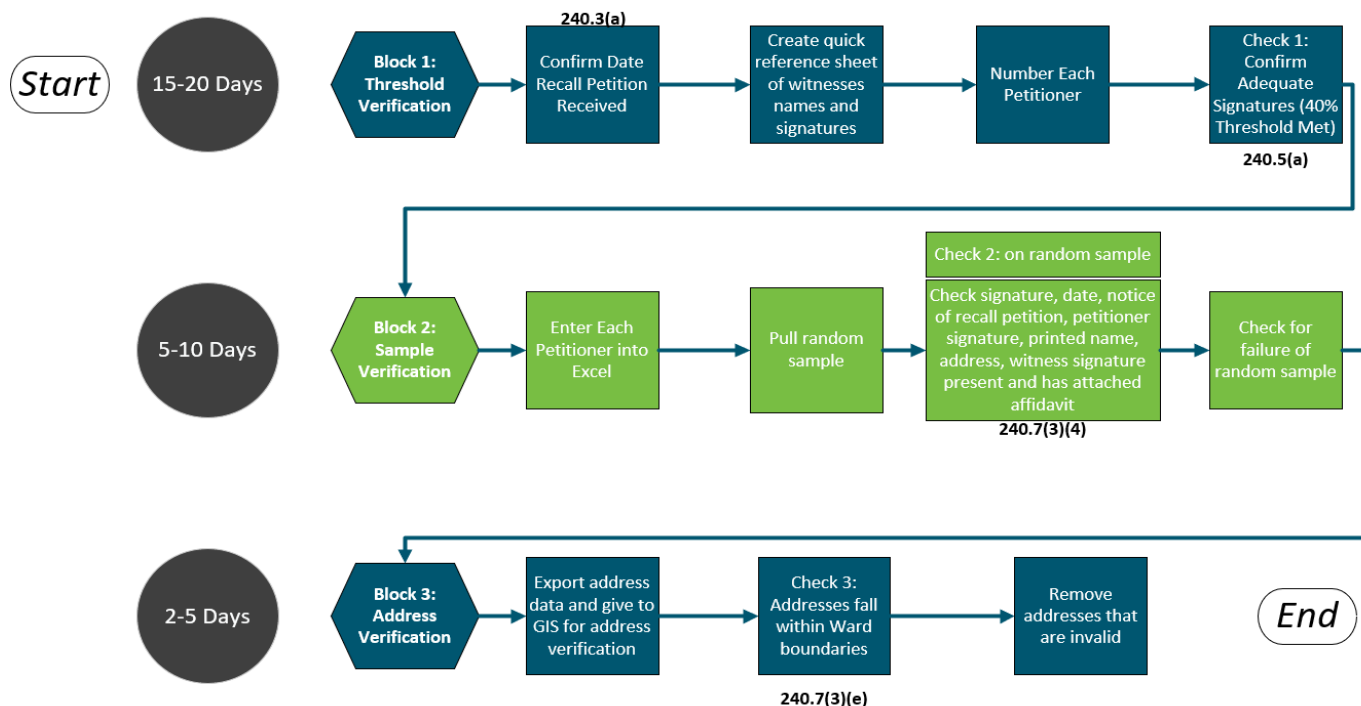
### Elections Calgary verifies sufficiency or insufficiency of Recall Petition

#### Legislated requirements of verification process

1. No name may be added to or removed from a recall petition after it has been filed with the CAO [MGA section 240.7(2)]
2. In counting the number of petitioners on a recall petition, the CAO must exclude the name of a person [MGA section 240.7(3)]:
  - a) Whose signature is not witnessed
  - b) Whose signature is witnessed but for which no affidavit is attached to the petition
  - c) Whose signatures on any page or form that does not contain the notice of recall petition
  - d) Whose printed name is not included or is incorrect
  - e) Whose street or legal description of land is not included or is incorrect
  - f) Is the date when the person signed the recall petition is not stated
  - g) When a recall petition is restricted to persons,
    - I. Who is not one of those persons, or

- II. Whose qualification as one of those persons is not, or is incorrectly, described or set out
- h) Who signed the petition after the expiry of the recall petition signature period

As set out in the MGA, Elections Calgary will use a random statistical sampling method with a 95 per cent confidence level to determine the sufficiency of the petition.



**VERIFIED**

## Step 6:

### Elections Calgary publishes results of Recall Petition verification

Once the petition verification process is complete, Elections Calgary will complete the following tasks to prepare for the declaration of the petition verification.

- Draft declaration of sufficiency or insufficiency
- Prepare media advisory
- Request that the Mayor call a Special Meeting of Council
- Engage internal partners (HR, Corporate Security, IT, etc.)
- Announce the declaration at the Special Meeting of Council
- Formally notify Minister, Councillor or Mayor, and Representative Petitioner
- Send media advisory and publish the declaration online

**Freedom of Information and Protection of Privacy Act (“FOIP”) Considerations****MGA Section 240.2(4) (for a notice of recall petition):**

The personal information referred to in subsection (3)(a) must not be disclosed, except:

- a) to the chief administrative officer and the chief administrative officer’s delegates, if any, for the purposes of confirming the eligibility of the representative recall petitioner and validating the recall petition,
- b) as necessary for the administration or enforcement of this Part and the regulations, and
- c) for the purposes of judicial review.

**MGA Section 240.93:**

- a) For greater certainty, section 226.2 of the MGA applies to personal information contained in a recall petition.

**MGA Section 226.2:**

Despite any provision of this Act, the *Freedom of Information and Protection of Privacy Act* or any other enactment, personal information contained in a petition

- a) must not be disclosed to anyone except the chief administrative officer and the chief administrative officer’s delegates, if any, and
- b) must not be used for any purpose other than validating the petition





**Preliminary Population Data**

Ward	Enumerated Electors (July 2021) <sup>1</sup>	Population <sup>2</sup>	40% Threshold	Difference	% of Electors signatures needed
1	64,596	89,100	35,640	28,956	55%
2	59,701	96,385	38,554	21,147	65%
3	55,100	86,020	34,408	20,692	62%
4	62,674	89,460	35,784	26,890	57%
5	43,271	106,710	42,684	587	99%
6	69,397	99,185	39,674	29,723	57%
7	50,780	80,645	32,258	18,522	64%
8	64,742	96,750	38,700	26,042	60%
9	57,410	87,110	34,844	22,566	61%
10	57,785	90,145	36,058	21,727	62%
11	77,653	103,755	41,502	36,151	53%
12	59,322	102,060	40,824	18,498	69%
13	61,444	91,990	36,796	24,648	60%
14	63,681	87,540	35,016	28,665	55%
<b>Grand Total</b>	<b>847,556</b>	1,306,855	37,339	23,201	63%
	40% threshold for City Wide Recall Petition	522,742.0			
	% of Electors	62%			

1. Elections Alberta, 2021
2. Statistics Canada, 2021 (Preliminary data)



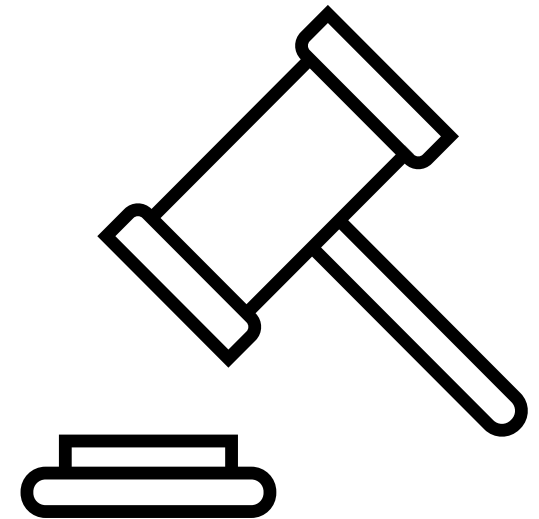


# Recall Petition Overview

March 14, 2023

# Recommendation

That Council direct the City Clerk to request the Mayor to call a Special Meeting of Council in accordance with the *Municipal Government Act* for the purpose of receiving a declaration on the sufficiency or insufficiency of a Recall Petition(s).

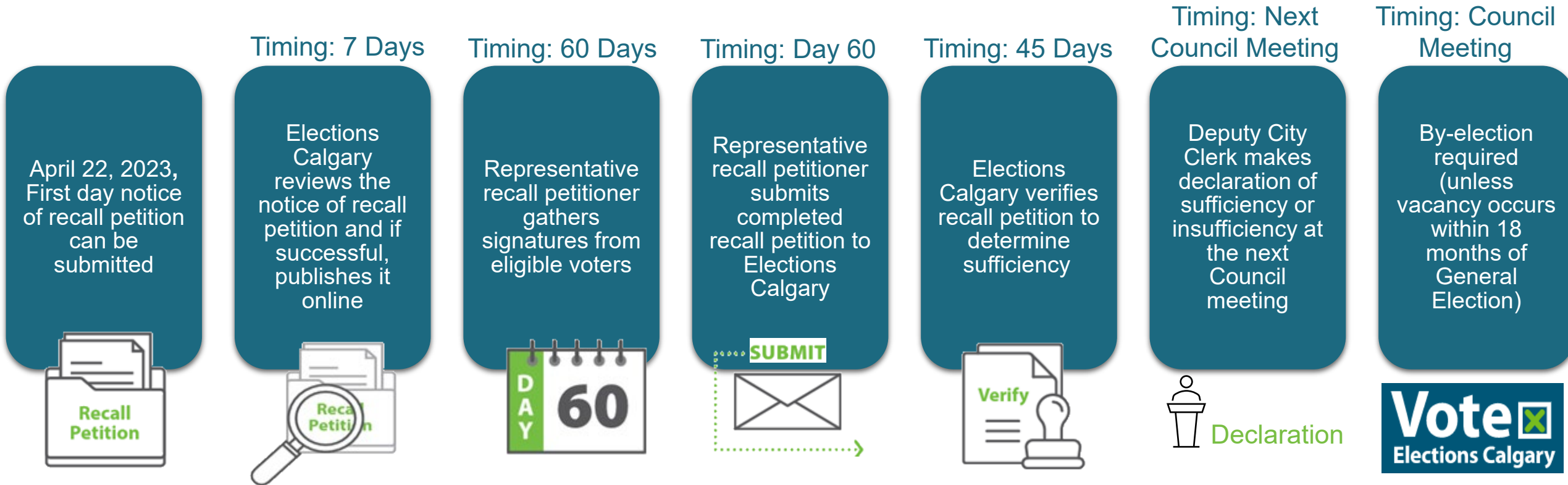


# Recall Petitions

## Overview

- Recall petitions are governed by the *Municipal Government Act*.
- A municipality may not pass a bylaw that modifies the requirements of a recall petition outlined in Part 7.1 of the *Municipal Government Act*.
- Recall petitions are permitted between April 22, 2023 and December 31, 2024.
- A successful recall petition will recall the Mayor or a Councillor and may result in a by-election.
- Robust recall petition verification procedures and communications plans are in place to build public trust and confidence.

# Recall Petition Process



# Recall Petitions

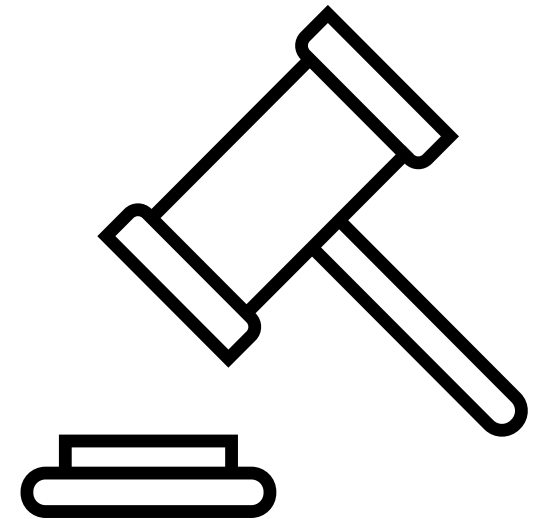
## Important Information

- The threshold required for a successful recall petition is at least 40% of the population of the municipality or ward.
- A notice of recall petition may only be submitted once per Member of Council in a term.
- Members of Council may not submit a notice of recall petition in respect of another Member of Council in the same municipality.
- Personal information contained in a recall petition must not be disclosed to anyone except the City Manager and the City Manager's delegates, and must not be used for any purpose other than validating the petition.
- Elections Calgary will be engaging with various internal partners to build awareness and support readiness.



# Recommendation

That Council direct the City Clerk to request the Mayor to call a Special Meeting of Council in accordance with the *Municipal Government Act* for the purpose of receiving a declaration on the sufficiency or insufficiency of a Recall Petition(s).



Clerks Note to  
Regular Meeting of Council  
2023 March 14

ISC: UNRESTRICTED  
IGA2023-0215

**RE: Fair Entry Low Income Transit Pass Scenarios, IGA2023-0215**

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2023  
FEBRUARY 16:**

That Council:

1. Direct Administration to advocate to the Government of Alberta for the low income transit funding program based on the discussion to be held during the 2023 March 14 Regular Meeting of Council; and
2. Direct that this Report, Attachments, Presentation, and Closed Meeting discussions remain confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, with the Report and Attachments to be released at the commencement of the 2023 March 14 Regular Meeting of Council.

Excerpt from the Minutes of the Regular Meeting of the Intergovernmental Affairs Committee,  
dated 2023 February 16:

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**“Moved by:** Councillor Penner

That with respect to Confidential Report IGA2023-0215, the following be approved:

That the Intergovernmental Affairs Committee:

1. Forward this Item to the “Items from Officers, Administration, and Committees” category of the 2023 March 14 Regular Meeting of Council;
2. Recommend that Council direct Administration to advocate to the Government of Alberta for the low income transit funding program based on the discussion to be held during the 2023 March 14 Regular Meeting of Council; and
3. Direct that this Report, Attachments, Presentation, and Closed Meeting discussions remain confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, with the Report and Attachments to be released at the commencement of the 2023 March 14 Regular Meeting of Council.

For: Councillor Demong, Councillor Spencer, Councillor Pootmans, Councillor  
(7) Mian, Councillor Penner, Councillor Chabot, and Councillor Dhaliwal

**MOTION CARRIED”**

**ATTACHMENTS:**

- CONFIDENTIAL Cover Report
- CONFIDENTIAL Attachment 1
- CONFIDENTIAL Attach 2a
- CONFIDENTIAL Attach 2b
- CONFIDENTIAL Attach 3
- CONFIDENTIAL Attachment 4
- CONFIDENTIAL Attachment 5
- CONFIDENTIAL Attachment 6
- CONFIDENTIAL Attachment 7
- CONFIDENTIAL Attachment 8

**Attainable Homes Calgary Corporation - Extensions of Loan Guarantee and Loan**

**RECOMMENDATION(S):**

The Executive Committee recommends that Council:

1. Give first reading to Bylaw 5M2023 (Attachment 2), being the proposed bylaw to amend Bylaw 41M2014, as amended by Bylaw 17M2021, of The City of Calgary ("The City") authorizing a guarantee of an operating loan facility for Attainable Homes Calgary Corporation ("Attainable Homes");
2. Give first reading to Bylaw 6M2023 (Attachment 3), being the proposed bylaw to amend Bylaw 31M2011, as amended by Bylaw 18M2021, of The City authorizing a municipal loan to Attainable Homes;
3. Withhold second and third readings until the advertising requirements set out in the Municipal Government Act, RSA 2000, c. M-26, have been met; and
4. Direct Administration to amend any existing agreements between The City and Attainable Homes as applicable and to reflect Attainable Homes' credit facility renewal with its financial institution in form and content per the Credit Documentation – Loans and Loan Guarantees Policy and Procedures.

**RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE, 2023 FEBRUARY 28:**

That Council:

1. Give first reading to Bylaw 5M2023 (Attachment 2), being the proposed bylaw to amend Bylaw 41M2014, as amended by Bylaw 17M2021, of The City of Calgary ("The City") authorizing a guarantee of an operating loan facility for Attainable Homes Calgary Corporation ("Attainable Homes");
2. Give first reading to Bylaw 6M2023 (Attachment 3), being the proposed bylaw to amend Bylaw 31M2011, as amended by Bylaw 18M2021, of The City authorizing a municipal loan to Attainable Homes;
3. Withhold second and third readings until the advertising requirements set out in the Municipal Government Act, RSA 2000, c. M-26, have been met; and
4. Direct Administration to amend any existing agreements between The City and Attainable Homes as applicable and to reflect Attainable Homes' credit facility renewal with its financial institution in form and content per the Credit Documentation – Loans and Loan Guarantees Policy and Procedures.

**HIGHLIGHTS**

- This report provides information on the renewal of The City guarantee of a third-party operating loan facility in conjunction with the renewed terms of that credit facility by Attainable Homes' third-party financial institution and an extension of repayment by three years of a municipal loan to Attainable Homes.
- Moderate income Calgarians seeking affordable home ownership will benefit from the requested renewal and extension as it enables Attainable Homes to increase supply of affordable homes.
- The City's guarantee permits Attainable Homes to obtain financing at a sustainable interest rate and operate under a facility limit that allows it to fulfill its mission. The loan

**Corporate Planning and Financial Services Report  
to  
Executive Committee  
2023 February 28**

**ISC: UNRESTRICTED  
EC2023-0038  
Page 2 of 5**

**Attainable Homes Calgary Corporation - Extensions of Loan Guarantee and Loan**

extension enables Attainable Homes to defer payment of the loan until it has received cash following sales of affordable homes as described later in this report.

- Loan Bylaw 31M2011, as amended by Bylaw 18M2021, provided a municipal loan from The City to Attainable Homes by way of a transfer of lands secured by a vendor take-back mortgage that matures 2023 August 3. Attainable Homes has requested to amend the existing bylaw with proposed Bylaw 6M2023 extending the maturity date by three years to 2026 August 3.
- Once proposed Bylaw 5M2023 receives third reading, the operating loan facility provided by the third-party financial institution will be extended to 2026 February 28 with a further option to extend.
- **What does this mean to Calgarians?** The amended bylaws will help Attainable Homes with adequate financial flexibility to achieve its goals of providing attainable home ownership options for moderate-income households.
- **Why does this matter?** Supporting Attainable Homes by approving the extensions of the operating loan facility guarantee and the loan helps it to meet the attainable home ownership objectives of Attainable Homes.
- Background and Previous Council Direction is included as Attachment 1.

**DISCUSSION**

- Attainable Homes, as the manager/developer of 116 units in the REACH Martindale housing project, incurred all associated costs and sales proceeds were received after completion and transfer of ownership of the housing units.
- As there are timing differences between cash outflows during operations and development and inflows from home sales, an operating loan facility is required.
- The absence of this type of financing would necessitate significant injection of equity by The City, Attainable Homes' shareholder, which is not a feasible option for a non-profit organization.
- Attainable Homes' third-party financial institution has agreed to renew/extend the existing operating loan facility to support ongoing operations and development activity subject to renewal of The City guarantee for the operating loan facility only. The City does not guarantee all of Attainable Homes' credit facilities.
- Outstanding indebtedness on Attainable Homes' operating loan facility decreased from \$2.5 million at the beginning of 2022 to \$30 thousand at 2022 December 31, representing only a letter of credit in favour of The City. The operating loan facility is fully available and needed to support planned development.
- Attainable Homes has developed 6 of the 8 land parcels transferred in 2011 enabling a portion of the original vendor take-back mortgage in the amount of \$5,188,312 to be repaid leaving an outstanding balance of \$3,278,804 for the two remaining parcels and is scheduled to mature 2023 August 3.
- Attainable Homes has requested a three-year extension to 2026 August 3, to provide adequate time to finalize design, budget, and construction details as well as complete construction and home sales on its two remaining parcels.
- Development Permit approval is imminent on one parcel and construction is expected to begin this summer, followed by the start of construction on the other parcel in early

**Corporate Planning and Financial Services Report  
to  
Executive Committee  
2023 February 28**

**ISC: UNRESTRICTED  
EC2023-0038  
Page 3 of 5**

**Attainable Homes Calgary Corporation - Extensions of Loan Guarantee and Loan**

2024. The first parcel is scheduled for completion and occupancy by the end of 2024 and the second parcel by the end of 2025.

- The intention is for the units on the two parcels to be sold under the Perpetually Affordable Homeownership program whereby homes are sold to Calgarians who earn less than 65 per cent of Area Median Income. The buyer earns equity over time through paying down their mortgage. When the client sells the home, it is sold back to Attainable Homes, and the client retains their equity. Attainable Homes then resells the unit to another client who qualifies below the income threshold.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input type="checkbox"/> Dialogue with interested parties was undertaken                |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

Attainable Homes and representatives from Real Estate & Development Services have reviewed and concur with this report and Attachments. Treasury has engaged the City's Law Department with respect to content of the report and Attachments.

**IMPLICATIONS**

**Social**

Attainable Homes was created in 2009 with a mandate to build 1,000 well-made, entry-level homes for moderate-income Calgarians. The extension of the guarantee and the loan will provide the financial capacity required to develop affordable housing on Attainable Homes' remaining two parcels.

**Environmental**

Attainable Homes applies modern day construction practices and products to its projects with an emphasis on energy efficiency and lowering its environmental footprint while helping moderate income Calgarians to achieve home ownership.

**Economic**

Research conducted in 2019 indicated the majority of moderate-income Calgarians aspire to home ownership. Homebuyers carefully consider their purchases in the context of affordability. Barriers to owning a home include the down payment, purchase price, monthly costs, and credit availability. Attainable Homes' mandate is to provide affordable homeownership options for Calgarians and help individuals achieve their dream of homeownership. If the recommendation for extension of the loan is approved Attainable Homes will be able to provide affordable homes on the two parcels.

**Service and Financial Implications**

**Corporate Planning and Financial Services Report  
to  
Executive Committee  
2023 February 28**

**ISC: UNRESTRICTED  
EC2023-0038  
Page 4 of 5**

### **Attainable Homes Calgary Corporation - Extensions of Loan Guarantee and Loan**

#### **Other:**

If the recommendation for extension of the loan is approved, Attainable Homes and The City have agreed The City will charge Attainable Homes a one-time extension fee of \$5,000 and an annual standby fee of 0.25 per cent per annum based on the outstanding mortgage balance. To provide the loan guarantee The City will charge the standard Administration Fee of 0.10 per cent per annum on the outstanding operating loan balance guaranteed per the Credit Documentation – Loans and Loan Guarantees Policy and Procedures.

#### ***Current and Future Operating Budget:***

The City, as guarantor, is obligated to pay the debts and liabilities of Attainable Homes under the Operating Loan Facility up to a maximum sum of \$10 million should its third-party financial institution decide to call on the City guarantee.

#### ***Current and Future Capital Budget:***

If the recommendation for extension of the loan is approved, this will result in delayed repayments to the Revolving Fund Reserve for general land purchases and potentially impact the availability of these funds for future municipal land acquisitions. However, the impact is low given the outstanding mortgage balance and the balance in the reserve at 2022 December 31 and Real Estate & Development Services will accept this risk given the low impact.

### **RISK**

#### ***Attainable Homes Calgary Corporation's Lender Approval***

The third-party bank lender has approved an extension of existing credit facilities subject to The City's approval of proposed Bylaw 5M2023.

Attainable Homes requires credit facilities to assist with construction projects, acquire/develop additional inventory, and manage day-to-day operations.

#### ***The City's Security***

Any postponement and subordination of The City's charge in favour of the third-party lender or assignment of any assets to the lender would result in less coverage of indebtedness and increase the risk of a less than full recovery of obligations.

The risk of default by Attainable Homes on its debt obligations is mitigated by prudent debt management, adequate liquidity and experience executing successful projects.

#### ***Liquidity***

Availability under the existing operating loan facility improved from fully drawn at \$10 million on 2019 May 31 to \$30 thousand for a letter of credit at 2022 December 31. \$10 million provides sufficient flexibility to meet ongoing and future operating requirements.

#### ***Repayment***

Repayment of outstanding indebtedness is dependent on: 1) removal of all conditions to closing under purchase and sale agreements, 2) turnover of properties held in existing inventory; and 3) completion and sufficient occupancy of the affordable housing units to be constructed on the

**Corporate Planning and Financial Services Report  
to  
Executive Committee  
2023 February 28**

**ISC: UNRESTRICTED  
EC2023-0038  
Page 5 of 5**

### **Attainable Homes Calgary Corporation - Extensions of Loan Guarantee and Loan**

two remaining parcels.

#### ***Vendor Take-Back Mortgage***

With resources directed towards successful completion of the Martindale project, Attainable Homes now anticipates development of the two remaining parcels to commence just before the current 2023 August 3 maturity date and is requesting a three-year extension with The City to position for continued delivery of affordable housing for Calgarians as Martindale is completed.

### **ATTACHMENT(S)**

1. Attachment 1 – Background and Previous Council Direction
2. Attachment 2 – Proposed Bylaw 5M2023
3. Attachment 3 – Proposed Bylaw 6M2023
4. Attachment 4 – Attainable Homes Calgary Corporation - Extensions of Loan Guarantee and Loan Presentation

#### **Department Circulation**

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Corporate Planning and Financial Services	Approve
Michael Thompson	Infrastructure Services	Inform
Campbell Berry	Real Estate & Development Services	Consult





# Background and Previous Council Direction

## Background

Attainable Homes Calgary Corporation is a non-profit corporation, created and wholly-owned by The City of Calgary ("The City"), with a Mission "to provide affordable homeownership options for Calgarians". Renewal of The City guarantee ensures that Attainable Homes Calgary Corporation can continue to meet its commitment and work toward the Vision where "moderate-income Calgarians achieve their dream of homeownership".

Since 2009, through its down-payment assistance program, Attainable Homes Calgary Corporation has helped over 1,100 families attain home ownership.

Attainable Homes Calgary Corporation requires an operating credit facility to manage timing differences between cash outflows and inflows observed during its operating cycle, which involves new home construction, marketing, and new home purchase diligence. The absence of this type of financing would necessitate significant injection of equity by Attainable Homes Calgary Corporation's shareholder, The City, which is not a feasible option for a non-profit organization

Attainable Homes Calgary Corporation was committed to purchase a fixed existing housing supply from builder partners for its down-payment assistance program; as at 2022 December 31 Attainable Homes Calgary Corporation had three units with a value less than \$620,000 as standing inventory. Attainable Homes Calgary Corporation continues to market and sell this remaining inventory of housing. This inventory is independent from inventory at the REACH Martindale project which was sold out in 2022.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2021 March 16	PFC2021-0177	<p><b>Attainable Homes Calgary Corporation Loan Guarantee and Loan Extensions</b></p> <p>Council passed Bylaw 17M2021, authorizing The City to extend the loan guarantee up to \$10 million to Attainable Homes Calgary Corporation that expires 2024 June 30 for financing Attainable Homes Calgary Corporation's operating expenditures by a third party. Council passed Bylaw 18M2021, authorizing The City to extend the \$5.2 million loan to Attainable Homes Calgary Corporation created by way of a transfer of lands secured by a vendor take-back mortgage that matures 2023 August 3.</p>
2019 November 05	PFC2019-1294	<p><b>Attainable Homes Calgary Corporation – Progress Update Report</b></p> <p>Council directed administration to provide a one-time waiver of Attainable Homes Calgary Corporation's breach of its annual Interest Coverage Ratio for the period ending 2018 December 31, subject to the same waiver being received from Attainable Homes Calgary Corporation's Lender.</p> <p>Administration was also directed to amend any existing agreement between The City and Attainable Homes Calgary Corporation as applicable and to reflect Attainable Homes Calgary Corporation's credit facility renewal with its financial institution in form and content acceptable to the City Treasurer.</p>
2019 May 27	C2019-0708	<p><b>Attainable Homes Calgary – Enabling \$2 Million Incremental Short-Term Financing</b></p> <p>Council directed Administration to postpone and subordinate security that The City held with respect to Attainable Homes Calgary Corporation's Reach Martindale housing development and provide a consent to assign proceeds from the sale of housing units within the Martindale Project. Administration was also directed to work with Attainable Homes Calgary Corporation to review its long-term business plan when available and bring a progress update report back to Council through the Priorities and Finance Committee no later than 2019 November 5.</p>

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2016 April 13	Urgent Notice of Motion	<b>Debt Capacity of Attainable Homes Calgary Corporation</b> Council directed Administration to postpone and subordinate The City's security position in favour of any lender who provides financing to Attainable Homes Calgary Corporation, outside of the Revolving Debt Facility, from time to time, provided that such postponement and subordination shall only secure the value of the assets being financed by the lender.
2014 July 22	PFC2014-0392	<b>Attainable Homes Calgary Corporation Loan Guarantee</b> Council passed Bylaw 41M2014, authorizing The City to provide a loan guarantee up to \$10 million to Attainable Homes Calgary Corporation that expired 2021 June 30 for financing Attainable Homes Calgary Corporation's operating expenditures by a third party.
2013 December 10	PFC2013-0754	<b>Attainable Homes Calgary Corporation Line of Credit – Deferral Request</b> Administration requested a deferral to report back to the Priorities and Finance Committee by 2014 May to allow sufficient time for Attainable Homes Calgary Corporation to prepare and present its business plan to its Board of Directors and enable Administration to complete its due diligence and provide recommendations.
2013 July 29	NM2013-20	<b>Notice of Motion</b> Council resolved that Attainable Homes Calgary Corporation work with Administration to determine appropriate credit facility options and make recommendations to support achieving its mandate and report back to Council through the Priorities and Finance Committee no later than 2013 December 10.
2011 April 18	M2009-06	<b>Tabulation of Loan Bylaw 31M2011</b> To provide a loan to Attainable Homes Calgary Corporation in respect of the transfers of land as per Schedule A of the Bylaw and reports M2009-11 & M2009-06, as rectified by the General Manager, Corporate Services.
2010 January 25	M2009-11	<b>Attainable Home Ownership Program Update</b> Council passed Bylaw 64M2009, authorizing The City to lend to Attainable Homes Calgary Corporation up to \$10 million for financing Attainable Homes Calgary Corporation's operating expenditures.
2009 July 27	M2009-06	<b>Attainable Home Ownership Program Update</b> To provide an update on the creation of Calgary's Attainable Home Ownership Program and seek approvals related to the governance of the Special Purpose Entity and authorize a land disposition strategy to the Special Purpose Entity.



# PROPOSED

EC2023-0038  
ATTACHMENT 2

## BYLAW NUMBER 5M2023

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND BYLAW 41M2014, AS AMENDED BY  
17M2021, BY EXTENDING THE TERM OF A  
GUARANTEE TO A LOAN MADE TO ATTAINABLE  
HOMES CALGARY CORPORATION**

\*\*\*\*\*

**WHEREAS** Council of The City of Calgary (“**Council**”) duly passed Bylaw 41M2014 on 2014 July 22, authorizing The City of Calgary (“**The City**”) to guarantee the repayment of principal and interest (the “**Guarantee**”) on a \$10 million revolving credit facility (the “**Credit Facility**”) between a financial institution and Attainable Homes Calgary Corporation (“**AHCC**”);

**AND WHEREAS** the term of the Guarantee provided by The City pursuant to Bylaw 41M2014 was not to exceed seven (7) years, and was set to expire on 2021 June 30;

**AND WHEREAS** Council duly passed Bylaw 17M2021 on 2021 May 10, amending Bylaw 41M2014 to provide an extension to the term of the Guarantee on the Credit Facility for an additional thirty-six (36) months;

**AND WHEREAS** AHCC is again seeking to renew and extend the term of the Credit Facility, and as a condition of such renewal, requires The City to provide an additional extension to the term of the Guarantee on the Credit Facility for an additional twenty-four (24) months; and

**AND WHEREAS** Council has approved and adopted the recommendations in Report EC2023-0038 and deems it desirable to pass a bylaw pursuant to Sections 191, 264 and 266 of the Municipal Government Act (RSA 2000, c. M-26) to amend Bylaw 41M2014 to extend the term authorized by Council for the Guarantee.

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. Bylaw 41M2014, as amended by Bylaw 17M2021, is further amended as follows:
  - (1) in paragraph 4(1) under the heading “The Loan”, delete the term “seven (7) years” and replace with “twelve (12) years”.
2. In all other respects Bylaw 41M2014, as amended by By17M2021, shall remain in full force and effect.

# PROPOSED

**BYLAW NUMBER 5M2023**

3. This Bylaw 5M2023 comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

EC2023-0038  
Attachment 3

## BYLAW NUMBER 6M2023

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 31M2011, AS AMENDED BY BYLAW 18M2021, BY EXTENDING THE MATURITY DATE OF A MUNICIPAL LOAN TO ATTAINABLE HOMES CALGARY CORPORATION

\*\*\*\*\*

**WHEREAS** Council of The City of Calgary ("**Council**") duly passed Bylaw 31M2011 on 2011 April 18, authorizing The City of Calgary ("**The City**") to transfer to Attainable Homes Calgary Corporation ("**AHCC**") certain lands as described in Bylaw 31M2011 (the "**Lands**");

**AND WHEREAS** as consideration for the Lands, Council authorized a loan to AHCC in the amount of \$5,188,312.00, which amount is equivalent to the book value of the Lands at the time of transfer plus certain other costs as more particularly described in Bylaw 31M2011 (the "**Loan**");

**AND WHEREAS** Council authorized the Loan to be repaid by AHCC no later than ten (10) years from the date of transfer of the Lands from The City to AHCC;

**AND WHEREAS** Council duly passed Bylaw 18M2021 on 2021 May 10, amending Bylaw 31M2011 to provide AHCC with a twenty-four (24) month extension to satisfy AHCC's repayment obligations under the Loan;

**AND WHEREAS** the current repayment date of the Loan pursuant to Bylaw 31M2011, as amended by Bylaw 18M2021, is 2023 August 3;

**AND WHEREAS** the current outstanding balance of the Loan is \$3,278,804.00;

**AND WHEREAS** AHCC has asked The City for an additional thirty-six (36) month extension to satisfy AHCC's repayment obligations under the Loan; and

**AND WHEREAS** Council has approved and adopted the recommendations in Report EC2023-0038 and deems it desirable to pass a bylaw pursuant to Sections 191, 264 and 265 of the *Municipal Government Act* (RSA 2000 c. M-26) to amend Bylaw 31M2011 to extend the time authorized by Council in which AHCC must repay the Loan.

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. Bylaw 31M2011, as amended by Bylaw 18M2021, is further amended as follows:
  - (1) in the paragraph under the heading "Purpose", delete the term "twelve (12) years" and replace with "fifteen (15) years";
  - (2) in paragraph 3(4) under the heading "The Loan", delete the term "twelve (12) years" and replace with "fifteen (15) years"; and
  - (3) in paragraph 3(6) under the heading "The Loan", delete the term "twelve (12) years" and replace with "fifteen (15) years".



# PROPOSED

**BYLAW NUMBER 6M2023**

2. In all other respects, Bylaw 31M2011, as amended by Bylaw 18M2021, shall remain in full force and effect.
3. This Bylaw 6M2023 comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

A nighttime photograph of a city street. In the background, a large, ornate clock tower with multiple faces is illuminated. To the left, a modern, curved street light fixture is visible. The scene is dark, with the primary light sources being the streetlights and the tower's lights.

# **Attainable Homes Calgary Corporation Loan and Loan Guarantee extensions Bylaws EC2023-0038**

**2023 February 28**

## Background/Request

- Attainable Homes Calgary Corporation (Attainable Homes) is a non-profit corporation, created by and is a wholly-owned subsidiary of The City. The loan guarantee from The City has been established since 2009.
- Mission “to provide affordable homeownership options for Calgarians”.
- Since 2009, through its down-payment assistance program, Attainable Homes has helped over 1,100 households attain home ownership.
- In 2023, Attainable Homes will provide housing through its new Perpetual Affordable Program.
- Request: 3 year loan guarantee extension and 3 year mortgage extension to provide adequate financial capacity to develop affordable housing on Attainable Homes’ two remaining land parcels.

# Purpose of extensions

## Guarantee:

- Attainable Homes Calgary Corporation requires an operating credit facility to manage timing differences between cash outflows and inflows observed during its operating cycle, which involves new home construction, marketing, and new home purchase diligence.

## Mortgage

- \$3.2 million extension on two land parcels for construction of two 6-storey (120 total units) apartment buildings in downtown Calgary. The first 70 units, at the 1010 - 6 Avenue SW project, are expected to be completed with all units occupied by the end 2024.

“Attainable Homes is offering a brand-new homeownership program at **1010 – 6 Av SW**. “Affordable For Good” provides access to homeownership at prices much lower than homes in the surrounding area.”



# Financial Highlights

## Attainable Homes Calgary Corporation

	2023 (Budget) *	2022 (Preliminary)	2021 (Audited)	2020 (Audited)	2019 (Audited)
Number of Homes Sold	90	77	51	61	90
Year End Balance of Operating Facility (\$) (Maximum authorized \$10 million. Guaranteed by The City)	-	30,000	2,516,984	4,001,996	6,251,750
<b>Balance Sheet (\$)</b>					
Total Assets	-	14,415,562	18,955,812	18,030,888	21,632,674
Total Liabilities	-	5,128,063	9,640,871	7,603,249	10,044,603
Net Assets	-	9,287,499	9,314,941	10,427,639	11,588,071
Total Liabilities/Net Assets (Maximum allowed: 3.0 : 1)	-	0.55	1.03	0.73	0.87
<b>Income Statement (\$)</b>					
Sales	25,995,009	19,729,501	12,268,798	14,466,357	20,928,556
Operating Deficiency	2,571	(27,442)	(1,112,698)	(1,160,432)	(2,150,150)

\* Total Assets and Liabilities not specifically budgeted. Income Statement amounts are "Base Case".

- Total Assets and Liabilities have declined as inventory has been sold
- Sales increased in 2022 with sell out of Reach Martindale
- Operating Deficiency has effectively been reduced with intentional strategy of business operation surplus covering costs



## Recommendations

The Executive Committee recommends that Council:

1. Give first reading to Bylaw 5M2023 (Attachment 2), being the proposed bylaw to amend Bylaw 41M2014, as amended by Bylaw 17M2021, of The City of Calgary (“The City”) authorizing a guarantee of an operating loan facility for Attainable Homes Calgary Corporation (“the Corporation”);
2. Give first reading to Bylaw 6M2023 (Attachment 3), being the proposed bylaw to amend Bylaw 31M2011, as amended by Bylaw 18M2021, of The City authorizing a municipal loan to the Corporation;
3. Withhold second and third readings until the advertising requirements set out in the Municipal Government Act, RSA 2000, c. M-26, have been met; and
4. Direct Administration to amend any existing agreements between The City and the Corporation as applicable and to reflect the Corporation’s credit facility renewal with its financial institution in form and content per the Credit Documentation – Loans and Loan Guarantees Policy and Procedures.





**Report Number:** EC2023-0248

**Meeting:** Executive Committee

**Meeting Date:** 2023 February 28

## NOTICE OF MOTION

**RE:** Recognizing Bow Valley College by renaming a C-Train platform

**Sponsoring Member(s) of Council:** Councillor Terry Wong

---

WHEREAS Bow Valley College has been supporting Calgarians to meet their education and career goals since 1965 with an ever-increasing mandate and program offering.

AND WHEREAS approximately 14,000 learners and 1,300 employees access Bow Valley College's downtown campus complex from all corners of the city, primarily via Calgary Transit.

AND WHEREAS Bow Valley College is a major convenor of learners, newcomers, community and industry partners.

AND WHEREAS Bow Valley College's downtown campus complex is directly accessible from both the north- and south-bound City Hall CTrain platforms.

AND WHEREAS other Calgary post-secondary institutions similarly adjacent to CTrain platforms are identified through platform and station names.

AND WHEREAS naming plays an important role in simple and unambiguous identification of location and navigation within the city of Calgary

AND WHEREAS Schedule 2 of Council Policy 2016-01 Municipal Naming, Sponsorship and Naming Rights Policy indicates that Council may consider renaming of City Assets, once named.

NOW THEREFORE BE IT RESOLVED that Council direct Administration to:

1. Undertake the necessary steps to consider expanding the name of the City Hall CTrain platforms to additionally recognize Bow Valley College and report back to Council through the Infrastructure and Planning Committee no later than Q2 2023.

**Attachments:**

1. Notice of Motion Checklist
2. AUPE Letter of Support
3. Bow Valley College Faculty Association Letter of Support
4. Athabasca University Letter of Support
5. University of Lethbridge Letter of Support
6. Arts Commons Letter of Support
7. Students' Association of Bow Valley College Letter of Support





## NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion:

There are two classifications of a Notice of Motion (Check the one that applies):



Regular



Urgent (Include details in Urgency Rationale box below)



Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
Request has been shared with Director, Calgary Transit and response received.
Legal / Legislative
Not applicable; standard naming policy agreement

Technical Content
Not Applicable; signage renaming only
Procedural (Including reasons for confidentiality)
Institutional Naming on City
Other Considerations
Urgency Rationale
Not Applicable

February 17, 2023

Dr. Misheck Mwaba  
President and Chief Executive Officer  
Bow Valley College  
345 6 Avenue SE  
Calgary, Alberta T2G 4V1

Dear Dr. Mwaba:

On behalf of the Alberta Union of Provincial Employees at Bow Valley College, I am pleased to offer our support for expanding the name of the City Hall CTrain platforms to additionally recognize Bow Valley College.

Bow Valley College has been supporting Calgarians and Albertans to meet their education and career goals since 1965. The College's student and employee body is diverse, with many international students and newcomers to Calgary. Having Bow Valley College's name on the City Hall CTrain station provides an easy marker for wayfinding purposes, helping people situate and locate themselves.

Further, incorporating Bow Valley College's name on the City Hall CTrain platform acknowledges the College's central role as the only post-secondary institution based in Calgary's downtown. Bow Valley College's location is reflective of its role as a dynamic convenor of students, industry, the broader community, and innovation stakeholders, fulfilling an access mandate in making all learning count for the benefit of our communities and our industries. Including Bow Valley College's name on the City Hall CTrain Platform recognizes the College's long history in downtown Calgary, and its future contributions in the area and beyond.

Expanding the name of the City Hall CTrain platform identifies Bow Valley College's location directly on the train line. There is precedence in doing so, as other post-secondary institutions adjacent to stations also have their names identified.

The Alberta Union of Provincial Employees at Bow Valley College encourages Calgary City Council and administration to give this proposal their full consideration.

Sincerely,



Nicole Guyett  
Chapter 11 Secretary  
AUPE Local 071  
[aupebvc@outlook.com](mailto:aupebvc@outlook.com)



February 17, 2023

Dr. Misheck Mwaba, P.Eng.  
President and CEO  
Bow Valley College  
345 6<sup>th</sup> Avenue SE  
Calgary, Alberta, T2G 4V1

Dear President Mwaba,

For the Bow Valley College Faculty Association, I am writing to express my support of efforts to add Bow Valley College's name to the City Hall C-Train Platforms. Bow Valley College is an important community entity based in downtown Calgary and a major convenor of students, employees, and industry and innovation partners.

Bow Valley College has been a major downtown anchor since 1965, and its future is inextricably linked to the downtown. Renaming the City Hall C-Train platforms to additionally recognize Bow Valley College provides a stronger identification and awareness of the college's presence in the east side of downtown, improves wayfinding, and recognizes that both platforms provide direct access to the College.

The Bow Valley College Faculty Association encourages Calgary City Council and administration to give this renaming proposal full consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Penny Marcotte', with a stylized flourish at the end.

Penny Marcotte  
President



February 17, 2023

Dr. Misheck Mwaba, P.Eng.  
President and CEO  
Bow Valley College  
345 6<sup>th</sup> Avenue SE  
Calgary, Alberta, T2G 4V1

Dear President Mwaba,

For Athabasca University, I am writing to express my support of your efforts to add Bow Valley College's name to the City Hall C-Train Platforms in downtown Calgary. Bow Valley College is an important community entity based in downtown Calgary. The college is a major convenor of students and employees as well as post-secondary partners, of which Athabasca University is one.

Those who access Athabasca University's Calgary site know to find us at Bow Valley College. Having the college's name directly on the C-Train station will provide a stronger identification and awareness of the college's presence in the east side of downtown, improve way-finding, and may even encourage some to take the C-Train, given the assurance that comes from knowing exactly the platform on which to disembark.

Bow Valley College has operated in downtown Calgary since 1965. As a major downtown anchor with significant convenor power, the college deserves to have its name upon the mass transit platforms that sit adjacent to the college and provide direct access to its open doors.

Athabasca University encourages Calgary City Council and administration to give this proposal their full consideration.

Sincerely,



Alex Clark, PhD, RN, FCAHS  
President  
Office of the President  
Athabasca University





University of  
Lethbridge



President and  
Vice Chancellor

A762 University Hall  
4401 University Drive  
Lethbridge, Alberta, Canada  
T1K 3M4

Phone 403.329.2201  
Fax 403.329.2097

mike.mahon@uleth.ca  
www.ulethbridge.ca

February 17, 2023

Dr. Misheck Mwaba  
President and Chief Executive Officer  
Bow Valley College  
345 6 Avenue SE  
Calgary, Alberta T2G 4V1

Dear Dr. Mwaba:

On behalf of the University of Lethbridge, I am pleased to offer our support for expanding the name of the City Hall CTrain platforms to additionally recognize Bow Valley College.

Bow Valley College has been supporting Calgarians and Albertans to meet their education and career goals since 1965 with an access mandate, broad program offerings, and innovative program models. The College's student and employee community is diverse, with many international students and newcomers to Calgary. As a tenant in Bow Valley College's downtown campus building, having Bow Valley College's name on the City Hall CTrain station provides an easy wayfinding marker for students who study at the University of Lethbridge's Calgary Campus located on the Bow Valley College's campus.

Further, incorporating Bow Valley College's name on the City Hall CTrain platform acknowledges the College's central role as the largest post-secondary institution based in Calgary's downtown. Bow Valley College's location is reflective of its role as a convenor of students, industry, the broader community, and innovation stakeholders, fulfilling an access mandate in making all learning count for the benefit of our communities and our industries. Including Bow Valley College's name on the City Hall CTrain Platform recognizes the College's long history in downtown Calgary, and its future contributions in the area and beyond.

Expanding the name of the City Hall CTrain platform identifies Bow Valley College's location directly on two train lines. There is precedence in doing so as, other post-secondary institutions adjacent to stations also have their names identified.

The University of Lethbridge encourages Calgary City Council and administration to give this proposal their full consideration.

Sincerely,

A handwritten signature in black ink, appearing to be "Mike Mahon", with a long horizontal stroke extending to the right.

Dr. Mike Mahon  
President and Vice-Chancellor





205-8 Avenue SE  
Calgary AB.  
Canada T2G 0K9

MAIN 403-294-7455  
BOX OFFICE 403-294-9494  
artscommons.ca

February 17, 2023

Dr. Misheck Mwaba  
President and CEO  
Bow Valley College  
345 6<sup>th</sup> Avenue SE  
Calgary, Alberta, T2G 4V1

Dear President Mwaba,

I am pleased to express my support for renaming the City Hall C-Train Platforms to recognize Bow Valley College as a place of prominence in downtown Calgary alongside City Hall.

Being relatively new to Calgary but eager to form connections and foster community, I know the importance of landmarks and sign markers to navigate the city and provide assurance in mobility. I recall from my recent tour of Bow Valley College that 48 per cent of Bow Valley College learners are newcomers, a mix of international students, permanent residents, and refugee claimants. I appreciate how important it would be for future newcomers to see Bow Valley College named on the C-Train map and sit in confidence knowing they will arrive successfully every time.

Bow Valley College is an important convenor of community, industry, and innovators from its base directly adjacent and connected to the City Hall C-Train platforms. In recognition of Bow Valley College's long history in the east side of downtown and its bright future there, I encourage the City of Calgary to give consideration to renaming the City Hall Platforms to include Bow Valley College.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alex Sarian", with a long horizontal flourish extending to the right.

Alex Sarian  
President and CEO



February 17, 2023

Dr. Misheck Mwaba, P.Eng.  
President and CEO  
Bow Valley College  
345 6<sup>th</sup> Avenue SE  
Calgary, Alberta, T2G 4V1

Dear President Mwaba,

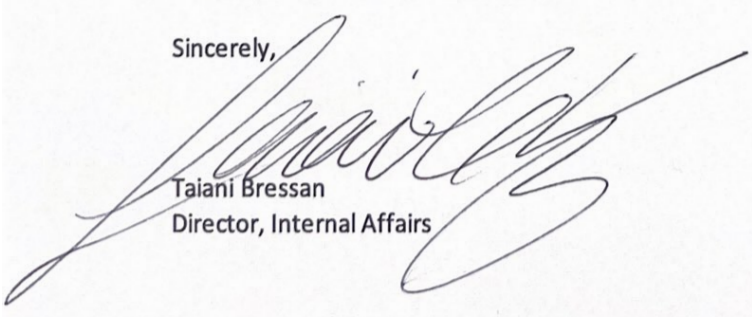
The Students' Association of Bow Valley College endorses Bow Valley College's effort to work with the City of Calgary to rename the City Hall C-Train Platforms to additionally recognize Bow Valley College.

Enrolment forecasts at Bow Valley College show that approximately 14,000 students will enroll in courses and programs via multiple intakes over this academic year. According to internal College data, 89 per cent of Bow Valley College students commute to and from campus by Calgary Transit, including the C-Train. Additionally, 48 per cent of Bow Valley College learners are newcomers, a mix of international students, permanent residents, and refugees. In other words, Bow Valley College is a major convenor of young people, new residents, immigrants, and people of diverse backgrounds and experiences.

Renaming the City Hall C-Train platforms to additionally recognize Bow Valley College provides a stronger identification and awareness of the college's presence in the east side of downtown, improves wayfinding, and recognizes that both platforms provide direct access to the College. With so many newcomers accessing the College regularly throughout the year to inquire into programming and pathways and start a learning journey with the College, the Students' Association cannot understate the importance of landmarks and clear sign markers in negotiating a new city or unfamiliar area of the city.

In recognition of Bow Valley College's long history of operating in the downtown and its future here, the Students' Association of Bow Valley College encourages Calgary City Council and City Administration to consider renaming the City Hall Platforms to additionally recognize Bow Valley College.

Sincerely,



Taiani Bressan  
Director, Internal Affairs



# PROPOSED

C2023-0301  
ATTACHMENT 1

## BYLAW NUMBER 1B2023

**BEING A BYLAW TO AUTHORIZE  
THE CITY OF CALGARY  
TO INCUR INDEBTEDNESS BY THE ISSUANCE  
OF ONE OR MORE DEBENTURES IN THE  
TOTAL AMOUNT OF UP TO \$21.977 MILLION  
FOR FINANCING THE ACQUISITION OF  
TECHNOLOGY AND SUPPORT SERVICES FOR  
THE REGULATED OPERATIONS  
OF ENMAX CORPORATION**

\*\*\*\*\*

**WHEREAS** Council of The City of Calgary ("**Council**") has reviewed the 2023 Consolidated Operating and Capital Budget for ENMAX Corporation ("**ENMAX**"), a controlled corporation of The City of Calgary ("**The City**");

**AND WHEREAS** the acquisition of technology and support services for the regulated operations of ENMAX (the "**Acquisitions**") are estimated to cost \$37.863 million;

**AND WHEREAS** it is estimated that \$15.886 million of the total cost will be financed from sources other than debenture borrowing;

**AND WHEREAS** Council has decided to pass a bylaw pursuant to Sections 251 and 257 of the *Municipal Government Act*, R.S.A. 2000 c. M-26, to authorize borrowing an amount not exceeding \$21.977 million from the Province of Alberta (the "**Province**") or other financial institutions or capital markets by the issuance of debentures for the purpose of financing a portion of the Acquisitions;

**AND WHEREAS** the primary estimated lifetime of the Acquisitions financed under this Bylaw are equal to, or in excess of five (5) years;

**AND WHEREAS** the amount of the long-term debt of The City as at 2021 December 31 is \$2,771 million with \$367 million being tax supported debt, \$220 million being self-sufficient tax supported debt and \$2,184 million being self-supported debt and no part of the principal or interest is in arrears;

**AND WHEREAS** all required approvals for the Acquisitions will be obtained to ensure they are in compliance with all applicable laws in force in the Province of Alberta.

### **NOW, THEREFORE, COUNCIL, DULY ASSEMBLED, ENACTS AS FOLLOWS:**

1. The City is hereby authorized to issue one or more debentures to a maximum sum of \$21.977 million to finance a portion of the Acquisitions.
2. The Chief Financial Officer of The City is hereby authorized to execute and deliver such agreements, instruments, certificates, and other documents, and do such further acts and things as may be reasonably necessary or as may be reasonably requested for the purpose of carrying out the borrowing and performing The City's obligations under any associated agreements, instruments, certificates or other documents.



# PROPOSED

## BYLAW NUMBER 1B2023

3. The City shall repay the indebtedness over a period not exceeding five (5) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by the Province on the date of the borrowing, up to a maximum rate of 8% per annum.
4. The City shall obtain funds from ENMAX to repay the said indebtedness under the terms of the agreement between The City and ENMAX, as described in Bylaw Number 1M2023. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of The City.
6. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
7. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON FEBRUARY 14, 2023

READ A SECOND TIME ON

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READ A THIRD TIME ON

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MAYOR

SIGNED ON

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CITY CLERK

SIGNED ON

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# PROPOSED

C2023-0301  
ATTACHMENT 2

## BYLAW NUMBER 2B2023

**BEING A BYLAW TO AUTHORIZE  
THE CITY OF CALGARY  
TO INCUR INDEBTEDNESS BY THE ISSUANCE  
OF ONE OR MORE DEBENTURES IN THE  
TOTAL AMOUNT OF UP TO \$5.598 MILLION  
FOR FINANCING THE ACQUISITION  
OF FLEET EQUIPMENT AND CAPITAL TOOLS  
FOR THE REGULATED OPERATIONS  
OF ENMAX CORPORATION**

\*\*\*\*\*

**WHEREAS** Council of The City of Calgary ("**Council**") has reviewed the 2023 Consolidated Operating and Capital Budget for ENMAX Corporation ("**ENMAX**"), a controlled corporation of The City of Calgary ("**The City**");

**AND WHEREAS** the acquisition of fleet equipment and capital tools for the regulated operations of ENMAX (the "**Acquisitions**") are estimated to cost \$9.565 million;

**AND WHEREAS** it is estimated that \$3.967 million of the total cost will be financed from sources other than debenture borrowing;

**AND WHEREAS** Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the *Municipal Government Act*, R.S.A. 2000 c. M-26, to authorize borrowing an amount not exceeding \$5.598 million from the Province of Alberta (the "**Province**") or other financial institutions or capital markets by the issuance of debentures for the purpose of financing a portion of the Acquisitions;

**AND WHEREAS** the primary estimated lifetime of the Acquisitions financed under this Bylaw are equal to, or in excess of ten (10) years;

**AND WHEREAS** the amount of the long-term debt of The City as at 2021 December 31 is \$2,771 million with \$367 million being tax supported debt, \$220 million being self-sufficient tax supported debt and \$2,184 million being self-supported debt and no part of the principal or interest is in arrears;

**AND WHEREAS** all required approvals for the Acquisitions will be obtained to ensure they are in compliance with all applicable laws in force in the Province of Alberta.

### **NOW, THEREFORE, COUNCIL, DULY ASSEMBLED, ENACTS AS FOLLOWS:**

1. The City is hereby authorized to issue one or more debentures to a maximum sum of \$5.598 million to finance a portion of the Acquisitions.
2. The Chief Financial Officer of The City is hereby authorized to execute and deliver such agreements, instruments, certificates, and other documents, and do such further acts and things as may be reasonably necessary or as may be reasonably requested for the purpose of carrying out the borrowing and performing The City's obligations under any associated agreements, instruments, certificates or other documents.

# PROPOSED

## BYLAW NUMBER 2B2023

3. The City shall repay the indebtedness over a period not exceeding ten (10) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by the Province on the date of the borrowing, up to a maximum rate of 8% per annum.
4. The City shall obtain funds from ENMAX to repay the said indebtedness under the terms of the agreement between The City and ENMAX, as described in Bylaw Number 1M2023. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of The City.
6. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
7. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON FEBRUARY 14, 2023

READ A SECOND TIME ON

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READ A THIRD TIME ON

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MAYOR

SIGNED ON

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CITY CLERK

SIGNED ON

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# PROPOSED

C2023-0301  
ATTACHMENT 3

## BYLAW NUMBER 3B2023

**BEING A BYLAW TO AUTHORIZE  
THE CITY OF CALGARY  
TO INCUR INDEBTEDNESS BY THE ISSUANCE  
OF ONE OR MORE DEBENTURES IN THE  
TOTAL AMOUNT OF UP TO \$10.229 MILLION  
FOR FINANCING THE NON-RESIDENTIAL  
DEVELOPMENT  
FOR THE REGULATED OPERATIONS  
OF ENMAX CORPORATION**

\*\*\*\*\*

**WHEREAS** Council of The City of Calgary ("**Council**") has reviewed the 2023 Consolidated Operating and Capital Budget for ENMAX Corporation ("**ENMAX**"), a controlled corporation of The City of Calgary ("**The City**");

**AND WHEREAS** the non-residential development for the regulated operations of ENMAX (the "**Development**") is estimated to cost \$29.382 million;

**AND WHEREAS** it is estimated that \$19.153 million of the total cost will be financed from sources other than debenture borrowing;

**AND WHEREAS** Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the *Municipal Government Act*, R.S.A. 2000 c. M-26, to authorize borrowing an amount not exceeding \$10.229 million from the Province of Alberta (the "**Province**") or other financial institutions or capital markets by the issuance of debentures for the purpose of financing a portion of the Development;

**AND WHEREAS** the primary estimated lifetime of the assets financed under this Bylaw are equal to, or in excess of twenty (20) years;

**AND WHEREAS** the amount of the long-term debt of The City as at 2021 December 31 is \$2,771 million with \$367 million being tax supported debt, \$220 million being self-sufficient tax supported debt and \$2,184 million being self-supported debt and no part of the principal or interest is in arrears;

**AND WHEREAS** all required approvals for the Development will be obtained to ensure they are in compliance with all applicable laws in force in the Province of Alberta.

### **NOW, THEREFORE, COUNCIL, DULY ASSEMBLED, ENACTS AS FOLLOWS:**

1. The City is hereby authorized to issue one or more debentures to a maximum sum of \$10.229 million to finance a portion of the Development.
2. The Chief Financial Officer of The City is hereby authorized to execute and deliver such agreements, instruments, certificates, and other documents, and do such further acts and things as may be reasonably necessary or as may be reasonably requested for the purpose of carrying out the borrowing and performing The City's obligations under any associated agreements, instruments, certificates or other documents.

# PROPOSED

## BYLAW NUMBER 3B2023

3. The City shall repay the indebtedness over a period not exceeding twenty (20) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by the Province on the date of the borrowing, up to a maximum rate of 8% per annum.
4. The City shall obtain funds from ENMAX to repay the said indebtedness under the terms of the agreement between The City and ENMAX, as described in Bylaw Number 1M2023. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of The City.
6. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
7. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON FEBRUARY 14, 2023

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MAYOR

SIGNED ON \_\_\_\_\_

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CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

C2023-0301  
ATTACHMENT 4

## BYLAW NUMBER 4B2023

**BEING A BYLAW TO AUTHORIZE  
THE CITY OF CALGARY  
TO INCUR INDEBTEDNESS BY THE ISSUANCE  
OF ONE OR MORE DEBENTURES IN THE  
TOTAL AMOUNT OF UP TO \$176.372 MILLION  
FOR FINANCING THE ELECTRIC SYSTEM AND  
BUILDING IMPROVEMENTS FOR THE  
REGULATED OPERATIONS  
OF ENMAX CORPORATION**

\*\*\*\*\*

**WHEREAS** Council of The City of Calgary ("**Council**") has reviewed the 2023 Consolidated Operating and Capital Budget for ENMAX Corporation ("**ENMAX**"), a controlled corporation of The City of Calgary ("**The City**");

**AND WHEREAS** the electric system and building improvements for the regulated operations of ENMAX (the "**Projects**") are estimated to cost \$341.695 million;

**AND WHEREAS** it is estimated that \$165.323 million of the total cost will be financed from sources other than debenture borrowing;

**AND WHEREAS** Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the *Municipal Government Act*, R.S.A. 2000 c. M-26, to authorize borrowing an amount not exceeding \$176.372 million from the Province of Alberta (the "**Province**") or other financial institutions or capital markets by the issuance of debentures for the purpose of financing a portion of the Projects;

**AND WHEREAS** the primary estimated lifetime of the Projects financed under this Bylaw are equal to, or in excess of twenty-five (25) years;

**AND WHEREAS** the amount of the long-term debt of The City as at 2021 December 31 is \$2,771 million with \$367 million being tax supported debt, \$220 million being self-sufficient tax supported debt and \$2,184 million being self-supported debt and no part of the principal or interest is in arrears;

**AND WHEREAS** all required approvals for the Projects will be obtained to ensure they are in compliance with all applicable laws in force in the Province of Alberta.

### **NOW, THEREFORE, COUNCIL, DULY ASSEMBLED, ENACTS AS FOLLOWS:**

1. The City is hereby authorized to issue one or more debentures to a maximum sum of \$176.372 million to finance a portion of the Projects.
2. The Chief Financial Officer of The City is hereby authorized to execute and deliver such agreements, instruments, certificates, and other documents, and do such further acts and things as may be reasonably necessary or as may be reasonably requested for the purpose of carrying out the borrowing and performing The City's obligations under any associated agreements, instruments, certificates or other documents.

# PROPOSED

## BYLAW NUMBER 4B2023

3. The City shall repay the indebtedness over a period not exceeding twenty-five (25) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by the Province on the date of the borrowing, up to a maximum rate of 8% per annum.
4. The City shall obtain funds from ENMAX to repay the said indebtedness under the terms of the agreement between The City and ENMAX, as described in Bylaw Number 1M2023. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of The City.
6. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
7. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON FEBRUARY 14, 2023

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READ A THIRD TIME ON

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MAYOR

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CITY CLERK

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# PROPOSED

C2023-0301  
ATTACHMENT 5

## BYLAW NUMBER 1M2023

**BEING A BYLAW OF THE CITY OF CALGARY  
AUTHORIZING MUNICIPAL LOANS  
OF \$214.176 MILLION  
TO ENMAX CORPORATION**

\*\*\*\*\*

**COUNCIL OF THE CITY OF CALGARY, DULY ASSEMBLED, ENACTS THE  
FOLLOWING:**

### Purpose

1. The purpose of this Bylaw is to authorize Loans from The City to its controlled corporation, ENMAX, pursuant to Section 265 of the MGA and in accordance with subsection 264(1)(b) of the MGA, as modified by subsection 4(11)(a)(i) of the *City of Calgary Charter, 2018 Regulation*, Alta Reg 40/2018.
2. The purpose of the Loans is to fund the regulated operations of ENMAX in the Province of Alberta.

### Interpretation

3. In this Bylaw:
  - (a) "Council" means the municipal council of The City;
  - (b) "Credit Agreement" means the credit agreement entered into between The City, as lender, and ENMAX, as borrower, dated the 8th day of February, 2021, as may be amended from time to time;
  - (c) "ENMAX" means ENMAX Corporation, a controlled corporation of The City, incorporated under the *Business Corporations Act*, RSA 2000, c. B-9, on July 29, 1997;
  - (d) "Loans" means the lending of funds from The City to ENMAX in accordance with the terms of the Credit Agreement and as authorized by this Bylaw;
  - (e) "MGA" means *Municipal Government Act*, RSA 2000, c. M-26; and
  - (f) "The City" means The City of Calgary, a municipal corporation of the Province of Alberta.

### The Loans

4. (1) The City is authorized to lend to ENMAX funds that The City has borrowed from the Province of Alberta pursuant to Borrowing Bylaws 1B2023, 2B2023, 3B2023 and 4B2023, up to a maximum sum of \$214.176 million. Such loan authorization is made on the condition that the Loans are advanced in accordance with the terms and conditions outlined in the Credit Agreement.



# PROPOSED

BYLAW NUMBER 1M2023

- (2) The Loans shall be advanced by The City to ENMAX after:
- (a) Council has given three readings to Borrowing Bylaws 1B2023, 2B2023, 3B2023 and 4B2023;
  - (b) Council has given three readings to this Bylaw;
  - (c) ENMAX has provided to The City a Notice of Drawdown in accordance with the terms of the Credit Agreement and satisfied the applicable conditions of advance set out in the Credit Agreement; and
  - (d) the City Treasurer of The City has approved of the applicable advance.
- (3) ENMAX shall repay to The City the Loans over a period not exceeding 25 years in accordance with the terms set out in the Credit Agreement. The interest rate applicable to the Loans will align with The City's cost of borrowing from the Province of Alberta.
- (4) ENMAX shall pay to The City an administration fee of 0.25% per annum on the outstanding Loans, which amount shall accrue daily and be payable monthly.

## **General Matters**

5. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON FEBRUARY 14, 2023

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

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MAYOR

SIGNED ON \_\_\_\_\_

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CITY CLERK

SIGNED ON \_\_\_\_\_

**Clerks Note to  
Regular Meeting of Council  
2023 March 14**

**ISC: UNRESTRICTED  
IGA2023-0187**

**RE: Intermunicipal Update (Verbal), IGA2023-0187**

**RECOMMENDATIONS OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2023  
FEBRUARY 16**

That Council:

1. Receive the confidential presentation for the Corporate Record; and
2. Direct that the Closed Meeting discussions and presentation remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2033 February 16.

Excerpt from the Minutes of the Regular Meeting of the Intergovernmental Affairs Committee,  
dated 2023 February 16:

“10.1.1 Intermunicipal Update (Verbal), IGA2023-0187

A confidential presentation entitled "Intermunicipal Update (Verbal)" was distributed with respect to Confidential Verbal Report IGA2023-0187.

**Moved by** Councillor Chabot

That with respect to Confidential Verbal Report IGA2023-0187, the following be approved:

That the Intergovernmental Affairs Committee:

1. Forward this Item to the “Confidential Items; Items from Officers, Administration, and Committees” category of the 2023 March 14 Regular Meeting of Council;
2. Recommend that Council receive the confidential presentation for the Corporate Record; and
3. Direct that the Closed Meeting discussions and presentation remain confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2033 February 16.

For: (7): Councillor Demong, Councillor Chabot, Councillor Mian, Councillor Pootmans,  
Councillor Spencer, Councillor Dhaliwal, and Councillor Penner

**MOTION CARRIED”**

**Attachment(s):**

1. CONFIDENTIAL Presentation



# BRIEFING

Page 1 of 1

Item # 14.1

Law, Legislative Services and Security Briefing to

Regular Meeting of Council

2023 March 14

ISC: UNRESTRICTED

C2023-0211

## **Assessment Review Boardf – Public Member Resignation**

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### **PURPOSE OF BRIEFING**

This briefing is to advise Council of the resignation of one public member of the Assessment Review Board (“the Board”), Jeremy Smith, effective 2023 February 6.

### **SUPPORTING INFORMATION**

The Board is an impartial tribunal that hears formal complaints against the assessment of properties, businesses, local improvements and brownfield property exemptions and deferrals, as determined by The City of Calgary.

There are currently 33 appointed public members of the Board, which the General Chairman has confirmed is sufficient to meet quorum requirements. The General Chairman recommends that the position remain vacant until appointments are made at the annual Organizational Meeting of Council, for terms beginning 2024 January 1.

In accordance with the Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03), a letter of thanks signed by the Mayor will be sent to the public member to thank them for their service on the Board.

### **NO ATTACHMENT**