



AGENDA

COMMUNITY DEVELOPMENT COMMITTEE

February 14, 2024, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor C. Walcott, Chair
Councillor T. Wong, Vice-Chair
Councillor G-C. Carra
Councillor R. Dhaliwal
Councillor D. McLean
Councillor K. Penner
Councillor R. Pootmans
Mayor J. Gondek, Ex-Officio

SPECIAL NOTES:

Public are encouraged to follow Council and Committee meetings using the live stream www.calgary.ca/watchlive

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Community Development Committee, 2023 October 31
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
None

- 5.2 Summary of Current Regulatory Proceedings, CD2024-0098
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: 2025 February 14

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Parking Recreational Vehicles on Residential Front Driveways, CD2024-0017

7.2 Reaffirming Our User Fee Model, CD2024-0015

7.3 Proposed 2024 Special Tax Bylaw to Support the Enhanced Landscape Maintenance Program, CD2024-0109

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2 URGENT BUSINESS

11. BRIEFINGS

11.1 Q1 Industry Update on Electricity, Natural Gas, and Telecommunications, CD2024-0100

12. ADJOURNMENT



MINUTES

COMMUNITY DEVELOPMENT COMMITTEE

**October 31, 2023, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor C. Walcott, Chair
Councillor T. Wong, Vice-Chair
Councillor G-C. Carra
Councillor R. Dhaliwal (Partial Remote Participation)
Councillor D. McLean
Councillor K. Penner
Councillor R. Pootmans
Councillor S. Sharp

ALSO PRESENT: General Manager K. Black
General Manager D. Morgan
Legislative Advisor A. de Groot
Legislative Advisor C. Doi

1. CALL TO ORDER

Councillor Walcott called the meeting to order at 9:31 a.m.

ROLL CALL

Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Penner, Councillor Pootmans, Councillor Wong, Councillor Sharp, and Councillor Walcott

2. OPENING REMARKS

Councillor Walcott provided opening remarks and a traditional land acknowledgement.

3. CONFIRMATION OF AGENDA

Moved by Councillor Pootmans

That the Agenda for the 2023 October 31 Regular Meeting of the Community Development Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Community Development Committee,
2023 October 2

Moved by Councillor Penner

That the Minutes of the 2023 October 2 Regular Meeting of the Community Development Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Sharp

That the Consent Agenda be approved as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 Summary of Current Regulatory Proceedings, CD2023-1128

For: (8): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Penner, Councillor Pootmans, and Councillor Sharp

MOTION CARRIED

Councillor Walcott introduced a group of Grade 4/5 students from North Haven School (Ward 5), along with their teacher Florin Panaitescu, and a group of Grade 6 students from North Haven School (Ward 5).

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Civic Partner Operating Grant Program, CD2023-0752

A revised Attachment 6 entitled "Civic Partner Operating Grant Program" was distributed with respect to Report CD2023-0752.

Moved by Councillor Sharp

That with respect to Report CD2023-0752, the following amendment be approved.

That Committee delete Recommendation 2 in its entirety and replace it with a new Recommendation 2 as follows:

2. Direct Administration to begin developing guidelines and processes for the Civic Partner Grant Program in collaboration with Civic Partners and return to Community Development Committee no later than Q3 2024 with a program update, in preparation for implementation through the 2025 November Service Plans and Budgets.

For: (7): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Pootmans, and Councillor Sharp

Against: (1): Councillor Penner

MOTION CARRIED

Moved by Councillor Penner

That with respect to Report CD2023-0752, the following be approved, **as amended**:

That the Community Development Committee recommend that Council:

1. Approve the Terms of Reference for a new Civic Partner Operating Grant Program; and
2. **Direct Administration to begin developing guidelines and processes for the Civic Partner Grant Program in collaboration with Civic Partners and return to Community Development Committee no later than Q3 2024 with a program update, in preparation for implementation through the 2025 November Service Plans and Budgets.**

For: (8): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Penner, Councillor Pootmans, and Councillor Sharp

MOTION CARRIED

7.2 Council Advisory Committee on Housing, CD2023-0909

Moved by Councillor Wong

That with respect to Report CD2023-0909, the following amendment to Recommendation 2 be approved:

That proposed Terms of Reference (Attachment 3) be amended in in Section 6 Composition, by adding the following bullet points, following the words "non-market tenancies":

- Calgarians with knowledge of or lived experience related to housing for seniors, post-secondary students, and families with children
- Calgarians with knowledge of or lived experience related to universal access design standards and housing for equity deserving communities including newcomers

For: (6): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor Penner, and Councillor Pootmans

Against: (1): Councillor McLean

MOTION CARRIED

Moved by Councillor Penner

That with respect to Report CD2023-0909, the following amendment be approved:

That Committee delete Recommendations 1 and 2 in their entirety and replace with a new Recommendation 1 as follows:

1. Direct Administration to return to Council with a composition list of a Housing Advisory Working Group that incorporates members of the proposed Terms of Reference (Attachment 3) for approval no later than Q2 2024.

For: (2): Councillor Carra, and Councillor Penner

Against: (5): Councillor Walcott, Councillor Wong, Councillor Dhaliwal, Councillor McLean, and Councillor Pootmans

MOTION DEFEATED

Moved by Councillor Dhaliwal

That with respect to Report CD2023-0909, the following be approved, **as amended**:

That the Community Development Committee recommend that Council:

1. Approve the establishment of a Council Advisory Committee on Housing; and
2. Direct Administration to return to Council with the required bylaw to establish a Council Advisory Committee on Housing that incorporates the proposed Terms of Reference (**Amended** Attachment 3) for approval no later than Q2 2024.

For: (6): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor Penner, and Councillor Pootmans

Against: (1): Councillor McLean

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

Moved by Councillor Wong

That with respect to Report CD2023-0751, the following be approved:

That the Community Development Committee hear from members of the public prior to moving into Closed Meeting.

For: (6): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor McLean, and Councillor Pootmans

MOTION CARRIED

The following speakers addressed Committee with respect to Confidential Report CD2023-0751:

1. Jung-Suk Ryu, President and CEO of National accessArts Centre
2. Jody Lynroll
3. Rachel Harding
4. Laura-Jeanne Stollery
5. Michele Harding

By General Consent, Committee modified the lunch recess to commence after hearing from members of the public.

6. Alison Cherer
7. Kacy Salkeld
8. Kim Collins
9. Allison Cherer
10. Jason Striemer
11. Amber Harriman
12. Jordan Tyson
13. Raewyn Reid

Moved by Councillor Carra

That 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*, Committee now move into Closed Meeting, at 12:15 p.m. in the Council Boardroom, to discuss confidential matters with respect to Item 10.1.1 West Hillhurst Civic Centre Building Upgrades for National accessArts Centre, CD2023-0751.

For: (7): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Penner, and Councillor Pootmans

MOTION CARRIED

Committee recessed at 12:15 p.m. and reconvened in Closed Meeting at 1:17 p.m. with Councillor Walcott in the Chair.

Councillor Dhaliwal (Remote Member) joined the meeting at 1:18 p.m.

Committee recessed at 2:26 p.m. and reconvened in Closed Meeting at 2:35 p.m. with Councillor Walcott in the Chair.

Council reconvened in public meeting at 2:44 p.m. with Councillor Walcott in the Chair.

ROLL CALL

Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Penner, Councillor Pootmans, Councillor Walcott, and Councillor Wong

Moved by Councillor Carra

That Committee rise and report.

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 West Hillhurst Civic Centre Building Upgrades for National accessArts Centre, CD2023-0751

Administration in attendance during the Closed Meeting discussions with respect to Confidential Report CD2023-0751:

Clerks: A. Degrood, J. Fraser, and J. Booth. Law: L. Lau. Advice: D. Morgan, K. Black, J. Chase, T. Mowrey, S. Specht, H. Saunders, R. Meier, I. Fleming, A. Szaflarski, and M. Jankovic.

Moved by Councillor Wong

That with respect to Confidential Report CD2023-0751, the following be approved, **after amendment**:

That the Community Development Committee **forward Report CD2023-0751 to the 2023 November 14 Public Hearing Meeting of Council** and recommend that Council:

1. Adopt Confidential Recommendation 1 contained in Confidential Report CD2023-0751; and
2. Direct that the Closed Meeting discussions, report, and attachments 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 by 2026 December 31.

For: (7): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Penner, and Councillor Pootmans

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. BRIEFINGS

None

12. ADJOURNMENT

Moved by Councillor Pootmans

That this meeting adjourn at 2:45 p.m.

MOTION CARRIED

The following Item has been forwarded to the 2023 November 14 Public Hearing Meeting of Council:

CONSENT

- West Hillhurst Civic Centre Building Upgrades for National accessArts Centre, CD2023-0751

The following Items have been forwarded to the 2023 November 28 Regular Meeting of Council:

CONSENT

- Summary of Current Regulatory Proceedings, CD2023-1128
- Civic Partner Operating Grant Program, CD2023-0752
- Council Advisory Committee on Housing, CD2023-0909

The next Regular Meeting of the Community Development Committee is scheduled to be held on 2023 November 30 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

CITY CLERK

Community Services Report to
Community Development Committee
2024 February 14

ISC: UNRESTRICTED
CD2024-0017

Parking Recreational Vehicles on Residential Front Driveways

PURPOSE

The purpose of this report is to provide an opportunity to amend the Community Standards Bylaw to allow for recreational vehicle parking on residential front driveways throughout the summer camping season.

PREVIOUS COUNCIL DIRECTION

In 2022, Council directed Administration, through a Motion Arising following report CD2022-0469 *Problem Properties: Vehicle Enforcement*, to review Calgary's existing regulations related to parking recreational vehicles on residential property, conduct a jurisdictional review of best practices and collect feedback from residents and interested parties. In July 2023, CD2023-0392 *Parking Recreational Vehicles on Residential Front Driveways*, the responding report, was referred back to Administration to consider other proposed amendments to *Community Standards Bylaw 32M2023* and report back by 2024 Q1.

RECOMMENDATION:

That the Community Development Committee recommend that Council give three readings to the proposed bylaw, in Attachment 2, to amend the *Community Standards Bylaw 32M2023*.

GENERAL MANAGER COMMENTS

General Manager Katie Black acknowledges that while this report presents a specific recommendation, it represents the opportunity for Council to direct whether the existing 36-hour limit for front driveway RV parking should be changed.

HIGHLIGHTS

- The proposed amendments would remove the existing 36-hour maximum duration for residential front driveway parking of Recreational Vehicles (RVs). Unlimited seasonal RV parking between May 15 and September 15 would be allowed. Front driveway RV parking outside of this season would be prohibited other than when loading.
- As part of safe design for sidewalk users, no portion of an RV parked on a residential front driveway would be allowed within 1.0m of the back of a curb, sidewalk, or pathway.
- RVs would be prohibited from being parked in the 7.5m "corner visibility triangle" (slide 7 of Attachment 3) of parcels on intersections, ensuring sufficient line of sight for vehicles.

DISCUSSION

This report is intentionally narrow in scope, and the proposed changes are limited to only Recreational Vehicle (RV) parking on residential front driveways. The June 2023 report included proposed changes to on-street RV parking rules that are excluded from this report in alignment with Council's direction to report back with amendments to the *Community Standards Bylaw 32M2023*. Storage of an RV in the side or back yard of a residential property is regulated through the *Land Use Bylaw (1P2007)* and is also not part of the scope of this report.

Parking Recreational Vehicles on Residential Front Driveways

Administration is proposing amendments to the *Community Standards Bylaw 32M2023* that would allow residential front driveway RV parking of an unlimited duration between May 15 and September 15 every year. Front driveway RV parking would be prohibited outside of this timeframe other than active loading/unloading. A parked RV, including its hitch or rack, would not be allowed closer than 1.0m to the nearest part of a sidewalk, pathway, or curb. Additionally, a prohibition on parking an RV where it could impact road and pedestrian traffic sightlines would be added in the form of a 7.5m “corner visibility triangle.” This sizing is consistent with the sightline rules in the Land Use Bylaw.

There is no “best technical recommendation” that Administration can provide in terms of RV parking duration on residential front driveways. The primary policy trade-off is between increased convenience for RV owners and the perceived negative impact on the aesthetics and character of a neighbourhood caused by large or dilapidated RVs. Both impacts can be mitigated. Vehicles that are in disrepair can be addressed by derelict vehicle enforcement. Most large RVs will not fit on most front driveways due to the new 1.0m setback requirement. This indirect size limitation will help to mitigate the increase in the number of oversized recreational vehicles that are navigating residential roads. A 1.0m setback from the back of sidewalk, curb, or pathway is sufficient to allow for the safe passage of sidewalk users and will help abate some sightline concerns for vehicle drivers backing out of their driveways.

Allowing seasonal summer RV parking on residential front driveways is likely to displace some private vehicles from driveways onto the street. The proposed changes do not alter the existing general prohibition on people living in RVs on residential properties.

Summary Recreational Vehicle Parking Rules in Calgary

RV Location	Existing Maximum RV Parking Duration	Proposed Change
Front Driveway	36 consecutive hours. Year-round.	Unlimited duration May 15 to September 15. Prohibited for rest of year unless loading.
Residential Front Yard	Prohibited unless on driveway.	No change.
Residential Side Yard	Unlimited.	No change.
Residential Back Yard	Unlimited.	No change.
On-street, immediately adjacent to RV owner’s property	36 consecutive hours. Year-round.	No change.
On-street and not immediately adjacent to RV owner’s property	Prohibited.	No change.

Parking Recreational Vehicles on Residential Front Driveways

Municipalities in the prairie provinces often allow summer seasonal parking of RVs on residential driveways. This is likely because a substantial part of the housing stock is made up of single-family homes on larger parcels that allow sufficient space to park an RV on a driveway. Shorter parking durations or full prohibitions on driveway RV parking are more common in other parts of Canada with different built forms.

Calgary's proximity to beautiful natural areas and high average household income have contributed to nearly one in five (19 per cent) households owning an RV. Increasing the duration for which RVs can be parked on residential front driveways throughout the summer would increase convenience for frequent RV users. An owner would no longer need to return the RV to paid storage between uses and would be less time-limited when performing RV maintenance and cleaning at home.

The proposed amendments provide Council the opportunity to give clear direction as to whether the existing 36-hour duration for front driveway RV parking should be changed. Recommendations have been prepared using a combination of public feedback from 2023 Q1, existing practices in other municipalities, technical safety requirements, and elected officials' previously stated preferences. This report presents Committee with a recommended approach to allow summer seasonal parking of RVs on residential front driveways by amending the *Community Standards Bylaw 32M2023*. Alternatively, Committee could recommend that Council "file and abandon" the report, ending work on this topic and endorsing the status quo. If approved, the timing of this report will allow for RV parking rules to be communicated in advance of the 2024 camping season.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|--|
| <input checked="" type="checkbox"/> Public engagement was undertaken | <input 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 |

Online public engagement was undertaken in early 2023 and focused on the definition, duration, benefits, and impacts of parking RVs on residential front driveways. Because participants self-selected and were not chosen at random, the results of the engagement cannot be considered representative of all Calgarians. Over 10,000 unique contributors provided feedback and 55 per cent of respondents were in favour of seasonal parking, whereas 45 per cent were opposed. [A *What We Heard Report*](#) detailing the findings from the engagement is available on the Engage portal.

IMPLICATIONS

Social

Recreational vehicle parking can be a flashpoint for pre-existing neighbour disputes. A better solution to these types of disputes would be existing neighbourhood mediation programs such as those delivered by the Community Mediation Calgary Society, which was engaged as part of report preparation.

Parking Recreational Vehicles on Residential Front Driveways

Environmental

The opportunity to park an RV on a driveway between weekend uses will likely reduce the kilometres driven back and forth to off-site storage, resulting in a small reduction in tail-pipe emissions. This reduction may be off-set if RV owners take more short-duration camping trips and therefore drive more total kilometers.

Economic

Most Calgary RV storage businesses indicated in Q1 2023 that summer seasonal driveway parking would have a negative impact on demand for their services. If the parking changes result in greater RV usage, support service businesses such as repair shops and camping retailers may see additional demand.

Service and Financial Implications

Cost savings

After a transition period, the elimination of duration-based rules governing the parking of RVs on driveways should reduce the per-complaint effort required for Community Peace Officers to enforce the Community Standards Bylaw. Officers will no longer need to visit a residence multiple times to determine whether an RV has been moved, freeing up time for other enforcement activities. The overall savings would be limited, as around 300 private property RV parking complaints have been filed per year over the past five years.

RISK

It is probable that some RV owners would move their RVs to their front driveways for the summer camping season. Some of those RVs would displace private vehicles, resulting in additional automobiles parked on-street. The number of additional on-street vehicles would vary by community and is not expected to be problematic.

If many RV owners in an area take advantage of the new parking rules, the number of RVs moving in and out of residential neighbourhoods could increase at peak periods, potentially resulting in overtaxed residential roadways. This impact may be mitigated by RV owners no longer needing to move an RV to storage after 36 hours.

Calgarians might be surprised to see more RVs parked on driveways in summer. A marketing campaign to raise awareness of the new rules would be undertaken in April 2024 and complaint volumes will be monitored over the coming years to evaluate the scale of concern.

ATTACHMENTS

1. Background, Previous Council Direction
2. Proposed Wording for a Bylaw to Amend Bylaw 32M2023
3. Presentation

Community Services Report to
Community Development Committee
2024 February 14

ISC: UNRESTRICTED
CD2024-0017

Parking Recreational Vehicles on Residential Front Driveways

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black, General Manager	Community Services	Approve
Troy McLeod, Director	Operational Services	Consult
Doug Morgan, General Manager	Operational Services	Consult

Author: Greg Pastirik, Community Strategies

Background and Previous Council Direction

Background

Calgary, like other Alberta municipalities, has a population that embraces conservation and engagement with natural beauty. Accordingly, many households own Recreational Vehicles (RVs). The rate of RV ownership in Calgary has driven the need for regulations that govern how and when an RV can be parked on private property.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 July 04	CD2023-0392	Referred to Administration That Council refer Report CD2023-0392 back to Administration to consider other options to the proposed amendments to Community Standards Bylaw 32M2023 taking into consideration the debate and comments that occurred during the 2023 June 28 Regular Meeting of the Community Development Committee and report back to Council through the Community Development Committee no later than Q1 of 2024.
2022 June 07	CD2022-0469	Motion Arising That Council direct Administration to 1. Review Calgary's existing regulations, including the definition(s) of 'recreational vehicle'; 2. Conduct a jurisdictional scan of municipalities in Canada to review best practices for parking and use of recreational vehicles on private residential property; 3. Engage citizens and other key stakeholders to solicit feedback regarding parking of recreational vehicles on private residential property; 4. Report back to Council through the Community Development Committee no later than 2023 Q2.

Bylaws, Regulations, Council Policies

In June of 2023 the *Community Standards Bylaw 5M2004* was repealed and replaced with *Bylaw 32M2023* as part of changes recommended by report *CD2023-0391 Collaborating to Support Residents and Address Problem Properties*. The RV parking duration rules referenced below are in Section 9(1) and 9(2) of *Bylaw 32M2023*.

Community Standards Bylaw 5M2004

In June 2022, Council approved amendments to move existing regulations related to recreational vehicles, trailers, and parking on front lawns from the Land Use Bylaw to the Community Standards Bylaw. This change was brought forward to improve how The City addresses vehicles by transferring enforcement of the regulations to Community Peace Officers, allowing them to respond to community concerns in a more comprehensive and timely manner.

Under section 8.2 (1) and (2) of the Community Standards Bylaw, within a residential development a person must not park an RV in front of a house for more than 36 consecutive hours. An exception can be made by the Director who may issue a permit allowing to park an RV in front of a house for such time as the Director considers appropriate.

**Proposed Wording for a Bylaw to Amend Bylaw 32M2023,
The Community Standards Bylaw**

1. Bylaw 32M2023, the Community Standards Bylaw, is hereby amended.
2. Sections 8 and 9 are deleted in their entirety and the following are substituted in their place as sections 8, 9, 9.1, and 9.2:

“Parking in Front Yard

8. Within a *Residential Development*, an owner or occupier of a *Premises* must not park, or allow to be parked, a motor vehicle or *Recreational Vehicle* in front of a house on the *Premises* in a location other than:
 - (a) a driveway; or
 - (b) a paved parking stall.

For greater certainty, an owner or occupier of a *Premises* must not park, or allow to be parked, a motor vehicle or *Recreational Vehicle* on a front lawn or the landscaped area in front of a house.

Seasonal RV Parking

9. (1) Within a *Residential Development*, an owner or occupier of a *Premises* must not park, or allow to be parked, a *Recreational Vehicle* in front of a house on those *Premises* on any date between September 16th and May 14th of each year.
- (2) Subsection (1) above does not apply to:
 - (a) an owner or occupier of a *Premises* that is actively loading or unloading the *Recreational Vehicle*; or
 - (b) an owner or occupier of a *Premises* that holds a valid and subsisting development permit allowing for a *Recreational Vehicle* to be parked on that *Premises*.

Recreational Vehicle Setback

- 9.1 (1) An owner or occupier of a *Premises* must not park, or allow to be parked, a *Recreational Vehicle* in front of a house on the *Premises*, where any portion of that *Recreational Vehicle* is within 1.0 metre of the sidewalk.
- (2) For the purposes of subsection (1) above:
 - (a) the starting point of the sidewalk is the edge of the sidewalk that is farthest from the street (interior edge);
 - (b) the term “sidewalk” includes

- (i) a curb separating a *Premises* and a street where no sidewalk is present, and
- (ii) a “pathway” as defined in Bylaw 11M2019, the Parks and Pathways Bylaw, that adjoins a *Premises*;

and

- (c) the phrase “any portion of a *Recreational Vehicle*” includes any affixed hitch or rack that extends outwards from the front or back of the *Recreational Vehicle*.

Corner Visibility Restriction

- 9.2. (1) An owner or occupier of a *Premises* must not park, or allow to be parked, a *Recreational Vehicle* on the *Premises* within a corner visibility triangle at any time.
- (2) For the purposes of subsection (1) above, a “corner visibility triangle” means any portion of a *Premises* that is within a triangular area formed on a corner parcel by the two curb lines adjoining an intersection (including a lane intersection) and two points located 7.5 metres from the corner where such curb lines meet.”.

3. In Schedule “A”, after

SECTION	OFFENCE	MINIMUM PENALTY	SPECIFIED PENALTY
“8	Improper parking in front of house	\$200	\$400”

the following is deleted under the headings indicated:

SECTION	OFFENCE	MINIMUM PENALTY	SPECIFIED PENALTY
“9(1)	Recreational Vehicle parked on Premises in front of house beyond permitted time	\$200	\$400”

and the following is substituted in its place under the headings indicated:

SECTION	OFFENCE	MINIMUM PENALTY	SPECIFIED PENALTY
“9(1)	Recreational Vehicle parked on Premises in front of house in off-season	\$200	\$400

SECTION	OFFENCE	MINIMUM PENALTY	SPECIFIED PENALTY
9.1(1)	Recreational Vehicle parked too close to sidewalk or curb	\$200	\$400
9.2(1)	Recreational Vehicle parked within corner visibility triangle	\$200	\$400"

4. This Bylaw comes into force on the day it is passed.

TEXT FOR DISCUSSION ONLY



Parking RVs on Residential Front Driveways

CD2024-0017

February 14, 2024

Previous Council Direction

2023 July 4

- That Council refer Report CD2023-0392 back to Administration to consider other options to the proposed amendments to Community Standards Bylaw 32M2023 taking into consideration the debate and comments that occurred during the 2023 June 28 Regular Meeting of the Community Development Committee and report back to Council through the Community Development Committee no later than Q1 of 2024.



Recommendation

The Community Development Committee recommends that Council give three readings to the proposed bylaw, in Attachment 2, to amend the Community Standards Bylaw 32M2023.





RV Parking Rules

RV Location	Existing Maximum RV Parking Duration	Proposed Change
Front Driveway	36 consecutive hours. Year-round.	Unlimited duration May 15 to September 15. Prohibited for rest of year unless loading.
Residential Front Yard	Prohibited unless on driveway.	No change.
Residential Side Yard	Unlimited.	No change.
Residential Back Yard	Unlimited.	No change.
On-street, adjacent to RV owner's property	36 consecutive hours. Year-round.	No change.
On-street, elsewhere	Prohibited.	No change.



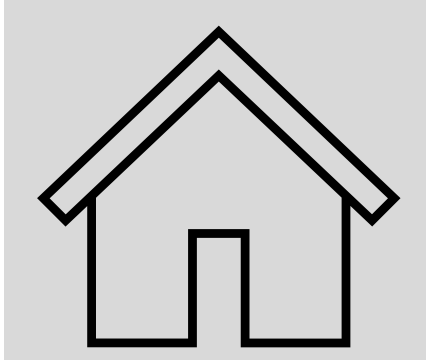
Proposed changes:

- **Unlimited RV parking on front driveway from May 15 to Sept 15.**
 - Add safety-related setbacks
- **No front driveway RV parking in other seasons**
 - Unless loading/unloading



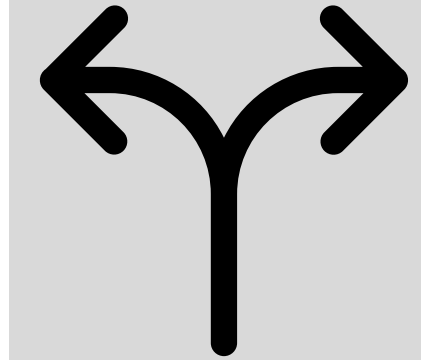
Context and Issues

No “Best Technical Recommendation”



- Different jurisdictions have different rules
- Built form has sufficient driveway space

Trade-offs



- Reported neighbourhood aesthetic impact
- Convenience for RV owners
- Small safety impact can be mitigated

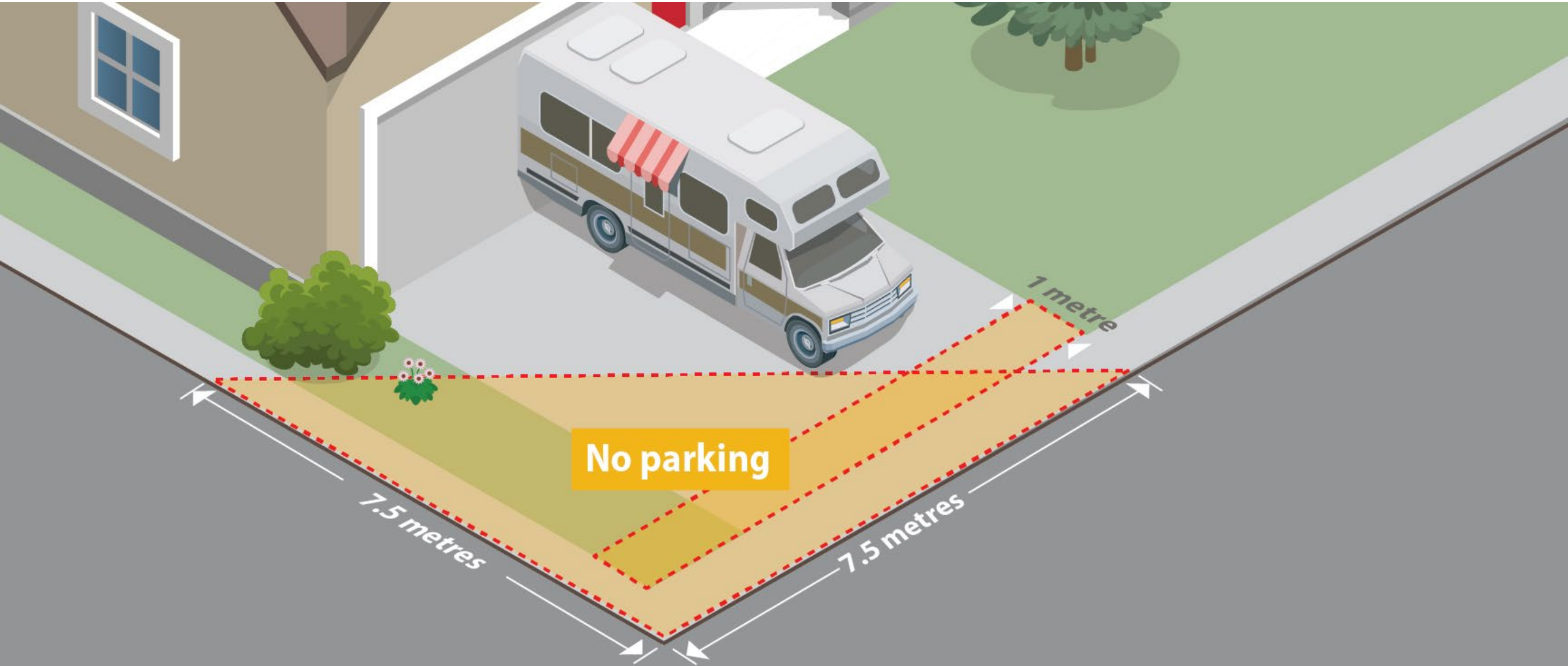
RVs may not be the true issue



- Possible trigger in existing neighbour disputes
- Conflict mediation programs exist

Proposed Changes

Impact front driveway RV parking



Recommendation

The Community Development Committee recommends that Council give three readings to the proposed bylaw, in Attachment 2, to amend the Community Standards Bylaw 32M2023.



Corporate Planning & Financial Services Report to
Community Development Committee
2024 February 14

ISC: UNRESTRICTED
CD2024-0015

Reaffirming Our User Fee Model

PURPOSE

The purpose of this report is to provide recommendations to amend Council's policy on *User Fees and Subsidies* (CFO010), to reflect changes since the policy was last amended in 2012 and to bring the policy format into alignment with the *Council Policy Program* (CC046).

PREVIOUS COUNCIL DIRECTION

On 2023 September 12, Council approved the principles to guide the update of this policy contained in EC2023-0558 and directed Administration to return to the 2024 February Meeting of the Community Development Committee with the updated policy.

RECOMMENDATION:

That the Community Development Committee:

1. Forward this report to the 2024 February 27 Regular Meeting of Council; and,
2. Recommend that Council approve the revised *User Fee Policy* in Attachment 2.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager and Chief Financial Officer Carla Male concurs with this report.

HIGHLIGHTS

- Council's *User Fee Policy* is foundational. It guides decisions on how and when fees should be charged for City services. User fees are one of the few municipal revenue tools available to The City and make up a significant amount of total operating revenue (35 per cent).
- This policy update does not set or change any new or existing fees. Fees continue to be approved through resolutions of Council or bylaws as part of The City's Service Plans and Budgets.
- This update also does not change any aspects of the Fair Entry program. The proposed policy highlights "ability to pay" as one of its guiding principles and continues to require analysis of individual subsidy options when user fees are considered. Consistent income eligibility requirements continue to be managed through the Fair Entry program.
- The proposed amendments to the policy are primarily designed to enhance the readability of the policy and to enable flexibility in setting fees where appropriate. The *User Fee Policy* is the foundation for significant policy decisions that guide the system of City fees within the legislative framework available to Alberta municipalities.
- In line with best practice, recommended fees will continue to be based on understanding the cost of providing a service, the individual and societal benefits received from the service, the efficient use of public resources, and consideration of users' ability to pay.

Reaffirming Our User Fee Model

DISCUSSION

The recommended amendments contained in the proposed Council policy in Attachment 2 reflect established practice since the policy was introduced in 2008 and aim to address findings that the policy is too detailed, with content written in very technical language.

Policy review

Routine review is a key element of good stewardship of the policy documents that guide Administration and Council decision making on important topics. This periodic evaluation of Council policies has been further strengthened through the requirements of the *Council Policy Program*. Earlier in this review, through [EC2023-0558](#), Administration shared that the current policy is comprehensive, but complex. These findings were the result of a best practice assessment ([Attachment 2](#) of EC2023-0558) and research including literature review, jurisdictional review, internal scan and public insight ([Attachment 4](#) of EC2023-0558).

Policy structure

Some of the amendments are required to transfer Council's existing policy CFO010 into the new Council policy template consistent with the *Council Policy Program* (CC046). This change in format makes a direct comparison of the text of the two policies difficult, but Attachment 3 provides a reference for deletions from the existing policy.

Changes to reflect current practice and legislative environment

The proposed policy has an updated section on the characteristics of different types of municipal fees (regulatory charges, utility rates, proprietary charges and user fees) and the legislative authority for those fees, as presented in [Attachment 3](#) of EC2023-0558.

The amendments introduce more explicit policy on Council approval and delegation of fees. The policy retains direction that user fees are approved by Council through service plans and budgets but includes clearer provisions that Council may delegate authority for setting certain fees. In practice, this can be done by removing user fees from bylaws and approving through resolutions of Council (as occurred with amendments to the *Street Bylaw* 20M88 through TT2015-0790), or by delegating approval to Administration to adjust fees within specific parameters in response to market conditions (as occurred with cemetery products and services and golf admissions in the 2023-2026 Service Plans and Budgets C2022-1051). Attachment 4 provides an overview of the current fees that Council approves, and the approval processes used.

Working within Council-approved tax support levels, the proposed policy also introduces some limited conditions (e.g., promotional pricing) under which Administration may deviate from Council-approved fees without further approval required. This is intended to support services in meeting existing policy and revenue direction when operating within changing market conditions.

Reaffirming Our User Fee Model

There are also some proposed changes to the discussion of “costs” within the policy. These changes are intended to clarify what is included in the calculation of full financial costs, which will continue to be aligned with Administration’s work to consolidate a costing function within the Corporate Budget Office. Estimation of non-financial costs (e.g., social, environmental, and economic costs) is included in the policy within the analysis of societal benefits.

Simplifying the level of detail

Through the review, we learned that both the public and City staff found the policy complex and too detailed, especially on pricing methodologies, economic theory, and societal benefits. This made the policy difficult to interpret and implement for some.

Elements of the existing policy that are proposed to be deleted are highlighted in Attachment 3. Most deletions are of content that is definitional or explanatory.

One substantive deletion includes the removal of the 12 policy goals for assessing societal benefits. The existing goals were brought as a separate recommendation when the policy was approved in 2008, and an external review of the policy conducted as part of the *Policy Review Program* (PFC2020-0769) found the relationship between the goals and the rest of the policy to be unclear. Administration recommends streamlining the policy, such that long-term policy goals for The City are not embedded separately in user fee policy but drawn and updated from those goals articulated through other City policies and strategies (e.g., the *Social Wellbeing Policy*, the *Calgary Climate Strategy*, etc.).

Aligning the analysis of societal benefits to The City’s long-term social, environmental, and economic policy goals is a requirement of 6.5(b) of the proposed policy. Administration will continue to use internal assessment tools that rely on the 12 policy goals and update those tools in alignment with the ongoing review of the Triple Bottom Line policy. Council will continue to approve services’ long-term tax-support levels.

Adjusting the use of the term subsidy

The proposed policy also moves away from the word “subsidies” in the title and text. This terminology was confusing to some because it referred to at least three different types of subsidies: general subsidies to keep fees low for all users, group subsidies to reduce fees for all members of an identifiable group, and individual subsidies to reduce fees for individuals who meet specific criteria. Despite clear definitions, using the term subsidy still led to many different interpretations. The 2008 policy’s principle of “general tax-supported subsidies” for tax support that lowers costs for all users of a service is referred to throughout the revised policy as “tax support level”. This leaves the term “subsidy” to refer only to individual subsidies based on ability to pay.

The proposed policy highlights “ability to pay” as one of its guiding principles and continues to require analysis of individual subsidy options when user fees are considered. Consistent income eligibility requirements continue to be managed through the Fair Entry program, as they have since 2015 May.

Reaffirming Our User Fee Model

Non-resident pricing

Differential pricing for non-residents has been suggested for consideration in the recommendations of the Financial Task Force (C2020-0742) and in the Municipal Fiscal Gap report (C2023-0960). The policy amendments proposed in this report would continue to enable the practice through sections of the policy that discuss differential pricing.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|--|
| <input checked="" type="checkbox"/> Public engagement was undertaken | <input 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 |

Information collected from earlier online surveys and engagement, public outreach and pop-up events, and consultation with the Social Wellbeing Advisory Committee were used to formulate the recommended amendments. The results of this public insight work were detailed earlier in [EC2023-0558 Attachment 4](#). Further public engagement was not conducted on the proposed policy text. This report is returning through a Standing Policy Committee, rather than the Executive Committee, to ensure that there is an opportunity to hear from any interested members of the public.

IMPLICATIONS

Social

The policy continues to require that user fee recommendations include an estimation of the social benefits and costs associated with an individual's consumption of the good or service.

Additionally, the policy continues to require consideration and analysis of subsidy options based on users' ability to pay so that The City does not exclude low-income Calgarians through its fees.

Environmental

The policy continues to require that user fee recommendations include an estimation of the environmental benefits and costs associated with an individual's consumption of the good or service.

Additionally, the resource efficiency principle encourages the responsible use of City services to limit impacts on climate and environment.

Economic

The policy continues to require that user fee recommendations include an estimation of the economic benefits and costs associated with an individual's consumption of the good or service.

The appropriate use of user fees can promote fiscal responsibility and reduce reliance on property taxes. User fees must be considered within the broader goals of economic resilience, ensuring that they are designed to complement strategies that embrace economic participation for all, support business growth, and align with key economic priorities.

Reaffirming Our User Fee Model

Service and Financial Implications

No anticipated financial impact

The approval of the proposed *User Fee Policy* will help Council determine how services should be funded through future decisions in the service planning and budgeting process (i.e., the portion of costs funded through tax support versus the portion funded by fees).

RISK

This policy has not been comprehensively reviewed since 2008 and was last updated in 2012. Not updating the policy to improve usability and reflect changes over the past decade may create reputational risks, financial risks, and risk creating inequity in service accessibility for Calgarians.

There is risk that user fees are perceived as a tool for additional funding and flexibility. There are many restrictions on how fees are used, and some of the limits to user fees as a funding source are discussed in the Municipal Fiscal Gap report (C2023-0960). There is also a risk that fees are viewed as additional costs on top of property tax, but the policy describes fees as a balance against using property taxes to fund services that would be more efficiently and more fairly funded with fees.

The proposed amendments do not change the general philosophy toward user fees, and do not introduce any new fees or eliminate any existing fees. All fees charged by The City must have valid legislative authority.

ATTACHMENTS

1. Background and Previous Council Direction
2. User Fee Policy
3. For Information - Redlined existing *User Fees and Subsidies Policy* (CFO010)
4. List of Council - Approved User Fees
5. Presentation - Reaffirming Our User Fee Model

Department Circulation

General Manager/Director	Department / Business Unit	Approve/Consult/Inform
David Duckworth, Chief Administrative Officer	Chief Administrator's Office	Approve
Carla Male, CFO and General Manager	Corporate Planning and Financial Services	Approve
Stuart Dalglish, Chief Operating Officer	Chief Operating Office	Approve
Chris Stewart, Director	Corporate Planning and Performance	Approve
Chris Arthurs, General Manager	People, Innovation and Collaboration Services	Approve
Katie Black, General Manager	Community Services	Approve

**Corporate Planning & Financial Services Report to
Community Development Committee
2024 February 14**

**ISC: UNRESTRICTED
CD2024-0015**

Reaffirming Our User Fee Model

Jill Floen, City Solicitor and General Counsel	Law, Legislative Services and Security	Approve
Debra Hamilton, Acting General Manager	Planning and Development Services	Approve
Doug Morgan, General Manager	Operational Services	Approve
Michael Thompson, General Manager	Infrastructure Services	Approve

Author: Business Planning Team

Background and Previous Council Direction

Background

The review of the User Fees and Subsidies Policy is required in line with the review cycle determined by the Council Policy Program (CC046). This report is the third report out of three planned for the User Fee and Subsidies Policy review. An update on the policy review was last provided to the Executive Committee and Council in 2023 July and 2023 September.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 September 12	EC2023-0558	<p>PRINCIPLES TO GUIDE THE UPDATE TO THE USER FEES AND SUBSIDIES POLICY</p> <p>Council approved the principles on page 2 of Attachment 2 to guide the update of the User Fees and Subsidies Policy; and directed Administration to return to the 2024 February Meeting of the Community Development Committee with the updated policy, and to hear from members of the public who wish to speak to the proposed policy at that time.</p>
2022 July 26	EC2022-0687	<p>USER FEES AND SUBSIDIES POLICY REVIEW UPDATE</p> <p>Council received a User Fees and Subsidies Policy Review update that detailed the approach, public engagement results to date and the policy review process.</p>
2020 June 29	C2020-0742	<p>REPORT AND RECOMMENDATIONS OF THE FINANCIAL TASK FORCE</p> <p>Council received recommendations from the Financial Task Force and approved Administrative Action 4c, a review of the User Fee and Subsidy Policy, to address portions of Recommendations 16 and 21 (as shown in italics):</p> <p><i>Recommendation 16: Investigate cross-subsidization for non-Calgary residents and businesses in the Calgary region that benefit from City services for potential cost-sharing. Investigate new revenue opportunities that address cross-subsidization borne by The City of Calgary in favour of others in the region, including differential User Fees.</i></p> <p><i>Recommendation 21: Work with The City of Calgary's Economic Resilience Task Force to assess the extent to which The City of Calgary has fully explored revenue from existing authorities. Address the speculation that The City is not using revenue authorities to full effect. Undertake a comprehensive review and gap analysis on the use of traditional revenue sources. The review should consider legislative changes required to acquire authority and administrative practices that need changing for execution.</i></p>

		<p><i>One of the tools to consider is User Fees:</i></p> <ul style="list-style-type: none"> • Apply total cost for municipal services complemented with Calgary resident discounts for certain services (such as park and ride) to achieve differential user fees. • Develop and implement the sale of memberships and long-term subscriptions for access to a wide range of services, such as golf courses. • Charges for the use of proprietary assets, such as data. • Deliver non-essential services only if the costs are fully recoverable through user fees.
2018 May 16	C2018-0586	<p>ONE CALGARY: FURTHER PROGRAM COMPONENTS Council approved long-term tax support rates. These are a 10-year target for the proportion of a service that should be funded with general tax support versus individual fees.</p>
2012 February 7	PFC2012-16	<p>USER FEES AND SUBSIDIES POLICY: ADDITION OF A NEW POLICY GOAL Council approved updates to the User Fees and Subsidies Policy.</p>
2011 September 19	C2011-77	<p>USER FEES AND SUBSIDIES POLICY IMPLEMENTATION AND NEXT STEPS Council approved business unit long-term recovery targets and directed Administration to add a 12th policy goal for determining societal benefits.</p>
2008 April 9	FCS2008-13	<p>USER FEES AND SUBSIDIES REVIEW- PHASE 2 REPORT Council approved the User Fees and Subsidies Policy including the use of the Triple Bottom Line Policy to define the Policy goals and to assess societal benefit.</p>
2005 June 20	UE2005-34	<p>TRIPLE BOTTOM LINE POLICY Council approved the Triple Bottom Line Policy</p>

Bylaws, Regulations, Council Policies

When the current User Fees and Subsidies Policy (CFO010) was approved in 2008, the Standing Policy Committee on Finance and Corporate Services heard from interested members of the public.

Public participation at Committees of Council is governed by the Procedure Bylaw 35M2017. Executive Committee is not a Standing Policy Committee, so it is not subject to section 31(2): "When a Standing Policy Committee is considering proposed recommendations on matters contained in their agendas, the SPC must hear from members of the public who wish to speak to those matters, prior to debating the proposed recommendations." To provide the opportunity to hear from any potential interested members of the public, Council has directed this report to come to the Community Development Committee, rather than the Executive Committee, where matters related to finance, budgeting and corporate planning are usually heard.



Council Policy

Policy Title: User Fee Policy
Policy Number: Assigned by the City Clerk's Office
Report Number: FB95-83, FCS2008-13, PFC2012-16, CD2024-0015
Adopted by/Date: Council / 2008 April 28
Effective Date: 2008 April 28, amended 2012 February 27 and 2024 Month DD
Last Amended: 2024 Month DD
Policy Owner: Corporate Planning and Financial Services

1. POLICY STATEMENT

- 1.1 The City of Calgary provides many different goods and services that contribute to the quality of life of Calgarians. Some provide broad *societal benefits* to all Calgarians while others provide more direct benefits to individuals who use that good or service.
- 1.2 The costs of providing City goods and services can be funded through fees paid by individual users, through property taxes and other revenues collected from the general public, or through a mix of these funding sources.
- 1.3 The following principles will be used when determining appropriate fees:
 - (a) Cost of service principle: The City should have a complete understanding of how much it costs to provide a good or service before setting a fee.
 - (b) Benefits principle: Those who benefit from the use of a service – whether individuals or society – should pay for that service.
 - (c) Resource efficiency principle: The City should use fees to maximize community benefits from public assets and encourage the responsible use of limited resources.
 - (d) Ability to pay principle: All Calgarians should have the opportunity to access City goods and services.

2. PURPOSE

- 2.1 This Council policy provides guidance on decisions related to user fees, which are an important part of diversified municipal revenues and help reduce reliance on property taxes and other revenue sources used to provide City services.
- 2.2 Policy on the appropriate use of user fees is intended to
 - (a) help align funding choices with long-term policy goals,
 - (b) balance property tax funding and user fee funding of City goods and services,

- (c) achieve more efficient service delivery by creating clear links between the cost and the service offering, and providing services to customers at their desired service level,
 - (d) ensure that the necessary information is available to inform decisions regarding user fees,
 - (e) retain appropriate Council oversight of user fees, while providing flexibility for Administration to respond to changing circumstances to meet policy and revenue direction,
 - (f) and create consistent and transparent decision-making regarding user fee pricing.
- 2.3 This Council policy provides guidance on how and when fees should be charged for City services, so that the cost of a good or service is distributed equitably between individual users and the public in proportion to the benefits received from an individual's use of the service.
- (a) User fees will be considered whenever there is individual benefit derived from consuming a City good or service.
 - (b) User fees are only appropriate where The City is willing and able to exclude customers for non-payment in a way that is both legally and administratively feasible.
- 2.4 This Council policy creates a standard practice to make decisions on the mix of funding sources for goods and services, by
- (a) establishing principles to guide recommendations regarding how and when fees are used,
 - (b) and defining the process, rationale and information needed to develop and approve user fees.

3. **DEFINITIONS**

- (a) "Cost" means any adverse impact to the financial position of The City, or the social, environmental, or economic position of society at large derived from an individual's consumption of a good or service.
- (b) "Differential pricing" means setting different prices for the same good or service based on customer characteristics, time of use, municipal residence, or other factors.
- (c) "Direct costs" means financial costs that are incurred exclusively to provide or maintain a specific good or service. If The City did not provide the specific good or service, these costs would not exist.

- (d) "Financial costs" means decreases in economic resources resulting from the provision of a good or service, including expenditures, consumption of short-term assets, amortization of capital assets, and the creation of liabilities.
- (e) "Future costs" means financial costs that will be incurred in the future to continue or decommission the provision of a good or service, representing all expenses in which the benefits will be realized over multiple years, generally pertaining to the acquisition or retirement of long-lived assets.
- (f) "Indirect costs" means financial costs incurred for support activities required to provide or maintain multiple goods or services but cannot be assigned to a specific good or service. Indirect costs represent the impact providing a specific good or service has on the overall capacity of a business unit.
- (g) "Individual subsidy" means a subsidy that reduces the price of a good or service for individuals that meet specific criteria.
- (h) "Overhead costs" means financial costs for the executive, administrative and support functions used by all goods and services.
- (i) "Pricing methodology" means the general process and criteria used in determining the price of a good or service.
- (j) "Promotional pricing" means temporary changes in prices to encourage consumption.
- (k) "Proprietary charge" means a fee charged for goods or services that are supplied in a commercial context.
- (l) "Public utility" means a system or works used to provide one or more of the following for public consumption, benefit, convenience, or use: the collection or distribution of water, stormwater, sewage or solid waste.
- (m) "Regulatory charge" means a fee related to a right or privilege granted by a government.
- (n) "Societal benefit" means the benefit to society at large that is derived from an individual's consumption of a good or service. These benefits can be economic, environmental or social benefits.
- (o) "Tax support level" means the portion of financial costs to be funded by property taxes.
- (p) "User fee" means a payment charged in exchange for a good or service provided by the government.

4. APPLICABILITY

- 4.1 This Council policy applies to all City departments and business units.
- 4.2 This Council policy does not apply to partners, subsidiaries, or other organizations that are not a part of City Administration, even when they participate in the business planning and budgeting process.

4.3 This Council policy does not apply to the setting of fines and penalties.

5. LEGISLATIVE AUTHORITY

5.1 Any fee imposed by The City must have valid legislative authority.

5.2 This policy does not provide authority for any given fee but describes the framework under which fees are set and imposed.

5.3 Through provincial legislation and regulations, authority to establish fees is variously given to the municipality, the council, or the council through a bylaw.

(a) Certain municipal fees are described in the *Municipal Government Act*, R.S.A 2000 c M-26 (*MGA*) sections 7 & 8 in relation to a council's general jurisdiction to pass bylaws.

(b) Other fees are described in the *MGA* section 61 relating to the use of municipal property, including property under the direction, control and management of the municipality.

(c) Section 6 of the *MGA* grants municipalities natural person powers, which may be exercised by council or by the chief administrative officer. "Natural person powers" means the capacity, rights, powers and privileges of a natural person.

(d) The above does not describe all legislative authority for municipal fees, as some derive from or are proscribed by other legislation or other sections of the *MGA*.

6. PROCEDURE

6.1 All user fees are approved by Council as part of the service planning and budgeting process.

(a) When Council directs user fees to be introduced or adjusted outside of this process, those changes will be reflected in the subsequent service plans and budgets or annual adjustments.

(b) Council may delegate the authority to Administration to adjust fees within specific limits.

(c) Administration may deviate from Council-approved fees without further Council approval for the purposes of *promotional pricing*, or if an emergency, event, or other circumstance results in a long-term closure or reduction of service related to the fee, unless those fees are set in a bylaw.

6.2 All user fees recommended by Administration will be informed by a *pricing methodology* appropriate to the type of fee being charged:

- (a) *Regulatory charges* are fees with a specific regulatory purpose. These often take the form of licenses, permits and approvals, or relate to the use of municipal property, including property under the direction, control, and management of the municipality. The funds collected are used to finance the regulatory scheme or to alter individual behaviour.
- (b) Utility rates are fees related to the municipal operation of a *public utility*. There may be specific financial objectives to meet, like managing debt levels or paying a return on equity, and standard approaches for setting rates.
- (c) *Proprietary charges* are fees charged in the exercise of proprietary rights over municipal property and when goods or services are sold by the municipality 'in a commercial way'. The charge can be determined by market forces, which might be set at a level above cost-recovery.
- (d) All other user fees related to services, facilities or other things that are provided by the municipality. There must be a reasonable connection between the cost of the service provided and the amount charged.
- (e) Some fees may have characteristics of more than one of the above types.

6.3 All user fees recommended by Administration will be guided by the principles in section 1.3 of this policy:

6.3.1 User fees are based on the full *financial cost* of providing the service, including all *direct costs* and allocations for *indirect, overhead, and future costs*.

- (a) Calculating full financial cost does not mean that all financial costs incurred must be recovered through user fees.

6.3.2 User fees are based on an estimation of the value of the *societal benefit* associated with an individual's consumption of the good or service, including

- (a) the balance of social benefits and costs,
- (b) the balance of environmental benefits and costs,
- (c) and the balance of economic benefits and costs.

6.3.3 User fees are based on a *pricing methodology* that can include

- (a) *differential pricing* strategies, where there are cost differentials, differentials in *societal benefit*, or for demand management purposes,

- (b) full cost recovery or profit maximizing strategies, where legally permitted,
 - (c) and deviation from cost recovery where pricing is designed to encourage or discourage specific activities, where legally permitted.
- 6.3.4 User fees will include consideration and analysis of individual subsidy options based on users' ability to pay, including
- (a) identification of any *individual subsidies* which may apply to the good or service,
 - (b) and the criteria for receiving an *individual subsidy* and identification of the application process for receiving an *individual subsidy*.

6.4 All user fees recommended by Administration will be in alignment with the approved balance of revenue from user fees and property taxes for the good or service.

6.4.1 The balance of revenue from user fees and property taxes for goods and services is approved by Council through the service planning and budgeting process using targeted long-term *tax support levels*.

- (a) Administration makes recommendations on long-term *tax support levels* for services.
- (b) Council approves targeted long-term *tax support levels*.
- (c) Administration makes recommendations on the pricing of fees to generate the required revenues.
- (d) Council approves fees through the service planning and budgeting process.

6.4.2 Depending on the service provided, long-term *tax support levels* may be set to provide no property tax funding, partial property tax funding, or full property tax funding.

- (a) *Tax support levels* will be presented as a range to allow flexibility between review periods.

6.4.3 Proposed fees, adjustments, and rebates that impact targeted long-term *tax support levels* will be highlighted in Administration reports to Committees and Council that recommend those changes.

6.4.4 Where freezing or reducing fees is desired to meet a temporary strategic objective, one-time funding should be used to ensure that service levels are maintained.

6.5 Council and Administrative Policy environment

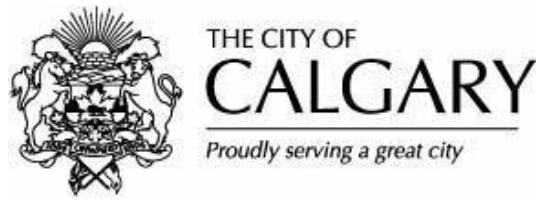
- (a) The timing and Council approval processes related to user fees will be carried out in alignment with service planning and budgeting activities, and related policies.
- (b) Analysis of *societal benefits* to inform user fee recommendations will be made in alignment with The City of Calgary’s long-term social, environmental, and economic policy goals, and other Council priorities and approved plans.
- (c) Analysis of *individual subsidies* to inform fee recommendations will be made in alignment with City programs and Council policy on access to services for all Calgarians regardless of their income.
- (d) Administration develops guidelines, processes, and tools to support the development of fee recommendations that are consistent with this policy.

7. **AMENDMENTS**

Date of Council Decision	Report/By-Law	Description
2012 February 27	PFC2012-16	Council amended the User Fees and Subsidies Policy (CFO010) to add a new economic policy goal and reword an existing economic policy goal.
2008 April 28	FCS2008-13	Council adopted the User Fees and Subsidies Policy FCS013.
1995 February 27	FB95-83	Council adopted 6 user fee policies to support the pricing decision of any revenue-generating good or service produced by The City.

8. **REVIEWS**

Date of Policy Owner’s Review	Description
2010 June 01	Policy number change from FCS013 to CFO010.



COUNCIL POLICY

Policy Title: User Fees ~~and Subsidies~~ Policy

Policy Number: CFO010

Report Number: FCS2008-13, PFC2012-16

Approved by: Council

Effective Date: 2008 April 28, amended 2012, February 27

Business Unit: ~~Chief Financial Officer's Department~~

BACKGROUND

User fees are fees that The City of Calgary charges in exchange for goods and services. User fee revenues represent a significant portion of The City's total operating budget. A consistent approach to setting user fees is necessary ~~to protect and anticipate this important revenue source, as well as~~ to ensure that the necessary information is available to inform decisions regarding user fees.

~~This policy updates the User Fees Policy that was approved by Council in 2008 April 28 (FCS2008-13), following Council's direction in 2011 September 19 to bring forward appropriate wording with the intent to add a new policy goal to the User Fees and Subsidies Policy (C2011-77).~~

~~A discussion paper entitled, Underlying Principles Guiding User Fees & Subsidies Review, is available to give more in-depth description and analysis regarding the principles that form the basis of this policy. Definitions of terms used in this policy are included at the end of the policy.~~

PURPOSE

The purpose of this policy is to provide 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. ~~This policy applies to goods and services provided by City Business Units for which a user fee is charged.~~

This policy will lead to consistent and transparent decision-making regarding user fee pricing. ~~This will help to protect this valuable revenue source while also ensuring that user fees accurately represent the value of the goods and services to citizens.~~

Revisions in the proposed policy

Revisions to the template and structure of Council policies are being reflected in this revised policy, making a direct redlined comparison of changes difficult. Parts of the existing policy that are proposed to be **removed**, **changed**, or **moved** will be highlighted here for information, but the proposed Council policy including additions is attached separately for approval.

Amend the policy title to "User Fee Policy".

Changed to "Corporate Planning and Financial Services".

There is no longer a "Background" section in the Council policy template.

Retained portions of the existing "Background" section appear in the proposed "Purpose" section, variously in 2.1, 2.2 and 2.4.

Retained in 2.4.

Replaced in the new "Applicability" section and amended to read: "This Council policy applies to all City departments and business units." A policy that guides *when* user fees should be used cannot only apply to those good and services for which user fees are already charged.

POLICY

Guiding Principles

The following principles underlie the User Fees Policy.

~~Principle 1 – Benefits Principle: those who receive benefits from a particular municipally provided good or service should pay for that good or services according to the level or value of the benefit received.~~

~~The benefits principle indicates that for goods that have an individual private benefit to the consumer, it is appropriate to consider user fees as a way of matching the payments with the benefit received. Properly priced user fees are the most direct means of matching payment with the benefit received.~~

~~User fees should only reflect the proportion of the total benefit that is represented by the individual private benefit. Where consumption of a good has a public benefit, broad based tax support reflecting the benefit to all and paid through taxes should be considered. This is discussed further below under the concept of general tax support.~~

~~Principle 2 – Cost Recovery Principle: the full cost of providing a good or service, including operating expenses, administrative costs, capital expenses (including depreciation), as well as implicit costs of foregone opportunities or activities that are not being undertaken, environmental costs and social costs, should be the starting point when calculating the appropriate user fee.~~

~~The cost recovery principle does not imply that all costs incurred need to be recovered through user fees; rather, it suggests that even if the full costs are not recovered through user fees, understanding the full costs should be the starting point in setting the appropriate user fee. Thereafter, explicit decisions can be made, including decisions regarding the level of subsidization of the good.~~

~~Principle 3 – Management of Public Assets Principle: public assets have a value and The City has a responsibility to recognize this value and protect these assets.~~

~~When assets are used to provide publicly available goods, then proper management of these assets implies that they will be utilized so that the public receives the greatest total benefit. This principle recognizes that public assets have a value and that this value should be considered when determining rates for user fees. Lifecycle costs should also be considered when determining user fees in order to ensure that the values of the assets are protected.~~

~~Principle 4 – Allocation of Resources Principle: in an environment with limited resources available and increasing public demand for goods and services, user fees have value as a mechanism for allocating scarce resources.~~

~~Charging a fee can also be used to manage the timing of demand for a service. Many goods offered by The City have higher demand during peak periods. Building capacity to meet peak demand implies there is under-utilized capacity during the off-peak periods. Implementing price differentials can help to balance the demand for goods between peak and off-peak periods. Charging higher prices during peak periods can encourage people to consume during off-peak times while generating greater efficiency in the use of infrastructure.~~

Revisions in the proposed policy

The guiding principles have been updated following Council direction on 2023 September 12 ([EC2023-0558](#)). The principles have been simplified and reduced and appear in the “Policy Statement” section of the proposed policy. Some of the detail about applying the principles has been removed, and some has been moved to the “Procedure” section of the proposed policy.

Retained in 2.3(a) as “User fees will be considered whenever there is individual benefit derived from consuming a City good or service.”

Detail on what is included in cost of service moved to “Procedure” section 6.3.1.

Retained in 6.3.1(a) “Calculating full financial cost does not mean that all financial costs incurred must be recovered through user fees.”

Concepts from two principles combined in the “Resource efficiency principle”.

Detail tied to cost of service in “Procedure” section 6.3(1).

Concepts from two principles combined in the “Resource efficiency principle”.

~~Principle 5 – General Tax-supported Subsidies Principle: when consumption or use of a good or service benefits society as a whole, all citizens should pay for the societal benefit.~~

~~Government is in a unique position to achieve the societal benefits principle through general tax support. If society as a whole benefits from an activity, then society as a whole should pay the proportion of the costs of that activity that reflects the societal benefit. The City collects money from citizens through the tax system and is able to provide subsidies to the activities which benefit society at large.~~

~~At times, societal benefits associated with a good, such as transit, come not in the form of benefits per se, but rather as a reduction of social costs. The most equitable means of remedying a social cost is to require individuals to pay for the negative impacts of the activity. This is often done through selective taxation and regulation. However, when the cost is not fully reflected in the price of the good, then encouraging the consumption of substitute goods or services that reduce social costs may be appropriate. This can be achieved through general subsidization of a substitute good, which reduces the price and increases consumption of the substitute good. In turn, this reduces consumption of the activity with the higher social cost and results in reduced social costs.~~

~~Principle 6 – Tax-supported Subsidies for Individuals Principle: in cases where individuals may have resources below an acceptable level and are not able to make the choice to consume and pay for City goods and services, The City could provide a subsidy to the individual in order that they are allowed the choice to consume.~~

In contrast to the general tax support subsidies which are based on the benefits principle, individual tax support subsidies are provided on an individual basis and apply only to those who meet stated criteria

Policy Statements

General

- ~~1) Each good or service provided by The City should be classified into one of four categories. Each category identifies different levels of individual and societal benefits received. User Fees are appropriate for goods and services that are classified as either i), ii) or iii) below. The categories for goods and services are:
 - ~~i) **Non Tax-Supported** – A non tax-supported good or service is a good or service for which user fee revenues, in an average year, are expected to recover the full costs of production. A good or service potentially falls within this category if the benefit from consumption accrues only to the user and a user fee can be charged. This category replaces the Private Good category in the 1995 User Fees Policy;~~~~

Revisions in the proposed policy

“Subsidy” used in many different ways has been identified as unclear. This concept is the flipside of individual benefit and is now reflected in the “benefits principle”.

Reduction of social costs, as well as negative social impacts of activities are mentioned in both the Cost Recovery principles and General Tax Supported Subsidies principles.

In the proposed policy, discussion of non-financial costs and benefits (e.g., social, environmental, and economic) is more explicitly tied to the balance between individual and societal benefits, rather than the calculation of costs.

The revised policy contains an “Ability to pay” principle, with a requirement to include a consideration and analysis of subsidy options in the “Procedure” section.

Many of these policy statements were identified as procedural in nature, and have been removed from the policy, or included in the “Procedure” section.

~~ii) **Partially Tax-Supported** – A partially tax-supported good or service is one for which user fee revenues are expected to recover only a portion of the full costs of production. The costs not covered through user fees are subsidized through tax revenues. A good or service potentially falls within this category if the benefit from consumption accrues to both the user as well as to society as a whole and a user fee can be charged. This category replaces the Merit Good category in the 1995 User Fees Policy;~~

iii) **Licenses, Permits and Approvals** – Licenses, permits and approvals constitute permission granted by the municipality allowing property owners to use their property in the specified manner. This category replaces the Regulatory Good category in the 1995 User Fees Policy; or

~~iv) **Fully Tax-Supported** – A fully tax-supported good or service is one for which the full costs are recovered through taxes, therefore no user fees are charged. A good or service potentially falls within this category if the benefit from consumption cannot be easily ascribed to an individual or a user fee is not practical or desirable. This category replaces the Public Good category in the 1995 User Fees Policy.~~

2) User Fees are only appropriate where The City is willing and able to exclude customers for non-payment in a way that is both legally and administratively feasible, ~~as well as socially desirable.~~

3) No User Fee should be applied without a full consideration and analysis of subsidy options.

Pricing Methodology

4) Each user fee should be supported by a pricing methodology for calculating the user fees. ~~The pricing methodology will form the basis for business units to set the user fee for each good or service.~~

5) Pricing of user fees should conform to the Municipal Government Act and any other relevant legislation.

All Goods and Services

6) The methodology for calculating prices for all goods and services should consider:

a) an estimate of the full cost of producing the good or service. The full cost of producing the good or service will include:

i) all direct and indirect operating costs;

ii) all capital costs. The capital costs include amortization of any debt, depreciation and lifecycle costs and a return on capital;

iii) estimates of environmental and social costs; and

Revisions in the proposed policy

Licenses, permits and approvals remain in the policy within the “regulatory charges” type of fee.

Retained in 2.3(b)

Retained in Procedure 6.3.4 as “User fees will include consideration and analysis of individual subsidy options based on users’ ability to pay”

Retained in Procedure 6.3.3

Clarified in the “Legislative Authority” section.

Retained in 6.3(1) and “Definitions”

Included in Definitions (e) “Future costs”.

Moved to section on societal benefits and costs.

- iv) corporate overhead costs
- ~~b) a demand analysis for the good or service;~~
- ~~c) an estimation of the value of the good or service to consumers;~~
- d) an estimation of the value of the societal benefit associated with the consumption of the good or service;
- ~~e) identification of whether GST is included in the published price or excluded from the published price. GST should be excluded unless there is a supported business reason for including GST;~~
- ~~f) a consideration and analysis of the existing market price, if applicable;~~
- ~~g) an analysis of the potential use of convenience pricing for the good or service; and~~
- h) identification of differential pricing strategies. Differential pricing strategies include:
 - i) peak-load pricing;
 - ~~ii) amenity-based pricing;~~
 - ~~iii) pricing based on location;~~
 - iv) pricing based on customer class;
 - i) ~~the rationale for differential pricing.~~ Acceptable rationales for differential pricing are cost differentials, demand management practices, ~~standard business practices (e.g. revenue/profit maximization)~~ and differentials in the societal benefit; and
 - ~~j) provisions to change prices in the intervening years reflecting impacts such as cost inflation and convenience pricing.~~

~~Non-Tax-Supported Goods and Services~~

- ~~7) In addition to the inclusions in 6) above, the methodology for calculating prices for non tax-supported goods and services should consider:~~
 - a) full cost recovery, including capital depreciation;
 - b) profit maximization pricing strategy where legally permitted; and
 - c) differential pricing to different customer classes, ~~particularly where these reflect the standard business practice for the good or service. Customer classes may be defined on any discernable characteristic that is legally allowed but should be restricted to those for which the administration costs are relatively low.~~

Revisions in the proposed policy

Societal benefit discussed in 6.3.2

Differential pricing discussed in 6.3.3(a) and “Definitions”

Definition of differential pricing includes “time of use”.

Definition of differential pricing includes “customer characteristics”.

Differential pricing in 6.3.3(a)

Detail on procedures to change fees in 6.1

6.3.3(b)

Differential pricing in 6.3.3a includes “customer characteristics”

~~General Tax Support for Partially Tax-Supported Goods and Services~~

- ~~8) In addition to the inclusions in 6) above, the methodology for calculating prices for partially tax-supported goods and services should consider:~~
- ~~a) the societal benefit attributed to the consumption of the good or service as well as a general subsidy that reflects~~ an estimate of the value of the societal benefit. The societal benefit and corresponding tax support should be determined such that:
 - ~~i) the societal benefit represents the environmental, social and economic external benefits associated with consumption of the good or service, as defined by the 12 policy goals for assessing societal benefits, approved by Council in report PFC2012-16. These goals are consistent with The City of Calgary's Triple Bottom Line policy LUP003, EM003-CS003.~~
 - ii) the tax-supported subsidy will be presented as a range to allow flexibility between review periods. ~~Unless otherwise justified, this subsidy should be presented in terms of a percentage of the full cost of producing the good or service;~~
 - ~~iii) differential general subsidies may be attributed to different customer classes provided they are supported with a detailed analysis; and~~
 - ~~b) differential prices for non-residents. However, an analysis should be provided that considers the administration costs involved in enforcing the differential prices, the potential impact on other partially and fully tax-supported goods and services and any legal considerations associated with the implementation of differential prices for non-residents.~~

~~Licenses, Permits and Approvals~~

- ~~9) In addition to the inclusions in 6) above, the methodology for calculating prices for licenses, permits and approvals of goods and services should consider:~~
- ~~a) deviation from full cost recovery for licences, permits and approvals in situations that involve the explicit encouragement or discouragement of specific activities. A full analysis detailing the impact of price on the encouragement or discouragement of the activity should be included with the pricing methodology, along with a subsidization strategy if less than full cost recovery is used; and~~
 - ~~b) rationalizing penalties for non-compliance with the price of licences, permits and approvals to ensure they provide a sufficient deterrent for non-compliance.~~

Revisions in the proposed policy

This level of detail is removed and relies on 6.3.2 and 6.4 as to how Administration should be considering societal benefit.

Retained in 6.4.2(a)

Municipal residence is included as an example in the definition of differential pricing.

Discussed in 6.3.3(c)

~~**Tax-Supported Subsidies for Individuals**~~

- 10) User fees should be accompanied by a documented strategy for subsidies to qualified individuals. This strategy should include:
 - a) identification of any individual subsidies which may apply to the goods or service, ~~and whether the subsidy is the result of a City-wide subsidy program or specific to the good or service. Individual subsidies should be consistent with The City's Fair Calgary Social Policy CSPS034;~~
 - b) the criteria for receiving an individual subsidy and identification of the application process for receiving an individual subsidy. ~~The criteria and application process should be consistent with The City's Fair Calgary Social Policy; and~~
 - e) ~~an analysis of implementing a sliding benefit for individual subsidies. Any sliding benefits that are implemented should be consistent with The City's Fair Calgary Social Policy.~~

~~**Policy Review**~~

- ~~11) The principles and policy statements should be reviewed every 10 years~~

~~**POLICY GOALS FOR ASSESSING SOCIETAL BENEFITS**~~

~~The 12 policy goals for assessing societal benefits are:~~

~~Policy Goal~~

~~No.~~

- ~~1 Environmental:
Reduce community greenhouse emissions, air pollutants, and energy consumption~~
- ~~2 Protect water resources~~
- ~~3 Ensure land stewardship & protection~~
- ~~4 Reduce waste to landfill~~
- ~~5 Social:
Provide accessibility/availability~~
- ~~6 Enable affordability~~
- ~~7 Promote accommodation/acceptability~~
- ~~8 Improve adequacy to meet need, suitability and safety~~
- ~~9 Economic:
Create a city where citizens want to live, work and invest~~
- ~~10 Create a city that promotes a healthy, vibrant economy by attracting, retaining and helping businesses grow~~
- ~~11 Smart Growth:
Encourage sustainable communities~~
- ~~12 Reduce barriers to participation.~~

Revisions in the proposed policy

Included in 6.3.4 as "User fees will include consideration and analysis of individual subsidy options based on users' ability to pay".

Statement remains in 6.3.4(a) without explicit reference to a policy that has been rescinded.

Statement remains in 6.3.4(b) and this requirement can be met by the programs or policies that are in place at the time.

Policy review is no longer embedded in the policy itself but is guided by the *Council Policy Program* (CC046).

Policy goals for assessing societal benefits are no longer embedded exclusively in user fee policy.

Administration still has a requirement to consider societal benefits through principle 1.3(b) within the "Policy Statement", 2.3 in the "Purpose", 6.3.2 in the "Procedure". Aligning the analysis of societal benefits to The City's long-term social, environmental and economic policy goals is a requirement of 6.5(b) of the proposed policy, but Administration recommends that those policy goals no longer be embedded within this policy. Administration will continue to use internal assessment tools that rely on the 12 policy goals and update those tools in alignment with the ongoing review of the Triple Bottom Line policy.

PROCEDURES & RESPONSIBILITIES

Council will approve:

- ~~• the policy and any updates and amendments to the policy; and~~
- all user fees as part of the Business Planning and Budget Cycle process.

Administration will be responsible for:

- ~~• reviewing the principles and policy statements and recommending any updates and amendments to the policy;~~
- ~~• conducting and maintaining a corporate capital and support service costing study;~~
- recommending user fees based on the relevant pricing methodology; and
- developing pricing methodologies for user fees for those goods and services that they provide.

DEFINITIONS OF TERMS

Amenity-based pricing	Basing price on the amenities contained within each facility rather than setting a uniform price for all facilities.
Average cost pricing	Setting price equal to the average cost of producing the good.
Capital cost	The cost of buildings and equipment as well as the costs related to the financing of buildings and equipment.
Convenience pricing	Pricing that takes into account the convenience of the monetary units needed to pay for the good (e.g. rounding to the nearest quarter or dollar).
Cost	Any resource required to engage in an activity.
Customer class	A categorization of customers based on an identifiable characteristic common to all customers in the class.
Demand analysis	An analysis of the market demand for a good and service that relates the impact of price changes to changes in total revenues and costs.
Differential pricing/Market segmentation pricing	The practice of setting different prices for different consumers of a good, depending on the characteristics of the consumers.
Direct costs	Costs that can be assigned to individual activities in the production of specific goods and services.

Revisions in the proposed policy

These details are further outlined in the “Procedure” section. Removal of self-references to policy and policy amendments.

Additional “Procedure” regarding Council’s approval and delegation of fee setting, as well as the basis for all fees that Administration will recommend to Council.

Further outlined in “Procedure” sections 6.2, 6.3 and 6.4.

“Definitions” section reviewed to reflect terms used in the proposed policy.

“Cost” means any adverse impact to the financial position of The City, or the social, environmental, or economic position of society at large derived from an individual’s consumption of a good or service.

“Differential pricing” means setting different prices for the same good or service based on customer characteristics, time of use, municipal residence, or other factors.

“Direct costs” means financial costs that are incurred exclusively to provide or maintain a specific good or service. If The City did not provide the specific good or service, these costs would not exist.

Full-cost recovery	Setting price for a good or service such that revenues generated are sufficient to fund all costs related to the production of the good.
Fully tax-supported good	A good or service that is funded entirely through taxes and therefore no user fee is charged. Goods and services that fall into this category are typically equally available to all consumers, non-rivalrous (i.e. consumption by one consumer does not interfere with the availability to other consumers), non-exclusive (i.e. no one can be excluded from consuming it), and the benefits are shared by a large number of consumers.
General subsidy/General tax support	A subsidy that reduces the price of a good or service for all consumers.
Group subsidy	A subsidy that reduces the price of a good or service to all members of an identifiable group.
Incremental cost pricing	Setting the price of a good or service for a secondary market equal to the total the cost of producing it for the entire market less the cost of producing it for the primary market.
Indirect costs	General costs required to operate the Corporation but cannot be assigned to individual activities in the production of specific goods and services (e.g. overhead costs).
Individually targeted subsidy/Individual tax support	A subsidy that reduces the price of a good or service for individuals that meet specific criteria.
Licenses, Permits and Approvals	Permission granted by the government for an individual to engage in an activity, allowing property owners to use their property in the specified manner.
Lifecycle cost	The costs associated with the maintenance and replacement of physical capital (i.e. buildings and equipment) in order to ensure the maximum life use from the capital.
Market competitive pricing	Charging a rate/fee similar to that charged by suppliers of similar products.
Multi-part tariff	A fee that is comprised of a fixed flat rate plus a variable use-related charge.

Revisions in the proposed policy

“Indirect costs” means financial costs incurred for support activities required to provide or maintain multiple goods or services but cannot be assigned to a specific good or service. Indirect costs represent the impact providing a specific good or service has on the overall capacity of a business unit.

“Overhead costs” means financial costs for the executive, administrative and support functions used by all goods and services.

Revisions in the proposed policy

Non-tax-supported good	A good or service for which user fee revenues, in an average year, are expected to recover the full costs of production. Goods and services that fall into this category typically benefit only the consumer, are rivalrous (i.e. consumption by one consumer impedes the availability to other consumer) and are exclusive (i.e. people can be excluded from using it).
Partially tax-supported good	A good or service for which user fee revenues are expected to recover only a portion of the full costs of production with the balance of the costs funded through taxes. Goods and services that fall into this category are typically rivalrous and exclusive, but the benefit of consumption accrues to both the consumer as well as a larger part of society. Because of the latter benefits, society (usually government), deems the good undervalued by consumers in normal market exchanges.
Peak load pricing	The practice of setting a price higher during periods of high demand and lower during periods of low demand.
Pricing Methodology	The general process and criteria used in determining the price of a good or service.
Profit maximizing price	A price that is set with the goal of generating the highest level of profit (revenues less costs) possible.
Regulatory good	Permission granted by the government for an individual to engage in an activity.
Societal Benefit	A benefit to society at large that is derived from an individual's consumption of a good or service. These benefits can be external economic, environmental or social benefits.
Subsidy	The portion of production costs that is recovered through taxes or other revenue sources rather than by the sale of the good or service in order to keep the price of the good or service at a desired level.
User fee	A payment charged in exchange for a good or service provided by the government.

AMENDMENTS

2010 revision-policy number change from FCS013 to CFO010 due to department reorganization.

PFC2012-16-The key changes from the 2008 policy are the addition of a new economic policy goal for better alignment with Council's Fiscal Plan for Calgary (C2011-65) and The City's Triple Bottom Line (TBL) Policy (LUPP003, EM003, CS003), the revision of the wording for the 9th economic policy goal to more closely align with Council's Fiscal Plan for Calgary and The City's TBL Policy, as well as the renumbering of the existing 10th and 11th policy goals to accommodate the new policy goal.

Revisions in the proposed policy

List of Council-Approved User Fees

Fees for	Approval Process
<i>Licences, Permits and Approvals</i>	
Business Licences	32M98 <i>Business Licence Bylaw</i> 52M2012 <i>Massage Licence Bylaw</i> 53M2006 <i>Combative Sports Commission Bylaw</i> 4M83 <i>Concert Bylaw</i> 48M2006 <i>Dating and Escort Service Bylaw</i> 3M97 <i>Downtown Push Cart Vendor Licence Bylaw</i> 53M2012 <i>Body Rub Licence Bylaw</i> 31M95 <i>Alarm Services Bylaw</i> 47M86 <i>Exotic Entertainers Bylaw</i> 34M2000 <i>Extended Dance Event Bylaw</i> 48M90 <i>Bicycle Courier Licensing Bylaw</i>
Building Permits and Trade Permits	Delegated through 39M2018 <i>Safety Codes Permit Bylaw</i>
Development Permits, Planning Applications, Subdivision Applications, Land Use Amendment Fees	Council resolution pursuant to 28P95 <i>Calgary Planning Commission Bylaw</i> Council resolution pursuant to 1P2007 <i>Land Use Bylaw</i> 11M2018 <i>Suite Registry Bylaw</i> 33M2005 <i>Utility Site Servicing Bylaw</i>
Fire inspections and permits	Council resolution pursuant to 55M2014 <i>Fire Operations and Fees Bylaw</i>
Pet licences and permits	47M2021 <i>Responsible Pet Ownership Bylaw</i>
Taxi, limousine and vehicle for hire licence fees	20M2021 <i>Livery Transport Bylaw</i>
<i>Use of City property and property under City direction, control, and management</i>	
Access to municipal rights of way	Council resolution pursuant to 17M2016 <i>Municipal Rights of Way Bylaw</i>
Encroachment fees	Delegated through 9M2020 <i>Encroachment Bylaw</i>
Environmental agreements	11M2010 <i>Environmental Agreements Bylaw</i>
Parks permits and bookings	Delegated through 11M2019 <i>Parks and Pathways Bylaw</i>
Permits and authorizations for traffic and parking	Council resolution pursuant to 26M96 <i>Calgary Traffic Bylaw and Calgary Parking Policies.</i>
Street Use and Hoarding Permits	Council resolution pursuant to 20M88 <i>Street Bylaw</i>
Use of other City property	Delegated through 49M2022 <i>Real Property Bylaw.</i>

Fees for	Approval Process
<i>Public utilities</i>	
Water Treatment & Supply	40M2006 <i>Water Utility Bylaw</i> and delegation for specific products and services.
Wastewater Collection and Treatment	14M2012 <i>Wastewater Bylaw</i> and delegation for specific products and services.
Stormwater Management	37M2005 <i>Stormwater Bylaw</i> and delegated for approvals and permits.
Waste and Recycling	4M2020 <i>Waste Bylaw</i> and delegated for specific products and services.
<i>Information and data</i>	
Property assessment information and document requests	Council resolution
Taxation document requests and service fees	Council resolution, unless set in provincial legislation or regulation.
Environmental assessment information	Delegated through 37M98 <i>Environmental Site Inquiries Fees Bylaw</i> .
Freedom of Information requests and archives fees	Council resolution, under certain limits pursuant to Freedom of Information and Protection of Privacy Act and Regulations.
<i>Other City products and services</i>	
Animal services centre fees and pet adoption fees	47M2021 <i>Responsible Pet Ownership Bylaw</i> and Council resolution
Arts centre facility admissions and passes	Council resolution
Bylaw compliance impounded property fees	Council resolution
Cemetery products and services	Council resolution
Golf course fees – green fees, punch card, golf pass	Council resolution
Recreation admissions, passes and facility rentals	Council resolution
Transit fares	Council resolution pursuant to 4M81 <i>Calgary Transit Bylaw</i>



Fees for	Approval Process
<i>Appeals and tribunals</i>	
Appeal and Tribunal Fees	Council resolution, unless set in provincial legislation or regulation.



Reaffirming Our User Fee Model

CD2024-0015
2024 February 14

Recommendation

That the Community Development Committee:

1. Forward this report to the 2024 February 27 Regular Meeting of Council; and,
2. Recommend that Council approve the revised *User Fee Policy* in Attachment 2.



Highlights

- Council's *User Fee Policy* guides decisions on how and when fees should be charged for City services.
- The policy update does not set or change any new or existing fees.
- The update does not change any aspects of the Fair Entry program.
- Changes to the policy support readability and enable flexibility in setting fees.
- Fees will continue to be determined considering the service cost, the benefits to the individual and society, the efficient use of public resources, and users' ability to pay.



Context

- User fee recommendations include an assessment of the societal benefits from using the service, including social, environmental and economic benefits.
- User fees are important to Calgarians — they are one of the few municipal revenue tools available to The City and make up a significant amount of total operating revenue.
- Revenues from user fees directly fund services delivered to Calgarians who pay the fees.
- Administration uses best practice for The City's user fee model.



Recommendation

That the Community Development Committee:

1. Forward this report to the 2024 February 27 Regular Meeting of Council; and,
2. Recommend that Council approve the revised *User Fee Policy* in Attachment 2.



**Operational Services Report to
Community Development Committee
2024 February 14**

**ISC: UNRESTRICTED
CD2024-0109**

Proposed 2024 Special Tax Bylaw to Support the Enhanced Landscape Maintenance Program

PURPOSE

The purpose of this report is to pass the 2024 Special Tax Levy Bylaw (8M2024) so the communities that have chosen to use this funding mechanism can receive the funding expected in 2024 for enhanced levels of landscape maintenance and/or snow and ice control activities in their specific community.

PREVIOUS COUNCIL DIRECTION

The bylaw has been approved by council every year since 2002.

On April 25, 2023, Council passed a special tax bylaw (12M2023) to raise revenue for a specific service or purpose.

RECOMMENDATION:

That the Community Development Committee forward this report to the March 19th Regular Meeting of Council.

That the Community Development Committee recommend that Council give three readings to the proposed 2024 Special Tax Bylaw 8M2024 (Attachment 2).

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

The General Manager concurs with this report.

HIGHLIGHTS

- There is a clear desire in some communities to pay for a higher level of service than what is covered by the tax base. The special tax bylaw gives communities a way to self-fund enhanced levels of landscape maintenance and/or snow and ice control if that is something they want.
- The special tax bylaw, created in 2002, is a valued tool and funding mechanism for those community organizations that need a way to collect community generated funds for enhanced landscape maintenance and/or snow and ice control in their community.
- There are currently 12 communities using the special tax levy as a funding mechanism for the Enhanced Landscape Maintenance program and Snow and Ice Control program, supported by over 26,000 property owners.
- Changes in the proposed 2024 Special Tax Bylaw 8M2024 (Attachment 2) reflect the requested special tax levy rates and budgets for each participating community (Attachment 3), as submitted by the community partner.
- Special tax levy funds must be used for specific services which are identified in the initial community wide petition and outlined in either a Landscape Maintenance Agreement and/or Snow and Ice Control Agreement with The City.
- Pursuant to Section 382 (1) of the Municipal Government Act, Council has the authority to pass a special tax bylaw to raise revenue for a specific service or purpose.

Operational Services Report to
Community Development Committee
2024 February 14

ISC: UNRESTRICTED
CD2024-0109

Proposed 2024 Special Tax Bylaw to Support the Enhanced Landscape Maintenance Program

- Council may pass a special tax bylaw annually to allow communities, where residents have requested a special tax levy be imposed, to raise funds for activities related to enhanced maintenance of boulevards around streets and parks and snow removal on pathways. The special tax bylaw is presented to Council annually.
- Strategic Alignment to Council's Citizen Priorities: A healthy and green city.
- Previous Council Direction is included as Attachment 1.

DISCUSSION

The 2024 Special Tax Bylaw allows property owners to invest additional funds, through a special tax levy, to enhance the landscape services in their community beyond the standard level currently provided by The City. There are 12 communities currently using this bylaw who wish to continue in the special tax levy program in 2024. There are eleven communities that use these funds on enhanced maintenance of boulevards, greenspaces, and parks. One community (McKenzie Lake) uses the levy funds for snow and ice control on pathways. An annual budget summary for these communities is provided in Attachment 3.

Parks and Open Spaces has offered opportunities for property owners to invest additional dollars into enhancing the landscape maintenance of park spaces and boulevards in Calgary communities since 1996. One of these opportunities was formalized in 2002 as the Enhanced Landscape Maintenance program following an increase in community interest and Council support. The special tax levy funds collected in a community are managed by an approved community partner which may be a community association, resident's association, or homeowner's association. Administration works with these community partners to determine proposed special tax rates, advise on efforts to demonstrate continued property owner support for the special tax levy, and provide oversight of the associated Landscape Maintenance Agreements or Snow and Ice Control Agreements. Communities that do not use a special tax levy as a funding mechanism but have a Landscape Maintenance Agreements or Snow and Ice Control Agreement will typically collect funds from property owners through a caveat registered on their property title. This funding mechanism is often used by resident's associations, or homeowner's associations.

Special tax levies and the associated Landscape Maintenance Agreements or Snow and Ice Control Agreements are established at the request of an organized community group like a resident's association, homeowner's association, or community association. This funding mechanism allows communities to generate funds to facilitate additional park or other green-space maintenance services. With this funding mechanism, organized community groups opt into the Enhanced Landscape Maintenance program to enhance the landscape maintenance of public boulevards and parks (for example services including mowing, trimming; tree well, shrub and flower bed maintenance; litter control; and snow removal beyond the standard level). A Landscape Maintenance Agreement or Snow and Ice Control Agreement is executed between The City and the organized community groups. The contract terms identify the specific land involved, define mutual roles and responsibilities, and describe a set of maintenance guidelines. Parks and Open Spaces monitors use of special tax levy funds and the services delivered by the organized community group to ensure the level of service provided are appropriate and meet the City's standards and requirements.

Operational Services Report to
Community Development Committee
2024 February 14

ISC: UNRESTRICTED
CD2024-0109

Proposed 2024 Special Tax Bylaw to Support the Enhanced Landscape Maintenance Program

Guided by The City, all communities with the special tax levy have completed a comprehensive engagement process to confirm property owner support for the levy. Each organized community group has completed a successful community wide petition acquiring a two-thirds majority in favour of the special tax levy, which is required to proceed.

Participating organized community groups are required to confirm ongoing support for the special tax levy through a public meeting and reaffirmation vote every five years. A 50 per cent plus one simple majority of the property owners in attendance at that meeting is required to continue with the special tax levy. If the reaffirmation vote is not successful, a community wide petition is required to confirm that two-thirds of property owners support the cancellation of the special tax levy.

Parks and Open Spaces provides direct oversight and liaises with the organized community groups responsible for the use of the special tax levy funds. An assigned liaison supports the organized community groups throughout the year with reporting, providing relevant information, operational requests and navigating City services. Program support is also provided by Mobility - Local Improvements, Law, and other business units as required. In addition to this, The City informs property owners, with approved special tax levies, of proposed special tax rates, contact information for their organized community group, and the right to petition against the special tax levy annually through an annual Notice of Intent.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|--|
| <input checked="" type="checkbox"/> Public engagement was undertaken | <input 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 |

Property owners are engaged through an initial community petition to establish the state of readiness and availability of resources for the special tax levy process. There is also a reaffirmation vote every five years to ensure continued community support. Once the special tax levy is in place, registered property owners receive annual written notification of the proposed special tax amount. The City also liaises with organized community groups throughout the year, supporting them with information to respond to property owner inquiries.

IMPLICATIONS

Social

The 12 communities with a special tax levy have an organized community group responsible for the use of funds, determining the community's needs and execution of the landscape maintenance service. These organizations utilize local volunteers to administer and/or support the services provided which contributes to building connectivity between people and the environment, increasing community pride, and developing the capacity of local leaders. Communities investing in enhanced landscape maintenance services increase the liveability of neighbourhoods and encourage residents to spend more time utilizing and appreciating the parks and open spaces.

Operational Services Report to
Community Development Committee
2024 February 14

ISC: UNRESTRICTED
CD2024-0109

Proposed 2024 Special Tax Bylaw to Support the Enhanced Landscape Maintenance Program

Environmental

Special tax levy supported landscape maintenance services incorporate The City's best practices of water, pest, and turf management to support biodiversity within Calgary's urban ecosystem and support The City of Calgary's Environmental Policy (UCS2012-0144) and the Climate Resilience Strategy and Action Plans (UCS2018-0688).

Economic

Well maintained and managed parks and open spaces favourably impact the image and economy of Calgary and is indirectly associated with increased land values and tax revenue. The 12 special tax bylaw communities all employ local landscaping or snow removal companies and source plants and supplies from local businesses. The special tax levy, as a funding mechanism, also provides an avenue for property owners to invest directly into their neighbourhood parks and open spaces which benefits all who live, work, or play in the community.

Service and Financial Implications

No anticipated financial impact

There are no operating budget implications as the special tax levy generates the revenue that is transferred to organized community groups to cover all costs associated with enhanced landscape services.

As part of the special tax levy process, participating organized community groups are eligible to request an annual inflationary increase, or decrease of no more than three per cent. For the 2024 Special Tax Bylaw seven communities have requested an inflationary increase as outlined in Attachment 3. Total revenue for the proposed 2024 Special Tax Bylaw is approximately \$1.7 million, collected from 26,845 dwellings. Further details are outlined in the annual budget summary (Attachment 3).

RISK

The risk of not approving this is that the money these communities are expecting to support enhanced levels of service would not be provided. They would still receive their operating grant, but this would have a considerable impact on each of these 12 communities' abilities to complete Enhanced Landscape Maintenance activities through contracts that are likely scheduled to begin work this spring.

If it was not approved, we would have to work with these communities and potentially phase out this program with them. Then, only communities who have caveat on title would be able to participate in the Enhanced Landscape Maintenance program. An unexpected delay of these funds through this annual process would likely create a reputational risk for The City.

Risks related to the inappropriate use of funds are mitigated through the requirements outlined in the Enhanced Landscape Maintenance or Snow and Ice Control Agreements in place between The City and each organized community group. In addition, assignment of City liaison mitigates the risk of organized community groups providing landscape maintenance standards that do not comply or are prohibited by The City. Finally, Parks and Open Spaces continuously

**Operational Services Report to
Community Development Committee
2024 February 14**

**ISC: UNRESTRICTED
CD2024-0109**

**Proposed 2024 Special Tax Bylaw to Support the Enhanced Landscape
Maintenance Program**

assesses and implements program improvements to mitigate risks associated with changes to maintenance standards while maintaining positive partnerships.

ATTACHMENTS

1. Previous Council Direction
2. Proposed Bylaw Number 8M2024
3. 2024 Special Tax Bylaw – Annual Budget Summary
4. Community Funding Mechanisms
5. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Kyle Ripley	Parks and Open Spaces	Approve
Doug Morgan	Operational Services	Approve

Author: Community Parks Initiatives Team, Parks and Open Spaces, Operational Services

Previous Council Direction: Special Tax Bylaw

Date	Reference	Overview
2023 April 25	CD2023-0064 (Bylaw #12M2023)	Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax and a recreational services tax.
2022 March 17	CD2022-0104 (Bylaw #6M2022)	Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax and a recreational services tax.
2021 March 22	CPS2021-0265 (Bylaw #14M2021)	Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax and a recreational services tax.
2020 April 6	CPS2020-0296 (Bylaw #)16M2020	<p>Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax and a recreational services tax.</p> <p>This included changes to the proposed ancillary costs to address what participating communities have conveyed regarding insufficient funding to administer their program within the current maximum allowable administration fee.</p>
2019 April 8	CPS2019-0447 (Bylaw #18M2019)	<p>Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax and a recreational services tax.</p> <p>Twelve (12) communities have confirmed their desire to continue participating in the program.</p>
2018 March 19	CPS2018-0250 (Bylaw #16M2018)	<p>Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax and a recreational services tax.</p> <p>In 2018, Calgary Parks will no longer be offering to be the landscape provider in these enhanced communities and will be transitioning the landscape service provisioning to the communities to manage.</p>

Date	Reference	Overview
		All the existing communities that previously had Calgary Parks perform maintenance have received a service cancellation letter prior to the end of their landscape service agreements.
2017 April 05	CPS2017-0338 (Bylaw #20M2017)	Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax. Twelve (12) communities confirmed their continued participation in the program.
2016 April 06	CPS2016-0262 (Bylaw #24M2016)	Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax. The Edgemont community has undergone the process to be considered for the program in 2016 and the proposed bylaw and map for Edgemont is included in the Attachment. In support of the 2016 special tax for the Landscape Enhancement & Appreciation Fund (LEAF) special tax, members of the Edgemont community acquired the signatures of more than two-thirds of the property owners who will be liable to pay the LEAF Tax. A petition opposing the LEAF Tax was also circulated in the Edgemont community; however, the petition did not secure the number of signatures required to prevent the LEAF Tax from being considered by this Committee and Council.
2016 March 02	CPS2016-0199 (Bylaw #19M2016)	Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax. The report provided an update on 2015 activities, the process, and requests three readings of the proposed 2016 Special Tax Bylaws for participating communities. Ten (10) communities have confirmed their continued participation in the program.
2015 April 13	CPS2015-0327 (Bylaw #19M2015)	Council passed a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax.

Date	Reference	Overview
2017 March 13	CPS2017-0210 (Calgary Parks Enhanced Maintenance Program Review)	<p>City Council approved several principles and recommendations resulting from Calgary Parks' review of the ELM Program.</p> <p>The three main themes of the review were to:</p> <ul style="list-style-type: none"> • Improve Communication • Improve Clarity • Improve Consistency <p>These amendments have either been completed or are currently being implemented to improve communications, consistency, and clarity around the ELM Program.</p>
2016 November 02	CPS2016-0869 (Calgary Parks Enhanced Horticulture Evaluation)	<p>Administration was directed to continue the banner / flower pilot program to further explore modest floral horticultural improvements in local parks and open spaces city-wide.</p> <p>All enhanced communities spend a significant percentage of their additional enhancement funds on flowers. There is a ten-fold difference in cost and investment between the two levels of maintenance.</p>
2016 March 02	CPS2016-0198 (Calgary Parks Proposed Enhanced Maintenance Program Review)	<p>Administration has completed a review of the ELM Program using the following framework: define scope, assess current state, develop program options, and report back.</p>
2009 February 10	Bylaw CSPS007 (Enhanced Maintenance Agreement and Infrastructure Agreements amendment)	<p>This policy is a tool used for the development industry (landscape architects, engineers, consultants, Resident and Community Associations) for the management and administration of enhanced park features - Optional Amenities. More specifically addresses the issues of lifecycle, on-going maintenance, financial concerns, and legal implications.</p> <p>This policy also addresses the need for consistent administration of Maintenance Agreements and Special Tax Levies and</p>

Date	Reference	Overview
		operates as a manual for both Residents and Community Associations affected.
2009 January 07	CPS2009-05 (Special Tax Levy Bylaw – Amendment)	An amendment to the voting procedure to the Parks Special Tax Levy Policy. The proposed changes allow for the vote every 5 years, continuing with or eliminating the Special Tax Levy, to take place at the AGM, rather than a separate mail out vote. The communities feel that this will be more cost effective and easier to administer.
2008 November 24	NM2008-51 (Notice of Motion: Enhanced Landscape Maintenance and Infrastructure Agreements – Special Tax Levy)	Notice of Motion directing Administration to prepare an amended policy to include a vote to occur every 5 years to continue in the agreement with 50% +1.
2004 September 1	CPS2004-61 (Enhanced Landscape Maintenance and Infrastructure Agreements – Proposed Amendments)	This agreement was created as a template for all future agreements. This was a revision of CPS2003-09 based on feedback given in Stakeholder Workshops held with Residents and Community Associations.
2003 March 03 2003 February 05	CPS2003-09 (Enhanced Community Features and Passive Space in New Communities)	Development of consistent City policy for the funding (i.e., capital, operations, and maintenance) of enhanced features and green space that are incorporated into new communities.
2002 July 22	NM2002-39	Council directed Administration to bring forward recommendations through the Calgary Planning Commission for a consistent City policy for approval of new communities planning to incorporate enhanced features and green space that would address initial funding and funding

Date	Reference	Overview
		after the development has been Final Acceptance Certificate (FAC).
2002 July 02 2002 June 19	CPS2002-50 (Enhanced Landscape Maintenance and Infrastructure Agreements)	<p>The proliferation of requests for Special Tax Levies and various kinds of maintenance agreements to facilitate enhanced landscape maintenance and infrastructure requires a review of the current City administrative policy and procedures.</p> <p>It was recommended that the use of Special Tax Levies for enhanced services they should be restricted to only enhanced boulevard and landscape maintenance.</p> <p>Administration was requested to develop consistent corporate policies and procedures and template for the use of Special Tax Levies (Enhanced Maintenance Agreement, Infrastructure Agreements and Optional Amenities Agreements).</p> <p>Administration was requested to review the continued use of Special Tax Levies, upon completion of a comprehensive Community Policy and a review of sustainability and funding alternatives available to facilitate desired levels of Park maintenance on a City-wide basis.</p>
2002 April 08	C2002-21 Follow Up Report to FB2002-15, Christie Park Petition (pg. 130 - 133)	<p>The program was formalized in 2002, following an increase in community interest and Council support.</p> <p>The City recognized a need to review current guidelines governing our administration of these programs and bring forward to Council. The report will detail The City's role in these programs and provide new guidelines for inception and administration.</p>
2002 March 05	FB2002-15 2002 Special Tax Bylaws (Boulevard Maintenance) (pg.27 - 31)	This report provided approval to continue the "special tax" for the boulevard maintenance programs in Christie Park, Patterson Heights, Citadel, Diamond Cove and Douglasdale. To establish a new "special tax" for boulevard

Date	Reference	Overview
	Bylaw: #11M2002, #12M2002, #13M2002, #14M20002, #15M2002, #16M2002	maintenance for the community of Douglas Glen.
1996 February 26	FB96-04 Christie Estates Special Tax Bylaw Evaluation (pg.31) Bylaw #19M96	<p>Christie Estates Special Tax Bylaw Evaluation (19M96) Authorized the imposition of a 1996 Boulevard tax for the community of Christie Estate; & accept the report on the Christie Estate Project & approve procedures & process for future processing of the Special Tax Provisions of the Municipal Government Act MGA.</p> <p>Christie Estates Special Tax Bylaw is an alternative method to generate operating funds for the enhancement of community parks and green spaces. In accordance with Section 382 of the MGA, a Council may pass a special tax bylaw to raise revenue to pay for a specific service or purpose, including a boulevard tax. Administration provides reports on special tax bylaws on an annual basis, with the most recent report.</p>

BYLAW NUMBER 8M2024

**BEING A BYLAW OF THE CITY OF CALGARY
FOR A 2024 SPECIAL TAX BYLAW
FOR COMMUNITIES IN THE CITY OF CALGARY**

WHEREAS Section 382(1) of the *Municipal Government Act* (R.S.A. 2000, c. M-26) authorizes a municipality to pass a special tax bylaw annually to raise revenue for a special service or purpose;

AND WHEREAS the residents of various communities within the City of Calgary have requested that a special tax be imposed on homeowners in these communities to raise funds to provide for enhanced maintenance of boulevards around streets and parks, and snow removal on pathways;

NOW THEREFORE THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. This Bylaw may be referred to as the "2024 Special Tax Bylaw".
2. This Bylaw is enacted for the sole purpose of raising revenue to provide for the service and ancillary costs for enhanced maintenance of boulevards around streets and parks in the communities described in paragraph 3 (excepting McKenzie Lake) and for snow removal on pathways in McKenzie Lake. Enhanced maintenance services include mowing, trimming, tree well, shrub and flower bed maintenance, litter control, and snow removal that are above The City of Calgary's base level of service.
3. The communities within the municipality that will benefit from the services described in this Bylaw are identified in the maps attached hereto as Schedule "1" through to Schedule "12" (the "Schedules").
4. The budgeted costs for the services (including ancillary costs) provided to each benefitting community are set out in the attached Schedules. The total ancillary costs referred to in paragraph 2 for a benefitting community must not exceed an amount equal to the greater of \$3,000.00 or 8% of the 2024 budget specifically assigned for the community.
5. A tax for the year 2024 shall be imposed on each parcel of residential land benefitting from this Bylaw at the rates set out in the attached Schedules.
6. The use of the funds described in paragraph 2 by a benefitting community shall be contingent on such benefitting community entering into any agreements with The City of Calgary that are necessary to carry out The City of Calgary's auditing requirements and procedures.
7. The attached Schedules form part of this Bylaw.
8. 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

TEXT FOR DISCUSSION ONLY



CHRISTIE PARK

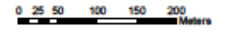
SCHEDULE 1
Bylaw: 8M2024

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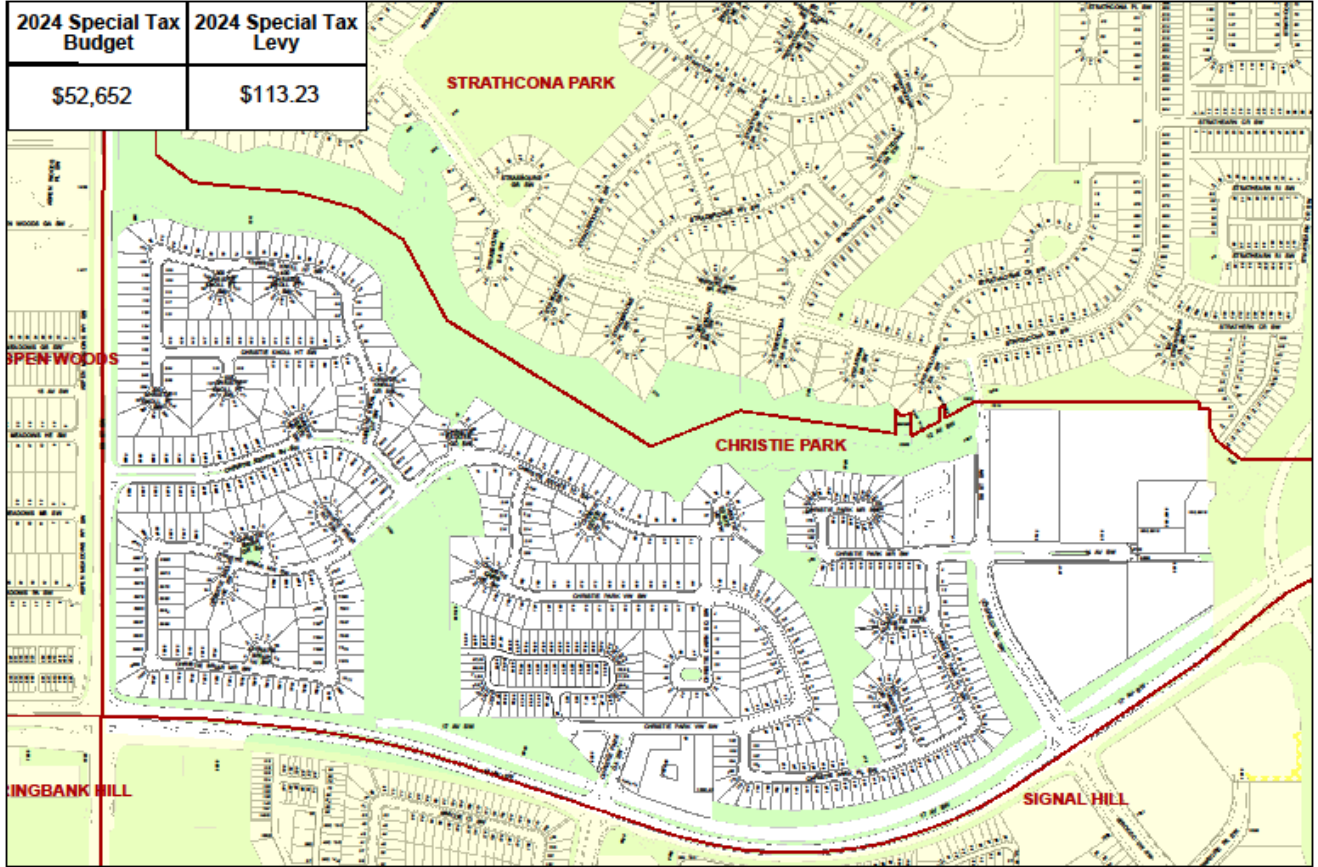


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Date: 12/29/2023

2024 Special Tax Budget	2024 Special Tax Levy
\$52,652	\$113.23



TEXT FOR



CITADEL
SCHEDULE 2
Bylaw: 8M2024

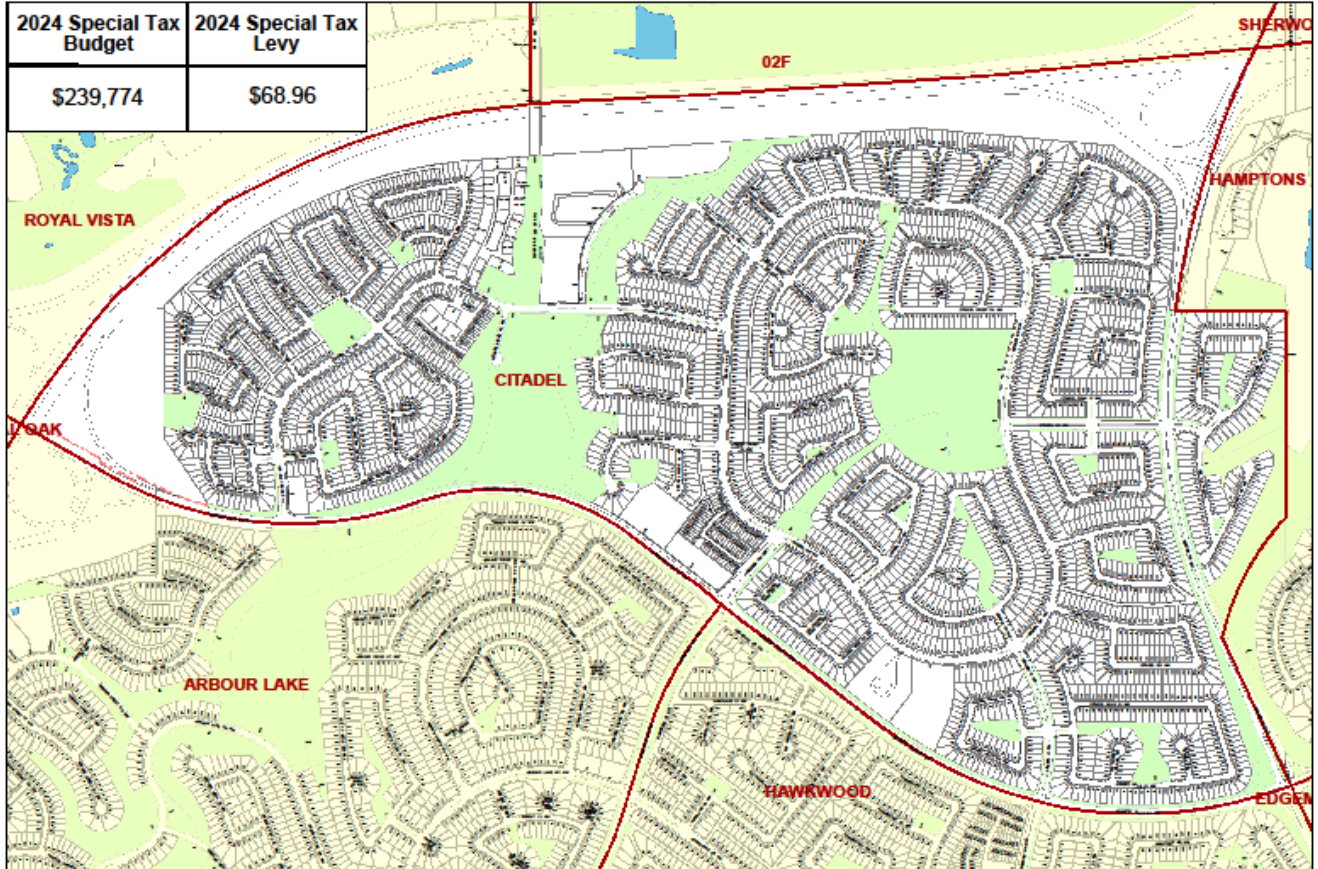
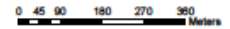
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Date: 12/29/2023



TEXT FOR



DIAMOND COVE

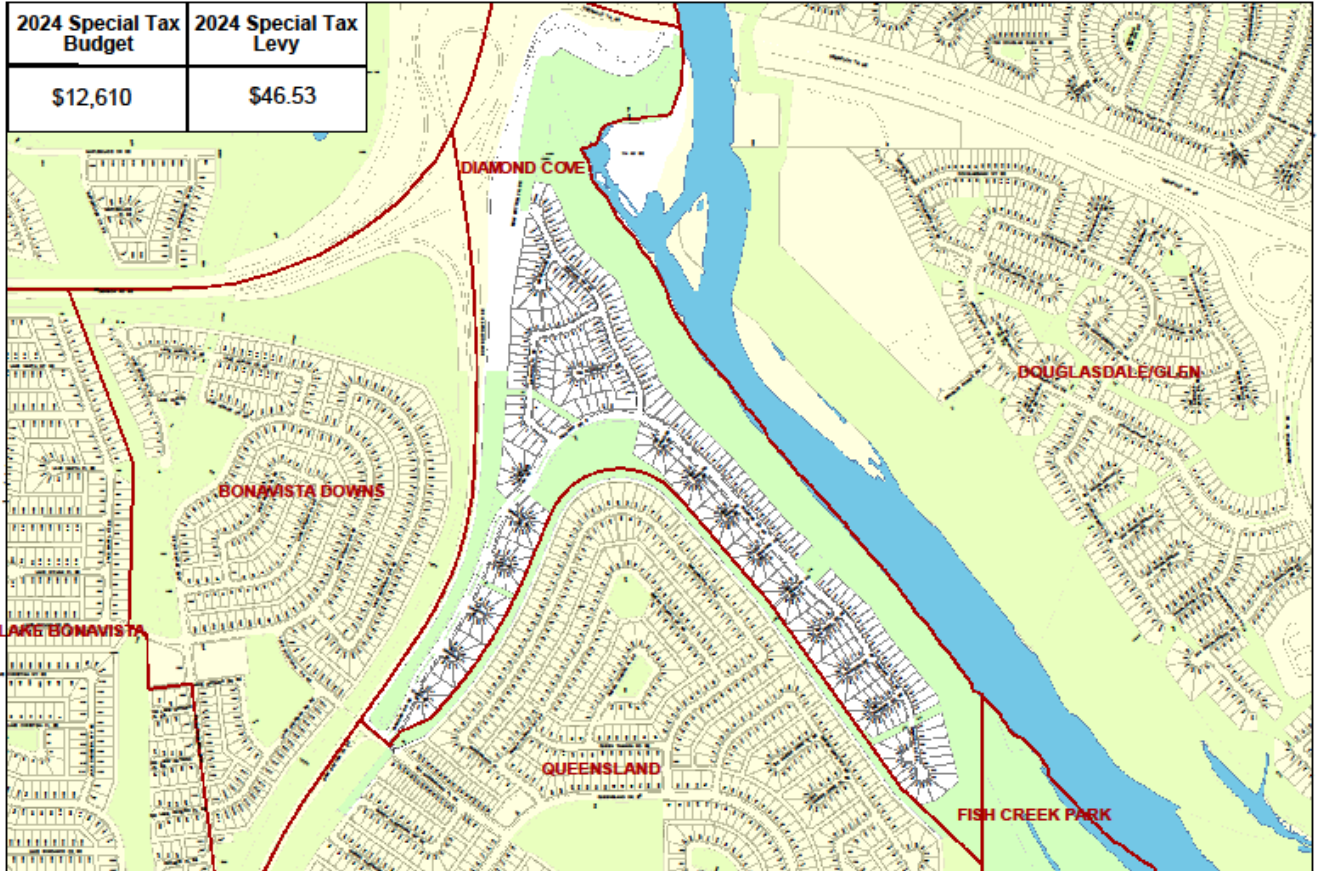
SCHEDULE 3
Bylaw: 8M2024



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Date: 12/20/2023

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TEXT FOR



DOUGLAS GLEN

SCHEDULE 4
Bylaw: 8M2024

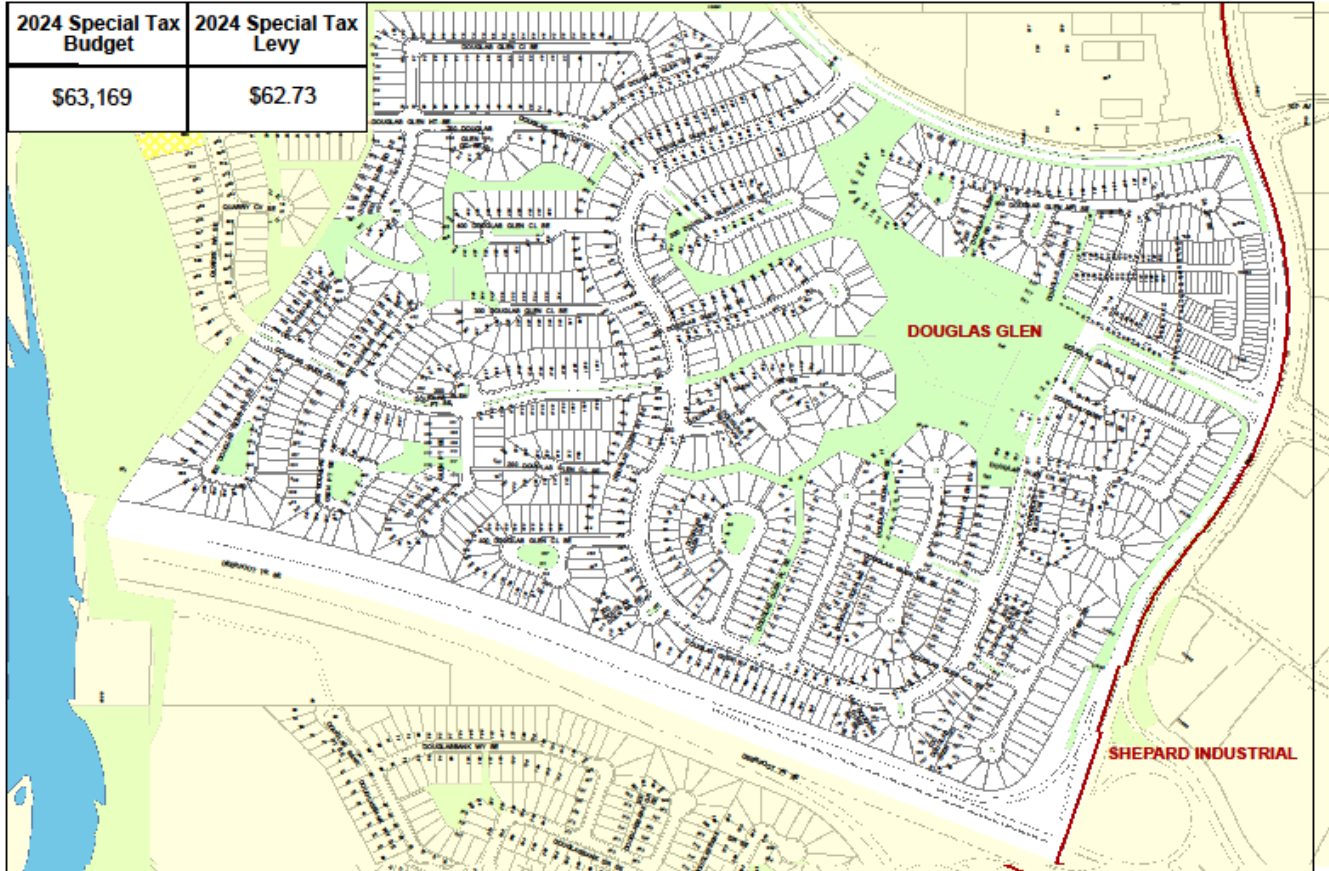
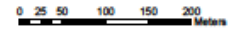
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Date: 12/20/2023



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DOUGLASDALE

SCHEDULE 5
Bylaw: 8M2024

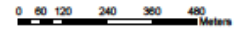
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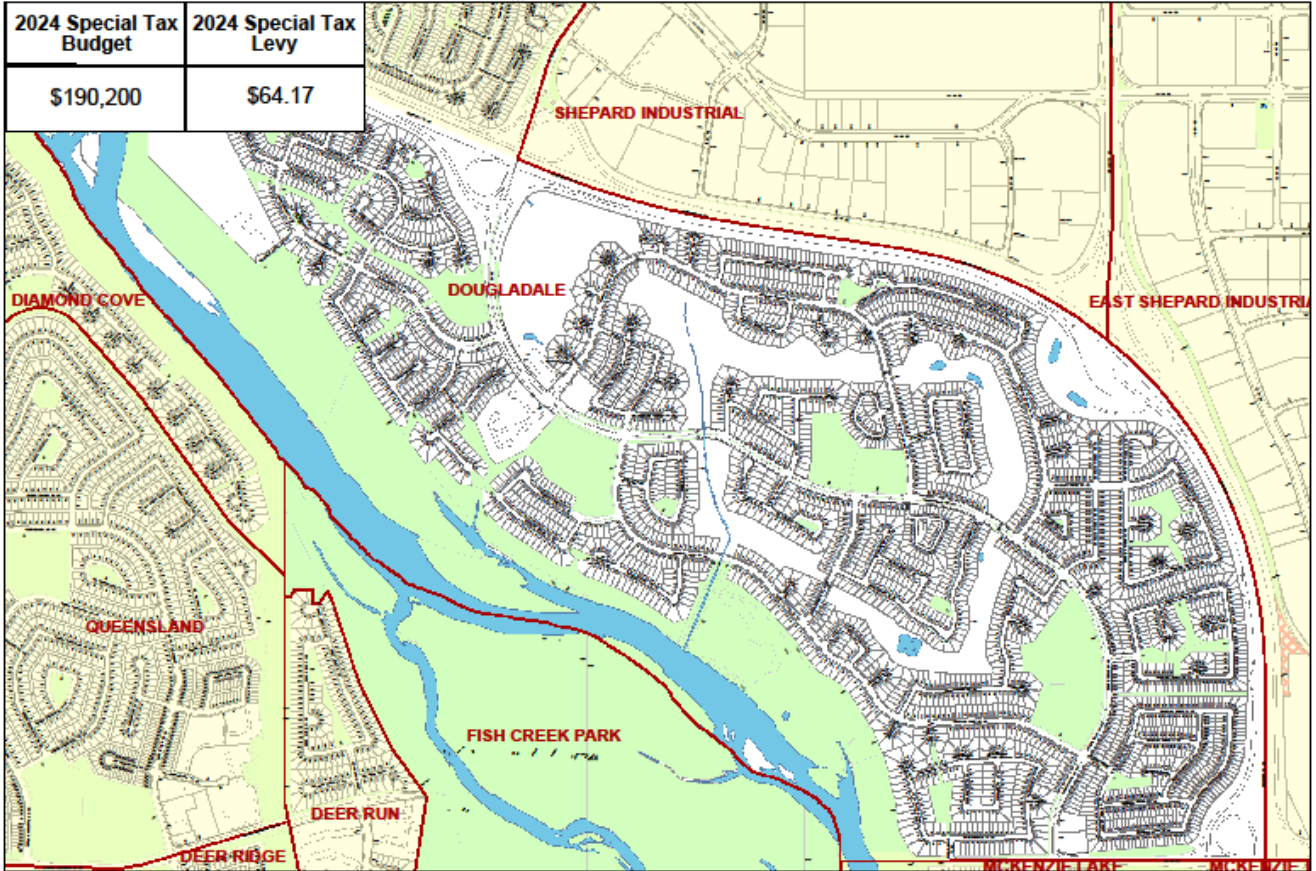


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Date: 12/20/2023



2024 Special Tax Budget	2024 Special Tax Levy
\$190,200	\$64.17



TEXT FOR



EDGEMONT

SCHEDULE 6
Bylaw: 8M2024

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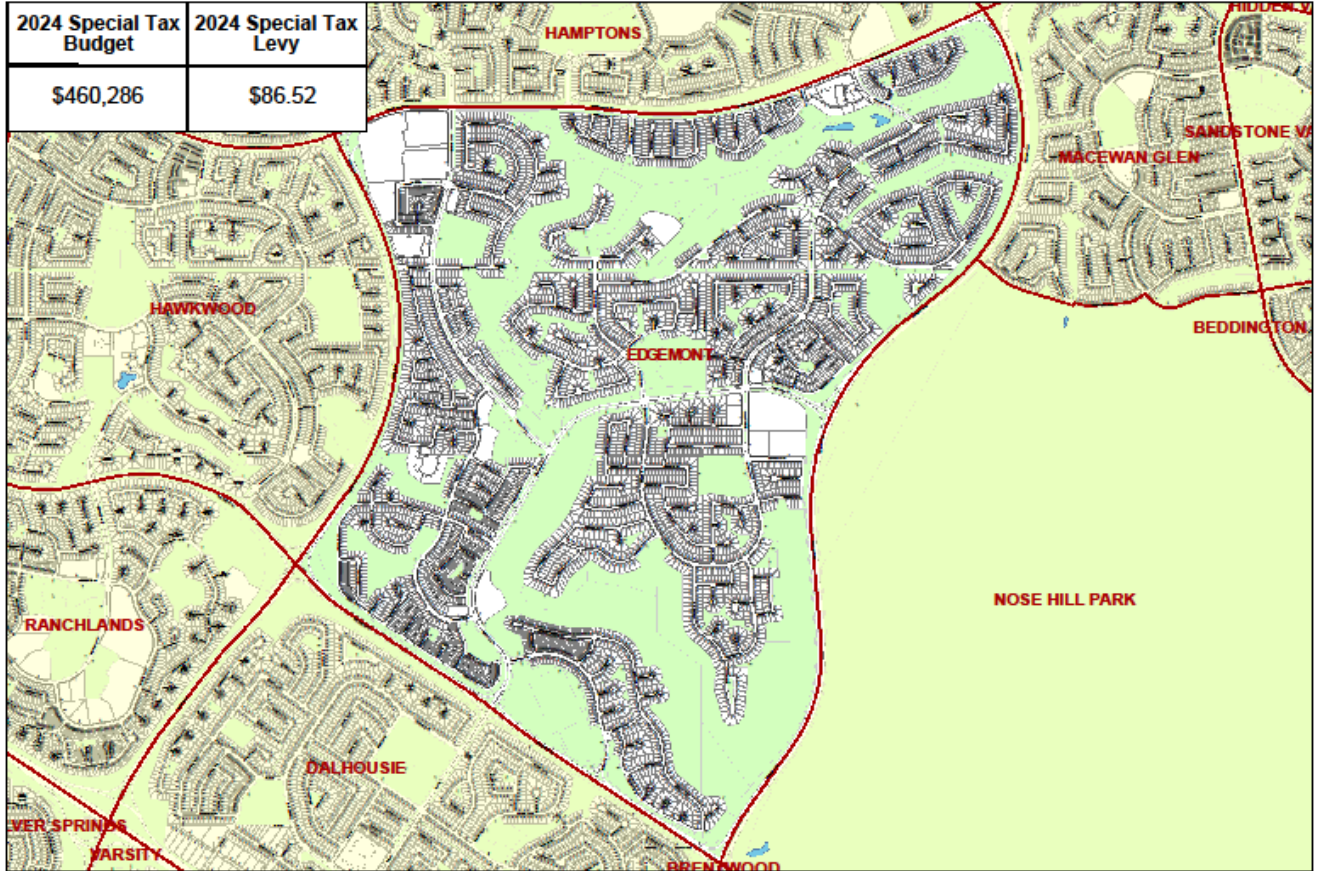
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Date: 12/20/2023

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HAWKWOOD
SCHEDULE 7
Bylaw: 8M2024

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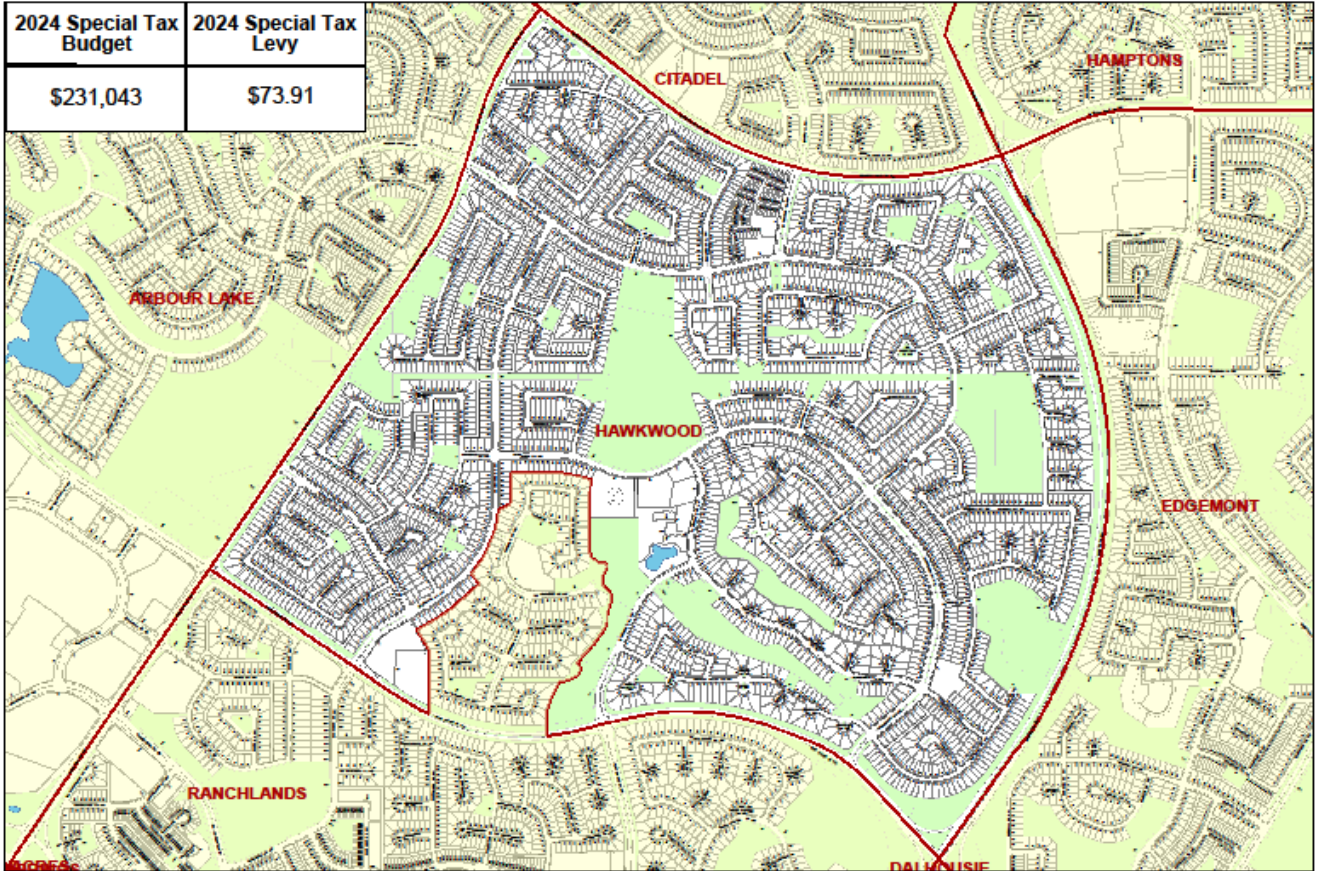


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Date: 12/29/2023



2024 Special Tax Budget	2024 Special Tax Levy
\$231,043	\$73.91





McKENZIE LAKE

SCHEDULE 8
Bylaw: 8M2024

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Date: 12/29/2023

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TEXT FOR



PATTERSON HEIGHTS

SCHEDULE 9
Bylaw: 8M2024

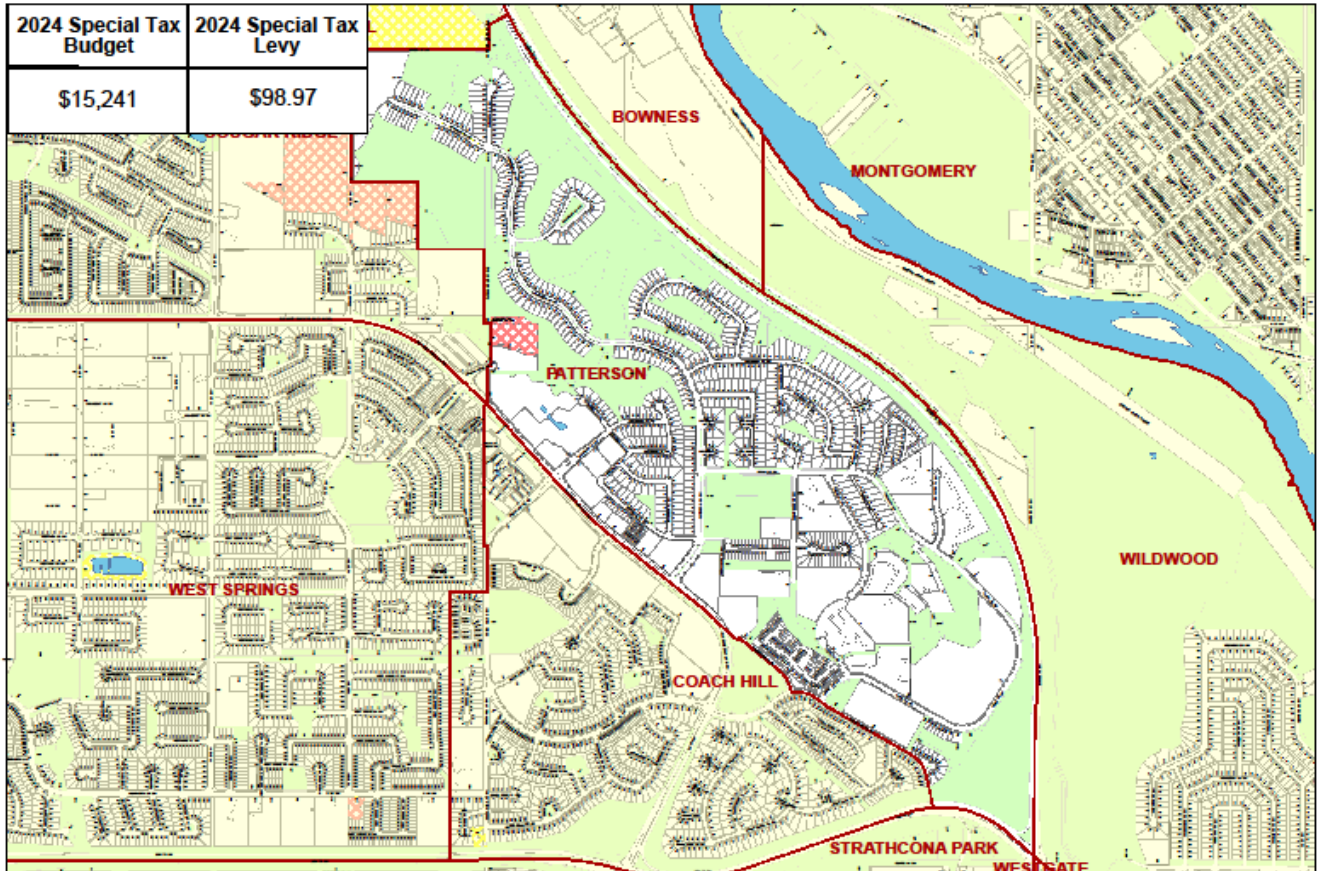
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ROYAL OAK ESTATES

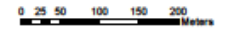
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Bylaw: 8M2024

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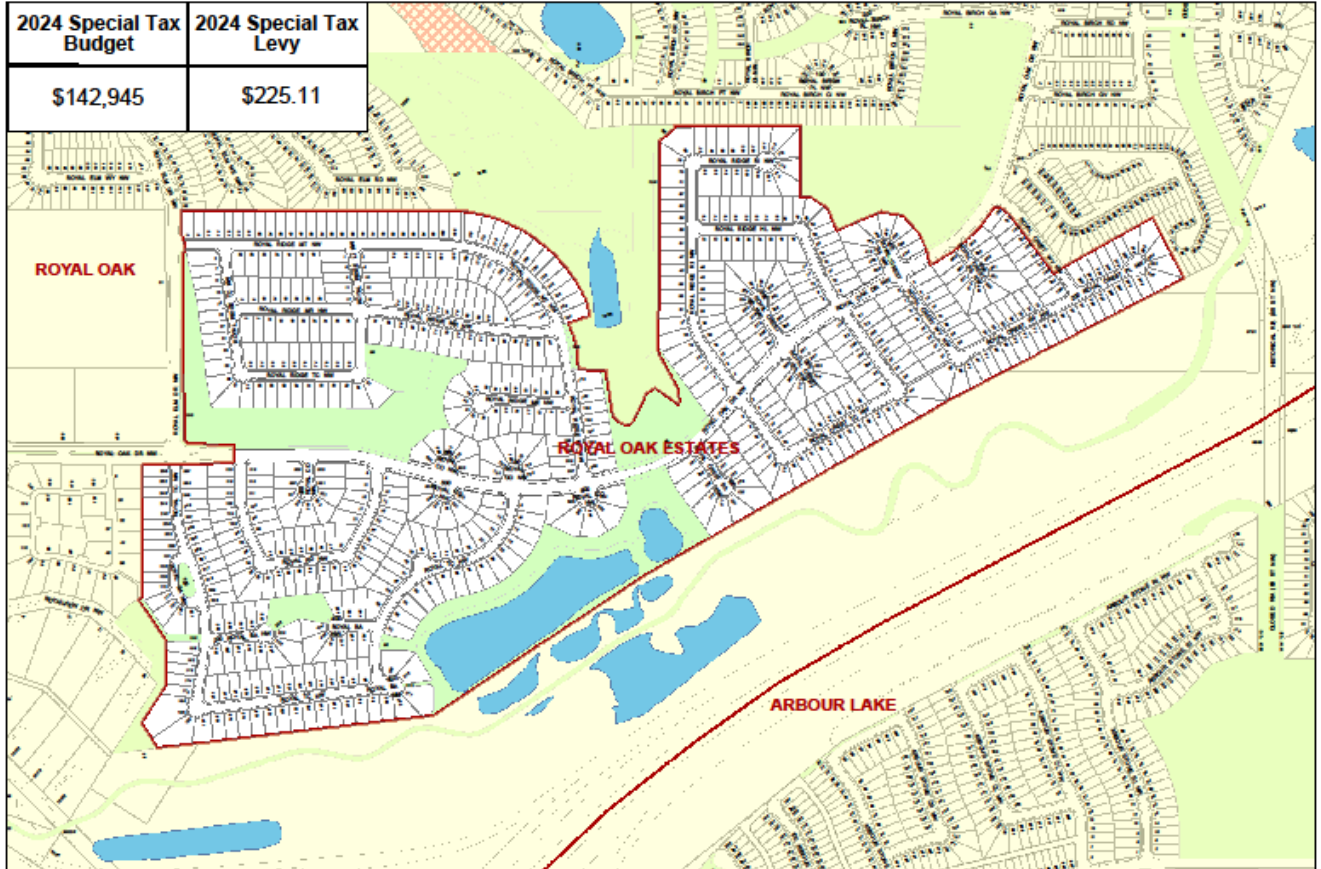
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Date: 12/29/2023





SCENIC ACRES

SCHEDULE 11
Bylaw: 8M2024

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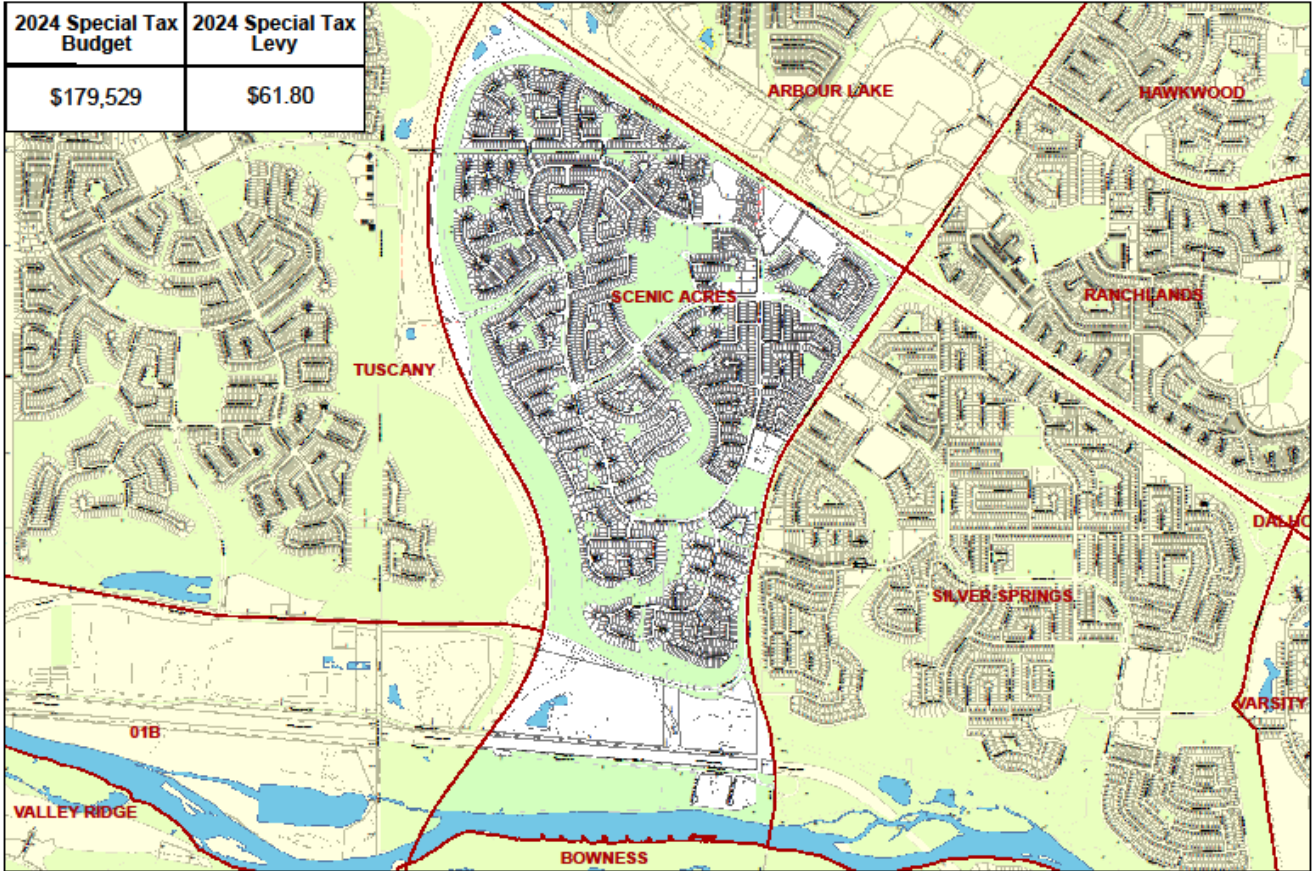
- COMMUNITY OUTLINE
- ACTIVE SITE



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Date: 12/29/2023

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TEXT FOR



VALLEY RIDGE

SCHEDULE 12
Bylaw: 8M2024

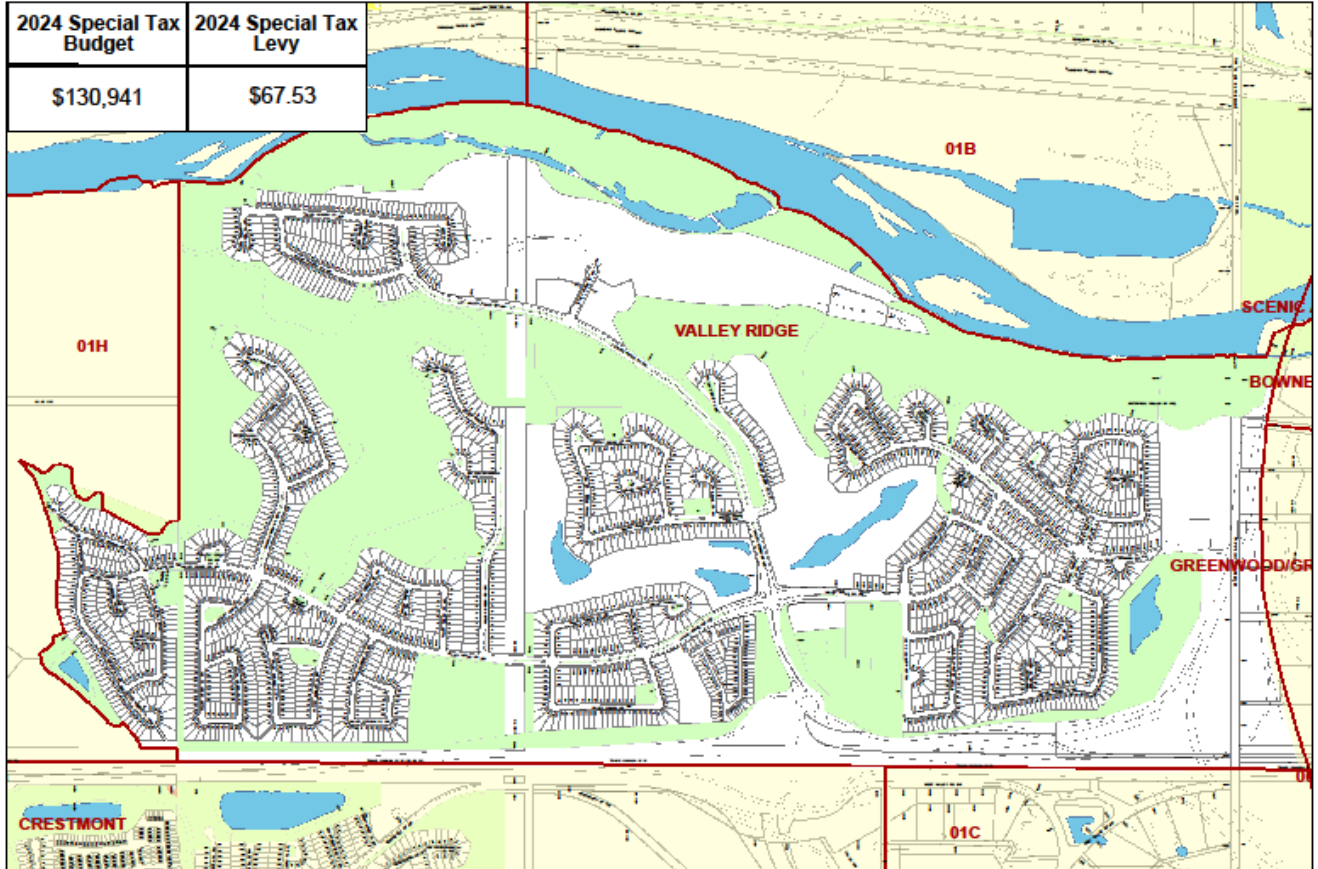
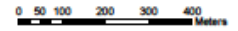
Legend

- COMMUNITY OUTLINE
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Date: 12/29/2023



2024 Special Tax Bylaw 8M2024 – Annual Budget Summary by Community

Community	Ward	Year Special Tax Levy Initiated	2024 Special Tax Levy Rates	2024 Special Tax Levy Property Count	2024 Special Tax Levy Budget	2024 Special Tax Levy Increase/Decrease	2023 Special Tax Levy Rates	2023 Special Tax Levy Budget
Enhanced Landscape Maintenance (ELM) Program								
Christie Park	6	1996	\$113.23	465	\$52,652	+ 3%	\$109.93	\$51,118
Citadel	2	2000	\$68.96	3,477	\$239,774	+ 3%	\$66.95	\$232,785
Diamond Cove	14	1999	\$46.53	271	\$12,610	+ 3%	\$45.17	\$12,240
Douglas Glen	11	2002	\$62.73	1,007	\$63,169*	+ 3%	\$60.90	\$60,900
Douglasdale	11	2000	\$64.17	2,964	\$190,200*	0%	\$64.17	\$190,133
Edgemont	4	2016	\$86.52	5,320	\$460,286	0%	\$86.52	\$460,286
Hawkwood (Greater)	2	2005	\$73.91	3,126	\$231,043	+ 3%	\$71.76	\$224,107
Patterson Heights	6	1999	\$98.97	154	\$15,241	+ 3%	\$96.09	\$14,798
Royal Oak Estates	1	2011	\$225.11	635	\$142,945	0%	\$225.11	\$142,945
Scenic Acres	1	2013	\$61.80	2,905	\$179,529	0%	\$61.80	\$179,529
Valley Ridge	1	2009	\$67.53	1,939	\$130,941*	+ 3%	\$65.56	\$126,595
Snow and Ice Removal (SNIC) Program								
McKenzie Lake**	14	2006	\$5.00	4,582	\$22,910	0%	\$5.00	\$22,910

* 2023 Updated property count reflected in 2024 Budget

** McKenzie Lake only collects funds for snow and ice control (SNIC)

Total	2024 Special Tax Levy Property Count	2024 Special Tax Levy Budget	2023 Special Tax Levy Budget
	26,845	\$1,741,300	\$1,718,346

Community Funding Mechanisms for Additional Landscape Services and Activities (ELM/SNIC)

This document outlines two funding mechanisms that are utilized by Parks and Open Spaces' partners to fund community priorities relating to landscape maintenance activities, snow removal, and ice control that are above and beyond the City's base level of service. These funding mechanisms are currently utilized within two programs, Enhanced Landscape Maintenance (ELM), and Snow Removal and Ice Control (SNIC).

City of Calgary Base Level Service

Every community in Calgary receives a consistent, standardized base level of service for landscape maintenance in the parks and open spaces. This includes mowing, trimming and planted bed maintenance. In addition to this, the City completes snow removal and ice control on designated pathways.

Enhanced Landscape Maintenance (ELM)

As a requirement of the ELM program the ELM Community Partners assumes the responsibility for delivering the base level of service for designated parks and open space in their neighbourhood. The ELM community partner completes landscape maintenance activities on behalf of the City and is provided an allocation of the City's operating funds for the agreed upon activities. These operating funds are determined by area size and activities undertaken and is equivalent to the amount the City would have spent on the landscape maintenance activities for the designated areas.

Community Funding Mechanisms

There are two funding mechanisms that communities may utilize to generate funds to invest in the city's parks and open spaces. Both funding mechanisms collect annual funds from property owners in a designated area and have a community partner responsible for use and oversight of the monies.

Special Tax Levy

Upon Council approval of a successful community wide petition by a community partner, property owners pay a special tax levy. These funds are collected by the City and transferred to the community partner. Use of these funds limited to landscape activities or services identified in the petition and monitored by the City.

Caveat on Title

Property owners pay annual fees to a Residents' or Homeowners' Association through a caveat registered on a property title. Use of these funds are used at the discretion of the association. All additional landscape activities require City permissions and approval.

S



2024 Special Tax Bylaw 8M2024

CD2024-0109

February 14, 2024

Previous Council Direction

- Council has passed a special tax bylaw as a funding mechanism for property owners to invest in enhanced levels of landscape maintenance and/or snow and ice control activities in their specific community since formalized in 2002.

Recommendations

- That the Community Development Committee forward this report to the March 19th Regular Meeting of Council.
- That the Community Development Committee recommend that Council give three readings to the proposed 2024 Special Tax Bylaw 8M2024 (Attachment 2).

Highlights

- The special tax bylaw was created in 2002 as a funding mechanism to allow property owners to invest in enhanced levels of landscape maintenance and/or snow and ice control activities in their specific community.
- Special tax bylaw funds collected through levy may be used for services or activities beyond the minimum standards set by The City including:
 - Mowing and trimming
 - Tree well, shrub and flower bed maintenance
 - Litter control
 - Snow and ice removal
- The services and activities executed in each community were identified in an initial community wide petition and outlined in either a Landscape Maintenance Agreement and/or Snow and Ice Control Agreement with The City.



Special Tax Levy Per Community

Community	Proposed 2024 Special Tax Levy (Annual cost per property)	2024 Property Count	Proposed 2024 Special Tax Levy Budget
Enhanced Landscape Maintenance (ELM) Program			
Christie Park	\$113.23	465	\$52,652
Citadel	\$68.96	3,477	\$239,774
Diamond Cove	\$46.53	271	\$12,610
Douglas Glen	\$62.73	1,007	\$63,169
Douglasdale	\$64.17	2,964	\$190,200
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Valley Ridge	\$67.53	1,939	\$130,941
Snow and Ice Removal (SNIC) Program			
McKenzie Lake	\$5.00	4,582	\$22,910
Total investment through special tax levies into Calgary's parks and open spaces: \$1,718,346 Total number of properties contributing to Calgary's parks and open spaces through a special tax levy: 26,845			

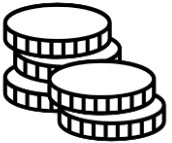
Value of Special Tax Levy



- Increase pride in community



- Support organizational health of community partners



- Contribute to the local economy



- Communities to be invested into the city's parks and open spaces

Recommendations

- That the Community Development Committee forward this report to the March 19th Regular Meeting of Council.
- That the Community Development Committee recommend that Council give three readings to the proposed 2024 Special Tax Bylaw 8M2024 (Attachment 2).

Corporate Planning and Financial Services Briefing to

Community Development Committee

2024 February 14

ISC: UNRESTRICTED

CD2024-0100

Q1 Industry Update on Electricity, Natural Gas, and Telecommunications

PURPOSE OF BRIEFING

Council's mandate as it relates to utility regulatory interventions is to "*monitor and participate as necessary in regulatory proceedings only to protect the interests of The City in its role of municipal government*" ([Bylaw 44M2006](#) and [Bylaw 35M2017](#)).

This report provides a review of emerging policy issues for Alberta's regulated utilities and general utility industry developments that could impact The City's interests. It informs committee members about those that may require future regulatory intervention or impact The City's operations.

City Administration, at the direction of Council, intervenes in regulatory proceedings to slow the increase in utility costs for The City and Calgarians. These interventions support efforts to sustain Calgary's competitiveness and ensure that Calgary remains a jurisdiction that effectively balances the cost of living and doing business alongside robust and reliable utility services.

SUPPORTING INFORMATION

This report's primary takeaways, as outlined in Attachment 1, are recent factors behind movements in Alberta electricity prices and how this may affect the regulated rate option (RRO). Electricity is one of the many elements in the consumption basket for Calgarians that increased the overall cost of living in 2023. In contrast, natural gas prices have fallen somewhat over the past year. The summary impact on The City's costs is as follows:

- Electricity: costs for the City in 2023 were a 6.6 per cent increase over 2022.
- Natural gas: costs for the City in 2023 were a 12.4 per cent decrease over 2022.

This briefing has a strong focus on trends in natural gas and electricity prices. For The Corporation, changes in these prices impact The City's utility costs and franchise fee revenue. There is also an additional focus on emerging utility industry developments. That's because changes in energy prices and policies may affect The City's budget and operations.

As a municipal government, The City monitors price changes to understand potential changes to what Calgarians pay for utility services. Electricity and natural gas are not discretionary items for Calgarians and businesses. Individuals, businesses, and the government consume relatively stable amounts annually. As a result, higher costs affect lower-income individuals and households disproportionately. These groups spend a significant share of their income on these essential goods. High utility bills also negatively impact the cost of doing business in Calgary, and these higher costs flow through to Calgarians.

ATTACHMENT

1. Industry Update on Electricity, Natural Gas, and Telecommunications

Author: Corporate Economics and Regulatory Affairs

General Manager Carla Male concurs with the information in this Briefing.

ENERGY PRICES AND MARKETS

Natural Gas

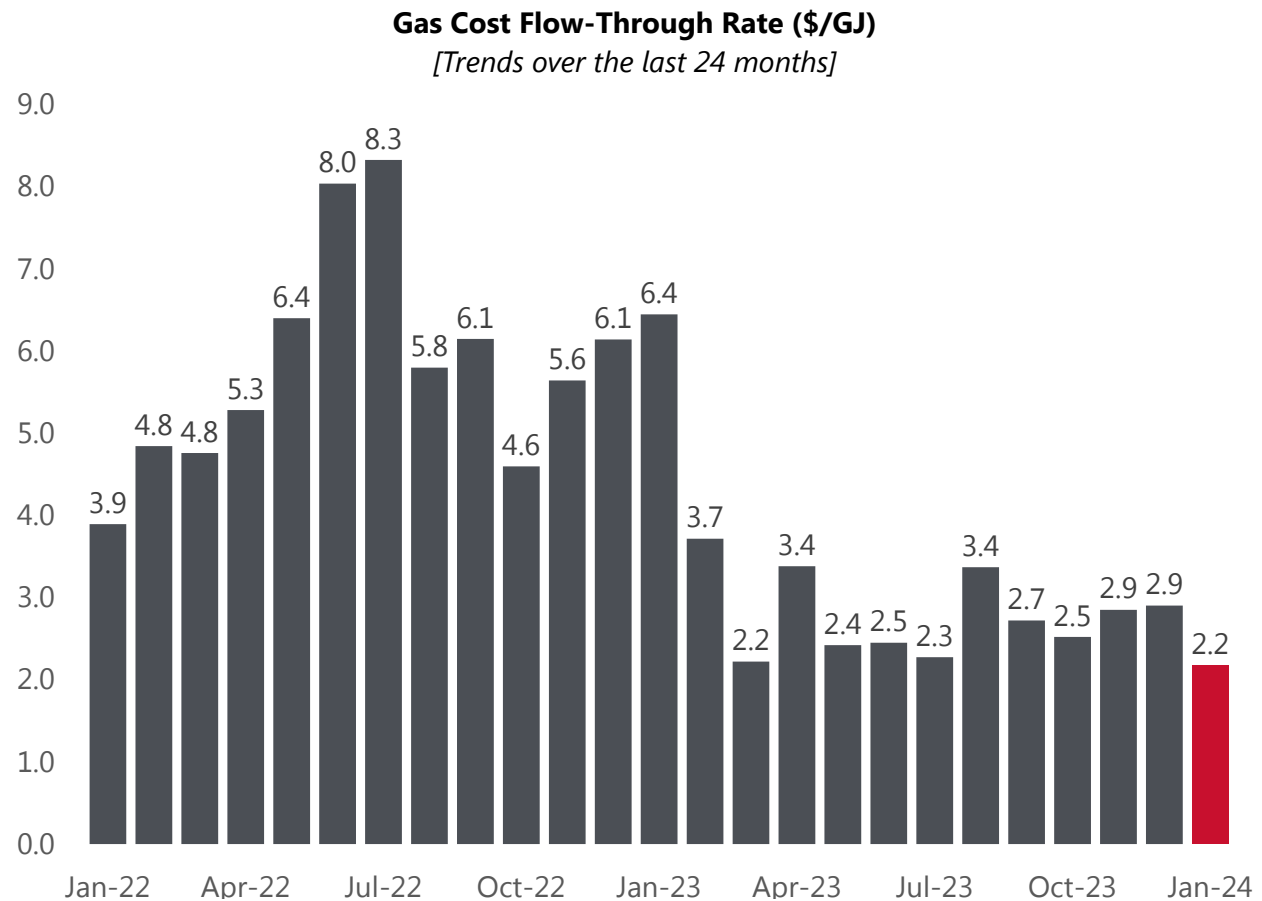
In Alberta, the regulated rate for natural gas is called the Gas Cost Flow-Through Rate. It fluctuates each month due to several factors. Notable ones include supply and demand and weather changes.

Prices have been stable as of late (Figure 1). The 2024 January Gas Cost Flow-Through Rate was \$2.2 per gigajoule.

Natural gas prices in Alberta have declined this year due to a lack of available firm transport capacity out of Alberta into other more lucrative markets. In addition, periods of pipeline maintenance have even caused intra-day gas prices to go negative, forcing producers to choose between operating at a loss or shutting in wells.

The generally accepted natural gas industry price forecast has stable to slightly increasing natural gas prices throughout the rest of the winter heating season.

Figure 1: 24-Month Price Trend for the Monthly Gas Cost Flow-Through Rate

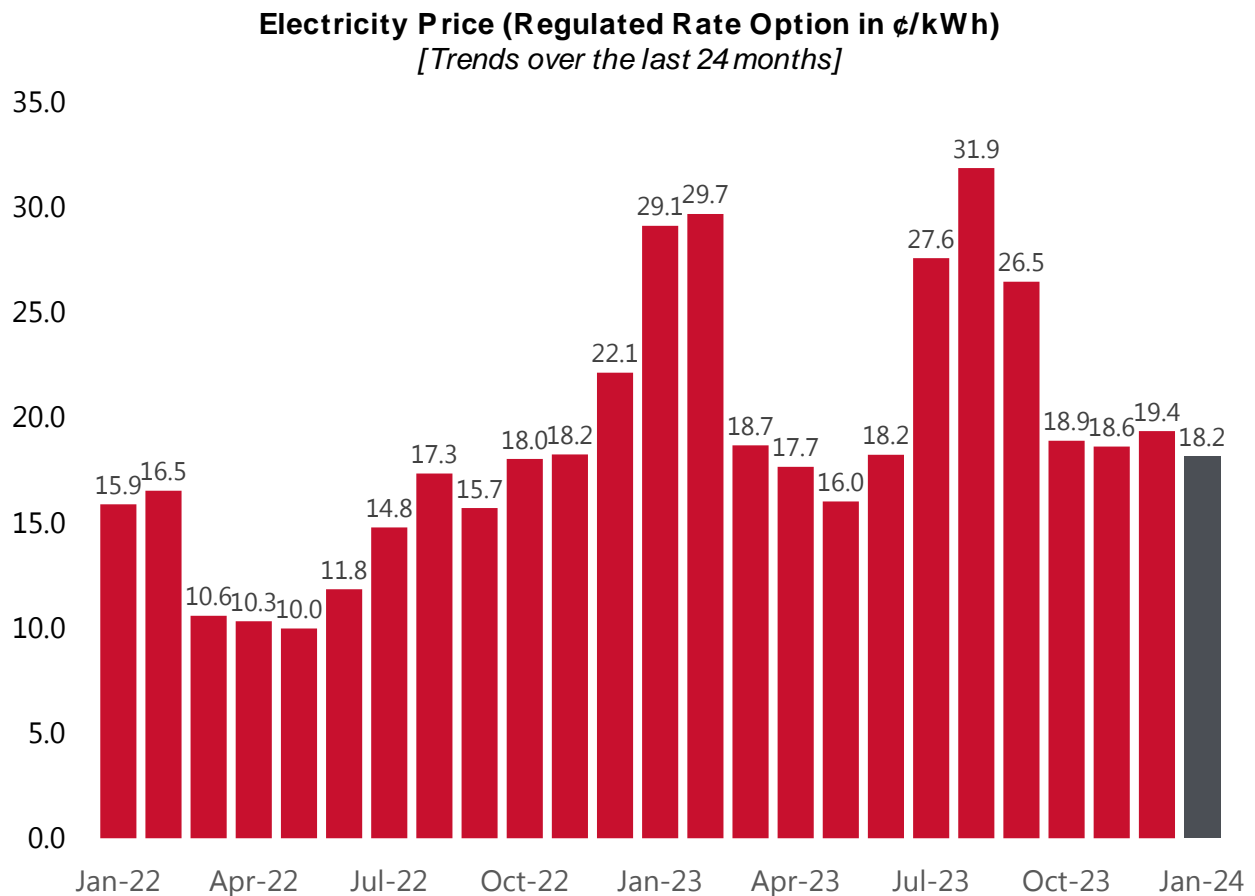


Electricity

A safety net ensures a baseline price for businesses and residents to fall back on in the case of high retail electricity rates or other unanticipated problems. Any business or residence using less than 250,000 kilowatt-hours per year can choose to pay the regulated rate.¹ This regulated electricity rate is the Regulated Rate Option. The Alberta Utilities Commission determines the Regulated Rate Option rate, which is highly influenced by the spot price for electricity and its volatility. The ENMAX Regulated Rate Option price peaked at 31.9 cents per kilowatt-hour in for 2023 August (Figure 2). This was a new record high for the Regulated Rate Option.

The monthly average wholesale price in 2024 January was 18.2 cents per kilowatt-hour. The difference between what customers pay and the wholesale price is due to the specific monthly approvals from the Alberta Utilities Commission. Each retailer submits detailed Regulated Rate Option monthly price applications, which are reviewed for their correlation to the wholesale market. The generally accepted power industry price forecast for 2024 is suggesting a significant year-over-year price decline, averaging 9.4 cents per kilowatt-hour.

Figure 2: 24-Month Price Trend for the Regulated Rate Option



¹ The average home in Alberta uses about 7,200 kWh per year. See <https://gas.atco.com/en-ca/products-services-rates/rates-billing-energy-savings-tips/energy-101.html>

OTHER INDUSTRY DEVELOPMENTS

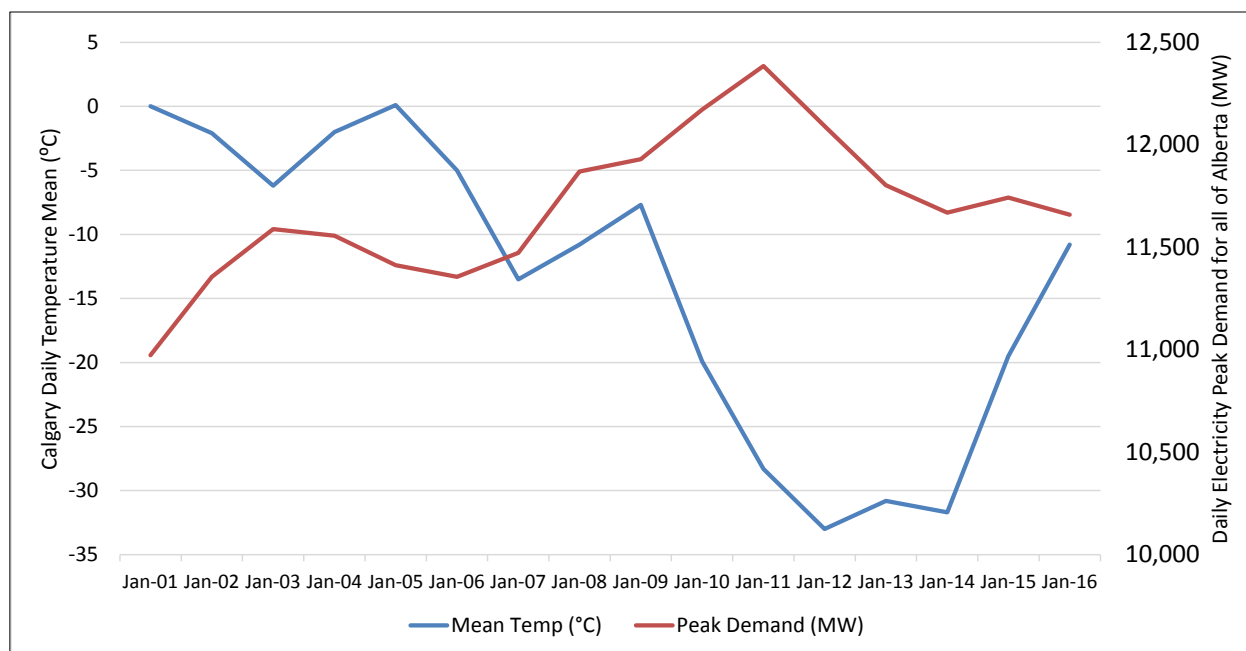
Alberta Sets New Record for Electricity Demand amid Historic Cold Snap

Recent frigid weather in Alberta has contributed to record electricity demand, a surge in electricity prices, and multiple energy emergency alerts from the Alberta Electric System Operator (AESO).

According to Environment Canada, dozens of cold weather records were broken across Alberta over the 2024 January 12-14 (Friday through Sunday) weekend. Some records include a new record low for Edmonton for January 13 (-45.3 °C), and a daily high of only -30.4 °C in Calgary on 2024 January 12 – the first time since 2004 January 27 that Calgary has recorded a daily high temperature of -30.0 °C or less.

Alberta internal load set a new record in Alberta during the evening of 2024 January 11, when demand peaked at 12,384 megawatts. Demand for Alberta electricity typically peaks in December/January with seasonal heating demand. The chart below illustrates the mean daily temperature in Calgary from 2024 January 1-16 (inclusive) on the left axis, along with corresponding daily peak electricity demand in Alberta (right axis) over the same timeframe.

Figure 3: Mean Calgary Temperature and Peak Daily Demand (Alberta) – January 1-16, 2024



Demand for electricity remained robust throughout Alberta during the cold snap and resulted in three separate emergency alerts being issued by the AESO over a three-day period (2024 January 13-15). The most severe occurred on the evening of 2024 January 13, when extreme cold resulted in high power demand placed the Alberta electricity grid at a high risk of rotating power outages. This resulted in the Alberta Emergency Management Agency issuing an Alberta Emergency Alert, which did result in a decline in power consumption, narrowly avoiding blackouts. Rotating power outages last occurred in Alberta on 2013 July 2, when record-setting heat combined with power plant (i.e., supply) shortages resulted in temporary involuntary power outages in Red Deer, Edmonton, and Lethbridge.

These recent emergency alerts have raised questions over the viability and sustainability of the existing Alberta power grid, particularly amid the backdrop of existing decarbonization efforts. In the shorter term, it also remains to be seen how these price spikes will affect the RRO rate, which had been on a downward trajectory since late last year.

Trans Mountain Expansion Variance Approved by Canada Energy Regulator

On 2023 December 14, Trans Mountain filed an application with the Canada Energy Regulator (CER) to request a variance to the approved Trans Mountain pipeline expansion project. As a result of hard rock conditions along a 2.3 kilometre stretch of construction in British Columbia's Fraser Valley, Trans Mountain made a request with the CER to amend the diameter, wall thickness, and coating for the pipe used on this portion of the twinning of the existing Trans Mountain pipeline. In its request, Trans Mountain reassured that this variance would not impede the oil flow capacity of the pipeline expansion. Trans Mountain had warned that if the variance was not approved, the project could face up to two additional years of delays and billions of dollars of cost overruns. This was the second variance applied for, as the first was denied over environmental concerns.

On 2024 January 12, the CER approved the variance requested, subject to conditions relating to materials and in-line inspections. The Trans Mountain pipeline expansion is more than 98 per cent complete and had been scheduled to come into service by the end of 2024 March. Once operational, the Trans Mountain Expansion project is expected to add an additional 590,000 barrels per day of oil export capacity for Canadian producers.