



## AGENDA

### REGULAR MEETING OF COUNCIL

July 30, 2024, 9:30 AM  
IN THE COUNCIL CHAMBER

#### ***SPECIAL NOTES:***

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

*Council Members may be participating remotely.*

1. CALL TO ORDER
2. OPENING REMARKS
3. RECOGNITIONS  
None
4. QUESTION PERIOD
5. CONFIRMATION OF AGENDA
6. CONFIRMATION OF MINUTES
  - 6.1 Minutes of the Regular Meeting of Council, 2024 June 18
  - 6.2 Minutes of the Regular Meeting of Council, 2024 June 19
  - 6.3 Minutes of the Strategic Meeting of Council, 2024 June 25
7. CONSENT AGENDA
  - 7.1 DEFERRALS AND PROCEDURAL REQUESTS  
None
  - 7.2 Legacy Parks Program Update, IP2024-0317
  - 7.3 Growth Infrastructure Continuous Improvement Plan, IP2024-0573

- 7.4 External Auditor 2023 Management Letter, AC2024-0536
- 7.5 Utilities Delivery's Utilization of the Program and Project Management System (P2M) Audit, AC2024-0707
- 7.6 2023 Civic Partner Audit Report, AC2024-0282  
Attachments 4-32 held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2027 October 22**

- 7.7 Supplier Billing Contract Compliance Continuous Auditing Project, AC2024-0708  
Held confidential pursuant to Section 16 (Disclosure harmful to business interests of a third party) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2039 June 13**

- 7.8 Exploration of Contingency Models to the Off-site Levy Bylaw for Funding Growth-Related Infrastructure, IGA2024-0529
- 7.9 Federation of Canadian Municipalities (FCM) Update – June 2024 (Verbal), IGA2024-0595
- 7.10 Alberta Municipalities Update – June 2024 (Verbal), IGA2024-0594
- 7.11 Intermunicipal Update (Verbal), IGA2024-0696  
Held confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2034 June 20**

- 7.12 Response to the Noise Policy Notice of Motion, CD2024-0554
- 7.13 Community Entrance Sign Maintenance and Repair, CD2024-0522
- 7.14 Regional Utility Servicing Rates Setting (Verbal), IGA2024-0703  
Held confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2034 February 15**

- 7.15 Government Relations Update (Verbal), IGA2024-0873  
Held confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2025 July 18**



- 7.16 Government of Canada Update (Verbal), IGA2024-0899  
Held confidential pursuant to Sections 21 (Disclosure harmful to intergovernmental relations) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2034 June 30**

- 7.17 Event Centre and District Improvement Update (Verbal), ECC2024-0869  
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2029 July 22**

- 7.18 Downtown Post-Secondary Institution Incentive Program Terms of Reference, EC2024-0801

- 7.19 Downtown Calgary Development Incentive Program Updates, EC2024-0800  
Attachment 4 held confidential pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2031 December 31**

- 7.20 Green Line Governance, Corporate Risk and Financials (Verbal), EC2024-0809  
Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2031 December 31**

8. POSTPONED REPORTS  
(including related/supplemental reports)

- 8.1 Intergovernmental Relations Update (Verbal), C2024-0612
- 8.2 Transit Update (Verbal), C2024-0760  
Held confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Privacy Act*.

**Review By: 2025 June 18**

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 9.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE
- 9.2 OFFICER OF COUNCIL REPORTS  
None
- 9.3 ADMINISTRATION REPORTS

- 9.3.1 Bears paw South Feeder Main Break Independent Review Update (Verbal), C2024-0901
- 9.3.2 Future of Biodiversity Advisory, C2024-0803
- 9.3.3 Implementing a Quantity Only Model for Franchise Fees, C2024-0840  
Attachment 1 held confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2024 December 31**

#### 9.4 COMMITTEE REPORTS

- 9.4.1 Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004, AC2024-0182  
Proposed Bylaws 30M2024 and 31M2024
- 9.4.2 Multiple Municipal Historic Resource Designations – Summer 2024, IP2024-0682  
Proposed Bylaws 20M2024 and 21M2024
- 9.4.3 Calgary Planning Commission Governance Review and Amendments to the Calgary Planning Commission Bylaw 28P95, IP2024-0784  
Proposed Bylaw 64P2024
- 9.4.4 Notice of Motion - Foothills County Annexation, EC2024-0887  
Councillor McLean
- 9.4.5 Notice of Motion - Grant Request for Silvera for Seniors to Construct Sidewalk, EC2024-0893  
Councillor Chabot, Councillor Wong

#### 10. ITEMS DIRECTLY TO COUNCIL

##### 10.1 BYLAW TABULATIONS

- 10.1.1 Bylaw Tabulation - Land Use Bylaw Amendment, 35 Avenue NW, C2024-0890  
Proposed Bylaws 38P2024 and 163D2024
- 10.1.2 Bylaw Tabulation - Road Closure, Policy and Land Use Amendment in Fairview Industrial, C2024-0913  
Proposed Bylaws 34P2024, 35P2024, 4C2024, 5C2024, and 155D2024

##### 10.2 MISCELLANEOUS BUSINESS None

#### 11. URGENT BUSINESS

#### 12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 12.2.1 Chief Administrative Officer (Verbal), EC2024-0722  
Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: Do Not Release**

**Time Specific: First Item at 3:45 p.m.**

- 12.2.2 Regular Update with Chief Administrative Officer (Verbal), C2024-0919  
Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: Do Not Release**

- 12.2.3 Green Line Development Phase Update, EC2024-0871  
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: Do Not Release**

- 12.2.4 Green Line Related Bylaw Amendments (Verbal), EC2024-0886  
Proposed Bylaws 6B2024 and 33M2024

Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2024 July 30**

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

- 13.1 Response to Administrative Inquiry - Community Association and Social Recreation-operated facilities, C2024-0910

14. BRIEFINGS

- 14.1 2023 Audited Financial Statements for Business Improvement Areas, C2024-0344

- 14.2 Public Member Resignations from Boards, Commissions and Committees, C2024-0808

15. ADJOURNMENT



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

**June 18, 2024, 9:30 AM**  
**IN THE COUNCIL CHAMBER**

**PRESENT:**

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

**ALSO PRESENT:**

Chief Administrative Officer D. Duckworth  
Chief Operating Officer S. Dalgleish  
City Solicitor and General Counsel J. Floen  
A/City Solicitor and General Counsel L. Davies  
Chief Financial Officer C. Male  
General Manager C. Arthurs  
General Manager K. Black  
General Manager D. Morgan  
General Manager M. Thompson  
A/General Manager C. Berry  
A/General Manager J. Bradley  
A/General Manager I. Bushell  
A/General Manager S. Fleming  
A/General Manager D. Hamilton  
City Clerk K. Martin  
Deputy City Clerk J. Fraser  
Legislative Advisor C. Doi  
Legislative Advisor J. Booth

**1. CALL TO ORDER**

Mayor Gondek called the meeting to order at 9:33 a.m. on 2024 June 18.

## ROLL CALL

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

Absent from Roll Call: Councillor Carra

## 2. OPENING REMARKS

Mayor Gondek provided opening remarks.

Mayor Gondek recognized 2024 June 17-22 as Aboriginal Awareness Week in Calgary.

Mayor Gondek recognized June 23 as National Day of Remembrance for Victims of Terrorism.

## 3. RECOGNITIONS

### 3.1 Shaganappi Point Golf Course Award

A presentation entitled "Shaganappi Point Golf Course Wins Youth on Course - Location of the Year" was distributed with respect to Item 3.1.

Mayor Gondek recognized the Shaganappi Point Golf Course.

## 4. QUESTION PERIOD

### 1. Councillor McLean

Topic: Cause of the water feeder main break and measures to prevent future issues.

### 2. Councillor Chabot

Topic: Non-potable water options to support street cleaning given limitations on water usage.

Councillor Wong introduced a group of Grade 6 students from the Maria Montessori Education Centre (Ward 7) along with their teacher, Gina Gaul.

## 5. CONFIRMATION OF AGENDA

**Moved by** Councillor Sharp  
**Seconded by** Councillor Demong

That the Agenda for today's meeting be amended by adding an Item of Urgent Business, Item 11.1, Critical Water Distribution Update - 16 Avenue Feedermain Break (Verbal), C2024-0773, and setting it to be dealt with as the first Item after Confirmation of Agenda.

**MOTION CARRIED**

**Moved by** Councillor Sharp  
**Seconded by** Councillor Spencer

That the Agenda for today's meeting be amended by setting Items 9.4.2, Wastewater, Stormwater, and Water Utility Bylaw Amendments, EC2024-0674, and 9.4.3, Securing Calgary's Water Future - City-wide Outdoor Watering Schedule, EC2024-0665, to be

dealt with following Item 11.1, Critical Water Distribution Update - 16 Avenue Feedermain Break (Verbal), C2024-0773.

**MOTION CARRIED**

Councillor Dhaliwal declared a Pecuniary Interest, as a relative is employed with The City of Calgary, and abstained from discussion and voting with respect to Confidential Verbal Report, 12.3.1 Collective Bargaining Update (Verbal), C2024-0769. Councillor Dhaliwal left the meeting at 9:46 a.m. and returned at 9:47 a.m. on 2024 June 18 following the discussion and vote with respect to Confidential Verbal Report C2024-0769.

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

That the Agenda for today's meeting be amended by adding an Item of Confidential Urgent Business, Item 12.3.1, Collective Bargaining Update (Verbal), C2024-0769, and setting it to be dealt with as the first Item after Item 9.3.3, Shareholder Alignment Review of Wholly-Owned Subsidiaries Update and ENMAX Performance Measures, C2024-0753.

**MOTION CARRIED**

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

That the Agenda for today's meeting be amended by setting Items 8.1, Intergovernmental Relations Update (Verbal), C2024-0612, and 12.2.2, Transit Update (Verbal), C2024-0760, to be dealt with together in Closed Meeting.

**MOTION CARRIED**

**Moved by** Councillor Sharp  
**Seconded by** Councillor Walcott

That the Agenda for today's meeting be amended by setting Item 12.2.3, Regular Update with Chief Administrative Officer (Verbal), C2024-0721, to be dealt with at 1:15 p.m. on 2024 June 18.

**MOTION CARRIED**

**Moved by** Councillor Penner  
**Seconded by** Councillor Demong

That the Agenda for today's meeting be amended by adding an Item of Confidential Urgent Business, Item 12.3.2, Legal Update (Verbal), C2024-0778.

**MOTION CARRIED**

**Moved by** Councillor Pootmans  
**Seconded by** Councillor Spencer

That the Agenda for the 2024 June 18 Regular Meeting of Council be confirmed, **as amended**.

**MOTION CARRIED**

Council then dealt with Item 11.1.

6. CONFIRMATION OF MINUTES

This Item was dealt with following Item 9.4.3.

**Moved by** Councillor Chabot  
**Seconded by** Councillor Wong

That the following Minutes be confirmed in an omnibus motion:

- 6.1 Minutes of the Regular Meeting of Council, 2024 May 28
- 6.2 Minutes of the Public Hearing Meeting of Council, 2024 June 4

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

**MOTION CARRIED**

7. CONSENT AGENDA

**Moved by** Councillor Pootmans  
**Seconded by** Councillor Spencer

That the Consent Agenda be adopted as follows:

7.1 DEFERRALS AND PROCEDURAL REQUESTS

- 7.1.1 Deferral Request - Response to C2023-0762 Recommendation 1, from 2024 Q2 to 2024 July 30, C2024-0745
- 7.1.2 Deferral Request - Response to C2023-0762 Recommendation 2, from 2024 Q2 to 2025 Q1, C2024-0755
- 7.1.3 Deferral Request – Tax Policy Tools and Resources in response to EC2022-0649, from Q2 2024 to Q2 2025, C2024-0756

7.6 Festival and Event Policy Update, CD2024-0272

7.8 Financial Reserves Audit, AC2024-0569

7.9 Streetlights Maintenance and Repair Operations Audit, AC2024-0622

7.10 Endpoint Management Continuous Auditing Project, AC2024-0630

7.11 Council Policy Program Policy Amendments, EC2024-0535

7.12 Council Funds Terms of Reference Update and Alignment, EC2024-0694

7.13 Heritage Incentive Reserve Terms of Reference Update, EC2024-0383



7.14 Update on Feeder Main Break (Verbal), EC2024-0752

7.16 Millennium Park Naming Sponsorship, EC2024-0691

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

**MOTION CARRIED**

**Moved by** Councillor Penner

**Seconded by** Councillor Sharp

That the Agenda for today's meeting be amended by setting Items 7.15, Green Line Update (Verbal), EC2024-0736, and 7.17, Supplemental Green Line Information (Verbal), EC2024-0750, to be dealt with together in Closed Meeting.

**MOTION CARRIED**

Council then dealt with Item 9.3.3.

7.2 Summary of Current Regulatory Proceedings, CD2024-0417

This Item was dealt with following Item 9.4.10.

**Moved by** Councillor Pootmans

**Seconded by** Councillor Chabot

That pursuant to Sections 21 (Disclosure harmful to intergovernmental relations), 23 (Local public body confidences), 24 (Advice from officials), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 2:29 p.m on 2024 June 19 in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 7.2 Summary of Current Regulatory Proceedings, CD2024-0417
- 7.7 Regulatory Interventions and Municipally Owned Utilities, CD2024-0677
- 12.2.1 Prairie Economic Gateway Update (Verbal), to be dealt with at the Call of the Chair
- 8.1 Intergovernmental Relations Update (Verbal), C2024-0612
- 12.2.2 Transit Update (Verbal), C2024-0760
- 12.3.2 Legal Update (Verbal), C2024-0778

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

**MOTION CARRIED**

Administration in attendance during the Closed Meeting discussions with respect to Confidential Report CD2024-0417:

Clerks: K. Martin, J. Fraser, and B. Dufault. Chief Administrative Officer: D. Duckworth. Law: L. Davies and L. Bonnett. Advice: S. Dalgleish, D. Hamilton, I. Bushell, C. Berry, J. Bradley, S. Fleming, C. Male, C. Stewart, S. Kongnetiman, B. Whyte, and K. Wyllie.

Council recessed in Closed Meeting at 3:15 p.m. and reconvened in Closed Meeting at 3:45 p.m. on 2024 June 19 with Mayor Gondek in the Chair.

Councillor Carra (Remote Member) joined the Closed Meeting at 3:51 p.m. on 2024 June 19.

Councillor Sharp (Remote Member) joined the Closed Meeting at 4:20 p.m. on 2024 June 19.

Councillor Sharp (Remote Member) left the Closed Meeting at 5:32 p.m. on 2024 June 19.

Councillor Sharp (Remote Member) joined the Closed Meeting at 5:37 p.m. on 2024 June 19.

Council reconvened in public meeting at 6:02 p.m. on 2024 June 19 with Mayor Gondek in the Chair.

#### ROLL CALL

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

Absent for Roll Call: Councillor McLean, Councillor Mian, and Councillor Wong

**Moved by** Councillor Dhaliwal  
**Seconded by** Councillor Spencer

That Council rise and report.

**MOTION CARRIED**

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

That with respect to Report CD2024-0417, the following be adopted:

That Council:

1. Receive this report for the Corporate Record; and
2. Direct that the report and attachments be held confidential pursuant to Sections 23 (Local public body confidences), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2025 May 22.

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

**MOTION CARRIED**

Council then dealt with Item 7.7.

**7.3 Home is Here: The City of Calgary's Housing Strategy 2024-2030 – 2024 Progress Update, CD2024-0225**

This Item was dealt with following Item 7.17.

A Public Submission was distributed with respect to Report CD2024-0225.

**Moved by** Councillor Walcott

**Seconded by** Councillor Dhaliwal

That with respect to Report CD2024-0225, the following be adopted:

That Council receive the 2024 Progress Update on Home is Here: The City of Calgary's Housing Strategy 2024-2030 for the Corporate Record.

For: (11): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Penner, Councillor Spencer, Councillor Mian, and Mayor Gondek

Against: (3): Councillor Chu, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

**7.4 Housing Accelerator Fund (Verbal), CD2024-0649**

A Public Submission was distributed with respect to Report CD2024-0649.

**Moved by** Councillor Penner

**Seconded by** Councillor Walcott

That with respect to Verbal Report CD2024-0649, the following be adopted:

That Council receive the Verbal Report and presentation for the Corporate Record.

For: (8): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Penner, Councillor Spencer, Councillor Mian, and Mayor Gondek

Against: (6): Councillor Chu, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

**7.5 Vehicle-for-Hire Transitional Strategy, CD2024-0660**

**Moved by** Councillor Dhaliwal  
**Seconded by** Councillor Penner

That with respect to Report CD2024-0660, the following be adopted:

That Council:

1. Approve the Vehicle-for-Hire Transitional Strategy as outlined in Attachment 2; and
2. Direct Administration to draft proposed amendments to the Livery Transport Bylaw 20M2021 and report back to Council by Q4 2024.

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

**MOTION CARRIED**

**Moved by** Councillor Dhaliwal  
**Seconded by** Councillor Chabot

That with respect to Report CD2024-0660, the following Motion Arising be adopted:

The Council direct Administration to:

1. Explore and consider the opportunity of creating the Vehicle-For-Hire advisory group with the industry membership along with terms of reference;
2. Implement the in person examination requirements, as part of the transitional strategy, for all new driver applicants for all type of Vehicles-For-Hire by end of Q1 2025; and
3. Report back to Council through the Community Development Committee with a progress update by Q1 2025.

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

Council recessed at 9:45 p.m. on 2024 June 18 and reconvened at 1:02 p.m. on 2024 June 19 with Deputy Mayor Penner in the Chair.

ROLL CALL

Councillor Chabot, Councillor Chu, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, and Deputy Mayor Penner

Absent from Roll Call: Councillor Carra, Councillor Demong, Councillor Wong, Councillor Wyness, and Mayor Gondek

**Moved by** Councillor Sharp  
**Seconded by** Councillor Spencer

That Council bring forward and deal with Item 9.4.8, Notice of Motion - Transitioning the Business Advisory Committee, EC2024-0719.

**MOTION CARRIED**

Council then dealt with Item 9.4.8.

**7.7 Regulatory Interventions and Municipally Owned Utilities, CD2024-0677**

This Item was dealt with following Item 7.2.

A Revised Confidential Attachment 2 was distributed with respect to Confidential Report CD2024-0677.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Report CD2024-0677:

Clerks: K. Martin, J. Fraser, and B. Dufault. Chief Administrative Officer: D. Duckworth. Law: L. Davies and L. Bonnett. Advice: S. Dalgleish, D. Hamilton, I. Bushell, C. Berry, J. Bradley, S. Fleming, C. Male, C. Stewart, and S. Kongnetiman.

**Moved by** Councillor Chabot

**Seconded by** Councillor Demong

That with respect to Confidential Report CD2024-0677, the following be adopted, **after amendment**:

That Council:

1. Adopt the policy position recommended in **Revised** Confidential Attachment 2 regarding The City of Calgary's participation in Alberta Utilities Commission proceedings;
2. Direct that the Confidential Report, Confidential Attachments, and Closed Meeting discussions be held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2028 April 30; and
3. Direct that, notwithstanding Recommendation 2, **Revised** Confidential Attachment 2 be released publicly on 2024 June 30.

For: (12): Councillor Walcott, Councillor Dhaliwal, Councillor Chu, Councillor Rootmans, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor Carra, and Mayor Gondek

**MOTION CARRIED**

Council then dealt with Item 12.2.1.

**7.15 Green Line Update (Verbal), EC2024-0736**

This Item was dealt with following Item 12.3.1.

**Moved by** Councillor Spencer

**Seconded by** Councillor Mian

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 3:52 p.m. on 2024 June 18 in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 7.15 Green Line Update (Verbal), EC2024-0736
- 7.17 Supplemental Green Line Information (Verbal), EC2024-0750

And further, that the following Green Line Board Members be authorized to attend the Closed Meeting for Items 7.15 and 7.17:

- Don Fairbairn
- Ian Bourne
- Marcia Nelson
- Larry Beasley
- Patty McLeod
- Janet Annesley
- Bharat Mahajan
- Fred Cummings

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

#### **MOTION CARRIED**

A Confidential Distribution was distributed with respect to Confidential Verbal Report EC2024-0736.

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0736:

Clerks: K. Martin, J. Fraser, and B. Dufault. Chief Administrative Officer: D. Duckworth. Law: J. Floen and L. Davies. Advice: D. Hamilton, M. Thompson, B. Campbell, D. Morgan, C. Male, C. Arthurs, L. Tochor, D. Bhatti, S. Ganji, W. Tynan, S. Dalgleish, K. Black, K. Cote, S. Chhugani, A. Brown, B. Whelbourn, and M. Seera. External: D. Fairbairn, P. McLeod, J. Annesley, F. Cummings, M. Nelson, and L. Beasley.

Council reconvened in public meeting at 6:01 p.m. on 2024 June 18 with Mayor Gondek in the Chair.

#### **ROLL CALL**

Councillor Carra, Councillor Chabot, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans,

Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, and Mayor Gondek

Absent from Roll Call: Councillor Chu

**Moved by** Councillor Mian

**Seconded by** Councillor Spencer

That Council rise without reporting.

**MOTION CARRIED**

**Moved by** Councillor Penner

**Seconded by** Councillor Walcott

That pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspend Section 78(1)(c) of the Procedure Bylaw to forego the dinner recess.

**MOTION CARRIED**

**Moved by** Councillor Demong

**Seconded by** Councillor Pootmans

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 6:02 p.m. on 2024 June 18 in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 7.15 Green Line Update (Verbal), EC2024-0736
- 7.17 Supplemental Green Line Information (Verbal), EC2024-0750

And further, that the following Green Line Board Members be authorized to attend the Closed Meeting for Items 7.15 and 7.17:

- Don Fairbairn
- Ian Bourne
- Marcia Nelson
- Larry Beasley
- Patty McLeod
- Janet Annesley
- Bharat Mahajan
- Fred Cummings

**MOTION CARRIED**

Councillor Sharp (Remote Member) joined the Closed Meeting at 6:34 p.m. on 2024 June 18.

Councillor Mian (Remote Member) joined the Closed Meeting at 6:43 p.m. on 2024 June 18.

Councillor Sharp (Remote Member) left the Closed Meeting at 8:20 p.m. on 2024 June 18.

Councillor Sharp (Remote Member) joined the Closed Meeting at 8:28 p.m. on 2024 June 18.

Councillor Sharp (Remote Member) left the Closed Meeting at 9:04 p.m. on 2024 June 18.

Councillor Sharp (Remote Member) joined the Closed Meeting at 9:05 p.m. on 2024 June 18.

Council reconvened in public meeting at 9:13 p.m. on 2024 June 18 with Mayor Gondek in the Chair.

#### ROLL CALL

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

**Moved by** Councillor Dhaliwal  
**Seconded by** Councillor Wong

That Council rise and report.

**MOTION CARRIED**

**Moved by** Councillor Mian  
**Seconded by** Councillor Spencer

That with respect to Confidential Verbal Report EC2024-0736, the following be adopted, **after amendment**:

That Council:

1. Adopt the Confidential Recommendations contained in the Confidential Report;
3. Direct that the report and any attachments, **Confidential Distribution**, and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.



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

**MOTION CARRIED**

**Moved by** Councillor Mian  
**Seconded by** Councillor Spencer

That with respect to Confidential Verbal Report EC2024-0736, the following be adopted, **after amendment**:

2. Adopt **the Confidential Recommendations contained in the Confidential Distribution**; and

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

Against: (1): Councillor Wyness

**MOTION CARRIED**

7.17 Supplemental Green Line Information (Verbal), EC2024-0750

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0750:

Clerks: K. Martin. Chief Administrative Officer: D. Duckworth. Law: J. Floen and L. Davies. Advice: D. Hamilton, M. Thompson, B. Campbell, D. Morgan, C. Male, C. Arthurs, L. Tochor, D. Bhatti, S. Ganji, W. Tynan, S. Dalglish, K. Black, K. Cote, S. Chhugani, A. Brown, B. Whelbourn, and M. Seera. External: D. Fairbairn, P. McLeod, J. Annesley, F. Cummings, M. Nelson, and L. Beasley.

**Moved by** Councillor Wong  
**Seconded by** Councillor Walcott

That with respect to Confidential Verbal Report EC2024-0750, the following be adopted:

That Council:

1. Receive the Confidential Presentation for the Corporate Record; and
2. Direct that the Confidential Presentation and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2028 December 31.

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

**MOTION CARRIED**

**Moved by** Councillor Penner

**Seconded by** Councillor Walcott

That, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspend Section 79 of the Procedure Bylaw in order to complete Items 7.3, 7.4, and 7.5, which were selected for debate from the Consent Agenda prior to recessing for the evening.

For: (8): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Penner, Councillor Spencer, Councillor Mian, and Mayor Gondek

Against: (6): Councillor Chu, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

Council then dealt with Item 7.3.

## 8. POSTPONED REPORTS

### 8.1 Intergovernmental Relations Update (Verbal), C2024-0612

This Item was dealt with following Item 12.2.2.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2024-0612:

Clerks: K. Martin, J. Fraser, and B. Dufault. Chief Administrative Officer: D. Duckworth. Law: L. Davies. Advice: S. Dalglish, C. Male, J. Bradley, I. Bushell, D. Hamilton, D. Morgan, S. Fleming, K. Cote, C. Wilcock, A. Wedderburn, and T. Abanto.

**Moved by** Councillor Penner

**Seconded by** Councillor Walcott

That Council further postpone Item 8.1, Intergovernmental Relations Update (Verbal), C2024-0612, to the 2024 July 30 Regular Meeting of Council.

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

**MOTION CARRIED**

Council then dealt with Item 12.3.2.

## 9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

7.3 Home is Here: The City of Calgary's Housing Strategy 2024-2030 – 2024 Progress Update, CD2024-0225

7.4 Housing Accelerator Fund (Verbal), CD2024-0649

7.5 Vehicle-for-Hire Transitional Strategy, CD2024-0660

9.2 OFFICER OF COUNCIL REPORTS

None

9.3 ADMINISTRATION REPORTS

9.3.1 Public Member Resignations and Appointments to Boards, Commissions and Committees, C2024-0699

This Item was dealt with following Item 9.4.8.

**Moved by** Councillor Mian

**Seconded by** Councillor Walcott

That with respect to Report C2024-0699, the following be adopted:

That Council:

1. Thank Ifu Hargaaya, Rosalinda Hernandez, Christine Song, and Janet McCready for their service on Boards, Commissions and Committees;
2. Appoint the recommended candidates to the Anti-Racism Action Committee for terms set out in Confidential Attachment 1;
3. Direct the City Clerk to make the appointments publicly available following notification of the appointees and their acceptance of the appointments; and
4. Direct that the Closed Meeting discussions and Confidential Attachments 1 and 2 remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

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

**MOTION CARRIED**

9.3.2 Response to Motion Arising - Third-party Recruiter for Boards, Commissions and Committees, C2024-0505

**Moved by** Councillor Wyness

**Seconded by** Councillor Walcott

That with respect to Report C2024-0505, the following be adopted:

That Council:

1. Direct Administration to include costs set out in the Confidential Attachment 1 for the services of a search consultant to support recruitment of Public Members for select Boards, Commissions and Committees in its submission to Mid-Cycle Adjustments to Service Plans and Budgets; and
2. Direct that Confidential Attachment 1 be held confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2029 June 18.

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

**MOTION CARRIED**

Council then dealt with Item 9.3.4.

9.3.3 Shareholder Alignment Review of Wholly-Owned Subsidiaries Update and ENMAX Performance Measures, C2024-0753

This Item was dealt with following the Consent Agenda.

**Moved by** Councillor Walcott  
**Seconded by** Councillor Spencer

That with respect to Report C2024-0753, the following be adopted:

That Council:

1. Approve the performance measures contained in Confidential Attachment 3 ("Performance Measures");
2. Direct that, prior to annual shareholder meetings with ENMAX, Administration:
  - a. Request the Independent Utilities Advisors to prepare a confidential expert report for a Closed Meeting of Council that includes information based on the Performance Measures; and
  - b. Request the Independent Utilities Advisors to attend the annual shareholder meetings; and
3. Direct that Attachments 1, 2, and 3 be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2025 December 31; and

4. Direct that Attachment 4 be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), 24 (Advice from officials), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

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

**MOTION CARRIED**

Council then dealt with Item 12.3.1.

- 9.3.4 The City of Calgary Anti-Racism Strategic Plan (2023-2027) (Verbal), C2024-0515

This Item was dealt with following Item 9.3.2.

**Moved by** Councillor Wong  
**Seconded by** Councillor Walcott

That with respect to Verbal Report C2024-0515, the following be adopted, **after amendment**:

That Council receive the **presentation** for the Corporate Record.

For: (12): Councillor Walcott, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Sharp, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor Carra, Councillor McLean, and Councillor Mian

**MOTION CARRIED**

#### 9.4 COMMITTEE REPORTS

- 9.4.1 Bylaw to Establish the Council Advisory Committee on Housing, CD2024-0224

A Public Submission was distributed with respect to Report CD2024-0224.

Councillor Sharp (Remote Member) left the meeting at 1:32 p.m. on 2024 June 19.

**Moved by** Councillor Walcott  
**Seconded by** Councillor Wong

That with respect to Report CD2024-0224, the following be adopted:

That Council:

1. Give three readings to the Council Advisory Committee On Housing Bylaw, Proposed Bylaw 22M2024 (Attachment 2); and

2. Direct Administration to recruit members through The City Clerk's Office Boards, Commissions and Committees annual recruitment campaign.

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor McLean, and Councillor Mian

Against: (2): Councillor Chu, and Councillor Chabot

**MOTION CARRIED**

That Bylaw 22M2024 be introduced and read a first time.

Against: Councillor Chabot and Councillor Chu

**MOTION CARRIED**

**Moved by** Councillor Wong  
**Seconded by** Councillor Walcott

That with respect to Bylaw 22M2024, the following amendment be adopted:

1. In subsection 4(1), after the word "is", the words "to support Council's goal" are added;
2. In subsection 5(e), after the word "sharing" the words "and evaluation of" are added;
3. In subsection 7(2):
  - (a) in subsection 7(2)(a), after the words "housing developers", the words ", including land and building development" are added;
  - (b) in subsection 7(2)(b), before the word "market" the words "real estate industry and/or" are added;
  - (c) in subsection 7(2)(h), the "." is deleted and replaced with a ",", and
  - (d) after subsection 7(2)(h), the following is added as subsection 7(2)(i):

"(i) economists and/or academic professionals with housing related experience."
4. In subsection 7(4), the words "Director, Partnerships" are deleted wherever they appear and are replaced with "Chief Housing Officer".

For: (12): Councillor Walcott, Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor Carra, Councillor McLean, and Councillor Mian

**MOTION CARRIED**

That Bylaw 22M2024 be read a second time, **as amended**.

Against: Councillor Chabot and Councillor Chu

**MOTION CARRIED**

That authorization now be given to read Bylaw 22M2024 a third time, **as amended**.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 22M2024 be read a third time, **as amended**.

Against: Councillor Chabot and Councillor Chu

**MOTION CARRIED**

Council then dealt with Item 9.4.4.

9.4.2 Wastewater, Stormwater, and Water Utility Bylaw Amendments, EC2024-0674

This Item was dealt with following Item 11.1.

**Moved by** Councillor Spencer

**Seconded by** Councillor Sharp

That with respect to Report EC2024-0674, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 26M2024 in Attachment 2 to amend Bylaw 37M2005, Stormwater Bylaw;
2. Give three readings to Proposed Bylaw 25M2024 in Attachment 3 to amend Bylaw 14M2012, Wastewater Bylaw; and
3. Give three readings to Proposed Bylaw 27M2024 in Attachment 4 to amend Bylaw 40M2006, Water Utility Bylaw.

**Moved by** Councillor Sharp

**Seconded by** Councillor Spencer

That with respect to Report EC2024-0674, the following be adopted:

That Council refer Report EC2024-0674 back to Administration in order to use learnings and information from the current application of restrictions due to the water feeder main break to make improvements to the current

revisions of the bylaws, and to report back to Council no later than Q1 2025.

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

**MOTION CARRIED**

9.4.3 Securing Calgary's Water Future - City-wide Outdoor Watering Schedule, EC2024-0665

**Moved by** Councillor Spencer

**Seconded by** Councillor Sharp

That with respect to Report EC2024-0665, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 28M2024 in Attachment 2 to amend Bylaw 40M2006, the Water Utility Bylaw; and
2. Direct Administration to return in Q1 2025 to Community Development Committee with an updated Water Efficiency Plan including a renewed suite of water conservation tools to manage Calgary's water use in a changing climate and growing population, following engagement.

**Moved by** Councillor Sharp

**Seconded by** Councillor Spencer

That with respect to Report EC2024-0665, the following be adopted:

That Council refer Report EC2024-0665 back to Administration in order to use learnings and information from the current application of restrictions due to the water feeder main break to make improvements to the current revisions of the bylaw, and to report back to Council no later than Q1 2025.

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

**MOTION CARRIED**

Council then dealt with Item 6.

9.4.4 Tax Incentive Bylaw for Renewable Power Generation on Brownfield Sites, EC2024-0641

This Item was dealt with following Item 9.4.1.



**Moved by** Councillor Spencer  
**Seconded by** Councillor Mian

That with respect to Report EC2024-0641, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 23M2024 in Attachment 2 to create and administer a non-residential tax incentive program for renewable electricity development on brownfield sites; and
2. Rescind the Tax Incentives for Renewable Power Generation Developments on Brownfield Sites Council Policy CP2023-04.

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

Against: (5): Councillor Chu, Councillor Wong, Councillor Wyness, Councillor Chabot, and Councillor McLean

**MOTION CARRIED**

That Bylaw 23M2024 be introduced and read a first time.

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

**MOTION CARRIED**

That Bylaw 23M2024 be read a second time.

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

**MOTION CARRIED**

That authorization now be given to read Bylaw 23M2024 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 23M2024 be read a third time.

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

**MOTION CARRIED**

#### 9.4.5 Proposed Tax Incentive Appeal Board Bylaw, EC2024-0506

**Moved by** Councillor Walcott  
**Seconded by** Councillor Spencer

That with respect to Report EC2024-0506, the following be adopted:

That Council give three readings to Proposed Bylaw 24M2024, Tax Incentive Appeal Board Bylaw (Attachment 1).

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Penner, Councillor Spencer, Councillor Carra, and Councillor Mian

Against: (1): Councillor Chabot

**MOTION CARRIED**

That Bylaw 24M2024 be introduced and read a first time.

Against: Councillor Chabot

**MOTION CARRIED**

That Bylaw 24M2024 be read a second time.

Against: Councillor Chabot

**MOTION CARRIED**

That authorization now be given to read Bylaw 24M2024 a third time.

**MOTION CARRIED UNANIMOUSLY**

That Bylaw 24M2024 be read a third time.

Against: Councillor Chabot

**MOTION CARRIED**

9.4.6 Response to Motion Arising from Rezoning for Housing - Resources and Workplan Implications, EC2024-0692

**Moved by** Councillor Walcott

**Seconded by** Councillor Mian

That with respect to Report EC2024-0692, the following be adopted:

That Council:

1. Reconsider its decision respecting Recommendation 9 in Report CPC2024-0213 from the 2024 May 14 Special Meeting of Council "That Council direct Administration, in alignment with Home is Here recommendation 4.B.2, speed up approval processes as appropriate, in order to continue to support the construction of more housing, to bring forward amendments to Land Use Bylaw 1P2007 that exempts freehold/fee simple townhouse and rowhouse developments within newly developing greenfield

communities from the need to obtain a development permit by end of 2024 Q3”;

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wyness, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor Carra, and Councillor Mian

Against: (1): Councillor Wong

**MOTION CARRIED**

**Moved by** Councillor Walcott

**Seconded by** Councillor Mian

That with respect to Report EC2024-0692, the following be adopted:

That Council:

2. Direct Administration, in alignment with Home is Here recommendation 4.B.2, speed up approval processes as appropriate, in order to continue to support the construction of more housing, to bring forward amendments to Land Use Bylaw 1P2007 that exempts freehold/fee simple townhouse and rowhouse developments within newly developing greenfield communities from the need to obtain a development permit, with an update to Council by end of 2024 Q3; and
3. Direct Administration to forward any budget implications with respect to the additional Rezoning for Housing recommendations first through the Housing Accelerator Fund for funding consideration, with any remaining gaps in funding to be brought forward for consideration in the upcoming mid-cycle adjustments process.

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor Carra, and Councillor Mian

Against: (1): Councillor Chu

**MOTION CARRIED**

9.4.7 Notice of Motion – Councillors’ Budgets and Expenses - Hosting, EC2024-0715

**Moved by** Councillor Chabot

**Seconded by** Councillor Chu

That with respect to Notice of Motion EC2024-0715, the following be adopted:

AND FURTHER BE IT RESOLVED THAT Council direct Administration to bring forward amendments to the hosting provisions of Bylaw 36M2021 through Council Services Committee no later than Q4 2024 that reflect

similar rules for hosting as those recently made for meal allowances, namely, that the hosting allowance be applied as a recommended amount and not a restricted amount, and that it is updated to reflect current market conditions.

For: (8): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Chabot, Councillor Spencer, and Councillor Carra

Against: (3): Councillor Walcott, Councillor Penner, and Councillor Mian

**MOTION CARRIED**

Council then dealt with Item 9.4.9.

9.4.8 Notice of Motion – Transitioning the Business Advisory Committee, EC2024-0719

This Item was dealt with following Item 7.5.

**Moved by** Councillor Sharp  
**Seconded by** Councillor Spencer

That with respect to Notice of Motion EC2024-0719, the following be adopted:

NOW THEREFORE BE IT RESOLVED THAT Council direct Administration to report back to the Business Advisory Committee with a final report and recommendations to disband the Business Advisory Committee and its subcommittees, and to rescind its Terms of Reference, no later than 2024 September 6.

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

**MOTION CARRIED**

Council then dealt with Item 9.3.1.

9.4.9 Notice of Motion – Tax Cancellation for Calgary Housing Corporation (CHC) Owned Properties, EC2024-0749

This Item was dealt with following Item 9.4.7.

**Moved by** Councillor Walcott  
**Seconded by** Councillor Chabot

That with respect to Notice of Motion EC2024-0749, the following be adopted:

NOW THEREFORE BE IT RESOLVED THAT Council cancel the 2024 municipal and provincial property taxes and related penalties for the specified CHC-owned properties that are not made exempt pursuant to COPTER by November 30, 2024.

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

**MOTION CARRIED**

9.4.10 Notice of Motion – 2024 Silvera Tax Exemption, EC2024-0746

**Moved by** Councillor Wong

**Seconded by** Councillor Pootmans

That with respect to Notice of Motion EC2024-0746, the following be adopted:

NOW THEREFORE BE IT RESOLVED THAT the 2024 Municipal portion of the property taxes for roll number 202762597 be cancelled for all of 2024 in the amounts of \$11,391.76.

AND FURTHER BE IT RESOLVED THAT The City of Calgary request the Mayor to write a letter to the Ministers of Education and Municipal Affairs requesting that The Province cancel the Provincial requisition portion of the property taxes on The Property for the 2024 tax year.

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

**MOTION CARRIED**

Council then dealt with Item 7.2.

10. ITEMS DIRECTLY TO COUNCIL

10.1 BYLAW TABULATIONS

None

10.2 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

11.1 Critical Water Distribution Update – 16 Avenue Feedermain Break (Verbal), C2024-0773

This Item was dealt with following the Confirmation of Agenda.

A presentation entitled “Critical Water Distribution Update – 16 Avenue Feedermain Break” was distributed with respect to Verbal Report C2024-0773.

**Moved by** Councillor Sharp

**Seconded by** Councillor Wong

That with respect to Verbal Report C2024-0773, the following be adopted:

That Council receive the presentation for the Corporate Record.

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

**MOTION CARRIED**

Council then dealt with Item 9.4.2.

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

7.2 Summary of Current Regulatory Proceedings, CD2024-0417

7.7 Regulatory Interventions and Municipally Owned Utilities, CD2024-0677

7.15 Green Line Update (Verbal), EC2024-0736

7.17 Supplemental Green Line Information (Verbal), EC2024-0750

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Prairie Economic Gateway Update (Verbal), C2024-0761

This Item was dealt with following Item 7.7.

The following documents were distributed with respect to Confidential Verbal Report C2024-0761:

- Confidential Distribution 1;
- Confidential Distribution 2;
- Confidential Distribution 3;
- Confidential Distribution 4; and
- Confidential Distribution 5.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2024-0761:

Clerks: K. Martin, J. Fraser, and B. Dufault. Chief Administrative Officer: D. Duckworth. Law: L. Davies and M. Senek. Advice: S. Dalglish, D. Hamilton, I. Bushell, C. Berry, J. Bradley, S. Fleming, C. Male, M. Sheldrake, O. Shyllon, M. Choi, K. Cote, and W. Fan.

**Moved by** Councillor Spencer

**Seconded by** Councillor Penner

That with respect to Confidential Verbal Report C2024-0761, the following be adopted:

That Council:

1. Approve the Memorandum of Understanding with Rocky View County (Confidential Distribution 2) for the Prairie Economic Gateway, and request that Mayor Gondek sign it on behalf of The City of Calgary, and that Confidential Distribution 2 be delivered to Rocky View County;
2. Request that the Mayor write a letter of advocacy to relevant provincial and federal representatives, ministries, and agencies calling for open conversation and timely action to activate the Prairie Economic Gateway;
3. Direct that Confidential Distributions 2, 3, and 4, along with an advocacy letter from the Mayor, may, once The Prairie Economic Gateway Memorandum of Understanding is fully executed and delivered to the satisfaction of The City, be released and be shared by Administration with provincial and federal representatives, ministries, and agencies relevant to the activation and investment into the Prairie Economic Gateway;
4. Direct that the Closed Meeting discussions and Confidential Distributions 1 and 5 remain confidential pursuant to Sections 21 (Disclosure harmful to intergovernmental relations), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* until such time as all relevant agreements related to the Prairie Economic Gateway initiative have been authorized, fully executed, and delivered, to the satisfaction of The City, to be reviewed by December 31, 2030; and
5. Direct that, notwithstanding Recommendation 4, Administration may provide Confidential Distribution 5 to representatives of the parties contemplated in Recommendation 3, provided the recipients have signed non-disclosure agreements or otherwise agree to keep the Confidential Distribution confidential, to the satisfaction of The City.

For: (8): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Demong, Councillor Penner, Councillor Spencer, Councillor Carra, and Mayor Gondek

Against: (4): Councillor Chu, Councillor Wyness, Councillor Sharp, and Councillor Chabot

**MOTION CARRIED**

#### 12.2.2 Transit Update (Verbal), C2024-0760

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report, C2024-0760:

Clerks: K. Martin, J. Fraser, and B. Dufault. Chief Administrative Officer: D. Duckworth. Law: L. Davies. Advice: S. Dalgleish, C. Male, J. Bradley, I.

Bushell, D. Hamilton, D. Morgan, S. Fleming, K. Cote, C. Wilcock, A. Wedderburn, and T. Abanto.

**Moved by** Councillor Walcott  
**Seconded by** Councillor Wyness

That with respect to Confidential Verbal Report C2024-0760, the following be adopted:

That Council:

1. Adopt Confidential Recommendations 1, 2 and 3 in the Confidential Presentation; and,
2. Direct that the Confidential Presentation and Closed Meeting Discussions be kept confidential pursuant to Section 21 (disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2025 June 18.

**Moved by** Councillor Walcott  
**Seconded by** Councillor Wyness

That Council postpone Item 12.2.2, Transit Update (Verbal), C2024-0760 to the 2024 July 30 Regular Meeting of Council.

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

**MOTION CARRIED**

Council then dealt with Item 8.1.

12.2.3 Regular Update with Chief Administrative Officer (Verbal), C2024-0721

This Item was dealt with following the rise and report motion on Item 12.3.1.

The following documents were distributed with respect to Confidential Verbal Report C2024-0721:

- Confidential Distribution 1;
- Confidential Distribution 2;
- Confidential Distribution 3; and
- Confidential Distribution 4.

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2024-0721:

Clerks: K. Martin. Chief Administrative Officer: D. Duckworth. Law: R. Andersen. External: S. Thaker.



**Moved by** Councillor Sharp  
**Seconded by** Councillor Walcott

That with respect to Confidential Verbal Report C2024-0721, the following be adopted:

That Council:

1. Adopt the Confidential Recommendations in Confidential Distribution 4; and
2. Direct that the Closed Meeting discussions and Confidential Distributions 1, 2, 3, and 4, be held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

For: (13): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

Against: (2): Councillor Chu, and Councillor McLean

**MOTION CARRIED**

Council then returned to Item 12.3.1.

## 12.3 URGENT BUSINESS

### 12.3.1 Collective Bargaining Update (Verbal), C2024-0769

This Item was dealt with following Item 9.3.3.

Councillor Dhaliwal declared a Pecuniary Interest, as a relative is employed with The City of Calgary, and abstained from discussion and voting with respect to Confidential Verbal Report, 12.3.1 Collective Bargaining Update (Verbal), C2024-0769. Councillor Dhaliwal left the meeting at 11:15 a.m. and returned at 1:15 p.m. on 2024 June 18 following the discussion and vote with respect to Confidential Verbal Report C2024-0769.

**Moved by** Councillor Wong  
**Seconded by** Councillor Mian

That pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 11:17 a.m. on 2024 June 18 in the Council Boardroom, to discuss confidential matters with respect to Item 12.3.1 Collective Bargaining Update (Verbal), C2024-0769.

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

**MOTION CARRIED**

Council reconvened in public meeting at 1:15 p.m. on 2024 June 18 with Deputy Mayor Penner in the Chair.

ROLL CALL

Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor Mian, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wyness, and Deputy Mayor Penner

Absent from Roll Call: Councillor Carra, Councillor McLean, Councillor Wong, and Mayor Gondek

**Moved by** Councillor Pootmans

**Seconded by** Councillor Sharp

That Council rise without reporting.

**MOTION CARRIED**

Councillor Dhaliwal declared a Pecuniary Interest, as a relative is employed with The City of Calgary, and abstained from discussion and voting with respect to Confidential Verbal Report, 12.3.1 Collective Bargaining Update (Verbal), C2024-0769. Councillor Dhaliwal left the meeting at 1:16 p.m. and returned at 3:45 p.m. on 2024 June 18 following the discussion and vote with respect to Confidential Verbal Report C2024-0769.

**Moved by** Councillor Chabot

**Seconded by** Councillor Wyness

That Item 12.3.1 Collective Bargaining Update (Verbal), C2024-0769 be postponed to the Call of the Chair.

**MOTION CARRIED**

**Moved by** Councillor Sharp

**Seconded by** Councillor Demong

That pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 1:19 p.m. on 2024 June 18 in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 12.2.3 Regular Update with Chief Administrative Officer (Verbal), C2024-0721
- 12.3.1 Collective Bargaining Update (Verbal), C2024-0769

And further, that Sohail Thaker, External Consultant, be authorized to attend the Closed Meeting with respect to Item 12.2.3.

**MOTION CARRIED**

Councillor Dhaliwal declared a Pecuniary Interest, as a relative is employed with The City of Calgary, and abstained from discussion with respect to Confidential Verbal Report, 12.3.1 Collective Bargaining Update (Verbal), C2024-0769. Councillor Dhaliwal left the Closed Meeting at 2:44 p.m. and returned in public meeting at 3:45 p.m. on 2024 June 18 following the discussion and vote with respect to Confidential Verbal Report C2024-0769.

Mayor Gondek resumed the Chair at 2:45 p.m. on 2024 June 18.

Council recessed in Closed Meeting at 3:15 p.m. and reconvened in public meeting at 3:45 p.m. on 2024 June 18 with Mayor Gondek in the Chair.

#### ROLL CALL

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

Councillor Dhaliwal declared a Pecuniary Interest, as a relative is employed with The City of Calgary, and abstained from discussion and voting with respect to Confidential Verbal Report, 12.3.1 Collective Bargaining Update (Verbal), C2024-0769. Councillor Dhaliwal left the meeting at 3:45 p.m. and returned at 3:50 p.m. on 2024 June 18 following the discussion and vote with respect to Confidential Verbal Report C2024-0769.

**Moved by** Councillor Spencer  
**Seconded by** Councillor Pootmans

That Council rise and report.

#### MOTION CARRIED

Council then dealt with Item 12.2.3.

Council returned to this Item following Item 12.2.3.

Councillor Dhaliwal declared a Pecuniary Interest, as a relative is employed with The City of Calgary, and abstained from discussion and voting with respect to Confidential Verbal Report, 12.3.1 Collective Bargaining Update (Verbal), C2024-0769. Councillor Dhaliwal left the meeting at 3:50 p.m. and returned at 3:51 p.m. on 2024 June 18 following the discussion and vote with respect to Confidential Verbal Report C2024-0769.

A Confidential Presentation was distributed with respect to Confidential Verbal Report C2024-0769.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2024-0769:

Clerks: K. Martin, J. Fraser, and M. A. Cario. Chief Administrative Officer: D. Duckworth. Law: J. Floen and R. Andersen. Advice: S. Dalgleish, C. Male, D. Hamilton, D. Morgan, K. Black, C. Arthurs, C. Berry, G. Juliano, L. Tochor, D. M. Hamilton, and F. Snyders.

**Moved by** Councillor Carra

**Seconded by** Councillor Mian

That with respect to Confidential Verbal Report C2024-0769, the following be adopted:

That Council:

1. Adopt Confidential Recommendation 1 contained in the Confidential Presentation;
2. Direct that the Closed Meeting discussions, Confidential Recommendations and Confidential Presentation remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, and be reviewed by 2026 June 18; and
3. Notwithstanding Recommendation 2, permit Administration to share the information when and as needed and as necessary.

For: (10): Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Penner, Councillor Chabot, Councillor Carra, Councillor Mian, and Mayor Gondek

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

**MOTION CARRIED**

Council then dealt with Item 7.15.

#### 12.3.2 Legal Update (Verbal), C2024-0778

This Item was dealt with following Item 8.1.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2024-0778:

Clerks: K. Martin, J. Fraser, and B. Dufault. Chief Administrative Officer: D. Duckworth. Law: L. Davies. Advice: S. Dalgleish, C. Male, J. Bradley, I. Bushell, D. Hamilton, D. Morgan, and C. Berry.

**Moved by** Councillor Pootmans

**Seconded by** Councillor Dhaliwal

That with respect to Confidential Verbal Report C2024-0778, the following be adopted:

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

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

**MOTION CARRIED**

13. ADMINISTRATIVE INQUIRIES

13.1 Response to Administrative Inquiry - Mobility Operations and Safety Improvements Near Schools, C2024-0532

14. BRIEFINGS

None

15. ADJOURNMENT

**Moved by** Councillor Demong  
**Seconded by** Councillor Spencer

That this Council adjourn at 6:02 p.m. on 2024 June 19.

**MOTION CARRIED**

CONFIRMED BY COUNCIL ON

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK





**MINUTES**  
**REGULAR MEETING OF COUNCIL -**  
**BOARDS, COMMISSIONS AND COMMITTEES**

**June 19, 2024, 9:30 AM**  
**IN THE COUNCIL CHAMBER**

**PRESENT:**

Councillor C. Walcott  
Councillor R. Dhaliwal  
Councillor S. Chu  
Councillor R. Pootmans  
Councillor J. Wyness  
Councillor P. Demong  
Councillor S. Sharp  
Councillor A. Chabot  
Councillor E. Spencer  
Councillor G.C. Carra  
Councillor D. McLean  
Councillor J. Mian  
Deputy Mayor K. Penner

**ABSENT:**

Councillor T. Wong (Personal)  
Mayor J. Gondek (Council Business)

**ALSO PRESENT:**

Chief Operating Officer S. Dalgleish  
A/City Solicitor and General Counsel R. Andersen  
Chief Financial Officer C. Male  
General Manager D. Morgan  
A/General Manager D. Hamilton  
A/General Manager J. Bradley  
A/General Manager C. Berry  
A/General Manager I. Bushell  
City Clerk K. Martin  
Deputy City Clerk J. Fraser  
Legislative Advisor J. Phillips

**1. CALL TO ORDER**

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

**ROLL CALL**

Councillor Carra, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, and Councillor Wyness

Absent from Roll Call: Councillor Chabot, Councillor Wong, Councillor Walcott, and Mayor Gondek

2. OPENING REMARKS

Deputy Mayor Penner provided opening remarks and a traditional land acknowledgement.

3. RECOGNITIONS

None

4. QUESTION PERIOD

None

5. CONFIRMATION OF AGENDA

**Moved by** Councillor Mian  
**Seconded by** Councillor Sharp

That the Agenda for the 2024 June 19 Regular Meeting of Council – Boards, Commissions and Committees be confirmed.

**MOTION CARRIED**

6. CONFIRMATION OF MINUTES

None

7. CONSENT AGENDA

7.1 DEFERRALS AND PROCEDURAL REQUESTS

None

8. POSTPONED REPORTS

None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

None

9.2 OFFICER OF COUNCIL REPORTS

None

9.3 ADMINISTRATION REPORTS

9.3.1 2024 Annual Update from Boards, Commissions and Committees,  
C2024-0507



The following Boards, Commissions and Committee representatives addressed Council with respect to Report C2024-0507:

Advisory Committee on Accessibility: Chair Andrea van Vugt, Vice-Chair Carol Armes, and Community Wellbeing Manager Ashley Wedderburn.

Social Wellbeing Advisory Committee: Vice-Chair Joy Bowen-Eyre and Community Wellbeing Manager Ashley Wedderburn.

Anti-Racism Action Committee: Co-Chair Rinad Al Adani and Co-Chair Emmanuel Owusu.

Calgary Aboriginal Urban Affairs Committee: Vice-Chair Krista Ouellette and Government Relations Manager Kelly Cote.

Calgary Police Commission: Chair Shawn Cornett

Climate Advisory Committee: Chair Pat Letizia

Urban Design Review Panel: Co-Chair Kathy Oberg and Co-Chair Jeff Lyness.

Subdivision and Development Appeal Board: Second Vice-Chair Charles Stevenson.

**Moved by** Councillor Mian

**Seconded by** Councillor Walcott

That pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspend Section 78(1)(a) of the Procedure Bylaw to forego the lunch recess in order to complete the remainder of the Agenda.

**MOTION CARRIED**

**Moved by** Councillor Pootmans

**Seconded by** Councillor Chabot

That with respect to Report C2024-0507, the following be adopted:

That Council thank Boards, Commissions and Committees for providing annual reports and delivering verbal presentations.

For: (10): Councillor Walcott, Councillor Chu, Councillor Pootmans, Councillor Wyness, Councillor Demong, Councillor Chabot, Councillor Spencer, Councillor McLean, Councillor Mian, and Councillor Penner

**MOTION CARRIED**

#### 9.4 COMMITTEE REPORTS

None

#### 10. ITEMS DIRECTLY TO COUNCIL

##### 10.1 BYLAW TABULATIONS

None

10.2 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

None

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

12.3 URGENT BUSINESS

None

13. ADMINISTRATIVE INQUIRIES

None

14. BRIEFINGS

None

15. ADJOURNMENT

**Moved by** Councillor Spencer  
**Seconded by** Councillor Wyness

That this Council adjourn at 12:25 p.m.

**MOTION CARRIED**

CONFIRMED BY COUNCIL ON

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MAYOR

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CITY CLERK



**MINUTES**  
**STRATEGIC MEETING OF COUNCIL**

**June 25, 2024, 9:30 AM**  
**IN THE COUNCIL CHAMBER**

**PRESENT:**

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

**ALSO PRESENT:**

Chief Administrative Officer D. Duckworth  
Chief Operating Officer S. Dalgleish  
A/City Solicitor and General Counsel R. Andersen  
A/City Solicitor and General Counsel L. Davies  
Chief Financial Officer C. Male  
General Manager C. Arthurs  
General Manager K. Black  
General Manager D. Morgan  
General Manager M. Thompson  
A/General Manager D. Hamilton  
A/General Manager C. Berry  
City Clerk K. Martin  
Legislative Coordinator M. A. Cario  
Legislative Advisor C. Doi

**1. CALL TO ORDER**

Mayor Gondek called the meeting to order at 9:30 a.m.

**ROLL CALL**

Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans,

Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

Absent from Roll Call: Councillor Wyness

2. OPENING REMARKS

Mayor Gondek provided opening remarks.

Councillor Dhaliwal provided a traditional land acknowledgement.

3. QUESTION PERIOD

1. Councillor Sharp

Topic: Justification of closing car wash businesses during water restrictions.

2. Councillor Wong

Topic: Update on the security and cleanliness of Stephen Avenue leading up to the Calgary Stampede.

3. Councillor Dhaliwal

Topic: Clarification if the closure of car wash businesses during water restrictions is required or voluntary.

4. CONFIRMATION OF AGENDA

**Moved by** Councillor Pootmans

**Seconded by** Councillor Mian

That the Agenda for the 2024 June 25 Strategic Meeting of Council be confirmed.

**MOTION CARRIED**

5. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

6. CONFIDENTIAL ITEMS

**Moved by** Councillor Sharp

**Seconded by** Councillor Dhaliwal

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 9:39 a.m. in the Council Boardroom and the Virnetta Anderson Hall, to discuss confidential matters with respect to the following Items:

- 6.1.1 Financial Capacity Update (Verbal), C2024-0781
- 6.1.2 Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets, C2024-0618
- 6.1.3 Municipal Fiscal Gap, C2024-0619

And further, that Lisa Baril, External Facilitator, be authorized to attend the Closed Meeting with respect to Item 6.1.2.

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

**MOTION CARRIED**

Mayor Gondek left the Chair at 11:25 a.m. and Deputy Mayor Penner assumed the Chair.

Mayor Gondek resumed the Chair at 11:50 a.m.

Council recessed at 11:58 a.m. and reconvened in Closed Meeting at 1:16 p.m. with Deputy Mayor Penner in the Chair.

Mayor Gondek resumed the Chair at 2:59 p.m.

Council recessed at 3:15 p.m. and reconvened in Closed Meeting at 3:50 p.m. with Mayor Gondek in the Chair.

Councillor Penner (Remote Member) joined the meeting at 4:58 p.m.

Council reconvened in public meeting at 6:00 p.m. with Mayor Gondek in the Chair.

**ROLL CALL**

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

Absent from Roll Call: Councillor Carra, Councillor Sharp, and Councillor Walcott

**Moved by** Councillor Pootmans  
**Seconded by** Councillor Spencer

That Council rise and report.

**MOTION CARRIED**

**Moved by** Councillor Demong  
**Seconded by** Councillor Wyness

That pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspend Section 78(1)(c) of the Procedure Bylaw to forego the dinner recess to complete the Agenda.

**MOTION CARRIED**

**6.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES**

**6.1.1 Financial Capacity Update (Verbal), C2024-0781**

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2024-0781:

Clerks: K. Martin, M. A. Cario, and J. Booth. Chief Administrative Officer: D. Duckworth. Law: R. Andersen. Advice: S. Dalgleish, C. Male, C. Arthurs, K. Black, D. Hamilton, D. Morgan, M. Thompson, C. Berry, H. Domzal, L. Tochor, C. Stewart, R. Vanderputten, S. Brandt, M. Jankovic, C. Jacyk, H. Kathol, K. Cote, and B. Whelbourn.

**Moved by** Councillor Mian

**Seconded by** Councillor Chabot

That with respect to Confidential Verbal Report C2024-0781, the following be adopted:

That Council:

1. Receive the Confidential Presentation for the Corporate Record; and
2. Direct that the Confidential Presentation and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2028 December 31.

For: (12): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor McLean, Councillor Mian, and Mayor Gondek

**MOTION CARRIED**

6.1.2 Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets, C2024-0618

The following documents were distributed with respect to Confidential Report C2024-0618:

- Revised Attachment 7;
- Confidential Distribution 1;
- Confidential Distribution 2;
- Confidential Distribution 3; and
- Confidential Distribution 4.

People in attendance during the Closed Meeting discussions with respect to Confidential Report C2024-0618:

Clerks: K. Martin, M. A. Cario, and J. Booth. Chief Administrative Officer: D. Duckworth. Law: R. Andersen and L. Davies. Advice: S. Dalgleish, C. Male, C. Arthurs, K. Black, D. Hamilton, D. Morgan, M. Thompson, C. Berry, L. Tochor, H. Domzal, C. Stewart, R. Vanderputten, M. Sheldrake,

J. Radke, S. Fleming, M. Jankovic, T. Doruch, C. Jacyk, K. Cote, H. Kathol, G. Skeates, B. Whelbourn, S. Mrozek, and D. Rodgers. External: L. Baril.

Mayor Gondek left the Chair at 6:02 p.m. and Deputy Mayor Penner assumed the Chair.

**Moved by** Mayor Gondek  
**Seconded by** Councillor Pootmans

That with respect to Confidential Report C2024-0618, the following amendment be adopted:

That new Recommendations 4 and 5 be added as follows and renumber the remaining Recommendations accordingly:

4. Concurrent to the independent incident review that will address the 16<sup>th</sup> Avenue feeder main break, direct Administration to:
  - a. prepare the budget required by Water Services to:
    - i. upgrade technology, monitoring and modelling systems for treated water security and safety, beginning in the 2025 and 2026 budget years;
    - ii. perform identified maintenance and undertake work on needed upgrades, beginning in the 2025 and 2026 budget years; and
    - iii. clarify whether the funding source for the above work will be utility rates, water utility dividend, or an alternate funding source;
5. Leverage the findings of the independent incident review and ongoing review of infrastructure to build a comprehensive budget for the 4-year 2027 to 2030 budget cycle;

For: (12): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor McLean, Councillor Mian, and Mayor Gondek

**MOTION CARRIED**

Mayor Gondek resumed the Chair at 6:05 p.m.

**Moved by** Councillor Dhaliwal  
**Seconded by** Councillor McLean

That with respect to Confidential Report C2024-0618, the following amendment be adopted:

That a new Recommendation 6 be added as follows and renumber the remaining Recommendations accordingly:

6. Approve Confidential Recommendation contained in Confidential Distribution 2;

For: (7): Councillor Dhaliwal, Councillor Chu, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Chabot, and Councillor McLean

Against: (5): Councillor Pootmans, Councillor Penner, Councillor Spencer, Councillor Mian, and Mayor Gondek

**MOTION CARRIED**

**Moved by** Councillor Wyness

**Seconded by** Councillor Wong

That with respect to Confidential Report C2024-0618, the following amendment be adopted:

That a new Recommendation 7 be added as follows and renumber the remaining Recommendations accordingly:

7. Approve Confidential Recommendation contained in Confidential Distribution 3; and

For: (11): Councillor Dhaliwal, Councillor Chu, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor McLean, Councillor Mian, and Mayor Gondek

Against: (1): Councillor Pootmans

**MOTION CARRIED**

**Moved by** Councillor Mian

**Seconded by** Councillor Chabot

That with respect to Confidential Report C2024-0618, the following be adopted, **as amended**:

That Council:

2. Approve Confidential Recommendation 2 contained in Confidential Report C2024-0618;
3. Approve the capital re-cast in **Revised** Attachment 7 and capital relinquishments in Attachment 8;
4. **Concurrent to the independent incident review that will address the 16<sup>th</sup> Avenue feeder main break, direct Administration to:**
  - a. **prepare the budget required by Water Services to:**
    - i. **upgrade technology, monitoring and modelling systems for treated water security and safety, beginning in the 2025 and 2026 budget years;**



- ii. perform identified maintenance and undertake work on needed upgrades, beginning in the 2025 and 2026 budget years; and
  - iii. clarify whether the funding source for the above work will be utility rates, water utility dividend, or an alternate funding source;
5. Leverage the findings of the independent incident review and ongoing review of infrastructure to build a comprehensive budget for the 4-year 2027 to 2030 budget cycle;
7. Approve Confidential Recommendation contained in Confidential Distribution 3; and
8. Direct that:
- a. the Closed Meeting Discussions, Confidential Report, **Confidential Distributions**, Confidential Recommendations 1 and 2, and Confidential Attachments 1, 2, 3, 4, 6, 9, 10, and **11** be held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2026 December 31; and
  - b. notwithstanding Recommendation **8a**, that the Closed Meeting Discussions, Confidential Report, **Confidential Distributions**, Confidential Recommendations 1 and 2, and Confidential Attachments 1, 2, 3, 4, 6, 9, 10, and **11** be released to Corporate Planning and Performance, to be shared with Administration, only where required, to support next steps.

For: (12): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor McLean, Councillor Mian, and Mayor Gondek

**MOTION CARRIED**

**Moved by** Councillor Mian  
**Seconded by** Councillor Chabot

That with respect to Confidential Report C2024-0618, the following be adopted, **as amended**:

That Council:

- 6. **Approve Confidential Recommendation contained in Confidential Distribution 2;**

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

Against: (4): Councillor Penner, Councillor Spencer, Councillor Mian, and Mayor Gondek

**MOTION CARRIED**

**Moved by** Councillor Mian  
**Seconded by** Councillor Chabot

That with respect to Confidential Report C2024-0618, the following be adopted, **as amended**:

That Council:

1. Approve Confidential Recommendation 1 contained in Confidential Report C2024-0618;

**Moved by** Councillor Wong  
**Seconded by** Councillor Chabot

That with respect to Confidential Report C2024-0618, the following be adopted:

That Council postpone Confidential Recommendation 1 contained in Confidential Report C2024-0618, with guidance for Council discussion to be based on the outcomes of the 2024 June 25 facilitated session related to Item 6.1.2 Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets, C2024-0618, to the 2024 July 16 Public Hearing Meeting of Council, to be dealt with at 9:30 a.m. on 2024 July 17.

For: (12): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor McLean, Councillor Mian, and Mayor Gondek

**MOTION CARRIED**

#### 6.1.3 Municipal Fiscal Gap, C2024-0619

Administration in attendance during the Closed Meeting discussions with respect to Confidential Report C2024-0619:

Clerks: K. Martin, M. A. Cario, and J. Booth. Chief Administrative Officer: D. Duckworth. Law: L. Davies. Advice: S. Dalgleish, C. Male, C. Arthurs, K. Black, D. Hamilton, D. Morgan, M. Thompson, C. Berry, H. Domzal, C. Stewart, R. Vanderputten, L. Tochor, S. Kongnetiman, M. Jankovic, C. Jacyk, H. Kathol, K. Cote, and B. Whelbourn.

**Moved by** Councillor Spencer  
**Seconded by** Councillor Wong

That with respect to Confidential Report C2024-0619, the following be adopted, **after amendment**:

That Council:

1. Receive this report for the Corporate Record;
2. Direct that the Closed Meeting discussions, Confidential Report and Confidential Attachments, be held confidential pursuant to Section 24 (**Advice from officials**) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2026 December 31; **and**
3. **Notwithstanding Recommendation 2**, direct Administration to publicly release the Confidential Report and Confidential Attachments immediately following the 2024 June 25 **Strategic Meeting of Council**.

For: (12): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Chabot, Councillor Spencer, Councillor McLean, Councillor Mian, and Mayor Gondek

**MOTION CARRIED**

7. BRIEFINGS

None

8. ADJOURNMENT

**Moved by** Councillor Wong  
**Seconded by** Councillor Pootmans

That this Council adjourn at 6:12 p.m.

**MOTION CARRIED**

CONFIRMED BY COUNCIL ON

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK



**Infrastructure Services Report to  
Infrastructure and Planning Committee  
2024 June 12  
Legacy Parks Program Update**

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**ISC: UNRESTRICTED  
IP2024-0317**

**PURPOSE**

This report provides an update to Council on the Legacy Parks Program, including historical, current, and potential future projects.

**PREVIOUS COUNCIL DIRECTION**

All further discussion and direction on the Legacy Parks Program be directed to the Infrastructure and Planning Committee (Attachment 1).

**RECOMMENDATION(S):**

That the Infrastructure and Planning Committee recommend to Council:  
1. That they received this report for the corporate record.

**RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE,  
2024 JUNE 12:**

That Council receive this report for the Corporate Record.

**CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

General Manager of Infrastructure Services, Michael Thompson supports the recommendations in this report.

**HIGHLIGHTS**

- Created in 2003, the Legacy Parks Program has been instrumental in helping Calgary build a legacy of treasured parks.
- Since 2003 approximately \$177.5 million in Legacy Parks Funds have been invested in Parks, equating to 43% of the capital budget for destination parks.
- Funding from the Legacy Parks Program has contributed to improved destination park access for over 30% of households in Calgary.
- During the COVID-19 pandemic, unprecedented park use was seen throughout The City as residents turned to parks to maintain their physical and mental health. The ongoing need to invest in parks and open spaces is essential for Calgary's future.

**DISCUSSION**

Council created the Legacy Parks Program in 2003 and since its inception it has been instrumental in helping Calgary build a legacy of treasured parks. The program helps to create new park spaces and redevelop existing ones for the benefit of Calgarians, now and into the future. During the COVID-19 global pandemic, unprecedented park use was seen throughout The City as residents turned to parks to maintain their physical and mental health. The ongoing need to invest in parks and open spaces is essential for Calgary's future.

Since 2003 approximately \$177.5 million has been invested in destination parks through the Legacy Parks Program, equating to 43% of the capital budget for destination parks. The Legacy

**Infrastructure Services Report to  
Infrastructure and Planning Committee  
2024 June 12  
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**ISC: UNRESTRICTED  
IP2024-0317**

Parks Program has enabled the development of seven new parks (four of which are being completed in this business cycle), 12 park upgrades and enabled the purchase of land for five parks. A map of the projects and acquisitions funded by the Legacy Parks Program is provided as Attachment 2. The Legacy Parks Program has contributed to improved destination park access for 175,000 households, or over 30% of households in Calgary.

Destination parks typically have many amenities, are multi-functional, and people will spend at least 20 minutes or more there. Research has shown that spending 20 minutes in nature provides health benefits from the additional physical activity but also in improving overall well-being.

Administration has several level of service targets that aim to ensure Calgarians have access to parks and open spaces:

- Provide all Calgarians with access to a destination park within 5 km or a 10-minute drive. A proximity analysis of destination parks is displayed in Attachment 3 showing which communities have this level of service. The projects that are currently in flight will allow Administration to meet this target, however, as the City expands and builds out the approved communities, more destination parks will be required.
- Provide 10 percent of open space per community, in alignment with the Municipal Development Plan.
- Provide two hectares of park space per 1000 people in most of the City. Downtown and the Beltline have a target of one Ha/1000 people.
- The infrastructure within a destination park requires replacement or upgrading after its useful lifecycle. Existing parks may also require total redevelopment based on growth or changing needs of the population. For these reasons, we aim to lifecycle destination parks every 25 years, and complete a major renewal every 50 years to meet changing citizen demands.

To achieve the targets identified, Administration foresees a continued required investment in destination park programming beyond 2025. A portfolio of projects which Administration will be seeking future funding requests for are identified in Attachment 3.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

The level of communication and interested party engagement is assessed for each project within the program and completed as needed.

## **IMPLICATIONS**

### **Social**

Access to multi-functional parks and open spaces that provide spaces for socializing along with active and passive recreational activities contributes to the overall health and well-being of

**Infrastructure Services Report to  
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2024 June 12  
Legacy Parks Program Update**

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**ISC: UNRESTRICTED  
IP2024-0317**

Calgarians. The Legacy Parks Program uses equity, accessibility and inclusion as one of the eligibility criteria which creates a sense of belonging to local community and supports Council Guiding Principles to build strong communities and deliver the right services. This program also supports improvements that are used for education and that have cultural significance. Spending time outdoors reduces stress and anxiety, increases social interactions and boosts mood, all contributing to improvements in the mental health of Calgarians.

### **Environmental**

Healthy and connected natural areas support biodiversity and environmental resiliency. The Legacy Parks Program can support the acquisition of natural areas as part of destination park provision to bolster the ecological network and increase access to natural areas for Calgarians. Tree stands, prairie grasslands and wetlands are significant elements of these areas which will contribute towards The City's tree canopy and naturalization targets in the Municipal Development Plan and Our BiodiverCity strategy.

### **Economic**

Parks and open spaces add to the vitality of our neighbourhoods and the downtown core, are a catalyst for external investment and provide opportunities for events and other commercial activities.

### **Service and Financial Implications**

#### **Existing capital funding - base**

- 2023-2026 Parks and Open Spaces Capital Budget is \$96.4 million, additional funding of \$18 million approved in November 2023 for the Park and Playgrounds Amenities Program (to be used to provide local park upgrades and amenities)
- 2023-2025 Legacy Parks Program approved funding \$68.13 million. A portion of this funding is being used to complete the projects identified in Attachment 3.

### **RISK**

Although capital projects for parks and open spaces may be completed through other programs, the Legacy Parks Program has been instrumental in the expansion, protection and enhancement of Calgary's world class parks and open space system. Discontinuing the program may result in a decrease in high-quality, equitable parks and open spaces that Calgarians value, which may have an impact on the mental health of Calgarians.

### **ATTACHMENT(S)**

1. Attach 1 – Previous Council Direction IP2024-0317
2. Attach 2 – Legacy Parks – Past Projects 2003-2023 – IP2024-0317
3. Attach 3 – Legacy Parks – Current and Future Projects – IP2024-0317

**Infrastructure Services Report to  
Infrastructure and Planning Committee  
2024 June 12  
Legacy Parks Program Update**

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**ISC: UNRESTRICTED  
IP2024-0317**

4. Attach 4 – Presentation – IP2024-0317

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Michael Thompson	Infrastructure Services	Approve
Doug Morgan	Operational Services	Inform
Kyle Ripley	Operational Services	Approve
Kerensa Fromherz	Infrastructure Services	Approve
Francois Bouchart	Infrastructure Services	Approve
Les Tochor	Corp. Planning & Financial Services	Consult

Author: Katie Levin-Ferg, Capital Priorities and Investment

**City Clerks: A. Lennox / C. Doi**



# Previous Council Direction

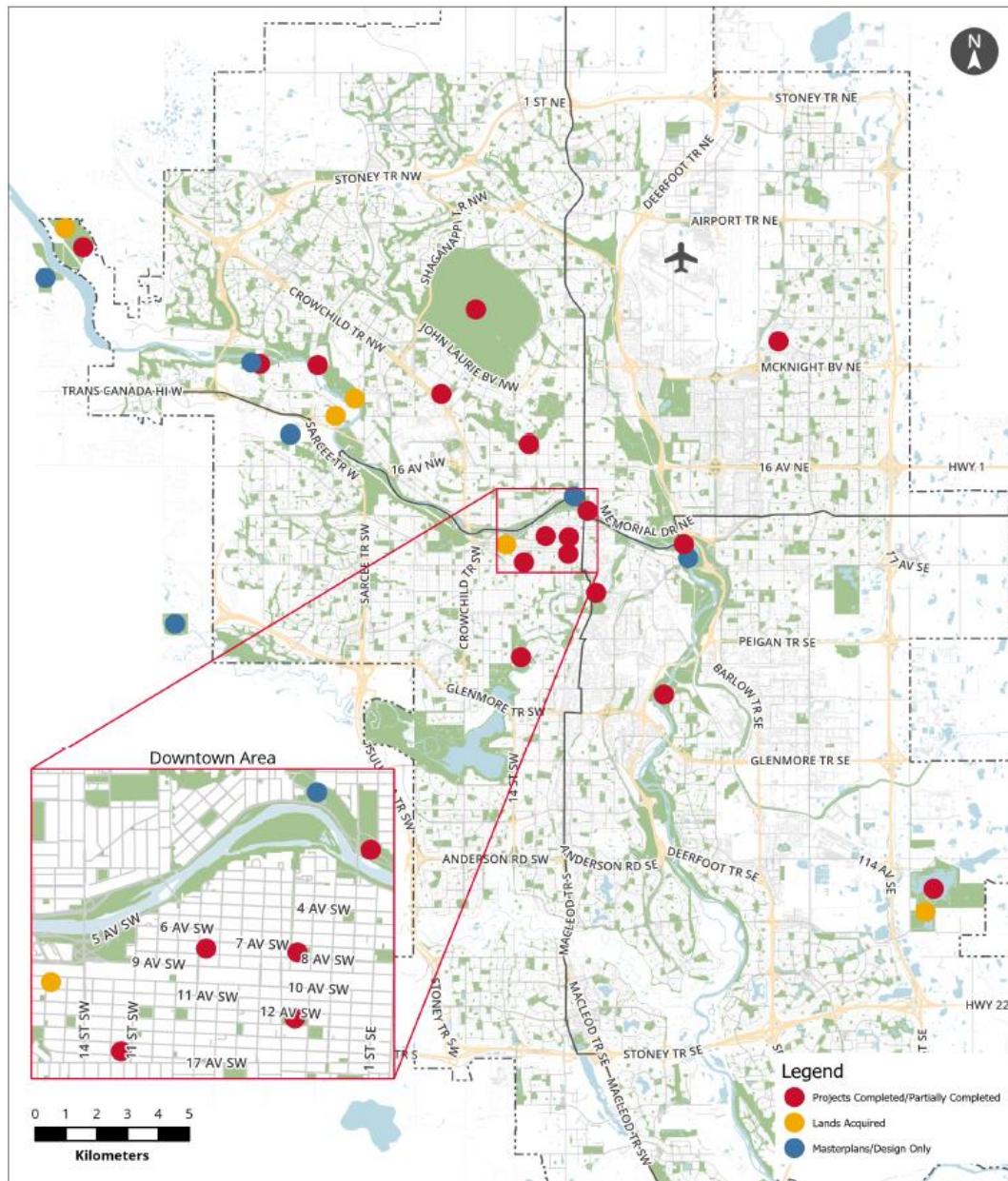
DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 Dec 13	IP2023-1254	Briefing Note provided to Infrastructure and Planning Committee to provide an update on the Legacy Parks Program.
2022 Mar 29	LP2022-0373	Motion to disband the Legacy Parks Program Committee was approved at Council.
2022 Mar 16	LP2022-0373	Verbal report at Legacy Parks Program Committee; motion to disband and tie updates on this program into the Infrastructure & Planning Committee going forward.
2021 Nov 1	C2021-1455	At the 2021 Organizational meeting of Council, the Terms of Reference were approved to re-establish the Legacy Parks Program Committee.
2021 June 21	PFC2021-0909	Notice of Motion "Investment in Calgary's Parks, Playfields and Open Spaces" was approved by Council and included direction to re-establish the Legacy Parks Steering Committee at the November 2021 Organizational meeting of Council in order to provide oversight on the Legacy Parks Program.
2016 Sept 12	Bylaw Tabulation & Bylaw 36M2016	Council disbanded the Legacy Parks Fund Steering Committee effective 2016 December 31.
2014 Mar 10	LPC2014-0172	Council approved the proposed additional program criteria to include local community open spaces.
2003 Sept 22	C2003-67	Council approved the Legacy Parks Steering Committee mandate as recommended in Executive Report to Council (Legacy Parks – Update).



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**Projects Completed/Partially Completed:**

- Beaverdam Flats Regional Park
- Blakiston Park
- Bowmont East (Dale Hodges Park)
- Bowness Lagoon
- Central Memorial Park
- Century Gardens
- Confederation Park
- Devonian Gardens
- Haskayne Legacy Park Ph 1 & 2
- Inglewood Bird Sanctuary Nature Centre & Restoration
- Memorial Drive
- Nose Hill (trails/signs/restoration)
- Open Space Strategy (local park upgrades)
- Prairie Winds Park
- Ralph Klein Park
- Reader Rock Garden
- River Park/Sandy Beach/Britannia Slopes
- Thomson Family Park

**Lands Acquired:**

- Haskayne
- Klippert lands (Bowmont East)
- RB Bennett School
- Ralph Klein Park
- Scarboro/Sunalta West

**Masterplans/Design Only:**

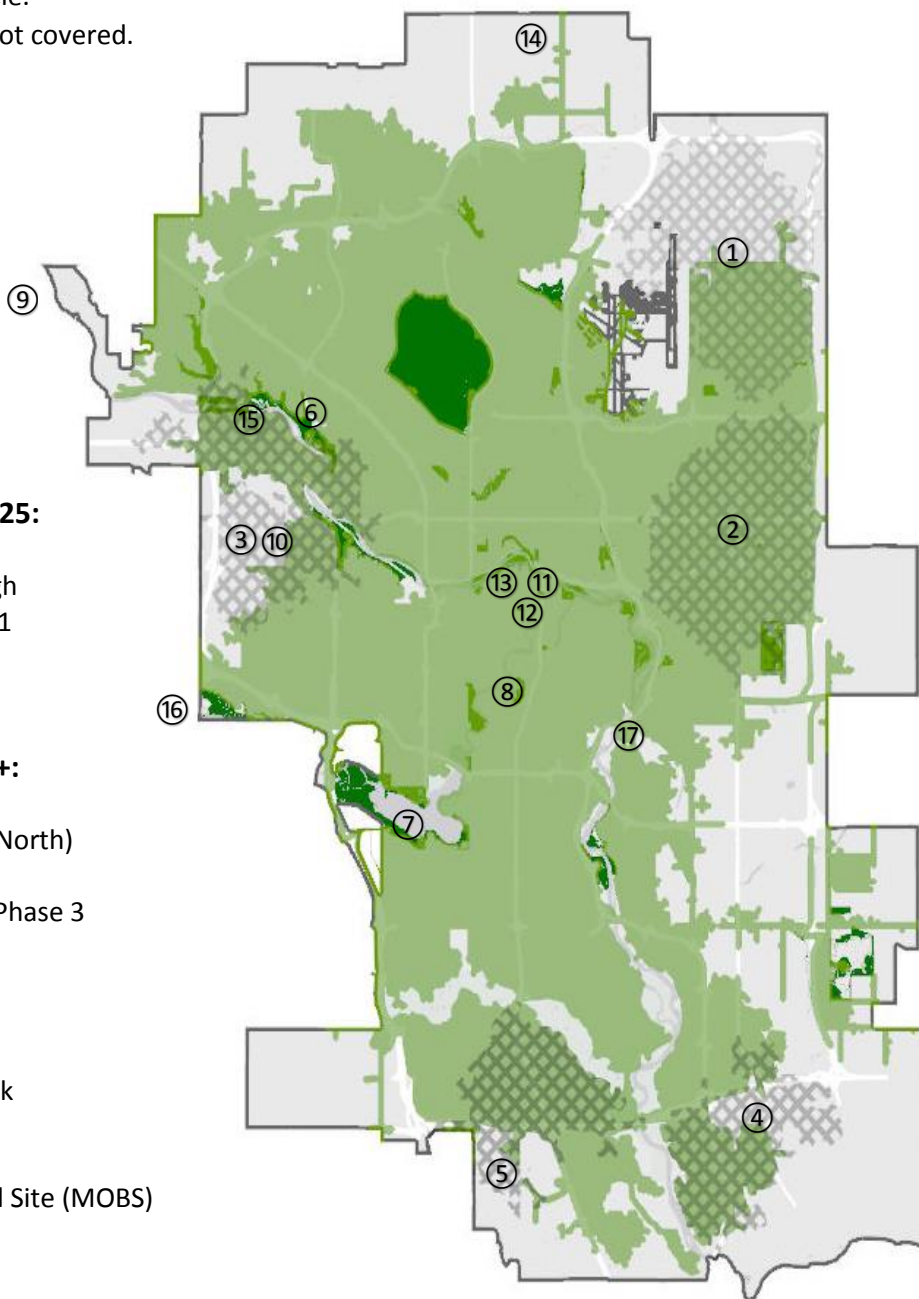
- Bears paw
- Clearwater
- Bend in the Bow
- Bow to Bluff
- Bowness Lagoon
- Inglewood Bird Sanctuary (Colonel Walker House – servicing plan)
- Paskapoo Slopes (natural area plan)



## Legacy Parks Program – Current and Future Projects

The City aims to provide access to destination parks within 5km of residential communities. This represents a 10-minute drive time which is considered a reasonable distance for most users. The following is an accessibility analysis to the destination parks from the residential sections of Calgary.

- Dark green shows destination parks
- Light green sections of the map represent communities within the 5 km to existing destination parks
- Grey (hashed) sections are communities that will be able to reach new destination parks from this business cycle.
- Gray areas are not covered.



### Projects funded through 2025:

- ① NE – Cornerstone
- ② E Central – Big Marlborough
- ③ W – Medicine Hill – Phase 1
- ④ SSE – Seton
- ⑤ SSW – Priddis Slough

### Projects proposed for 2026+:

- ⑥ Edworthy Park
- ⑦ Glenmore Reservoir Park (North)
- ⑧ Stanley Park
- ⑨ Haskayne Regional Park – Phase 3
- ⑩ Medicine Hill – Phase 2
- ⑪ Sien Lok Park
- ⑫ Tomkins Park
- ⑬ Millenium Park
- ⑭ North Central Regional Park
- ⑮ Bearspaw Reservoir Park
- ⑯ Clearwater Park
- ⑰ Milligan Ogden Brown Field Site (MOBS)

## *PROJECT DESCRIPTIONS*

### Projects funded through 2025:

#### 1. Cornerstone Regional Park

Located where the two developing NE communities of Cityscape and Cornerstone are emerging.

**Completed:** A consultant was secured for the project and public engagement started in 2023.

**Next Steps:** We are expecting concept drawings early in 2024 with development and construction to follow.

Funding from the Legacy Parks Program will go towards:

- Development of a concept masterplan for the regional park to help guide development (early 2024).
- Fund future regional park amenity features and facilities identified through the masterplan (late 2024 and 2025).

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the development of the masterplan.
- Construction to be shared with developer.
- Construction Estimate: \$5M

#### 2. Big Marlborough

Located in the northeast community of Marlborough Park. The project will upgrade the park to meet changing community needs.

**Completed:** RFP for a consultant is on the market and we should award the contract by end of May.

**Next Steps:** Engagement will start as soon as the consultant is hired.

Funding from the Legacy Parks Program for:

- Development of a concept masterplan with public engagement which will occur in 2024.
- Support the implementation and delivery of proposed regional park features, and facilities identified through the masterplan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the development of the masterplan.
- Construction \$10M

#### 3. Medicine Hill – Phase 1

Medicine Hill holds incredible Indigenous, cultural, and ecological significance to Calgary.

**Completed:** In 2023 we consulted with many interested parties to determine who to collaborate with on the project and we developed a detailed charter document for the project.

**Next Steps:** A consultant will be hired in early 2024 with public engagement to follow. The master planning work will inform the full scope of the project and define construction timelines.

Funding from the Legacy Parks Program for:



- Development of a concept masterplan in 2024.
- Support the implementation and delivery of proposed regional park features, and facilities identified through the masterplan.

Estimated Budget (order of magnitude)

- An estimated \$1.3M is required to fund the development of the masterplan. Fund from 2022 budget adjustment (White Goose Flying report support).
- Construction cost depending on building and vision for the site.
- \$5M initial allocation from Legacy but will likely require more, based on the scope of the project.

#### 4. Seton Regional Park

Located in the southeast, where development ranging from new communities, businesses and the Seton hospital and recreation centre has resulted in fast growing communities. A parcel of land has been earmarked for a regional park, and the Legacy fund will allow for development.

**Completed:** Working on RFP to engage a consultant.

**Next Steps:** Engagement will start as soon as the consultant is hired.

Funding from the Legacy Parks Program will go towards:

- Development of a concept masterplan with public engagement which will occur in 2024.
- Support the implementation and delivery of proposed regional park features, and facilities identified through the masterplan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the development of the masterplan.
- Construction Estimate: \$20M

#### 5. Priddis Slough

Located in the southeast quadrant of the city and holds regional significance as the largest natural wetland complex within Calgary. Currently, the area is being developed and additional urban planning complete. The park will complement these developments and provide recreational opportunities for people while protecting the natural environment.

**Completed:** High level planning is ongoing.

**Next Steps:** Engage various parties to see how to move this forward,

Funding from the Legacy Parks Program will go towards:

- Development of a concept masterplan to guide park redevelopment.
- Fund future regional park amenity features and facilities identified through the masterplan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the development of the masterplan.
- Construction \$5M placeholder

## Projects proposed for 2026+:

### 6. Edworthy Park

Edworthy Park is a well-used and well-loved regional park located in the southwest that is a treasured year-round destination. The park includes unique features such as the Douglas Fir Trail and Lawrey Gardens and is a high priority site in the City's Ecological Network.

Funding from the Legacy Parks Program will go towards:

- Public engagement and the creation of a masterplan to guide future redevelopment in the park.
- Fund future regional park amenity features and facilities identified through the masterplan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the development of the masterplan.
- Construction Estimate: \$15M

### 7. Glenmore Reservoir Park (North)

Glenmore Reservoir Park covers 84 hectares of land in Calgary's southwest including the Weaselhead, a highly sensitive and important ecological area. It accommodates various amenities and services that support year-round leisure and recreation opportunities. The redevelopment of this park will look to encompass all areas surrounding the reservoir including north and south Glenmore Parks, Weaselhead Park, and the Heritage Docks by creating an overall, integrated regional park masterplan.

Funding from the Legacy Parks Program will go towards:

- Public engagement and the creation of a masterplan to guide future redevelopment in the park.
- Fund future regional park amenity features and facilities identified through the masterplan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the development of the masterplan.
- Construction Estimate: \$15M

### 8. Stanley Park

Stanley Park is centrally located in southwest Calgary on the bank of the Elbow River and is recognized locally and citywide as a natural "gem". With direct river access and an outdoor pool, along with natural topography for winter activities, this regional park is a favorite year-round recreation destination for visitors throughout the City. In 2013 Administration completed the Stanley Park Redevelopment and Management Plan which will require updating as needs may have changed.

Funding from the Legacy Parks Program will go towards:

- Refresh of the redevelopment plan, including engagement with interested parties.
- Fund future regional park amenity features and facilities identified through the updated plan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the updates to the redevelopment plan.
- Construction Estimate: \$15M



## 9. Haskayne Regional Park – Phase 3

Haskayne Regional Park encompasses 144 hectares (355 acres) of unique and natural landscape, where traditional western ranch lands come alive with spectacular mountain and prairie views. The concept plan for Haskayne Regional Park highlights and explores the natural and cultural forces which have combined to shape the Bow River Valley. Haskayne Park (Phase 1 & 2), has been under construction over the past few years and is now nearing completion. This current phase features large passive open space areas providing interpretive and recreational opportunities, a trail network, demonstration gardens, an interpretive centre, and site parking.

Funding from the Legacy Parks Program for Phase 3 will go towards:

- Additional developments along the waterfront including a potential boat ramp, small restaurant/café with terraced landscaping, waterfront promenade and patio area.
- Construction of a grade separated rail crossing and a public access road to the park via Woodland Road.
- Other improvements include the creation of cultural transect interpretative rooms, an observation tower, additional pathway and trail connections, signage and lighting.

Estimated Budget (order of magnitude)

- Construction Estimate: \$10M

## 10. Medicine Hill – Phase 2

The land in Medicine Hills (formerly Paskapoo Slopes) is a culturally significant site with a long and rich indigenous history that requires complex engagement and careful consideration for development. The project is anticipated to be phased through the Masterplan (discussed in #3, above).

Funding from the Legacy Parks Program will go towards:

- Funding future regional park amenity features and facilities identified through the updated Masterplan to be completed in 2024.

Estimated Budget (order of magnitude)

- Construction Estimate: \$10M

## 11. Sien Lok Park

Located along the south Bow River pathway, just west of the Centre Street bridge, Sien Lok Park is Chinatown's only public green space. In 2013, Administration completed a conceptual Masterplan impacted by changes due to the 2013 flood mitigation strategies and other development of public space in the area, such as Eau Claire Plaza and Promenade, and will require updating.

Funding from the Legacy Parks Program will go towards:

- Refresh of the masterplan, including engagement with interested parties.
- Fund future park amenity features and facilities identified through the updated plan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the updates to the redevelopment plan.
- Construction Estimate: \$20M

## 12. Tomkins Park

Tomkins Park is a lively community parks in the Beltline. It is home to concerts, festivals and a farmers market and surrounded by neighbourhood shops, businesses and restaurants. The park features benches, a gazebo, walkways and Calgary's first automatic public toilet. There is potential to update and upgrade the park design to improve the overall quality of this highly used park space.

Funding from the Legacy Parks Program will go towards:

- Fund future park upgrades and amenity features and facilities identified through community engagement.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the updates to the redevelopment plan.
- Construction Estimate: \$11M

## 13. Millenium Park

Millennium Park was established at the turn of the millennium in the year 2000 and is considered a major destination park in Calgary's downtown core. Designated as a family activity park and special events venue, it features one of the largest skate parks in North America with 75,000 square feet of skateable surface. It is a regional draw for skateboard, BMX and inline enthusiasts and is host to many popular outdoor concerts and festivals that attract spectators from across the city and beyond. With over 20 years use, numerous elements within the park are nearing the end of their lifecycle.

Funding from the Legacy Parks Program will go towards:

- Development of a concept masterplan.
- Fund future regional park amenity features and facilities identified through the masterplan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the updates to the redevelopment plan.
- Construction Estimate: \$20M

## 14. North Central Regional Park

The City purchased land for a future regional park and cemetery in the far central north part of the city. The vision is to create a regional park where certain amenities can overlap with a future North Cemetery.

Funding from the Legacy Parks Program will go towards:

- Fund future park upgrades and amenity features and facilities identified through community engagement.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the updates to the redevelopment plan.
- Construction Estimate for the regional park portion of the project: \$20M

## 15. Bearspaw Reservoir Park

Bearspaw Regional Park is a 60-hectare (149-acre) river valley park on the western shore of the Bearspaw Reservoir and across from Haskayne Park. With a rich natural and cultural legacy, Bearspaw

Park will serve as an enduring reminder of the ecology and cultural traditions of the Bow River Valley. The landscape of native grasslands, escarpments, springs, wetlands and ravine will be preserved for all to enjoy and appreciate.

Funding from the Legacy Parks Program will go towards:

- Supporting further design development, detailed design, construction and implementation of Bearspaw Regional Park. An updated biophysical impact assessment will also be required. An overall design development plan (masterplan) and management plan has been completed in 2010, which identified an overall concept and high-level cost estimates for future improvements in the park, however, recommendations from the plan would require review and updating to ensure elements are still appropriate and relevant.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the updates to the redevelopment plan.
- Construction Estimate: \$3M

## 16. Clearwater Park

Clearwater Park is within the county of Rockyview on the West side of the City but belongs to The City of Calgary. There is a desire to further develop this park to meet the needs of residences in this area of the city and county. The development of the park will preserve the unique riparian habitats along the Elbow River and offer recreation opportunities for residents in the region. A conceptual Masterplan was completed in 2014 but requires review due to impacts from the highway twinning project and construction of a dry storm pond within the park.

Funding from the Legacy Parks Program will go towards:

- Refresh of the Masterplan, including engagement with interested parties.
- Fund future park upgrades and amenity features and facilities identified in the updated Masterplan.

Estimated Budget (order of magnitude)

- An estimated \$500K is required to fund the updates to the redevelopment plan.
- Construction Estimate: \$3M

## 17. Milligan Ogden Brown Field Site (MOBS)

The development of the MOBS site in the southeast will allow the transformation of a former industrial brownfield site into a highly valuable, safe and renewed public amenity that will help energize the local area, support and grow of the tourism industry and bring benefits to all Calgarians. This site has been identified to fill a much needed gap for an outdoor events venue in the City. A 2019 feasibility study showed that a 50,000-person-capacity outdoor event park could be achieved on the site.

Funding from the Legacy Parks Program will go towards:

- Supporting additional consulting work to further design development, detailed design, construction and development of the new event-site.

Estimated Budget (order of magnitude)

- An estimated \$36M is required to fund the completion of this project which includes consulting fees, contractor mobilization costs, construction contingency allowance, post construction activities and landscape maintenance during a standard 2-year warranty period.

The word "Calgary" in white serif font on a red rectangular background.A wide-angle photograph of a park landscape. In the foreground, a gravelly path leads towards a body of water. The background features a dense line of bare trees and some distant buildings under a sky with large, white, fluffy clouds. The lighting suggests late afternoon or early morning.

# Legacy Parks Program Update

IPC2024-0317

12 June 2024



## Previous Council Direction

All further discussion and direction on the Legacy Parks Program be directed to the Infrastructure and Planning Committee.



# Recommendations

That the Infrastructure and Planning Committee recommend to Council that they receive this report for the corporate record.

# Contributions to Parks and Open Spaces

## Highlights

- \$177.5M invested since 2003
- Improved access for Calgarians
- Improved physical and mental health



## Park Improvements

- 12 parks upgraded

## New Parks

- 7 new parks created
- 4 under development



## Land

- Purchase land for 5 parks



# Serving our communities

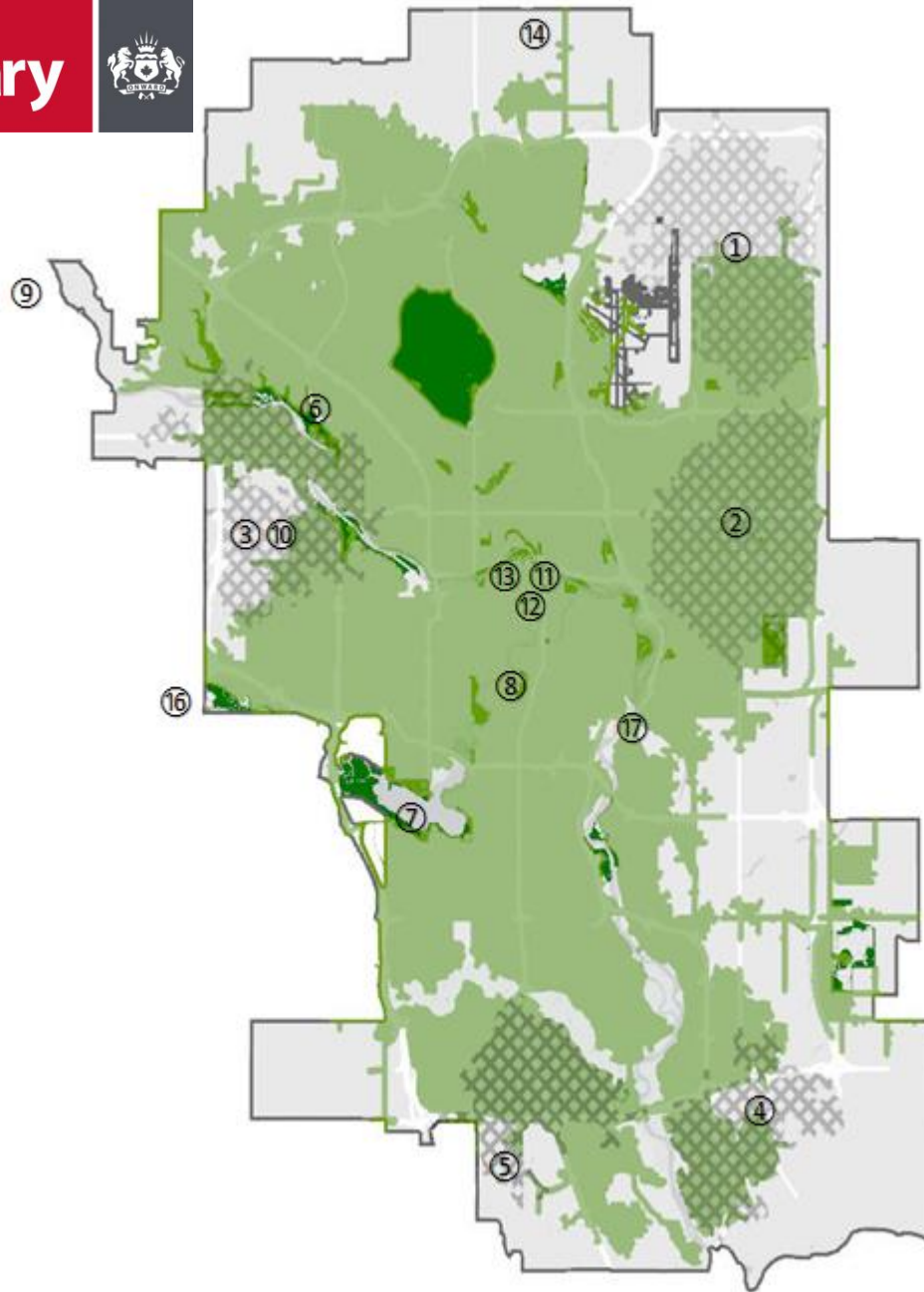
## Service Level Goals

- Provide destination parks within 5km
- 10% open space/community
- ~2 hectares of park space / 1000 people
- Destination Parks: Lifecycle every 25 years, major renewal every 50 years



## Realized Outcomes

- ← Legacy Parks Program contributed to improved destination park access for 175,000 households
- ← About 50% of destination parks created or upgraded with this funding to date
- ← Provides space for socializing and recreation
- ← Contributes to health and well-being of Calgarians
- ← Ensuring equity across the City



# Projects to 2030

## Projects currently funded for construction (through 2025)

1. Cornerstone
2. Big Marlborough
3. Medicine Hill – Phase 1
4. Seton
5. Priddis Slough

## Projects proposed for 2026+

6. Edworthy Park
7. Glenmore Reservoir Park (North)
8. Stanley Park
9. Haskayne Regional Park – Phase 3
10. Medicine Hill – Phase 2
11. Sien Lok Park
12. Tomkins Park
13. Millenium Park
14. North Central Regional Park
15. Bearspaw Reservoir Park
16. Clearwater Park
17. Milligan Ogden Brown Field Site (MOBS)

# Recommendations

That the Infrastructure and Planning Committee recommend to Council that they receive this report for the corporate record.



**Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 June 12**

**ISC: UNRESTRICTED  
IP2024-0573**

**Growth Infrastructure Continuous Improvement Plan**

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**PURPOSE**

The purpose of this report is to respond to Council direction to develop a detailed implementation plan for continuous improvement in how The City plans, funds, builds and reports on growth-related infrastructure. Of the eight (8) amendments directed by Council January 16, all have been actioned and are underway.

**PREVIOUS COUNCIL DIRECTION**

On 2024 January 16 (IP2023-1264), Council approved the 2024 Off-site Levies Bylaw and directed Administration to report back in 2024 Q2 with a detailed implementation plan addressing:

- a. Update the Water Efficiency Plan.
- b. Undertake geographic analysis measuring water usage.
- c. Request data from the development industry that shows evidence of water saving measures in new communities.
- d. Report on RouteAhead strategies regarding transit service in new communities.
- e. Supplement the off-site annual levy report to include buses bought using levies.
- f. Investigate rightsizing infrastructure in the Municipal Development Plan, Calgary Transportation Plan, and other infrastructure plans.
- g. Identify risks and costs due to slower pace of growth.
- h. Investigate alternative means to fund new growth-related infrastructure (as opposed to passing the financial burden to The City of Calgary and existing taxpayers and utility rate payers).

**RECOMMENDATION:**

That Infrastructure and Planning Committee recommend that Council receive this report for the Corporate Record.

### **Growth Infrastructure Continuous Improvement Plan**

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#### **RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE, 2024 JUNE 12:**

That Council **direct Administration to:**

- 1. Engage a third-party engineering resource to:**
  - a. Complete a review on water use trends and water loss (locally and in comparative jurisdictions); and**
  - b. Complete an analysis of established areas, new communities and municipal customer water infrastructure design metrics for the purpose of calculating greenfield and established area development levies;**
- 2. Report back to Council through the 2024 October 16 Infrastructure and Planning Committee with a progress update; and**
- 3. Amend Item G in the Growth Infrastructure Continuous Improvement Plan, Attachment 2, by deleting Item G in its entirety and replacing with the following:**  
**“g. to include work to identify risks and costs of operating and maintenance issues arising from both under and over-utilized infrastructure, considering both slow and accelerated paces of growth.”**

Excerpt of the Minutes from the Regular Meeting of the Infrastructure Planning Committee, 2024 June 12:

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“The following documents were distributed with respect to Report IP2024-0573:

- A presentation entitled "Calgary's historical water demand"; and
- A letter from Brian Hahn.

...

**Moved by Councillor Wyness**

That with respect to Report IP2024-0573 that the following be approved:  
That the Infrastructure and Planning Committee recommend that Council direct  
Administration to:

1. Engage a third-party engineering resource to:
  - a. Complete a review on water use trends and water loss (locally and in comparative jurisdictions); and
  - b. Complete an analysis of established areas, new communities and municipal customer water infrastructure design metrics for the purpose of calculating greenfield and established area development levies.
2. Report back to Council through the 2024 October 16 Infrastructure and Planning Committee with a progress update; and
3. Amend Item G in the Growth Infrastructure Continuous Improvement Plan, Attachment 2, by deleting Item G in its entirety and replacing with the following:

**Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 June 12**

**ISC: UNRESTRICTED  
IP2024-0573**

**Growth Infrastructure Continuous Improvement Plan**

“g. to include work to identify risks and costs of operating and maintenance issues arising from both under and over-utilized infrastructure, considering both slow and accelerated paces of growth.”

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

**MOTION CARRIED”**

**CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

Acting General Manager Debra Hamilton concurs with this report. This plan highlights The City’s commitment to continuous improvement, robust engagement and transparency on growth infrastructure.

**HIGHLIGHTS**

- In response to 2024 January 16 direction, Administration developed a detailed implementation plan for continuous improvement in how The City plans, funds, builds and reports on growth-related infrastructure. (Attachment 2).
- Administration is dedicated to continuous improvement, seeks opportunities to right-size infrastructure and strives to reduce spending without compromising level of service to Calgarians. Administration also seeks ways to improve transparency and clarity in connection to the off-site levies and investigates new funding opportunities.
- Administration uses several processes and tools to effectively identify, prioritize, fund and deliver future growth infrastructure. The methodology used in the Off-site Levies Bylaw has recently been updated. It is transparent and effective. At the same time, Administration remains attentive to continuous improvement.
- Updates to the inputs to the off-site levies will be incorporated in future bylaw updates as they become available.
- Council directed Administration to explore a contingency plan of alternative funding models to the levies for funding growth-related infrastructure. Doing so will help to ensure that The City does not shift the costs of growth towards taxpayers and ratepayers.

**DISCUSSION**

Administration has developed a detailed implementation plan, including specifics on deliverables, scope of work, resourcing, and timing for each of the topics identified in the Council direction. Administration will continue to undertake the initiatives in Attachment 2, as per the defined timelines.

The implementation plan actions can be categorized under three overall directions:

## **Growth Infrastructure Continuous Improvement Plan**

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### **1. Continuous improvements to how The City plans and builds growth-related infrastructure**

#### **1.1. Water Efficiency Plan, Analyze Geographic Water Use, Industry Data on Water Saving (amendments a-c)**

Effective water management, and how much water is taken from the Bow and Elbow rivers, is critical to prepare for population growth, drought risk, water sharing agreement commitments and system costs. In 2024, Administration is emphasizing and has increased efforts toward two water management strategies. The first is water conservation, including the launch of a 'Every drop counts' water conservation campaign and Water Reductions Advisory in the spring, followed by proposed water utility bylaw amendments at the June 11 Executive Committee meeting for the immediate implementation of an outdoor watering schedule. Second, the Accelerated Water Loss program, including increased leak surveys starting this June, increased pipe replacements, and metering to support data driven decision-making. These strategies are expected to reduce water use in 2024. Additional strategies and actions will be guided by the Water Efficiency Plan, anticipated to be completed in early 2025.

Administration is also undertaking a program to replace the existing water meter reading system with an advanced system that provides accurate and near real-time data on water consumption. Administration is also currently developing an implementation plan for improved monitoring in the potable water distribution system. Administration has made a request to interest groups representing the development industry for empirical evidence of water conservation measures in the construction of new homes and communities, with the response noted in Attachment 3.

#### **1.2. Right size infrastructure (amendment f)**

Administration provides a biannual report on infrastructure with a lens on appropriately sizing infrastructure to meet needs. The "*Biannual Infrastructure Insights Report – Q1 2024*" (IP2024-0020) was on the 2024 March 13 agenda. Administration is currently undertaking the City Building Program, which will consolidate and update the Municipal Development Plan and Calgary Transportation Plan, as well as bring forward a new Street Manual, the latter of which will consolidate and update the Complete Streets Policy and Guide and the Design Guidelines for Subdivision Servicing Section II: Roads. As well, Administration is conducting the Southeast Calgary Network Study to review street classifications, sequencing and prioritization of long-range infrastructure plans to inform investment and city-building decisions. A key consideration of all these projects is to critically examine and question the need, scale, cost and timing of future infrastructure.

#### **1.3. Costs of Slow Growth (amendment g)**

Administration has begun to undertake an analysis of operating and maintenance costs incurred for utility infrastructure resulting from a slower than anticipated pace of growth. The results of this analysis will inform engineering solutions and potential changes to the sizing, design and construction sequence of utility infrastructure. Administration may revise infrastructure evaluation during Growth Application review and Area Structure Plan development depending on the results of this study.



## **Growth Infrastructure Continuous Improvement Plan**

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### **2. Continuous improvements to how The City reports on growth-related infrastructure**

#### **2.1. Route ahead – report new community transit, add buses to annual levy report (amendment d and e)**

Administration reports to Council in the second quarter of each year on the RouteAhead strategic plan with updates on operating investments, capital investments, status indicator updates and transit service changes. The “RouteAhead 2023 Annual Status Report” (IP2024-0581) was on the 2024 May 15 agenda. In 2024, Calgary Transit undertakes the expansion of On Demand service to six new communities.

The Off-site Levies and Centre City Levy Annual Reports provide information on levy collection and spend as required under the Municipal Government Act. These reports ensure ongoing accountability for the levy funds used to deliver infrastructure that supports growth and development in Calgary. Administration continually seeks opportunities to improve the clarity of information in the report. Administration will publish an updated version of the Off-site Levies Annual Report, including reporting on buses purchased using levy funds, in 2025 Q2.

Enhanced reporting as part of the RouteAhead strategic plan reporting and the Off-site Levies Annual Report support transparency for levy ratepayers, industry interest groups and Council.

### **3. Continuous improvements to how The City funds growth-related infrastructure**

#### **3.1. Alternative funding contingency (amendment h)**

The current levies are robust, well-supported by industry and Administration, and meet The City’s legislative obligations. In the absence of levies, the full cost of growth would be shifted to The City of Calgary, resulting either in increased taxes, reduced service, an inability to fund growth-related projects or a combination of all three. Administration is currently developing a contingency plan to explore alternative funding models that could potentially be deployed if required (Attachment 4). Administration will ensure that any potential alternative(s) considered as contingency options do not pass more of the financial costs of growth to The City of Calgary, existing taxpayers or utility rate payers. Report “Exploration of Contingency Models to the Off-site Levy Bylaw for Funding Growth-Related Infrastructure” (IGA2024-0529) will be on the 2024 June 20 Intergovernmental Affairs Committee agenda and responds to additional Council direction to develop a contingency funding plan.

## **EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

Administration met with representatives of the Building Industry and Land Development Association (BILD), the Commercial Real Estate Development Association (NAIOP) and Calgary Inner City Builders Association (CICBA) to share its approach on addressing the Council direction. Administration received feedback on the approach, as well as suggestions on approaching the Provincial Government for funding. Industry representatives are supportive of the existence of levies as cost-sharing mechanisms and prefer the current system to one where developers fund and build infrastructure.

## **Growth Infrastructure Continuous Improvement Plan**

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The main concerns shared by industry were that The City should continually reevaluate whether the cost, scale and design of infrastructure is financially sustainable and supports future growth.

### **IMPLICATIONS**

#### **Social**

If The City is forced to adopt an alternative funding contingency plan in place of the levies, or if the levy rates are adjusted such that they are too low and do not collect sufficient revenue to adequately service communities, it may impact The City's ability to ensure funding availability for recreation facilities, libraries, fire and police stations, clean drinking water, buses and pathways. This infrastructure is essential for safe and vibrant communities. They directly support the Quality-of-Life indicators and the Social Wellbeing Policy. Further, the funding and provision of capital infrastructure directly enables housing in new communities, which helps balance supply with demand and can improve affordability.

#### **Environmental**

If The City adopts an alternative funding contingency plan, or if the levy rates are adjusted too low, it may slow greenfield development. While there are downsides to this, it may have a positive environmental impact. The Sustainability Principles for Land Use and Mobility listed in the Municipal Development Plan include Principle 5: *Preserve open space, agricultural land, natural beauty and critical environmental areas*, and Principle 7: *Strategically direct and manage redevelopment opportunities within existing areas*. Greenfield development replaces natural grassland and agricultural land, contributing to increased greenhouse gas emissions and reduced biodiversity. Increased growth in the greenfield increases the challenge for The City to enable more sustainable travel options and shorter trips between work, school and amenities. Administration mitigates these impacts by strategically planning and delivering infrastructure.

#### **Economic**

If The City adopts an alternative funding contingency plan, or if the levy rates are adjusted too low, it may impact The City's ability to fund its capital priorities. Levy-funded infrastructure creates jobs and economic activity, both directly and through the enabled development.

### **Service and Financial Implications**

#### **No anticipated financial impact**

There are no direct capital or operating costs associated with this report.

### **RISK**

- **Under collection:** There is a risk that this work results in off-site levy rates that are too low and do not collect sufficient revenue to ensure adequately serviced communities. This could result in increased pressure on tax and utility rates, underserved communities and/or an inability to fund growth-related projects. Administration is managing this risk by continuing to take an evidence-based approach in its continuous improvement work.
- **Legislative change:** The Provincial Government has introduced legislative changes that increase the risk that construction of growth-related infrastructure may be paused, thus

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### **Growth Infrastructure Continuous Improvement Plan**

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negatively impacting growth. If the levies were to become unreliable tools in funding growth, this could have a major impact. In addition, the Provincial Government has introduced Bill 18, which could limit the availability of Federal Government grant funding to The City. Administration is managing these risks by starting work to explore an alternative model that mirrors the balance of risk in the existing bylaw, as directed by Council, as a contingency. However, any significant changes in the way The City funds infrastructure carries new risks and would take time to implement.

- **Fiscal gap:** Even if potential alternatives to the levy that Administration identifies mirror the balance of financial risk in the levy, there are still significant municipal contributions required to fund growth, as well as a growing fiscal gap between available funding and infrastructure needs. Growth creates a commitment to services and infrastructure indefinitely into the future, impacting The City's long-term financial sustainability.

### **ATTACHMENTS**

1. Background and Previous Council Direction
2. Growth Infrastructure Continuous Improvement Implementation Plan
3. Request for Industry Data on Water Saving
4. Alternative Funding Contingency Plan
5. Presentation
6. **Public Submissions Received at Committee**

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Debra Hamilton	Planning and Development Services	Approve
Carla Male	Corporate Planning & Financial Services	Approve
Doug Morgan	Operational Services	Consult
Michael Thompson	Infrastructure Services	Consult

Author: Jennifer Black, Natalia Ivanova, City and Regional Planning

**City Clerks: A. Lennox / C. Doi**



# Background and Previous Council Direction

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
1/16/2024	IP2023-1264	<p><b>10 Home and Business Essentials: Improved Off-site Levies Program and Bylaw</b></p> <p>Council approved the Off-site Levies Bylaw 1H2024.</p> <p>That with respect to Report IP2023-1264, the following amendment be adopted:</p> <p>That Council insert a new recommendation 2 as follows, and renumber the remaining recommendation accordingly:</p> <p>In consideration of the need to continue to improve the information available and used in developing an off-site levies bylaw, and maintain affordability for services provided through growth-enabling infrastructure, direct Administration to report back in 2024 Q2 to the Infrastructure &amp; Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, by whom the work will be undertaken, resourcing, and timing, with topics to be addressed to include:</p> <div><div>a.</div><div>An update to The City's Water Efficiency Plan including new water efficiency targets, policies, programs, and tools for achieving targets.</div></div> <div><div>b.</div><div>Geographic analysis for measuring water usage (including maximum daily demand) and leakage, including new and established areas, and specifically progressing to a smart metering approach.</div></div> <div><div>c.</div><div>Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand.</div></div> <div><div>d.</div><div>Reporting on RouteAhead strategies and actions relating to transit service introduction and adjustments, including On Demand, in new and actively developing communities.</div></div> <div><div>e.</div><div>Supplement annual off-site levy reporting for transit buses to include the new service implemented as buses are purchased using levy funds.</div></div> <div><div>f.</div><div>Infrastructure plans and inputs including scale and cost, including rightsizing infrastructure in the updated and consolidated Municipal Development Plan and the Calgary Transportation Plan.</div></div> <div><div>g.</div><div>Identify risks and costs of operating and maintenance issues arising from under-utilized infrastructure due to slower pace of growth.</div></div> <div><div>h.</div><div>Alternative means, including developer-led and/or provincial government to fund new growth-related infrastructure in active Area Structure Plans outside currently Approved Area as opposed to passing the financial burden to the City of Calgary and existing taxpayers and utility rate payers.</div></div>

		within the existing bylaw, and thus is covered by either the development industry or the Government of Alberta as opposed to passing the financial burden to the City of Calgary and existing taxpayers and utility rate payers.
1/12/2021	PFC2021-0035	<b>Off-Site Levy Update</b> Council directed Administration to adopt the new off-site levy principles as a strategic foundation for a new off-site levy bylaw.
11/2/2020	PFC2020-1140	<b>Water Utility Rates – Revised for 2021 and 2022 and Financial Plan Update</b> Council directed Administration to examine potential corporate funding and financing sources to reduce the impact of Off-site Levy shortfalls on Water Utility rates and report back with the 2021 Off-site Levy Bylaw review.
5/25/2020	PFC2020-0381	<b>Established Area Growth and Change Strategy 2020: Phase 1 Recommendations</b> Council directed Administration to explore a new Established Area off-site levy for local-sized water and sanitary pipes, through consultation with stakeholders, and for Council's consideration, as part of the current Off-site Levies Bylaw review.
10/21/2019	PFC2019-1123	<b>Development of Off-site Levies: Update and Bylaw Amendment</b> Council adopted Administration's Recommendation to give three readings to the amending Charter Bylaw 2H2019, to include the Community Service Charges as an off-site levy, in alignment with the City of Calgary Charter Regulation.
11/12/2018	PFC2018-0973	<b>Off-site Levy Bylaw Amendment Arising from New Community Growth Strategy 2018</b> Council approved the proposed bylaw amendment to the Off-site Levy Bylaw 2M2016 in Attachment 1, to enable Council's direction on the New Community Growth Strategy 2018.
1/11/2016	C2016-0023	<b>Off-site Levy Bylaw</b> Council adopted the Administration Recommendations to: 1. Give three readings to Bylaw 2M2016; 2. Adopt by resolution, the Community Services Charges; 3. Direct Administration to implement the key deliverables of the 2016 work plan to address issues that arose through this process; and 4. Direct Administration to create an Established Area Redevelopment Incentive Budget (EARIB) to offset reduced revenue resulting from the proposed density incentive program.

## Bylaws, Regulations, Council Policies

Bylaws, regulations, and Council policies together govern The City of Calgary's off-site levies.

The Municipal Government Act (MGA), the Off-Site Levies Regulation (Alta Reg 187/2017) The City of Calgary Charter, and 2018 Regulation (Alta Reg 40/2018) together govern the off-site levies and the Off-site Levies Bylaw. Off-site levies are financial tools that enable development in Calgary by providing certainty of costs to the land development industry, while providing The City with funds to pay for all or part of the capital cost of new or expanded infrastructure, supporting the economic stability of The City.

The City places off-site levy charges on development to fund major off-site growth-related capital infrastructure such as: water/wastewater treatment and pipes, storm water infrastructure, major interchanges/expressways, fire stations, recreation facilities and libraries. The Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) guide growth-related capital infrastructure investments.

The Municipal Government Act outlines consultation requirements for off-site levy bylaws. The City of Calgary's Engage Policy guides consultation with interested parties.

### Municipal Development Plan (24P2009)

In accordance with the Municipal Government Act, the Plan provides the long-term strategic framework for growth and development in the city of Calgary and addresses future land use, development and transportation, relationships with municipal neighbours, provision of municipal services and facilities, and the type and location of land uses adjacent to sour gas facilities.

#### **Calgary Transportation Plan (TP012)**

The policy defines future transportation needs and guides orderly growth of Calgary's road and transit networks in a healthy, safe, mobile, and cost-effective manner.

#### **Off-site Levies Bylaw (1H2024)**

The Off-site Levies Bylaw authorizes The City to place charges on development to fund growth-related capital infrastructure.

#### **Centre City Levy Bylaw (38M2009)**

The Centre City Levy supports growth, quality of life and resiliency in the Centre City Plan Area. The levy consists of two components:

1. The utility portion through the Centre City Levy Bylaw (Bylaw 38M2009).
2. The voluntary community services portion under Council resolution (as per report LPT2010-03).

#### **Engage Policy (CS009)**

The Engage Policy provides guidelines for the development and implementation of engagement processes for interested parties, both external and internal to achieve alignment, support, consistent and clear practices, and enhancement of The City of Calgary's reputation. Administration adheres to the Engage Administration Framework, within The City's ability to finance and resource.





# Growth Infrastructure Continuous Improvement Implementation Plan

Off-site levies help fund the 10 home and business essentials that Calgarians rely on for their day-to-day living and high quality of life. As service delivery evolves and The City's policies and plans change, the cost to deliver the essentials will also change. Administration will periodically review and adjust levy rates to remain in alignment with legislative requirements and The City's current policies and plans. Initiatives are planned or underway that may impact delivery of the essentials. Council directed Administration to report back in 2024 Q2 to the Infrastructure and Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, who will undertake the work, resourcing and timing. Administration was tasked with addressing the following topics:

- a. An update to The City's Water Efficiency Plan including new water efficiency targets, policies, programs and tools for achieving targets.
- b. Geographic analysis for measuring water usage (including maximum daily demand) and leakage, including new and established areas, and specifically progressing to a smart metering approach.
- c. Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand.
- d. Reporting on RouteAhead strategies and actions relating to transit service introduction and adjustments, including On Demand, in new and actively developing communities.
- e. Supplement annual off-site levy reporting for transit buses to include the new service implemented as buses are purchased using levy funds.
- f. Infrastructure plans and inputs including scale and cost, including rightsizing infrastructure in the updated and consolidated Municipal Development Plan and Calgary Transportation Plan.
- g. Identify risks and costs of operating and maintenance issues arising from under-utilized infrastructure due to slower pace of growth.
- h. Alternative means, including developer-led and/or provincial government to fund new growth-related infrastructure in active Area Structure Plans outside currently Approved Area as opposed to passing the financial burden to The City of Calgary and existing taxpayers and utility rate payers.

This attachment provides an overview of the detailed implementation plans, as directed by Council.

Figure 1: Timelines for actions/deliverables identified in the Amendment to the Off-site Levies Bylaw 1H2024

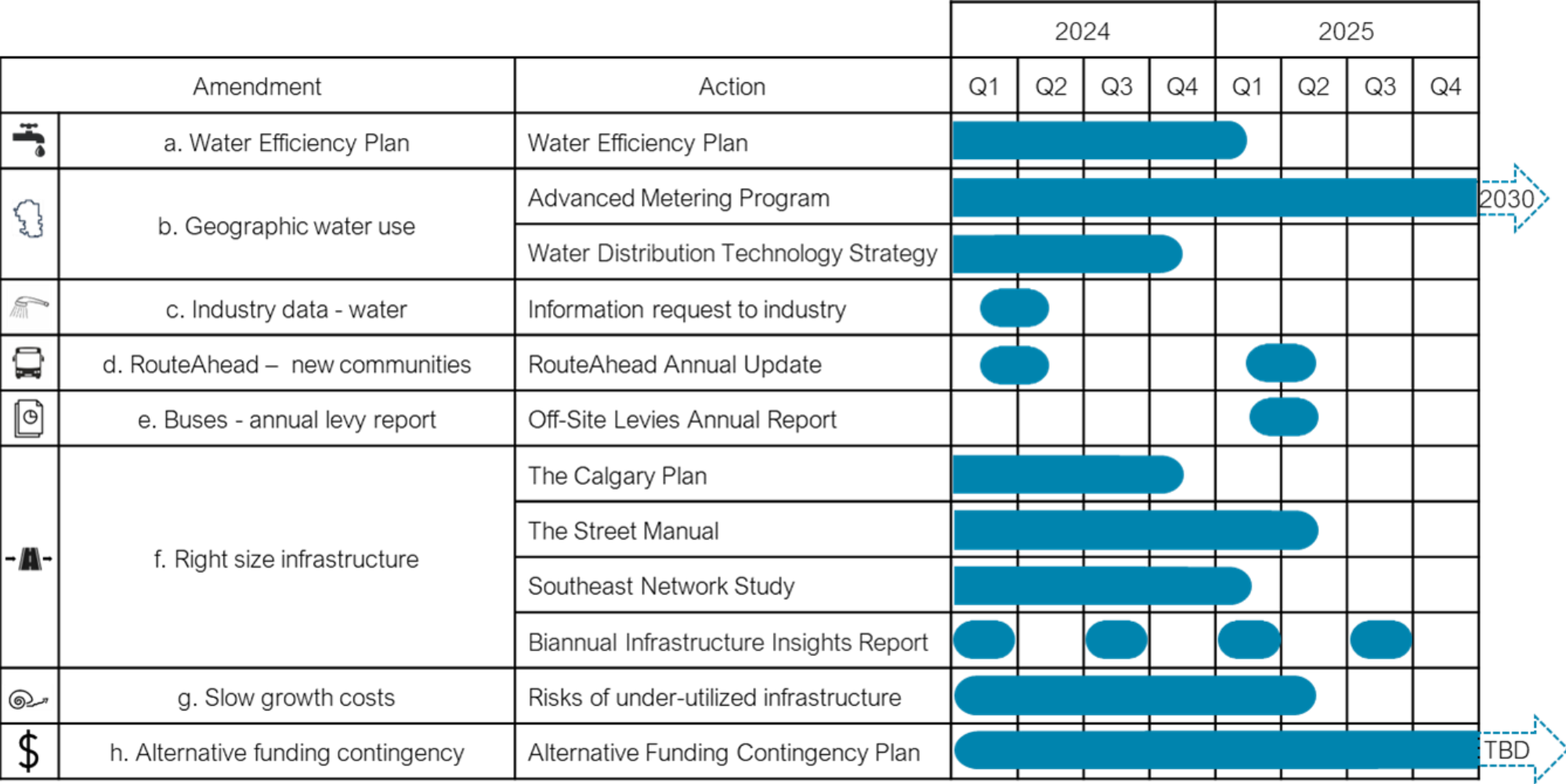


Table 1: Summary of actions/deliverables identified in the amendment to the Off-site Levies Bylaw 1H2024.

a. An update to The City’s Water Efficiency Plan including new water efficiency targets, policies, programs, and tools for achieving targets.		
<b>Water Efficiency Plan</b>		
<b>Status:</b>	Resourced, in progress	<b>Scope of Work:</b> Administration will present the updated Water Efficiency Plan to Council and will include updated targets for water efficiency that align to new growth, water availability and climate projections. The non-statutory plan will also identify a suite of policies, programs and tools for achieving targets. It will also map out an implementation plan, including budget, resourcing, reporting metrics, evaluation criteria and alignment to utility infrastructure planning projects underway.
<b>Deliverable:</b>	Water Efficiency Plan	
<b>Timing:</b>	Q1 2025	
<b>Resourcing:</b>		
<b>Lead:</b> Climate and Environment		
<b>Support:</b> Water Services and Capital Priorities and Investment		
b. Geographic analysis for measuring water usage (including maximum daily demand) and leakage, including new and established areas, and specifically progressing to a smart metering approach.		
<b>Advanced Meter Infrastructure</b>		
<b>Status:</b>	Resourced, in progress.	<b>Scope of Work:</b> Administration is designing the Advanced Metering Infrastructure (AMI) program to replace the existing water meter reading system with an advanced system that provides accurate and near real-time data on water consumption. The program will include the procurement and installation of water meters and AMI technology radio transmitters at all residential and commercial properties throughout Calgary. The City will connect the radio transmitters to data collectors using a citywide AMI network. The program will also implement a Meter Data Management software solution integrated with AMI Headend software, for the collection and analysis of meter data. Scope of work also includes development of business processes to support the new system.
<b>Deliverable:</b>	Selection of technology, planning for proof of concept, initiate procurement of Meter Data Management and installation vendor	
<b>Timing:</b>	Now to 2030	
<b>Resourcing:</b>		
<b>Lead:</b> Water Services		
<b>Support:</b> Capital Priorities and Investment		

**Water Distribution Technology Strategy**

<b>Status:</b>	Resourced, in progress.	<b>Scope of Work:</b> Utility Project Development initiated a project in 2023 to develop an implementation plan for improved monitoring in the potable water distribution system. The project will recommend suitable locations for monitoring technology to understand flow provided to greenfield and established areas as well as locations that will most effectively support water loss identification and reduction efforts. The scope of work will include a high-level communication and control strategy to ensure compatibility with existing and planned systems such as AMI and/or other networks and recommendations for analytical tools to utilize the data. High-level cost estimates for the implementation of the recommended approach, including costs for capital, operations, and maintenance will be prepared for each proposed monitoring location. Further phases of this work will include advancing the design and construction of facilities.
<b>Deliverable:</b>	Water Distribution Technology Strategy Phase 1A: Water Quantity (Flow) Monitoring Report	
<b>Timing:</b>	Q4 2024	
		<b>Resourcing:</b> <b>Lead:</b> Capital Priorities and Investment <b>Support:</b> Water Services, Information Technology

c. Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand.

**Verbal and written request to industry**

<b>Status:</b>	Resourced, complete.	<b>Scope of Work:</b> Administration has sent a request to the Building Industry and Land Development Association (BILD), the Commercial Real Estate Development Association (NAIOP) and the Calgary Inner City Builders Association (CICBA) as representatives of the development industry for empirical evidence of water conservation measures in place in the construction of new homes and communities. The City will review any data provided in response and compare with City of Calgary water consumption data to inform the planning of water infrastructure, including maximum water demand.
<b>Deliverable:</b>	Letters attached to report IP2024-0573.	
<b>Timing:</b>	Q2 2024	
		<b>Resourcing:</b> <b>Lead:</b> City and Regional Planning <b>Support:</b> Finance

d. Reporting on RouteAhead strategies and actions relating to transit service introduction and adjustments, including On Demand, in new and actively developing communities.		
<b>RouteAhead Annual Update</b>		
<b>Status:</b>	Resourced, in progress.	<b>Scope of Work:</b> Administration reports to Council in the second quarter of each year on the RouteAhead strategic plan with updates on operating investments, capital investments, status indicator updates, and transit service changes “RouteAhead 2023 Annual Status Report” (IP2024-0581) was on the 2024 May 15 agenda. The annual status update includes updates on operating and capital investments, as well as an overview of all non-seasonal bus route changes in the previous year. It will also include status indicator updates for each of the 159 strategies contained in RouteAhead. The City is expanding On Demand service to six new communities in 2024.
<b>Deliverable:</b>	Report to Council.	
<b>Timing:</b>	Q2 2024	
<b>Resourcing:</b>		
<b>Lead:</b> Calgary Transit		
<b>Support:</b> Finance, Green Line, City and Regional Planning, Capital Priorities and Investment, Public Spaces Delivery, Emergency Management and Community Safety		
e. Supplement annual off-site levy reporting for transit buses to include the new service implemented as buses are purchased using levy funds.		
<b>Off-site Levies Annual Report</b>		
<b>Status:</b>	Resourced, in progress.	<b>Scope of Work:</b> The Off-site Levies and Centre City Levy Annual Reports provide information on levy collection and spend for the benefit of interested parties, and as required under the Municipal Government Act. These reports ensure ongoing accountability for the levy funds used to deliver infrastructure that supports growth and development in Calgary.
<b>Deliverable:</b>	Off-site Levies Annual Report.	
<b>Timing:</b>	Q2 2025	The new Off-site Levies Bylaw was implemented March 1, 2024. Subsequent to the changes introduced in the new bylaw, Administration is redesigning the Off-site Levy Annual Report, and will publish the updated version in the second quarter of 2025. The City will integrate new transit bus reporting as part of the report redesign and implement it when The City purchases additional buses under the 2024 Off-site Levies Bylaw.
<b>Resourcing:</b>		
<b>Lead:</b> City and Regional Planning		
<b>Support:</b> Calgary Transit, Finance		

f. Infrastructure plans and inputs including scale and cost, including rightsizing infrastructure in the updated and consolidated Municipal Development Plan and Calgary Transportation Plan.		
Calgary Plan		
Status:	Resourced, in progress.	<b>Scope of Work:</b> As part of the City Building Program, the Calgary Plan will be a consolidation and update of the Municipal Development Plan and Calgary Transportation Plan. This statutory policy will strengthen Calgary’s planning direction to grow in a way that maximizes the use of existing infrastructure, which may reduce the need for The City and developers to build new infrastructure in the first place. The Calgary Plan will emphasize the importance of enabling more housing and business opportunities in areas well-served by the Primary Transit Network, 5A Network and walkable daily amenities. In addition to supporting affordability for Calgarians, this helps reduce dependence on building new road and utility infrastructure.  <b>Resourcing:</b> <b>Lead:</b> City and Regional Planning <b>Support:</b> Consultants, as well as internal collaboration across Administration including Climate and Environmental Management, Community Planning, Downtown Strategy, Capital Priorities and Investment, Public Spaces Delivery, Real Estate and Development Services, Calgary Transit, Mobility Operations, Parks and Open Spaces, Anti-Racism, Calgary Fire, Community Strategies, Partnerships, Collaboration, and Analytics and Innovation.
Deliverable:	Statutory Policy	
Timing:	Q4 2024	
Street Manual		
Status:	Resourced, in progress.	<b>Scope of Work:</b> The Street Manual will consolidate and update the Complete Streets Policy and Guide and the Design Guidelines for Subdivision Servicing Section II: Roads. Rightsizing is a key consideration in the Street Manual’s approach to modern design guidelines, cross sections and intersection designs. Improved street design direction will prioritize safety, make more efficient use of land, better integrate with surrounding development and enable more Calgarians to choose walking, wheeling and transit. These are all opportunities to minimize long-term costs for The City and, where possible, immediate costs for developers.  <b>Resourcing:</b> <b>Lead:</b> City and Regional Planning <b>Support:</b> Consultants, as well as internal collaboration across Administration including Community Planning, Capital Priorities and Investment, Public Spaces Delivery, Parks and Open Spaces, Calgary Transit, Mobility Operations, and Calgary Fire.
Deliverable:	Design Guideline.	
Timing:	Q2 2025	

<b>Southeast Network Study</b>		
<b>Status:</b>	Resourced, in progress	<b>Scope of Work:</b> The Southeast Calgary Network Study is part of an iterative process to review road classification, sequence and prioritize long range infrastructure plans to inform investment and city building decisions. It will holistically assess the mobility network to define modal priorities along each corridor to identify and prioritize near, medium, and long-term infrastructure improvements (size and scale) for each mode. It will also identify locations where The City should refresh functional planning studies to ensure that capital plans align with the Calgary Plan. Administration will undertake network studies for other city quadrants.
<b>Deliverable:</b>	Report.	
<b>Timing:</b>	Q1 2025	
<b>Resourcing:</b>		
<b>Lead:</b> City and Regional Planning		
<b>Support:</b> Consultants, as well as internal collaboration across Administration including Climate and Environmental Management, Community Planning, Capital Priorities and Investment, Public Spaces Delivery, Calgary Transit, and Mobility Operations.		
<b>Biannual Infrastructure Insights Report</b>		
<b>Status:</b>	Resourced, in progress	<b>Scope of Work:</b> The Biannual Infrastructure Insights Report provides a highlight of ongoing and completed infrastructure projects and shares how Administration is mitigating industry challenges and optimizing service delivery and value for Calgarians. “ <i>Biannual Infrastructure Insights Report – Q1 2024</i> ” (IP2024-0020) was on the 2024 March 13 agenda. The reports provide with a lens on affordability, by appropriately sizing infrastructure to meet needs and delivering more accessible services for all Calgarians.
<b>Deliverable:</b>	Report.	
<b>Timing:</b>	Q1 2024	
<b>Resourcing:</b>		
<b>Lead:</b> Infrastructure Services		
<b>Support:</b> Planning and Development Services, Corporate Planning and Financial Services		

g. Identify risks and costs of operating and maintenance issues arising from under-utilized infrastructure due to slower pace of growth.		
Study on the risks and costs of under-utilized infrastructure resulting from a slower pace of growth		
Status:	Resourced, in progress.	Scope of Work: Administration is undertaking an analysis of any operating and maintenance costs incurred on utility infrastructure due to slow pace of growth, such as potable water flushing and power flushing to address wastewater odor concerns. This analysis will evaluate the scale of risk if no action or if mitigation measures are in place. The results of this analysis will inform engineering solutions and potential changes to the sizing, design, and construction sequence of utility infrastructure. Administration will use this information to revise infrastructure evaluation during Growth Application review and Areas Structure Plan development processes as needed.
Deliverable:	Report.	
Timing:	Q2 2025	
Resourcing:		
Lead:		City and Regional Planning
Support:		Utilities Delivery, Water Services
h. Alternative means, including developer-led and/or provincial government to fund new growth-related infrastructure in active Area Structure Plans outside currently Approved Area as opposed to passing the financial burden to the City of Calgary and existing taxpayers.		
Alternative Funding Contingency Plan		
Status:	Resourced, in progress.	Scope of Work: Research alternative funding contingency sources that could mitigate the risk that the Off-Site Levies framework, which is a robust, transparent, and reliable funding source, is challenged. Emphasis of this work will focus on growth to pay for its share for growth while maintaining or reducing The City's financial risk profile. This will include exploration of how developers or other levels of government can fund and deliver infrastructure that The City currently funds and delivers. Additional detail is provided in Attachment 5 - Alternative Funding Contingency Plan.
Deliverable:	Report and action plan.	
Timing:	Phase 1 Q2 2025 Implementation TBD	
Deliverable:	Report and action plan.	Resourcing:
Timing:	Phase 1 Q2 2025 Implementation TBD	
Lead:		City and Regional Planning
Support:		Finance, Utilities Delivery, Water Services



# Request for Industry Data on Water Saving

Administration met with representatives of the Building Industry and Land Development Association (BILD), the National Association for Industrial and Office Parks (NAIOP), Calgary Inner City Builders Association (CICBA), on April 2 to request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand. The verbal request was followed up in writing the same day. BILD provided a response to Administration on May 9. Administration's request and BILD's response are included in this attachment.

April 2, 2024

BILD Calgary Region  
212 Meridian Road NE  
Calgary, AB  
T2A 2N6

Attention: Mr. Brian Hahn

Dear Brian Hahn,

As discussed earlier today, The City of Calgary would like to formally request submission of any data that shows empirical evidence of water saving measures being leveraged in new community development and home construction by **May 1, 2024**.

This request is pursuant to a 16 January 2024 amendment related to [Report IP2023-1264](#), carried by City Council:

*Direct Administration to report back in 2024 Q2 to the Infrastructure & Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, by whom the work will be undertaken, resourcing, and timing, with topics to be addressed to include:*

- c. Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand.*

Thank you for your time, I look forward to your submission.

Sincerely,

A handwritten signature in black ink that reads "Black".

**Jennifer Black,**  
A/Coordinator, Growth Financial Strategies  
Growth Funding & Investment, City & Regional Planning  
The City of Calgary  
PO Box 2100, Station M, Calgary, AB, T2P 2M5  
[jennifer.black@calgary.ca](mailto:jennifer.black@calgary.ca)

**cc:** Debra Hamilton, A/GM Planning and Development Services  
Josh White, Director, City and Regional Planning  
Marcus Berzins, A/Manager, Growth Funding & Investment

April 2, 2024

CICBA Calgary  
P.O. Box 86089 Mardaloop  
Calgary, AB  
T2T 6B7

Attention: Mr. Shameer Gaidhar

Dear Shameer Gaidhar,

As discussed earlier today, The City of Calgary would like to formally request submission of any data that shows empirical evidence of water saving measures being leveraged in new community development and home construction by **May 1, 2024**.

This request is pursuant to a 16 January 2024 amendment related to [Report IP2023-1264](#), carried by City Council:

*Direct Administration to report back in 2024 Q2 to the Infrastructure & Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, by whom the work will be undertaken, resourcing, and timing, with topics to be addressed to include:*

- c. Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand.*

Thank you for your time, I look forward to your submission.

Sincerely,

A handwritten signature in black ink that reads "Black".

**Jennifer Black,**  
A/Coordinator, Growth Financial Strategies  
Growth Funding & Investment, City & Regional Planning  
The City of Calgary  
PO Box 2100, Station M, Calgary, AB, T2P 2M5  
[jennifer.black@calgary.ca](mailto:jennifer.black@calgary.ca)

**cc:** Debra Hamilton, A/GM Planning and Development Services  
Josh White, Director, City and Regional Planning  
Marcus Berzins, A/Manager, Growth Funding & Investment

April 2, 2024

NAIOP Calgary  
600, 900 – 6<sup>th</sup> Avenue SW  
Calgary, AB  
T2P 3K2

Attention: Mr. Guy Huntingford

Dear Guy Huntingford,

As discussed earlier today, The City of Calgary would like to formally request submission of any data that shows empirical evidence of water saving measures being leveraged in new community development and home construction by **May 1, 2024**.

This request is pursuant to a 16 January 2024 amendment related to [Report IP2023-1264](#), carried by City Council:

*Direct Administration to report back in 2024 Q2 to the Infrastructure & Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, by whom the work will be undertaken, resourcing, and timing, with topics to be addressed to include:*

- c. Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand.*

Thank you for your time, I look forward to your submission.

Sincerely,

A handwritten signature in black ink that reads "Black".

**Jennifer Black,**  
A/Coordinator, Growth Financial Strategies  
Growth Funding & Investment, City & Regional Planning  
The City of Calgary  
PO Box 2100, Station M, Calgary, AB, T2P 2M5  
[jennifer.black@calgary.ca](mailto:jennifer.black@calgary.ca)

**cc:** Debra Hamilton, A/GM Planning and Development Services  
Josh White, Director, City and Regional Planning  
Marcus Berzins, A/Manager, Growth Funding & Investment



May 9, 2024

Growth Funding & Investment  
City & Regional Planning  
The City of Calgary  
PO Box 2100, Station M  
Calgary, AB, T2P 2M5

Attention: Jennifer Black, A/Coordinator, Growth Financial Strategies

**Re: Development Industry Feedback on Empirical Evidence Related to Water-Saving Measures to Inform Work on Maximum Water Demand - IP2023-1264**

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Dear Jennifer,

Thank you for your April 2, 2024, letter requesting data from BILD members showing empirical evidence of water-saving measures being leveraged in new community development and home construction. We understand this request is being made pursuant to the January 16, 2024, amendment related to Report IP2023-1264, carried by City Council:

*Direct Administration to report back in 2024 Q2 to the Infrastructure & Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, by whom the work will be undertaken, resourcing, and timing, with topics to be addressed to include:*

*c. Request data from the development industry that shows empirical evidence of which water-saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand.*

We appreciate the opportunity to share information about the measures the building and land development industry has implemented to reduce water demand to inform the work on maximum water demand. We provide the following feedback received from BILD members specifically related to:

- A. Water Use during Construction and Land Development
- B. Indoor Water Use
- C. Outdoor Water Use

## Background

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In terms of providing empirical data, The City of Calgary (the “City”) should have the best information regarding empirical evidence of water-saving measures, as the City has metering data on substantially all residential dwellings' water usage since 2014. In addition, EPCOR Water Services Inc. (EWSI) issued a study in June 2021 titled Water Use Trends and Guidelines Discussion Paper (EWSI's Discussion Paper) which summarizes the changing water use trends of EWSI's residential, multi-residential, commercial, and regional customers. An important finding in the EWSI Discussion Paper was the consideration that *“Per capita (person) residential consumption has been decreasing over time and will continue to decrease in the future..”*<sup>1</sup>

Similar to the water use trends found in EWSI's Discussion Paper, the City of Calgary's consumption metrics have decreased from 2003 through 2021, illustrating the impact of water-saving measures – see Drought Resiliency Plan. Due to a focus on installing water-saving measures in new community development and new homes, we understand the consumption per capita per day as measured at the City of Calgary's two water treatment plant outlets has decreased from approximately 525 litres/capita/day (l/c/d) to around 350 l/c/d which includes residential and commercial customers as well as system water losses. In terms of city-wide average end-user residential consumption only, we understand from City Administration's March 6, 2024, presentation to BILD, that the current usage is approximately 170 l/c/d.

We understand that the larger number (i.e., 350 l/c/d), as measured at the City of Calgary's two water treatment plant outlets includes water loss, which is reported in both Chris Tse's October 2023 email to BILD and in the noted March 6, 2024, presentation to be 285 l/connection/day, and equates to a system water loss of 22%. According to City data, 88% of the water lost is through system leaks. Given that each resident uses 170 litres of water per day, the system water loss due to leaks is akin to having an extra person and a half living in your home using water. In 2022, the water lost, specifically due to leaks, amounted to approximately 31.6 billion litres. Until these system water leaks are repaired, substantial improvements in water consumption per person are limited to improvements in end-user consumption.

In the City of Edmonton, which has system water losses of approximately 5%, metered residential water consumption is currently 140 l/capita/day. According to the above-referenced EWSI Discussion Paper, *“These trends are projected to continue over the near term. [...] shows that developing neighbourhoods often have low per capita water consumption (175 L/capita/day and lower, with minimal exceptions). Low water consumption in developing neighbourhoods is attributed to a number of factors, including:*

- *Newer developments are installed with high-efficiency fixtures and appliances.*
- *In areas of high-density single- or multi-family development, smaller lot sizes lead to reduced irrigation requirements.*

*Research suggests that daily indoor per capita water use for new homes built with high-efficiency fixtures and appliances is currently 140 L/capita/day. Additional indoor reductions can be expected as future fixtures and appliances become more efficient than today's models and customer side leakage is reduced.”*<sup>2</sup>

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<sup>1</sup> <https://www.epcor.com/products-services/new-connections/Documents/2021-Water-Use-Discussion-Paper.pdf> Page 52

<sup>2</sup> <https://www.epcor.com/products-services/new-connections/Documents/2021-Water-Use-Discussion-Paper.pdf> Page 27

In the building and land development industry, numerous water-saving measures have been introduced in new community development and home construction to mitigate water demand. Here are several examples:

## **A. Water Use during Construction and Land Development**

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### **1. Construction and Installation Works**

- a. New development infrastructure must undergo vigorous tests and inspections to receive Construction Completion Certification and Final Acceptance Certification from the City. That infrastructure must adhere to numerous City of Calgary regulations, standards, and Waterworks Construction specifications during the installation and commissioning of water lines. These measures include that:
  - i. The City must provide prior written approval for all products that are to be incorporated into the water distribution system. The City reserves the right to withdraw the approval of any product if, in their opinion, the product does not perform satisfactorily.
  - ii. All newly installed water pipes are subject to hydrostatic pressure and leakage testing. During the pressure testing procedure, all exposed fittings valves and hydrants are also examined for leaks. Defective pipes are replaced with new pipes, and no repair clamps are to be used to rectify defective pipes.
  - iii. The volume of water flushed from the system during the commissioning inspection of new potable water mains must be measured and documented by a developer's contractor using a stopwatch and a pitot-style gauge, or an appropriate flow meter. This information is provided to the City to support improved auditing of non-revenue potable water. Moreover, effective backflow prevention measures, like a one-way check valve or vacuum breaker, are utilized to prevent any possible water supply contamination.
- b. During construction, industry efficiently utilizes captured surface-level stormwater to support construction activities. Before resorting to potable water, industry prioritizes the depletion of all accessible ponded areas.

### **2. Efficient land use**

- a. Implementing zero lot line products in planning and development strategies to maximize space utilization and minimize water consumption.

### **3. Storm water Reuse and Parks**

- a. Adoption of stormwater reuse for irrigation in new communities, contributing to water-saving efforts. Through industry consultation, BILD members advise that stormwater reuse for irrigation can lead to 3-5 million litres of water savings per irrigated hectare.
- b. Incorporation of low-maintenance and drought-resistant landscaping in parks and open spaces minimize the need for irrigation.

## B. Indoor Water Use

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1. **High-Efficiency Fixtures and Appliances:** Installing low-flush toilets, low-flow faucets and showerheads, high-efficiency dishwashers, and washing machines can significantly reduce water usage without impacting performance. Studies have shown that these fixtures can reduce water consumption by up to 50% compared to traditional fixtures.<sup>3</sup> Industry meets or exceeds the City of Calgary's 40M2006 Water Utility Bylaw pertaining to low water use fixtures and installs the following:
  - a. **Low-Flush (or low-flow or high-efficiency) Toilets** that utilize no more than 4.8 litres of water per flush cycle. This is a significant amount as traditional high-flow toilets usually use between 13 and 25 litres per flush.<sup>4</sup>
  - b. **Low Flow Showerheads** which utilize no more than 7.6 litres per minute. For comparison, older showerheads can have flow rates as high as 20 litres per minute.<sup>5</sup>
  - c. **Low-Flow Faucets/WaterSense Faucet Aerators** utilize a maximum flow rate of 5.7 litres/minute.<sup>6</sup> In comparison, the flow rate of a standard faucet is approximately 8.5 litres/minute.<sup>7</sup>
  - d. **Energy Star-certified Washing Machines** utilize approximately 53 litres per load. This contributes to approximately 33% less water usage compared to the 75 litres per load used by a standard washing machine.<sup>8</sup>
  - e. **Energy Star-certified Dishwashers** which utilize approximately 15 litres per load. This contributes to approximately 30% less usage when compared to a standard dishwasher.<sup>9</sup> These appliances often incorporate innovative technologies like sensor-based water usage and optimized spray patterns to minimize water waste.
  - f. **On-Demand Hot Water Systems:** Installation of on-demand hot water tanks and hot water recirculation systems to reduce energy and reduce water typically wasted while waiting for water to heat up. This contributes to enhanced water conservation and overall environmental sustainability by reducing water wastage.
  - g. **Water Monitoring:** Provision of rough-in sleeves for water management systems like Moen Flo, enabling customers to monitor water use, including water flow rates, pressure, and temperature, to reduce water usage through weekly reports. Such systems can also detect leaks in the plumbing system and will shut off all water if a major leak is detected.

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<sup>3</sup> <https://www.nrel.gov/docs/gen/fy11/50133.pdf>

<sup>4</sup> <https://www.crd.bc.ca/docs/default-source/water-pdf/>

<sup>5</sup> <https://www.crd.bc.ca/education/water-conservation/at-home/indoor-water-use/bathrooms/showers>

<sup>6</sup> <https://www.allianceforwaterefficiency.org/>

<sup>7</sup> <https://alliedphs.com/blog/maximum-flow-rate-for-kitchen-faucets/>

<sup>8</sup> <https://www.ohba.ca/whats-on-tap/>

<sup>9</sup> <https://natural-resources.canada.ca/energy-efficiency/products/appliances-for-residential-use/dishwashers/13991>



## C. Outdoor Water Use

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1. **Xeriscaping and Drought-Resistant Landscaping:** Xeriscaping or drought-tolerant landscaping designs minimize the need for irrigation by using native plants and efficient irrigation systems such as drip irrigation. Research indicates that properly implemented xeriscaping can reduce outdoor water usage by up to 50-75%.<sup>10</sup> Industry is minimizing outdoor water usage by:
  - a. The utilization of natural prairie-style landscapes with drought-resistant trees, shrubs, fescue sod, and naturalized channels and ponding areas for stormwater collection.
  - b. Increasing topsoil depth to 300mm leads to more rainwater retainment, requiring less hand/sprinkler watering for lawns.
  - c. The utilization of mulch conserves soil moisture by minimizing evaporation and stabilizing soil temperature, reducing water usage for irrigation.
2. **Rainwater Harvesting:** Collecting rainwater from rooftops and storing it for later use in irrigation or non-potable water applications can significantly reduce reliance on municipal water supplies. Studies have shown that rainwater harvesting systems can capture a substantial amount of water, supplementing a home's water supply when there is water scarcity due to drought or population growth that strains the existing water supply. Industry has been increasing use of rainwater for irrigation purposes, including rain barrels on individual lots.
3. **Smart irrigation systems:** Using weather-based or soil moisture-based irrigation controllers ensures that outdoor landscapes receive water only when needed, minimizing overwatering and water waste. Research has shown that smart irrigation systems can reduce outdoor water usage by up to 50%.<sup>11</sup> The industry has been utilizing the following measures to reduce outdoor water usage:
  - a. Installation of flow sensors, pressure regulating sprinklers, and smart irrigation systems to optimize water usage and detect irregularities. The systems may take longer to water an area but use water more efficiently and effectively resulting in less water being used.
  - b. Strict adherence to standards, specifications, and procedures for irrigation system design, installation, and monitoring, including pressure testing, water meter installations, and City approval processes as part of the Construction Completion Certificate and Final Acceptance Certificate.

## Summary

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Addressing the challenges of water demand and water conservation is crucial in ensuring affordable, vibrant, and prosperous residential communities in Calgary. Calgary must be competitive and affordable to attract and maintain investors, increase jobs, increase tourism, and maintain or increase standards of living for Calgarians.

The water-saving measures implemented by the building and land development industry, as illustrated above, demonstrate a concerted effort to reduce water demand. Backed by EWSI's Discussion Paper and bolstered by empirical evidence from the City of Calgary's residential

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<sup>10</sup> <https://education.nationalgeographic.org/resource/xeriscaping/>

<sup>11</sup> [What Is Smart Irrigation? - HydroPoint](#)

metering data, these industry measures significantly contribute to lowering maximum water demand in new community development. This proactive approach fosters long-term sustainability and resilience in water resource management and design, ensuring a more efficient and responsible utilization of our vital water resources.

To aid in informing the work on maximum daily demand and right sizing the water infrastructure design parameters for new community developments, we believe it would be beneficial for us to jointly propose to Council engaging an industry expert to undertake a comprehensive third-party empirical analysis using the current measurement data similar to the EWSI Discussion Paper. This collaboration could ensure that infrastructure design parameters are finely tuned for efficiency and effective deployment of precious capital, showcasing empirical evidence of water-saving measures implemented in new community development and home construction. Such data would significantly contribute to our efforts in understanding and addressing maximum water demand design metrics.

We trust this information proves useful and look forward to continuing to work with the City of Calgary to promote and advance sustainable water resource management. Together we can maximize service from existing infrastructure to new homeowners and new home renters while also reducing the volume of water treated and distributed. In keeping with long-term efficiency, housing affordability and environmental stewardship goals we share, this will reduce operating costs and, as Chris Tse noted in his October 2023 email to BILD, delay or eliminate unnecessary capital investments for growth, all of which will reduce the costs included in new homes and lower bills to existing and future water utility ratepayers.

Best Regards,



Brian R. Hahn  
CEO, BILD Calgary Region

cc: Tim Keane, GM Planning and Development Services  
Debra Hamilton, Director, Community Planning  
Matthew Sheldrake, A/Director, City and Regional Planning  
Marcus Berzins, A/Manager, Growth Funding & Investment

# Alternative Funding Contingency Plan

On 2024 January 16, through the amendment to the Report IP2023-1264, Council directed Administration to report back in 2024 Q2 to the Infrastructure & Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, resourcing and timing on alternative means to fund new growth-related infrastructure in active Area Structure Plans outside the currently Approved Area, as opposed to passing the financial burden to The City of Calgary, existing taxpayers and existing utility rate payers. This included consideration of developer-led and/or provincial government funded options.

This attachment provides an overview of the plan as outlined in the amendment to the Report IP2023-1264.

The City of Calgary uses off-site levies to fund the delivery of priority infrastructure and services that support growth in new and existing communities. Other funding sources are The City's responsibility and can include tax dollars, utility rates, cost-sharing with other local governments and/or cost-sharing with other orders of government. As outlined in the "Municipal Fiscal Gap" report (C2023-0960) presented at the 2023 September 26 Council meeting, there are few funding tools available to municipalities, meaning the reliance on off-site levies is critical for The City.

Preliminary investigation of alternatives or complementary funding tools to levies indicated that various developer-led funding models are used by other Canadian municipalities. The examples of these include models where developers directly fund, finance and build growth infrastructure with no payback from the municipality. Other models were noted where developers fund, finance and build infrastructure, and are paid back by other developers benefitting from the infrastructure. This type of inter-developer cost-sharing administered by the municipality is known as Permanent Area Contributions (PAC) in Edmonton.

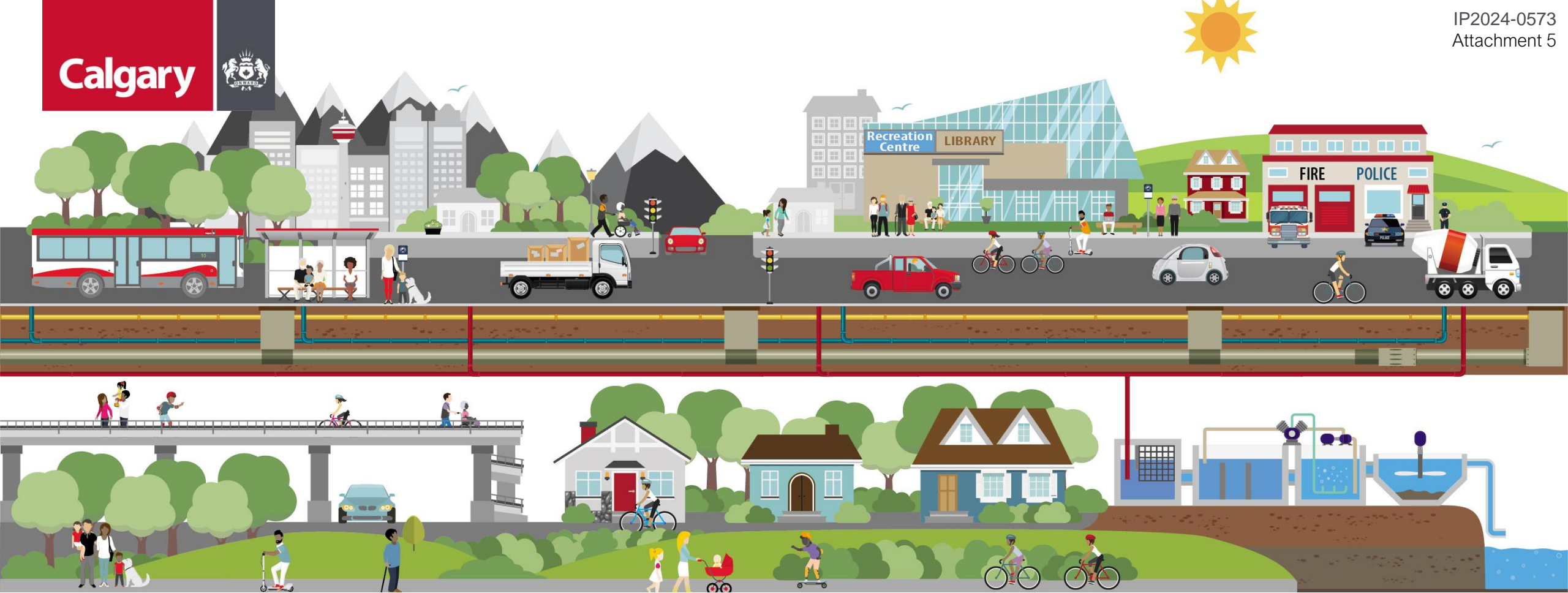
Administration has prepared a three-phase approach to the Alternative Funding Contingency Plan:

1. Investigate funding options as alternatives to the off-site levies to mitigate the risk of a challenge to the Off-site Levies Bylaw.
2. Assess implications of the alternative funding contingency tools on the Off-site Levies Bylaw and The City's financial sustainability.
3. Potential consideration of implementing alternative funding contingency tools as needed.

The following table summarizes the strategy for developing the Alternative Funding Contingency Plan:

Deliverable	Scope of work	Resourcing	Timing
<b>Phase 1: Investigate contingency funding tools alternative to the off-site levies</b>			
Project charter, governance model	Develop project charter, confirm resources and governance.	Lead: Planning and Development Services  Support: Finance, Infrastructure Services	2024 Q3
Workplan, project scope	Confirm project scope and alignment with corporate priorities while ensuring collaboration with internal parties.	Lead: Planning and Development Services  Support: Finance, Infrastructure Services	2024 Q3
Project execution	Conduct research of alternative funding contingency models (developer-led and/or	Lead: Planning and Development Services	2024 Q3 - 2025 Q2

	provincial government). Assess them through the lens of the Council direction. Evaluate the benefits and risks of switching all or part of the infrastructure types currently funded by the off-site levies to the alternative system(s) (developer-led and/or provincial government).	Support: Finance, Infrastructure Services	
<b>Phase 2: Assess implications of the alternative funding tools on the Off-site Levies Bylaw and The City's financial sustainability.</b>			
Off-site Levies Bylaw impact assessment	Assess the impact of the alternative funding contingency tools (developer-led and/or provincial government) to the Off-site Levies Bylaw including benefits and risks to The City of switching to a different funding system (developer-led and/or provincial government) if there is a challenge to the Off-Site Levies Bylaw.	Lead: Planning and Development Services  Support: Finance, Infrastructure Services	2025 Q4 - TBD
<b>Phase 3: Implement alternative funding contingency tools if needed</b>			
Implementation	Potential consideration of implementing alternative or complementary funding tools (developer-led and/or provincial government), if required. Administration will continue to monitor the benefits and risks over time.	Lead: Planning and Development Services  Support: Finance, Infrastructure Services	TBD



# Growth Infrastructure Continuous Improvement Plan

IP2024-0573 | 2024 June 12

# Recommendation

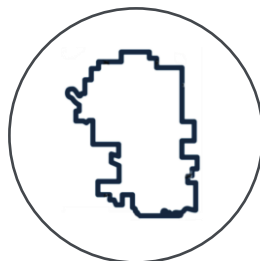
That Infrastructure and Planning Committee recommend that Council receive this report for the Corporate Record.

# Previous Council Direction

- 16 January 2024, Council approved the Off-site Levies Bylaw 1H2024.
- Amendment to direct Admin to continuously improve how we plan, fund, build and report on growth infrastructure



a. Water Efficiency Plan



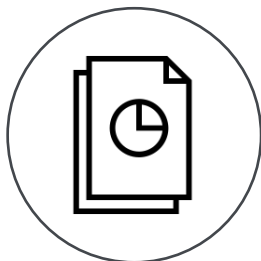
b. Geographic water use



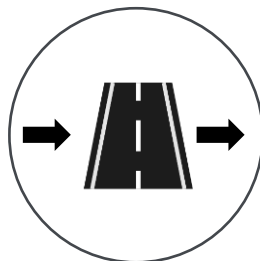
c. Industry data - water



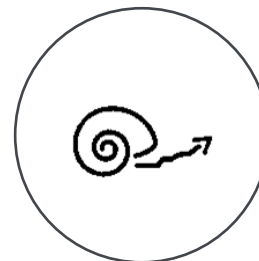
d. RouteAhead – new communities



e. Buses - annual levy report



f. Right size infrastructure



g. Slow growth costs



h. Alternative funding contingency



# 10 Home and business essentials



1. Clean & safe drinking water



2. Flush toilet, drain sinks & bathtubs



3. Storm drainage to remove rain & snow melt, avoid flooding



4. Pathways & bikeways



5. Buses



6. Streets



7. Fire & emergency response



8. Police protection











9. Libraries



10. Recreation



## Growth Infrastructure Continuous Improvement Implementation Plan

			2024				2025			
Amendment		Action	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	a. Water Efficiency Plan	Water Efficiency Plan	[Bar chart showing implementation from Q1 2024 to Q3 2024]							
	b. Geographic water use	Advanced Metering Program	[Bar chart showing implementation from Q1 2024 to Q4 2024]							
		Water Distribution Technology Strategy	[Bar chart showing implementation from Q1 2024 to Q3 2024]							
	c. Industry data - water	Information request to industry	[Bar chart showing implementation in Q1 2024]							
	d. RouteAhead – new communities	RouteAhead Annual Update	[Bar chart showing implementation in Q1 2024]				[Bar chart showing implementation in Q2 2025]			
	e. Buses - annual levy report	Off-Site Levies Annual Report					[Bar chart showing implementation in Q2 2025]			
	f. Right size infrastructure	The Calgary Plan	[Bar chart showing implementation from Q1 2024 to Q3 2024]							
		The Street Manual	[Bar chart showing implementation from Q1 2024 to Q2 2025]							
		Southeast Network Study	[Bar chart showing implementation from Q1 2024 to Q3 2024]							
		Biannual Infrastructure Insights Report	[Bar chart showing implementation in Q1 2024]		[Bar chart showing implementation in Q3 2024]		[Bar chart showing implementation in Q1 2025]		[Bar chart showing implementation in Q3 2025]	
	g. Slow growth costs	Risks of under-utilized infrastructure	[Bar chart showing implementation from Q1 2024 to Q2 2025]							
	h. Alternative funding contingency	Alternative Funding Contingency Plan	[Bar chart showing implementation from Q1 2024 to Q4 2024]							

2030

TBD

# Recommendation

That Infrastructure and Planning Committee recommend that Council receive this report for the Corporate Record.



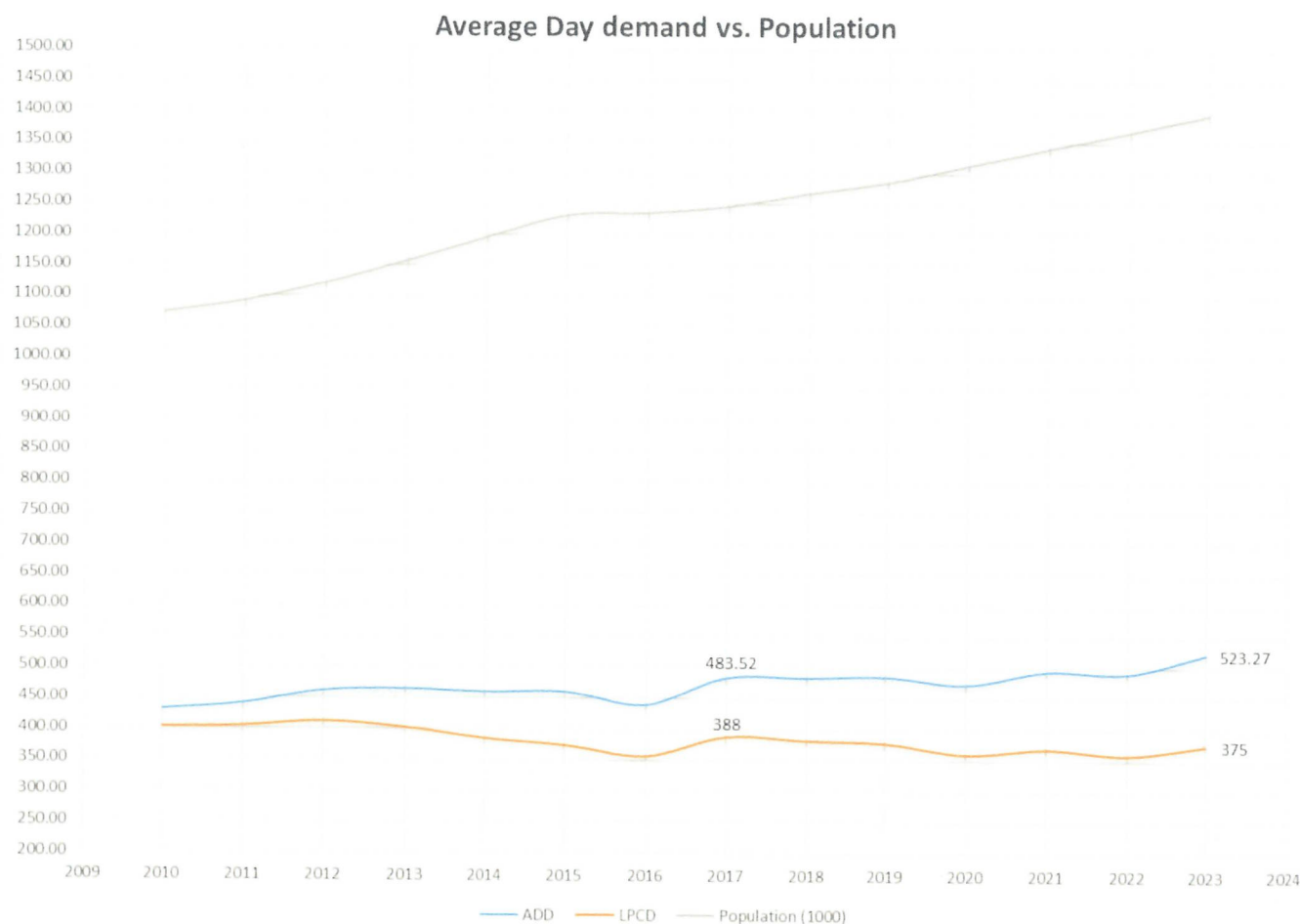
## Calgary's historical water demand

The average day demand in 2022 was 351 Lpcd.

This demand includes residential, industrial, commercial, and institutional customers, as well as authorized water use (firefighting, flushing) and water loss.

The residential metered consumption in 2022 was ~170 Lpcd.

Although significant water use reductions have been achieved in Calgary already, there is a need for continued reductions.





## Planning Criteria: Calgary compared to EPCOR

	Calgary	Edmonton (Epcor)
Combined ADD criteria	350 Lpcd	220 Lpcd
Combined MDD criteria	585 Lpcd	330 Lpcd
Residential demand criteria*	n/a	160 Lpcd (ADD) 240 Lpcd (MDD)
*to be used for area-level transmission sizing only		

While there are differences in water demand criteria between Edmonton and Calgary, the methodology used in sizing and designing the water distribution, transmission and supply systems is similar and aligned with Alberta Standards and Guidelines for Municipal Waterworks, Wastewater and Storm Drainage Systems.

For the purpose of overall system planning and major infrastructure sizing of plants and transmission infrastructure both Edmonton and Calgary are using a combined MDD demand criteria.

Edmonton's area-level transmission infrastructure is similar to the function of Calgary's 400 mm watermain used in development of new greenfield communities (developer sized).



Calgary



## Key differences and factors influencing water demand

### Water Loss

- Edmonton's 2021 water loss was presented as 5.4%. Calgary's was 22% in 2022.

### Geotechnical conditions

- Edmonton has primarily clay-based soils means leaks from services and mains surface quickly, leading to fast repair times.
- Calgary has primarily gravel-based soils means leaks from services and mains drain through the ground and do not come to surface.



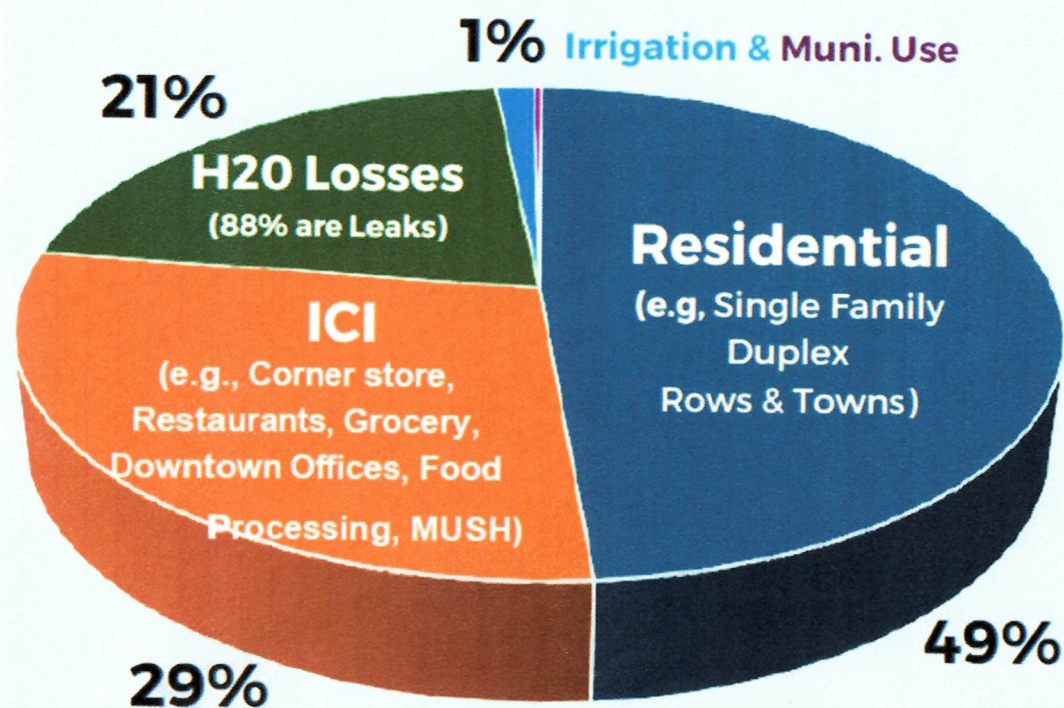
### Universal Metering

- Edmonton has had universal metering since 1903, Calgary has had universal metering since 2014

### Water Rate Structure

- Edmonton has an inclining block rate – cost for water by volume increases with the more water consumed.
- Calgary has uniform rate structure – customers pay a rate based on meter size and account type. Utility rates do not increase as customers consume more water.

## CITY OF CALGARY AVERAGE DAILY WATER CONSUMPTION



June 11<sup>th</sup>, 2024  
The City of Calgary  
PO Box 2100, Station M  
Calgary, AB, T2P 2M5

Attention: **Chair, Sonya Sharp**

**Re: June 12, 2024, Infrastructure and Planning Committee Meeting  
BILD Response to:  
Item 7.3 Growth Infrastructure Continuous Improvement Implementation Plan  
IP2024-0573**

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**Dear Chair Sharp and Committee Members,**

On behalf of BILD Calgary Region's members, we write to you to provide comments, feedback and recommendations for a constructive pathway forward in respect of the eight directions to Administration, "... to improve the information available and used in developing an off-site levies bylaw, and maintain affordability for services provided through growth-enabling infrastructure ...".

**Background:**

Committee members may recall that those eight directions emanated from a request by BILD at the January 16<sup>th</sup>, 2024, Council meeting to extend the deadline to finalize the Off-Site Levy Bylaw. Notwithstanding the fact that the empirical data and details for water-related infrastructure was not provided to industry stakeholders until December 4, 2023, the vote failed 7-8 at Council. In the alternate, the noted eight Council directions were passed. BILD believes some of those directions are clearly intended to ensure timely follow-up actions in support of reviewing key inputs, specifically maximum daily water demand (MDD), its corresponding impact on benefit allocation and determination of benefitting area, to ensure Off-site Levies and corresponding barriers to new housing supply are set at a fair and reasonable level. This is also consistent with Council directions passed at the September 16, 2023, special Saturday Council Meeting on Housing Affordability.

**Meetings with Administration:**

In the lead-up to the subject Committee meeting, BILD met with Administration, as late as Friday, June 7, 2024, to share our perspectives on their response to Council's directions. We are pleased to report that we believe our discussions have confirmed that BILD and Administration are aligned in terms of an overall goal of:

- "Keep[ing] water services affordable by **maximizing service from existing infrastructure and reducing the volume of water to treat and distribute, thereby reducing operating costs and delaying capital investments**,
- Ensur[ing] water is available for Calgary's growing population by reducing the per-customer amount of water withdrawn from our rivers,
- Mak[ing] Calgary more resilient to drought by using water wisely and fostering a 'culture of sustainability' among Calgarians to ensure we have enough to meet our future water needs and protect our rivers."<sup>1</sup>

<sup>1</sup> January 30, 2024, City of Calgary internal memo to Mayor and Members of Council from Sarah Huber, M.Eng., P.Eng. Manager, Utilities Project Development, Capital Priorities & Investment, et al., re: Accelerated Water Loss Program.

### **BILD's Feedback on Administration's Proposal:**

We note Direction c, "Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand," has been completed. BILD's comprehensive May 9<sup>th</sup>, 2024, response to The City of Calgary's Ms. Jennifer Black, is included in Attachment 3 to Item 7.3.

In its response to Ms. Black's request, BILD summarized:

***Addressing the challenges of water demand and water conservation is crucial in ensuring affordable, vibrant, and prosperous residential communities in Calgary. Calgary must be competitive and affordable to attract and maintain investors, increase jobs, increase tourism, and maintain or increase standards of living for Calgarians.***

*The water-saving measures implemented by the building and land development industry, as illustrated above, demonstrate a concerted effort to reduce water demand. **Backed by EWSI's Discussion Paper and bolstered by empirical evidence from the City of Calgary's residential metering data**<sup>2</sup>, these industry measures significantly contribute to lowering maximum water demand in new community development. This proactive approach fosters long-term sustainability and resilience in water resource management and design, ensuring a more efficient and responsible utilization of our vital water resources.*

*To aid in informing the work on maximum daily demand and right sizing the water infrastructure design parameters for new community developments, **we believe it would be beneficial for us to jointly propose to Council engaging an industry expert to undertake a comprehensive third-party empirical analysis using the current measurement data similar to the EWSI Discussion Paper.** This collaboration could ensure that infrastructure design parameters are finely tuned for efficiency and effective deployment of precious capital, showcasing empirical evidence of water-saving measures implemented in new community development and home construction. Such data would significantly contribute to our efforts in understanding and addressing maximum water demand design metrics.*

We are aligned with Administration in terms of an overall goal, and acknowledge and respect the work submitted by Administration in response to directions a, b, f, and g. However, BILD's view is Administration's proposals on those directions are lacking sufficient details and specific assigned accountabilities to ensure follow-through on timely completion and is absent a sense of urgency which matches the housing supply crisis. Commensurate with related calls to action from IPC members were made at the most recent IPC meeting held on May 15, 2024; respecting New Community Growth Applications, it is important to reject comparisons to, adoption or acceptance of "middle-of-the-pack" MDD and other performance metrics in the absence of a timely and urgent arms-length review, as recommended below. Such acceptance doesn't address the real questions respecting the appropriateness of the allocation of city-wide averages into the current MDD used for new growth in Calgary, nor does it reasonably and adequately address the housing supply and affordability crisis in Calgary.

Slide 6 of Calgary's Water Demand: Presentation to BILD, March 6th, 2024<sup>3</sup>, shows, "The residential metered consumption in 2022 was ~170 Lpcd." Slide 16 shows the residential demand criteria used by EPCOR/EWSI for MDD of 240 Lpcd. This compares to the demand criteria of 585 Lpcd used by Calgary for each new unit of new community growth. While there may be other factors to consider, the city-wide MDD demand criteria the City of Calgary applies to each unit of new residential growth is significantly greater than Edmonton uses. **This difference is due in part to the embedding in the city-wide averages applied to new growth, the higher institutional, commercial and industrial uses as well as the higher water loss rates from aging infrastructure in older**

<sup>2</sup> Calgary's Water Demand: Presentation to BILD, March 6th, 2024, slide 6, and slide 16.

<sup>3</sup> Calgary's Water Demand: Presentation to BILD, March 6th, 2024, slide 6.



**communities, into areas and infrastructure where those uses and losses do not or are unlikely to occur at the same rate.** The matter of the MDD applicable to new growth requires immediate review and reconciliation to confirm right-sized water-related infrastructure, efficient and effective City expenditures, fair and reasonable benefit allocation, minimization of under-utilization of infrastructure and better-informed assessment of capital requirements for new growth applications.

**The Importance of timely Follow-up Actions:**

- 1) Restoration of housing affordability in Calgary:
  - a) Overbuilding of infrastructure negatively impacts existing homeowners and increases the risk of higher utility rates.
  - b) Overcharging of renters and buyers of new homes by unnecessarily high development charges erodes affordability.
- 2) Ensuring efficient and effective City expenditures, maximizing the use of, “existing infrastructure and reducing the volume of water to treat and distribute, thereby reducing operating costs and delaying capital investments,” best minimizes and mitigates risks and costs of operating and maintenance issues arising from under-utilized infrastructure due to slower pace of growth [than forecast].
- 3) Unduly restricting the benefitting area by using an MDD much higher than adjacent, comparable jurisdictions unduly restricts approval of new community growth areas and housing supply.

**BILD’s Recommendations:**

- 1) **Engage an arms length third-party engineering resource** acceptable to industry stakeholders and The City to **promptly complete (i.e., by Q4, 2024) a review of new community water infrastructure design metrics utilizing existing Calgary data, and comparable data from proximate jurisdictions** (e.g., Harmony, Cochrane, Edmonton) for new growth areas. Similar work was completed by EPCOR as part of the 2021 EWSI Discussion Paper<sup>4</sup>.

**BILD believes the cost of this work could be funded from the Planning and Development Reserve.**

- 2) **Apply a reasonable water loss factor to the MDD** for new growth communities as determined by the third-party engineering resource. **BILD recommends a water loss factor of 10%, consistent with the 2014 AUMA Resolution<sup>5</sup>.**
- 3) **Implement, as indicated by the third-party review, the MDD for new community growth design parameters, rework the benefit allocation and adjust the benefitting area for water-related infrastructure, and update the off-site levy financial models and the off-site levy bylaw by January 1, 2025.**
- 4) **Implement the District Meter Areas Strategy/AMI to measure and validate the parameters for new community MDD** included as part of Administration’s recommendations and the Accelerated Water Loss Strategy; **update, as indicated, the offsite levy bylaw for January 1, 2026, and beyond.** Continue to validate and update, as appropriate, the MDD assumption/design determinates for new communities/new growth, including any findings concerning water loss. Update the off-site levy accordingly.
- 5) **Execute the City of Calgary Accelerated Water Loss Strategy.**

<sup>4</sup> EPCOR Water Services Inc. One Water Planning, Edmonton’s Changing Water Use, Water Use Trends and Design Guidelines Discussion Paper, June 2021.

<sup>5</sup> 2014 Urban Municipal Water Conservation, Efficiency and Productivity Plan – Targets and Actions for the Urban Municipal Sector, July 2014.

**Final thoughts:**

In terms of directions d, and e, based on discussions at the Off-site Levy Governance Committee, BILD accepts the plans and timelines proposed by Administration. BILD notes that Administration has determined reporting and acceptance of the Off-site Levies Annual Report by Committee and Council is to be discontinued. We believe that reporting and acceptance of the Off-site Annual Report by Committee and Council should be continued, particularly in light of the follow up actions in item e.

Regarding item h, BILD understands further discussion on this item will occur at the June 20, 2024, Intergovernmental Affairs Committee meeting. BILD reserves judgement on that item pending the disposition/acceptance of BILD's other recommendations herein. In any case BILD strongly believes any discussion of alternative funding is premature and should not advance until matters with respect to MDD, benefit allocation and benefitting area have been appropriately and fairly resolved.

The City Charter changes which took effect recently, essentially return applicable off-site levy legislation and regulations to their balanced state prior to the implementation of the City Charter Regulations. The biggest change impacts appeal rights, now to an administrative tribunal rather than the courts. In BILD's view, such change should be embraced by both industry and The City as a lower-cost process, with referral to a tribunal with expertise in these matters. In the rare event of a dispute and appeal to the administrative tribunal, this should result in timelier decision making and greater certainty for all.

Lastly, as much as Administration puts forth the view it developed an off-site levy which is reasonable and fair, BILD is only partially able to agree with and support that viewpoint. BILD disagrees that the levy inputs, benefit allocation and determination of benefitting areas for water-related infrastructure are sound and based on the best information. Council's passing of the directions with respect to the right-sizing of infrastructure can only be taken as Council needing further reassurance and validation that the data points used are the most reasonable and appropriately support efficient and cost-effective addition to housing supply and home construction.

Thus, BILD is only able to partially support Administration's recommendation, "That Infrastructure and Planning Committee recommend that Council receive this report for the Corporate Record."

**Committee and Council direct Administration to adopt and implement BILD's recommendations, noted above, and report back to IPC with an updated, fully detailed work plan by no later than the September 2024 IPC meeting.**

Should you have any questions, please contact the undersigned.

Yours truly,



Brian R. Hahn  
Chief Executive Officer

Cc: David Duckworth, Chief Administrative Officer, City of Calgary  
Stuart Dalglish, Chief Operating Officer, City of Calgary  
Debra Hamilton, Acting General Manager, Planning and Development Services, City of Calgary  
BILD Calgary Region Board  
BILD Calgary Region OSL Steering Committee

**Audit Resource Management Report to  
Audit Committee  
2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0536  
Page 1 of 2**

**External Auditor 2023 Management Letter**

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**PURPOSE**

The purpose of this report is to provide the Audit Committee with the annual Management Letter from Deloitte LLP, The City's External Auditor, relating to the audit of The City's 2023 consolidated financial statements.

**PREVIOUS COUNCIL DIRECTION**

Audit Committee Bylaw 33M2020 provides the authority for Audit Committee to review the External Auditor's Management Letters and request updates. The most recent Management Letter update from the External Auditor was on the status of their recommendations contained in their 2022 Management Letter (AC2024-0082) at the 2024 January 18<sup>th</sup> Audit Committee meeting.

**RECOMMENDATIONS:**

That the Audit Committee:

1. Requests the External Auditor provide an update regarding the implementation status of the recommendation contained in the 2023 Management Letter (Attachment) at the 2025 January Audit Committee meeting; and
2. Recommends that Council receives this Report and Attachment for the Corporate Record.

**RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JUNE 13:**

That Council receive this Report and Attachment for the Corporate Record.

**HIGHLIGHTS**

The External Auditor's 2023 Year-End Report was presented at the 2024 April 18 Audit Committee Meeting (AC2024-0479) and was received for the Corporate Record by Council at their 2024 April 30 Regular Meeting.

The annual Management Letter to The City's Administration reflects the observations the External Auditor had during the 2023 Audit. Deloitte have not identified any new items that would be of interest to Administration. However, they have included an update with respect to observations raised during the fiscal 2020 audit, based on procedures they performed during the 2023 audit. This observation relates to the automation of the consolidation process and Deloitte provided the status as in progress.

This report provides Calgarians with assurance that recommendations made by the external auditor are followed up and implemented. It also offers transparency on Administration's efforts to mitigate any potential risk to The City.

Audit Committee should ensure that the recommendations made by the External Auditor are implemented after an appropriate interval of time, by directing that the External Auditor prepare a follow-up report for the Audit Committee's 2025 January meeting.

**Audit Resource Management Report to  
Audit Committee  
2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0536  
Page 2 of 2**

**External Auditor 2023 Management Letter**

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**ATTACHMENT**

1. Deloitte LLP 2023 Letter of Recommendations (Management Letter)

Department Circulation

Councillor E. Spencer	Chair of Audit Committee	Approve
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Author: C. Smillie, Executive Advisor to Audit Committee

**City Clerks: K. Picketts / C. Doi**

June 13, 2024

## Private and confidential

Carla Male, Chief Financial Officer and  
General Manager, Corporate Planning & Financial Services  
The City of Calgary  
800 MacLeod Trail SE  
Calgary AB T2P 2M5

Dear Ms. Male:

We have recently completed our audit of the consolidated financial statements of The City of Calgary ("The City") for the year ended December 31, 2023.

We examined the accounting procedures and systems of internal control employed by The City to the extent we considered necessary to make an evaluation of such systems and procedures in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). The objective of a financial statement audit conducted in accordance with Canadian GAAS is to express an opinion on the fairness of the presentation, in all material respects, of The City's financial statements for the year ending December 31, 2023 in accordance with Canadian public sector accounting standards ("PSAS").

Under these standards, the fundamental purpose of the evaluation is to assess audit risks to assist in determining the nature, extent and timing of our audit tests and to establish the degree of reliance that we could place on selected controls; it was not to determine whether internal controls were adequate for Administration's purposes or to provide assurance on the design or operational effectiveness of internal control over financial reporting.

While our examination would not disclose all weaknesses in the system of internal control, as these examinations are based on selective tests of the accounting records and related data, we are required to communicate significant deficiencies to those charged in governance. A significant deficiency is defined in the Canadian Auditing Standards Section 265 as a deficiency or combination of deficiencies in internal control that, in the auditor's professional judgement, is of sufficient importance to merit the attention of those charged with governance.

We have not identified any new items that would be of interest to Administration resulting from the 2023 audit. We have included in this letter an update to observations we identified during the prior years' audits, based on procedures performed during the 2023 audit.

The following summarizes the status of the management letter points:

Title of Observation	Year Identified	Appendix	Status
Automation of the consolidation process	2020	A	In progress

The City of Calgary  
June 13, 2024  
Page 2

This communication is prepared solely for the information and use of, as applicable, Administration, the Audit Committee, members of Council and others within The City. Further, this communication is not intended to be and should not be used by anyone other than these specified parties or summarized, quoted from or otherwise referenced in another "document" or "public oral statement". We accept no responsibility to a third party who uses this communication.

We wish to express our appreciation for the courtesies and cooperation extended to your representatives during the course of our work. We would be pleased to discuss and/or clarify the matters included herein with you further should you wish to do so.

Yours truly,

A handwritten signature in black ink that reads "Deloitte LLP". The script is cursive and fluid, with the letters connected. The "D" is large and loops around the "e" in "Deloitte". The "LLP" is written in a simpler, more upright script.

Chartered Professional Accountants

cc: The Audit Committee of The City of Calgary

## Appendix A – Update to December 31, 2020 observations

*Automation of the consolidation process (update to December 31, 2020 year-end observations applicable to 2023)*

Year Identified - 2020

### Observation

As noted in a previous recommendation letter for the 2015 year-end audit, The City's consolidation process continues to be a manual exercise. The consolidated financial statements include figures from All Funds Statements ("AFS") and consolidation and elimination entries relating to four funds (operating, capital, tangible capital asset and reserve funds) and the related authorities.

Over the last number of years, the transactions between The City and the related authorities have become increasingly more complex, resulting in additional consolidation and elimination entries. The complexity of transactions will continue to increase in the coming years with the implementation of new accounting standards by The City and the related authorities.

Administration uses excel spreadsheets to prepare The City's consolidated financial statements, which include the AFS's from the related authorities and approximately one hundred elimination and consolidation entries, resulting in a complex consolidation exercise. The use of spreadsheets for a complex consolidation is not a best practice as the use of spreadsheets inherently increases the risk of errors relating to incorrect formulas, calculations or simple human error (unintentional deletion or incorrect data entry) and data integrity issues that may go undetected by the preparer or reviewer. Further, reflecting changes from updates to the AFS reports prepared by the related authorities is a manual process that is prone to potential errors and integrity issues.

Additionally, The City undergoes internal reorganizations from time to time. These internal reorganizations may require changes to the disclosures in the consolidated financial statements, including comparative information. To the extent that the consolidation can become more automated, there is a likelihood that generation of supplementary notes and schedules such as segmented disclosures could be done on a timelier basis while freeing up resourcing for Administration to focus on tasks that require manual involvement.

### Recommendation

We recommend that Administration implement an automated process relating to the preparation of the consolidated financial statements. For example, a dedicated consolidation information technology software should be utilized (i.e. SAP, Hyperion, PeopleSoft) to minimize errors, integrity issues, generate useful reports and to increase efficiency and timeliness of the financial reporting process.

### Administration response

Administration agrees with this recommendation. Currently, there are appropriate internal controls in place to prepare an accurate and complete consolidation; however, Corporate Financial Reporting ("CFR") will review the current consolidation process in 2021 for additional improvements and consider the available options for the implementation of an automated process for the future. CFR recognizes that given the nature and size of The City, including its related authorities, an automated process for the

consolidation would result in the generation of useful reports, increased efficiencies and timeliness of the financial reporting process and reduce the risk profile of the current manual process. Implementation of a consolidation system is a multi-million dollar commitment by The City and would require capital prioritization in competition with many other high-priority initiatives with benefits primarily qualitative in nature. CFR will prepare a business case by the end of fiscal 2021 and engage with internal IT resources for scope and cost considerations. Dependent on these findings, CFR may submit an application for funding in the next four-year budget cycle.

### Administration's update - January 2023 (based on 2022 interim audit procedures)

Administration continues to agree with this recommendation. The business case has been approved internally and was included for funding considerations as part of the 2023-2026 Service Plans and Budgets with approval by Council on November 25, 2022. Implementation of a consolidation system is a multi-year commitment by The City and will require prioritization in competition with many other high-priority initiatives with benefits primarily qualitative in nature. Finance will review priorities for the next four-year cycle and will engage with internal IT resources for prioritization of the business case and further scope, cost and implementation timing considerations.

### Auditor's update - January 2023 (based on 2022 interim audit procedures)

We will continue to obtain updates from Administration on the progression of the business case for an automated consolidation process. During our year-end fieldwork, we will perform our planned audit procedures on the consolidation and will report any deficiencies or further recommendations to Administration and Audit Committee upon the completion of the 2022 year-end audit.

### Auditor's update June 2023 (based on 2022 year-end audit procedures)

We continue to recommend that Administration implement an automated process relating to the preparation of the consolidated financial statements to minimize the risk of errors, integrity issues, generate useful reports and to increase efficiency and timeliness of the financial reporting process.

### Administration's update June 2023 (based on 2022 year-end audit procedures)

Administration continues to agree with this recommendation. The business case has been approved for funding with scoping beginning in 2024 as part of the 2023-2026 Service Plans and Budgets that was approved by Council on November 25, 2022. Implementation of a consolidation system is a multi-year commitment by The City and will require prioritization in competition with many other high-priority initiatives with benefits primarily qualitative in nature. Finance will review priorities for the next four-year cycle and will engage with internal IT resources for prioritization of the business case and further scope, cost, and implementation timing considerations.

### Administration's update - January 2024 (based on 2023 interim audit procedures)

Administration continues to agree with this recommendation. The business case was approved in November 2022 as part of the 2023-2026 Service Plans and Budgets with funding commencing in 2024. Finance has committed to review the business case in the second half of 2024 to initiate preparation work on the consolidation project. Implementation of a consolidation system is a multi-year commitment by The City and will require prioritization in competition with many other high-priority initiatives with benefits primarily qualitative in nature.



### Auditor's update – January 2024 (based on 2023 interim audit procedures)

We will continue to monitor Administration's activities and progress as they work through the steps to automate the consolidation process.

### Auditor's update – June 2024 (based on 2023 year-end audit procedures)

We continue to monitor Administration's activities and progress as they work through the steps to automate the consolidation process.

### Administration's update - June 2024 (based on 2023 year-end audit procedures)

Administration continues to agree with this recommendation. As part of Finance's commitment to review the approved business case in the second half of 2024 to initiate the preparation of work on the consolidation project, recruitment is underway for a subject matter expert resource to join the Finance team to support and deliver this project. While the benefits of a consolidation project are primarily qualitative in nature, The City's commitment to this multi-year project continues to deliver on Council's focus area of modernizing government.



**City Auditor's Report to  
Audit Committee  
2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0707  
Page 1 of 2**

**Utilities Delivery's Utilization of the Program and Project Management System (P2M)  
Audit**

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**PURPOSE**

The purpose of this report is to communicate the outcome of the Utilities Delivery's Utilization of the Program and Project Management System (P2M) Audit, including Administration's response and corrective actions.

**PREVIOUS COUNCIL DIRECTION**

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties, and functions of the position. In accordance with Bylaw 30M2004 (as amended), the City Auditor reports the outcome of all audits to the Audit Committee (including Administration's response and corrective actions to be taken in regard to specific recommendations). The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 33M2020.

**RECOMMENDATIONS**

That the Audit Committee:

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

**RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JUNE 13:**

That Council receive this report for the Corporate Record.

**HIGHLIGHTS**

- What does this mean to Calgarians? The City Auditor's Office provides independent and objective audit assurance services to add value to The City of Calgary and enhance public trust.
- Why does it matter? P2M is a corporate wide standardized IT system solution. The scope of the P2M implementation included all capital City of Calgary (City) Programs, Projects, and Annual Investment Programs. In November 2023, there were 1,617 Projects and Programs listed in P2M from multiple business units such as Parks, Open Spaces, and Utilities Delivery. Within the Infrastructure Services Department, the Utilities Delivery business unit had 330 projects and programs in P2M. Effective utilization of P2M supports consistent, transparent, and timely oversight of projects and programs both across The City and in individual business units.

**RISK**

Recommendations in this audit report support Administration in their on-going mitigation activities related to the Service Delivery Principal Corporate Risk.

**City Auditor's Report to  
Audit Committee  
2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0707  
Page 2 of 2**

**Utilities Delivery's Utilization of the Program and Project Management System (P2M)  
Audit**

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**ATTACHMENT**

1. Utilities Delivery's Utilization of the Program and Project Management System (P2M) Audit –  
AC2024-0707 ATT

**DEPARTMENT CIRCULATION**

Name	Title, Department or Business Unit	Approve/Consult/Inform
Liz Ormsby	City Auditor	Approve
David Duckworth	Chief Administrative Officer	Inform
Stuart Dagleish	Chief Operating Officer	Inform
Carla Male	Chief Financial Officer	Inform
Graham Duckworth	Director, Utilities Delivery	Inform
Anne Cataford	Manager of Linear Infrastructure Delivery, Utilities Delivery	Inform
Kara Wolfe	Manager Engineering & Project Support, Business & Engineering Services	Inform
Deli Krizbai	Leader Project Controls, Business & Engineering Services	Inform
Darren Finney	Leader Wastewater Stormwater Network, Utilities Delivery	Inform

Author: Leandro Andrade, Senior Auditor, City Auditor's Office

**City Clerks: K. Picketts / C. Doi**



**Calgary**

City Auditor's Office

# **Utilities Delivery's Utilization of the Program and Project Management System (P2M) Audit**

June 4, 2024



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## Audit Objective

The objective of this audit was to assess the effectiveness of Utilities Delivery's (UD) utilization of the Program and Project Management System (P2M) to manage and report on projects. The objective was achieved by reviewing the design and operating effectiveness of key processes and controls in the pre-implementation, implementation, and sustainment phases.

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## Why it Matters

P2M is a corporate wide standardized IT system solution. The scope of the P2M implementation included all capital City of Calgary (City) Programs, Projects, and Annual Investment Programs. In November 2023, there were 1,617 Projects and Programs listed in P2M from multiple business units such as Parks, Open Spaces, UD, Facility Management, and Water Services.

Within the Infrastructure Services Department, the UD business unit had 330 projects and programs in P2M. Effective utilization of P2M supports consistent, transparent, and timely oversight of projects and programs both across The City and in individual business units.

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## What We Concluded

UD's utilization of P2M to manage and report on projects was partially effective. The implementation of P2M is relatively recent, and both UD and Business & Engineering Services (BES) are continuing to take steps to support on-going sustainment. Our recommendations are intended to support UD and BES on this journey by ensuring UD users are consistently using P2M to manage and report on their projects and BES continue to effectively support P2M.

The pre-implementation phase of P2M was effective. We identified 89% (55) of UD users attended P2M training sessions and concluded that the structure of P2M was aligned with the City's Corporate Project Management Framework (CPMF), which supports consistent P2M use. We identified control improvements to ensure all P2M users complete all relevant training before being granted access.

The implementation phase in UD was partially effective. We confirmed all open UD projects in the Linear Infrastructure Delivery division were included in P2M and based on a survey of Project Managers (PM), 83% indicated implementation was complete. However, we identified opportunities for UD and BES to improve P2M utilization by developing guidance and providing training for PM on where to store project documentation, reinforcing monthly reporting responsibilities and monitoring financial data integration to ensure timely correction of errors.

Sustainment completed to date has been effective with operational and technical support available through multiple channels to assist P2M users and support continuous improvement.

We raised six recommendations to improve the effectiveness of project management and reporting in P2M. UD and BES have agreed with our recommendations with plans to implement by December 31, 2024.

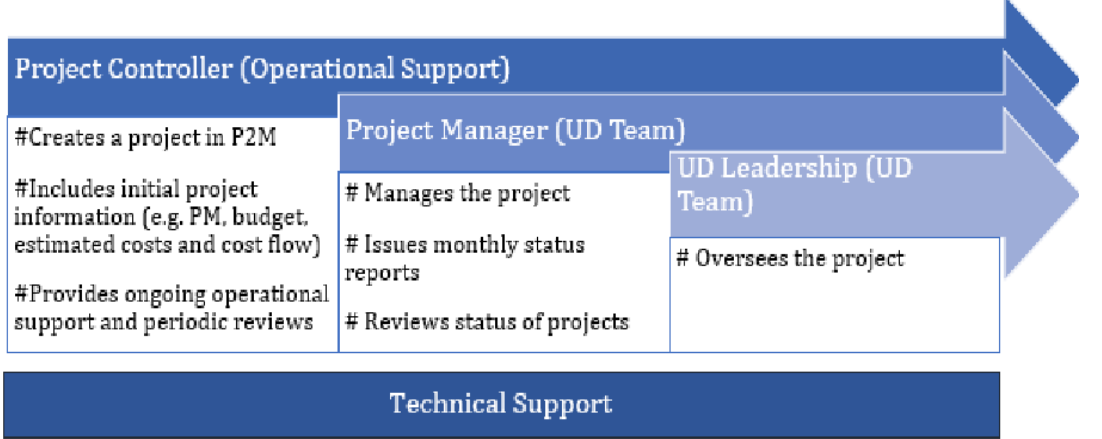
Background

P2M is a corporate wide standardized IT system solution to provide consistent, transparent, and timely oversight of programs, projects and infrastructure portfolio management, aligned to the CPMF. P2M was designed to provide a One City approach for planning, execution, monitoring, control, and financial transparency related to capital projects executed by The City.

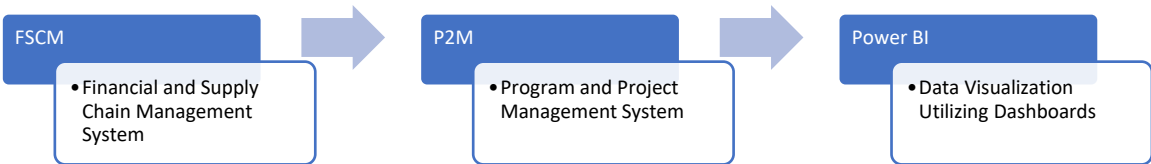
The Project Implementation Team in BES, within the Infrastructure Services department, was responsible for implementing P2M in UD. During pre-implementation, BES provided training to UD staff and supported UD’s implementation starting in March of 2023 when UD projects moved from PRT (former project management system) to P2M. UD had 330 projects and programs documented in P2M by November 11, 2023.

Project Management in P2M

The three main project management roles that utilize P2M, PM, Project Controller and UD Leadership (Director, Managers and Leaders), are all supported by the P2M Technical Support team in BES, as described in the diagram below.



Information from The City’s Financial and Supply Chain Management (FSCM) system is uploaded daily to P2M, which keeps project costs up to date. Project reporting utilizes data visualization in Power BI. The Power BI Dashboard Report updates automatically to show the latest data when cost flows in P2M are updated and approved by the PM or Project Controller. The diagram below summarizes the flow of data between the three solutions.





## Scope & Approach

The scope of this audit included activities from pre-implementation prior to P2M being used by UD PM in March of 2023, through to sustainment up to October 31, 2023. The audit focused on UD's Linear Infrastructure Delivery's division and focused on projects in Wastewater & Stormwater.

We assessed the design and operating effectiveness of processes and controls by:

- Interviewing UD and BES staff to gain further understanding of processes and controls;
- Reviewing user training records;
- Surveying a sample of 6 PM out of a total of 13 to support assessment of effective utilization of P2M and Project Implementation Team support;
- Reviewing implementation and support provided by the Project Implementation Team and feedback mechanisms, including Lessons Learned and surveys;
- Reviewing a sample of projects and project reports to assess the utilization of P2M to manage and report on projects;
- Reviewing project status and cost monitoring; and
- Reviewing the FSCM and P2M interface, including logs and issue resolution, if applicable.

## Results

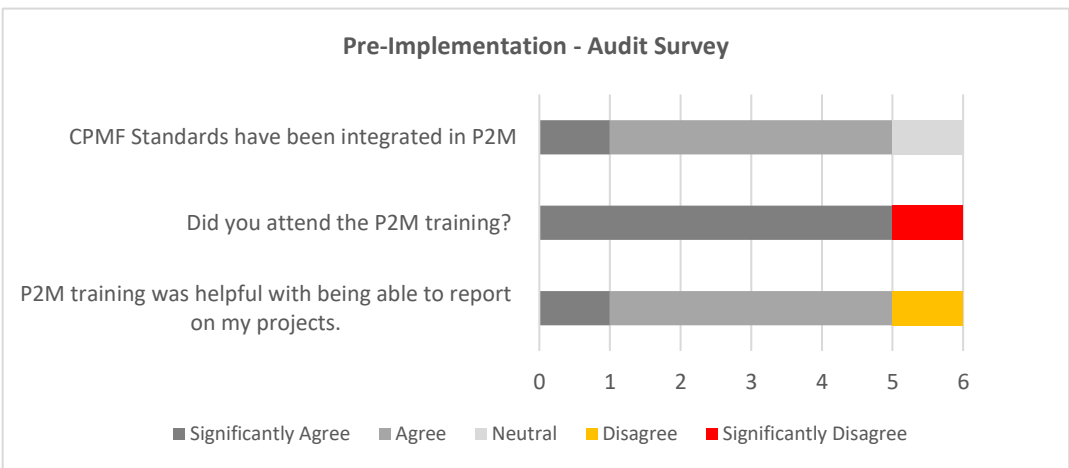
We reviewed three phases of the P2M project: **Pre-implementation**, **Implementation**, and **Sustainment**. The audit work we performed for each phase is outlined below including the results of our survey of six PM.

### Pre-implementation

P2M pre-implementation was effective based on our review of processes and controls to ensure users were trained and P2M aligned to CPMF.

We assessed training records and noted 89% (55) of P2M users in UD attended the training, which was designed to demonstrate in general terms how P2M works. However, control improvements are needed to ensure all users complete training since 11% of users had not completed the training before getting access (Recommendations 5 & 6).

Outlined below are the Audit Survey Results indicating agreement CPMF was integrated in P2M, and the training was helpful to report on projects (83%). In addition, one PM did not attend the training.



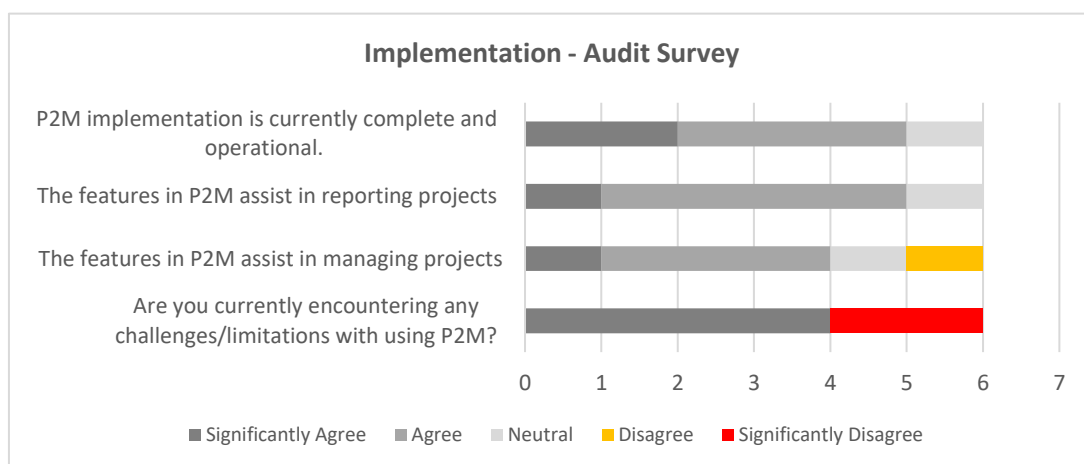
## Implementation

Although P2M has been fully implemented in the Linear Infrastructure Delivery division, improvements are required to ensure consistent utilization to manage and report on projects and effective integration of financial data as detailed below.

### Utilization

We confirmed all UD projects in the Linear Infrastructure Delivery division were included in P2M by cross checking to the list of approved projects on the Capital Budget Dashboard. Since we noted there were projects in the Process Infrastructure Delivery division that had not transitioned to P2M, we recommended UD review projects managed in PRT and develop an action plan to reduce the risk of inaccurate reporting due to the use of multiple systems (Recommendation 3).

The majority of PM surveyed agreed P2M implementation was complete and operational (83%) and the features in P2M assisted in reporting (83%) and managing (67%) projects. However, 67% of PM were experiencing challenges, due to occasional issues, system complexity, and concerns including risk management.



Project Controllers created projects in P2M and met monthly with PM to discuss and update project status. We determined there was an effective process to balance the number of projects between the Project Controllers. We also verified, for a sample of ten projects, that Project Controllers included expected financial information (budget, cost flow, commitments, and estimated costs) in P2M and held a monthly meeting with PM in November. One PM surveyed who encountered occasional challenges with P2M indicated the Project Controllers were able to resolve concerns.

We selected ten projects to assess P2M utilization and noted inconsistent project documentation in P2M for 60% (e.g. Risk, Issue and Change Logs, Interested Parties, and Project Objectives). We recommended updated guidance and training on documentation storage and P2M capabilities to support effective P2M utilization (Recommendation 1).

### Reporting

PM publish a monthly status report in P2M to inform UD leadership on project status, including budget, schedule and performance. We reviewed 20 status reports from October and November for the projects sampled and noted inconsistencies in three reports with P2M schedule information, and two missing reports. We recommended reinforcing PM reporting responsibilities to improve accuracy and timeliness and support decision making when projects are off track (Recommendation 2).

In June 2023, the Project Implementation Team began developing a Power BI Dashboard Report, which was implemented before year-end. The process to develop the Dashboard Report was effective and followed good practices such as requirement assessment, consultation, user acceptance testing, and approvals to move to production. UD Leadership provided positive feedback on the usefulness of the Dashboard Report to monitor projects.

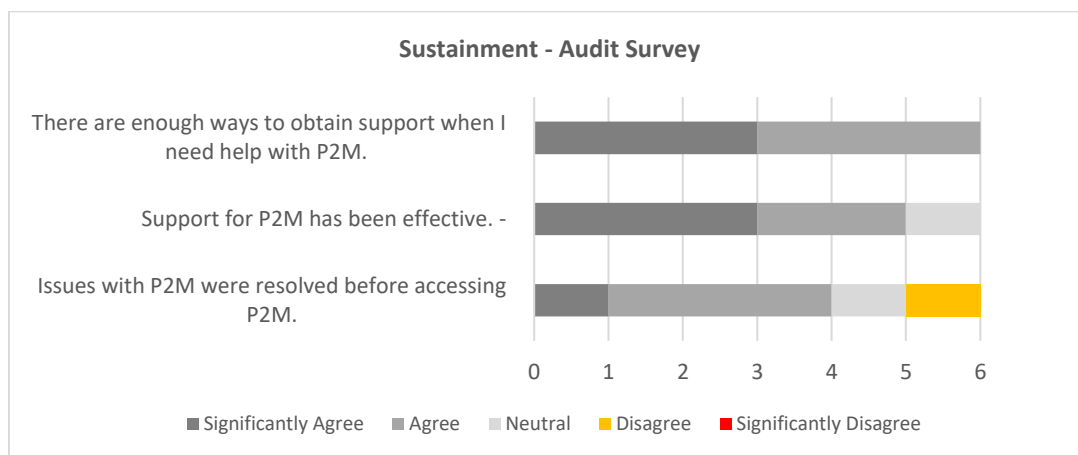
### Integration

Lastly, we assessed the integration of data from FSCM to P2M. We reviewed a sample of five daily integration logs with errors and noted the error emails were not monitored consistently. We recommended clarifying roles and responsibilities between IT and P2M Technical Support to ensure timely monitoring and resolution of integration errors to support the accuracy and completeness of P2M data (Recommendation 4).

## Sustainment

During the audit we assessed the processes in place to sustain P2M users and determined they were effective.

BES provided multiple channels to P2M users to obtain operational and technical support, such as monthly meetings with Project Controllers, a dedicated email, and daily support sessions from initial implementation through to sustainment. Audit survey results indicated 100% agreement there were enough ways to obtain support and 83% agreement support was effective.



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P2M Technical support conducted a survey in the fall of 2023 to support continuous improvement. As noted under the Implementation Phase above, 67% of PM were having challenges and issues using P2M. BES is well positioned to support P2M users as they continue to utilize and refine P2M to manage and report on projects. We shared an opportunity with BES to utilize an existing City ticket system to record and track P2M issues to support continuous improvement by identifying and addressing recurring issues.

## Observations & Recommendations

#1: Inconsistent P2M Use	
OBSERVATION	RECOMMENDATION
<p>PM should use P2M consistently to manage projects. However, six of ten projects in our audit sample were inconsistently populated with project documentation. For example, six projects had no Interested Parties or Project Objectives in P2M, and logs such as Risk Logs, Issues Logs, and Change Logs were not fully populated in P2M. Three of ten PM were exclusively using Enterprise Connect (Content Server) to store project files. We also noted that three PM interviewed were not aware of some P2M capabilities, such as saving files in SharePoint and adding links to files stored in Enterprise Connect.</p> <p>P2M Operational Support indicated project documentation should be stored in Enterprise Connect. However, we did not identify robust guidance on Enterprise Connect included in P2M training. Although UD created a P2M handbook, PM indicated they were not aware of guidance on project documentation storage, which increases the risk of inconsistent project documentation and difficulties finding documentation when moving projects from one PM to another and impacts the efficiency and effectiveness of project management.</p> <p>Summary survey results indicated four out of six (67%) PM are encountering challenges/limitations using P2M because they are not familiarized with P2M.</p>	<p>1. UD review and update guidance and provide training for PM on where to store project documentation (e.g. P2M, SharePoint or Enterprise Connect), including how the information stored in other tools will be linked in P2M.</p> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed</p> <p><b>ACTION PLAN</b></p> <p>A P2M handbook was created providing additional guidance for PM on how to use P2M including identifying the storage location for files and was previously shared with staff. The handbook will be reviewed to see if any updates are required and will be recirculated to PM. Refresher training will also be arranged for UD staff to ensure a consistent approach to data entry.</p> <p><b>LEAD</b></p> <p>UD – Manager Linear Infrastructure Delivery</p> <p><b>SUPPORTED BY</b></p> <p>BES – Manager Engineering and Project Support</p> <p><b>COMMITMENT DATE</b></p> <p>2024 June 30</p>

#2: Status Report Inconsistencies	
OBSERVATION	RECOMMENDATION
<p>UD PM must publish a monthly status report in P2M on the 25<sup>th</sup> day of the month to keep UD leadership (Leaders and Managers) informed on project status, including budget, schedule, and performance. The PM selects the status color (Red- At Risk, Yellow-Concern and Green- On Track) from a drop-down and add comments in Status Manager in P2M.</p> <p>We reviewed the October and November monthly status reports for our sample of projects and noted inconsistencies between P2M schedule information and three reports as outlined below:</p> <ul style="list-style-type: none"> <li>The P2M schedule information did not match the monthly status report since the PM did not update the P2M schedule information. However, the monthly report was accurate.</li> <li>The schedule was on track in P2M. However, the status in the monthly report was Yellow since the PM was anticipating delays. We also noted the PM did not flag the relevant schedule lines (Column “include in report”), which caused divergences between the status report and schedule since not all scheduled tasks were included.</li> <li>There were delays in the schedule in P2M that were not captured in the monthly status report since the PM did not refresh the report.</li> </ul> <p>Two projects had no status report for November 2023:</p> <ul style="list-style-type: none"> <li>One report was published late. However, the report accurately reflected P2M information.</li> <li>One report was not published in October since the project was coming to an end and there were no changes. The November status report was published after the deadline.</li> </ul> <p>Monthly status reports should be accurate to support timely leadership decisions on actions required where projects are not on track. Although manually generated status reports increase the risk of reporting inaccurate or inconsistent information, BES advised status reports will not be automated to support reporting flexibility.</p>	<p>2. UD reinforce monthly status report responsibilities, including reporting deadlines, keeping information up to date in P2M, selecting the correct status, and refreshing monthly reports.</p> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed</p> <p><b>ACTION PLAN</b></p> <p>UD will discuss P2M responsibilities at regular team meetings and arrange for refresher training.</p> <p>Staff will be reminded of the daily P2M drop-in help sessions that are offered by BES. In addition, BES will complete quarterly quality checks to ensure consistent and regular reporting is completed.</p> <p><b>LEAD</b></p> <p>UD – Manager Linear Infrastructure Delivery</p> <p><b>SUPPORTED BY</b></p> <p>BES – Manager Engineering and Project Support</p> <p><b>COMMITMENT DATE</b></p> <p>2024 June 30</p>

#3: Projects Managed in PRT	
OBSERVATION	RECOMMENDATION
<p>Not all UD projects have transitioned to P2M. All UD projects with a completion date longer than six months after P2M implementation were to transition from PRT to P2M.</p> <p>One of six PM surveyed confirmed they were not using P2M to manage 100% of their projects because P2M was cumbersome, and they believed there were areas where efforts were being duplicated. Furthermore, we were advised that Capital Investment Planning needs to obtain information from PRT to consolidate forecast information since there are PM from the Process Infrastructure Delivery division in UD who are still using PRT to manage their projects. Utilizing multiple sources of project information (i.e. P2M and PRT) increases the risk of inaccurate project reporting.</p>	<p>3. UD review projects managed in PRT, identify the reason they are not using P2M, and develop an action plan to fully transition to P2M.</p> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed</p> <p><b>ACTION PLAN</b></p> <p>PRT is still used to reference historical information on projects delivered by UD. UD will review project data and ensure that all projects are using P2M.</p> <p>In addition, UD will work with Capital Investment Planning to ensure a consistent approach is applied for all projects.</p> <p><b>LEAD</b></p> <p>UD – Manager Linear Infrastructure Delivery</p> <p><b>SUPPORTED BY</b></p> <p>BES Manager Engineering and Project Support, CIP – Leader Infrastructure Investment Planning</p> <p><b>COMMITMENT DATE</b></p> <p>2024 September 30</p>

#4: Monitoring Data Integration – FSCM to P2M	
OBSERVATION	RECOMMENDATION
<p>The final stage of the interfaces between FSCM and P2M are not monitored in a timely fashion to support complete and accurate financial information transferring into P2M. If there is an error in the data integration, the record with the error would not be transferred to P2M meaning P2M data would be incomplete. Emails of the pass or failed integrations would be sent to members of the IT- PMIS (Project Management Information Systems) team.</p> <p>We obtained the population of the daily integrations from August 1 to November 20, 2023, and the error emails as part of our sample testing of five days of integration errors. We confirmed the IT- PMIS team was not monitoring the integration error emails on a regular basis.</p> <p>The errors identified in our sample related to the OnePlan module rather than Cost Manager. While UD only uses Cost Manager, unresolved OnePlan errors may impact other City business units. We noted P2M Technical Support may be in the best position to resolve issues related to OnePlan if there is missing information.</p> <p>Clarifying and communicating the roles and responsibilities between IT and P2M Technical Support will ensure the timely monitoring and resolution of integration errors and the accuracy and completeness of P2M data. There is also an opportunity to improve integration monitoring by incorporating a dashboard to easily identify and resolve failed integrations.</p>	<p>4. P2M Technical Support clarify and communicate the roles and responsibilities between IT and P2M Technical Support to ensure timely monitoring and resolution of integration errors and consider the opportunity to improve monitoring of the data integration by incorporating a dashboard.</p> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed</p> <p><b>ACTION PLAN</b></p> <p>BES and IT will clarify roles and responsibilities and will share the results with team members. In addition, BES P2M Support and IT PMIS agree that an integration outcome dashboard would simplify integration status monitoring and facilitate issue identification. BES P2M Support and IT PMIS will work collaboratively to create the dashboard and monitor the integrations performance daily. Dashboard planning and preparation work to start in Q2, with planned deployment to production in Q4.</p> <p><b>LEAD</b></p> <p>BES – Manager Engineering and Project Support</p> <p><b>SUPPORTED BY</b></p> <p>IT – Leader IT and vendor (OnePlan Solutions)</p> <p><b>COMMITMENT DATE</b></p> <p>2024 December 31</p>



#5: P2M User Access	
OBSERVATION	RECOMMENDATION
<p>In order to have access rights to manage projects in P2M, all users must attend P2M training divided into two portions, the first one online, and the second one homework.</p> <p>We compared a list of users that had access to P2M to a list of users that had completed P2M training and identified seven users in UD that had PM access in P2M that had not completed the P2M training. Of the seven, six had completed the first portion of the online training but not the homework portion and were granted access to support completion of their day to day work. The remaining user's access was upgraded to PM access from "Read Only" Director access as they are a PM. However, they did not complete either portion of the training.</p> <p>User access controls require improvement to ensure training is completed prior to granting access to P2M. In addition, there is no user access review for P2M. The Program Management System Manager confirmed that P2M Technical Support and IT are working on a process to review user access in P2M.</p>	<p>5. P2M Technical Support strengthen controls to ensure training is completed before granting user access.</p> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed</p> <p><b>ACTION PLAN</b></p> <p>A new Ticket system is being created with two requirements: all new users (without any exception) will have to complete the training before accessing the production environment and must also confirm they have access to the financial system (FSCM). Included in the current P2M Work Plan.</p> <p><b>LEAD</b></p> <p>BES – Manager Engineering and Project Support</p> <p><b>SUPPORTED BY</b></p> <p>IT – Leader IT</p> <p><b>COMMITMENT DATE</b></p> <p>2024 May 31</p>

	<p>6. P2M Technical Support periodically conduct a documented user access review to identify P2M users who have not completed the required training and take appropriate action.</p> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed</p> <p><b>ACTION PLAN</b></p> <p>On a monthly basis the P2M Technical Support team will work with IT PMIS to review the user base and ensure all users have the training completed.</p> <p>The access to the production environment is only provided to users that complete the training in LMS and send the certification of completion on the email requesting access.</p> <p><b>LEAD</b></p> <p>BES – Manager Engineering and Project Support</p> <p><b>SUPPORTED BY</b></p> <p>IT – Leader IT</p> <p><b>COMMITMENT DATE</b></p> <p>2024 September 30</p>
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Acknowledgements

The City Auditor’s Office conducts projects, including this audit, in conformance with the International Standards for the Professional Practice of Internal Auditing.

The City Auditor’s Office would like to thank the staff from UD, BES and IT for their cooperation and support during this audit.

Community Services Report to  
Audit Committee  
2024 June 13

ISC: UNRESTRICTED  
AC2024-0282

## 2023 Civic Partner Audit Report

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### PURPOSE

As part of the accountability measures in place for The City's Civic Partners this report presents the results of an annual financial review that evaluates The City's exposure to third party risk based on Civic Partners' 2023 audited financial statements. It also provides an overview of their governance and risk management practices.

### PREVIOUS COUNCIL DIRECTION

2023 accountability reporting for Civic Partners also includes the 2023 Civic Partner Annual Report (CD2024-0274) presented in 2023 May. The previous Civic Partner Audit Report was presented in 2023 June (AC2023-0414). Full details about previous Council direction are included in Attachment 1.

### RECOMMENDATIONS:

That the Audit Committee recommend that Council:

1. Receive this report for the Corporate Record; and
2. Direct that Attachments 4, 5 and 6 through 32 remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* (Alberta), to be reviewed 2027 October 22.

### RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JUNE 13:

That Council:

1. Receive this report for the Corporate Record; and
2. Direct that Attachments 4, 5 and 6 through 32 **and the Closed Meeting discussions** be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2027 October 22.

### CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Katie Black concurs with the content of this report.

### HIGHLIGHTS

- The Civic Partner Audit Report is one component of a larger accountability framework that assesses the overall financial and organizational health of Civic Partners, as set out in Council's *Investing in Partnerships Policy (CPS2017-01)*. This report, combined with the Civic Partner Annual Report (CD2024-0274), provides a snapshot of organizational

**Community Services Report to  
Audit Committee  
2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0282**

**2023 Civic Partner Audit Report**

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and financial health, governance and risk management practices and key results of Civic Partners in 2023.

- The City invests significant operating and capital funding in Civic Partners and many manage and operate significant and valuable City-owned assets. Annually reviewing the financial health, governance and risk management practices of Civic Partners reduces The City's exposure to third party risks that exist when partnering with external organizations.
- Based on 2023 audited financial statements, the majority of Civic Partners are rated as low risk. Administration is working with the Civic Partners that are rated as elevated and high risk to ensure that mitigation strategies are in place and provide support where appropriate.

**DISCUSSION**

The City partners with external organizations to provide effective programs and services in targeted areas, develop and advance strategies, and construct, manage and operate City-owned assets. The City makes its most significant investment of operating grant funding in "Civic Partners", a category of partner defined in the *Investing in Partnerships Policy* based on the level of investment.

Through partnerships, The City and Calgarians benefits from partners' knowledge and expertise and their ability to leverage The City's investment to meet the community's diverse needs. In 2023, The City's invested over \$138 million in operating grants including over \$7 million in one-time funding in Civic Partners. The City also invested over \$17 million in capital grants for lifecycle of City-owned assets managed and operated by these Partners and \$7 million for one-time capital projects (Attachment 2).

Following Council direction, Administration has annually brought forward a Civic Partner Audit Report since 2013. This report is one part of a broader accountability framework in place to mitigate risks related to partnering. The annual financial review process evaluates The City's exposure to risk related to Civic Partners, assesses Civic Partners' overall financial health and provides an opportunity to work with partners to understand how they are managing risks that impact their financial health. The review process uses a tool with clearly established criteria and ratios to evaluate operating cash on hand, working capital/cash expenses, deficit level and reserves.

Based on established criteria, each Civic Partner is assigned a rating of either low, elevated or high risk (definitions are outlined in Attachment 3). Based on 2023 audited financials the majority of Civic Partners are financially stable with 24 rated as low risk, four Civic Partners and one wholly owned subsidiary of a Civic Partner rated as elevated risk and one rated as high risk. Ratings for all Civic Partners are included in Attachment 4. Administration works with Civic Partners that are rated as elevated or high risk to identify mitigation strategies that can improve the organization's financial health and reduce The City's exposure (Attachment 5).

In addition to their accountability to The City, each Civic Partner organization is governed by a board of directors, and accountable to their patrons, customers, members, partners, funders and others. The legal structures of Civic Partner organizations includes wholly-owned subsidiaries, legislated bodies and independent organizations. Each Civic Partner's relationship with The City is guided by the Partner's legal structure and any agreements in place.

**Community Services Report to  
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2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0282**

**2023 Civic Partner Audit Report**

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Accountability processes, combined with strong governance practices, help ensure partners are sustainable and appropriately manage risk. Attachments 6 through 32 provide detailed, self-reported information about each Civic Partners' governance structures and practices, and risk management. All Civic Partners except two submitted 2023 templates. This year, each Civic Partner attachment includes a covering summary sheet prepared by Administration with governance and risk management highlights for each Civic Partner.

**2023 Highlights**

While risk management practices vary among Civic Partners, common practices include regular reviews of risks by senior leaders, board committees and board of directors, the use of tools and processes to monitor and manage risk including risk matrices and heat maps. The most commonly reported risks include:

- **Financial**  
Partners reported challenges managing the escalating costs of operations including the significant impact of rising inflation. This was coupled with risks related to accessing other sources of revenue including funding from other levels of government, lower than projected sales and attendance and challenges accessing corporate sponsorships.
- **Employee Recruitment and Retention**  
Given the specialized skills and experience required to support each Partner's operation, the loss of staff has a significant impact. To mitigate this risk, Partners focused on a total rewards approach, showcasing the full benefits of their workplace including work-life balance initiatives such as flexible work and hours and opportunities for career advancement and development.
- **Reputational**  
Partners frequently reported reputational risks that were mitigated by building and maintaining strong relationships with the community, funders, and key partners; building strong alliances to advance shared work with their partners and working with community to remain relevant and meeting Calgarians' changing needs.

Attachments 6 through 32 of this report, combined with Attachments 4 through 23 of the Civic Partner Annual Report (CD2024-0274) support accountability for the significant annual investments The City makes in Civic Partners to help deliver results for Calgarians.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

As part of the review process, Administration communicates with each Civic Partner to inform them of their rating and discuss risk mitigation as required.

**Community Services Report to  
Audit Committee  
2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0282**

**2023 Civic Partner Audit Report**

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**IMPLICATIONS**

**Social**

Confirming Civic Partners have strong governance and risk management practices in place helps ensure they have the capacity required to deliver on their mandates including supporting implementation of the *Enough for All 2.0* poverty reduction strategy, The City's *Sport for Life Policy* and the *Cultural Plan for Calgary*, and providing valuable recreation, sport and cultural opportunities for Calgarians. Civic Partners also foster healthy physical and social environments, enrich the social fabric of Calgary and support a high quality of life by offering a diverse range of facilities and programs for Calgarians and visitors to enjoy.

**Environmental**

As part of managing risks related to City-owned assets, The City provides capital grant funding that Civic Partners match with other funding sources. As part of lifecycle maintenance work, Civic Partners continue to adjust their operational practices to reduce consumption of resources and their ecological footprint. They promote conservation, environmental stewardship and community sustainability strategies including public education and awareness related to public spaces and natural resources.

**Economic**

Strong governance and risk management practices help ensure Civic Partners have the capacity to deliver on mandates that contribute to economic development including supporting implementation of *Uplook: An Action Plan for our Economy* and related strategies including the *Enough for All* poverty reduction strategy, *Destination Strategy*, *Eventful City Strategy*, *Winter City Strategy*, *Living a Creative Life* and by operating cultural attractions and offering convention centre services.

**Service and Financial Implications**

**Existing operating funding - base**

\$138,656,767

Base operating grant funding in 2023 supported Civic Partners to contribute to The City's delivery of nine services: Affordable Housing, Arts & Culture, City Planning & Policy, Community Strategies, Economic Development & Tourism, Library Services, Neighbourhood Supports, Parks & Open Spaces, and Recreation Opportunities. The Civic Partner Infrastructure Investment Grant program supports the maintenance and lifecycle required to support high-functioning City-owned assets managed and operated by partners.

**RISK**

The City's most significant risks related to partnering are the financial and reputational risks associated with circumstances where a third-party organization operating a City-owned facility defaults or ceases operations. In these cases, responsibility for the building's capital costs to ensure building safety for a new tenant or the public, may fall on The City. Depending on the circumstances, the operating costs of the facility may also be The City's responsibility and Calgarians would be negatively impacted by a loss or decrease in programs and/or services.

**Community Services Report to  
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**2023 Civic Partner Audit Report**

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Administration works closely with its Civic Partners to develop and implement strategies to mitigate risks and this report is a key tool for monitoring and reporting on risk.

**ATTACHMENTS**

1. Background and Previous Council Direction
2. Civic Partner Grant Funding 2021-2024
3. Definition of Rating Terms
4. Civic Partner 2023 Audit Ratings (Confidential)
5. Civic Partner Risk Mitigation Strategies (Confidential)
6. Aero Space Museum Association of Calgary (The Hangar Flight Museum) (Confidential)
7. Arts Commons (Confidential)
8. Calgary Arts Development Authority Ltd. (Confidential)
9. Calgary Convention Centre Authority (Calgary TELUS Convention Centre) (Confidential)
10. Calgary Economic Development Ltd. (Confidential)
11. Calgary Female Sport Development Association (Great Plains Recreation Facility) (Confidential)
12. Calgary Public Library Board (Confidential)
13. Calgary Science Centre Society (TELUS Spark) (Confidential)
14. Calgary Sport Council Society (Sport Calgary) (Confidential)
15. Calgary Zoological Society (Calgary Zoo) (Confidential)
16. Contemporary Calgary Arts Society (Confidential)
17. Federation of Calgary Communities (Confidential)
18. Fort Calgary Preservation Society (The Confluence Historic Site and Parkland) (Confidential)
19. Heritage Calgary (Confidential)
20. Heritage Park Society (Confidential)
21. Lindsay Park Sports Society (MNP Community and Sport Centre) (Confidential)
22. NE Centre of Community Society (Genesis Centre) (Confidential)
23. Opportunity Calgary Investment Fund Ltd. (Confidential)
24. Parks Foundation, Calgary (Confidential)
25. Platform Calgary (Confidential)
26. Silvera for Seniors (Confidential)
27. South Fish Creek Recreation Association (Cardel Rec South) (Confidential)
28. The Calgary Young Men's Christian Association (YMCA) (Confidential)
29. Tourism Calgary-Convention and Visitors Bureau (Confidential)
30. Vecova Centre for Disability Services and Research (Confidential)
31. VCC Initiatives Ltd. (Vibrant Communities Calgary) (Confidential)
32. Vivo for Healthier Generations Society (Confidential)
33. Administration Presentation

**Community Services Report to  
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2024 June 13**

**ISC: UNRESTRICTED  
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**2023 Civic Partner Audit Report**

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Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Carla Male	Corporate Planning and Financial Services	Inform

Author: Partnerships business unit

**City Clerks: K. Picketts / C. Doi**



# Background and Previous Council Direction

## Background

This report is one aspect of a broader accountability program that summarizes the results of an annual financial review of Civic Partners and their wholly owned subsidiaries to evaluate The City's exposure to risk related to Civic Partners. The review process rates partners as low risk, elevated risk, or high risk; assesses the overall financial health of Civic Partner organizations; and provides an opportunity to work with partners as needed to improve their financial health.

## Previous Council Direction

The following is a summary of previous Council direction related to the Civic Partner Audit Report.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 July 04	AC2023-0414	<b>2022 Civic Partner Audit Report</b> That the Audit Committee recommend that Council: 1. Receive this report for the Corporate Record; and 2. Direct that Attachments 3, 4 and 6 remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act (Alberta), to be reviewed 2026 October 22.
2022 April 21	AC2022-0387	<b>2021 Civic Partner Audit Report</b> That the Audit Committee recommend that Council: 1. Receive this report for the Corporate Record; and 2. Direct that Attachments 3, 5 and 6 remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act (Alberta), to be reviewed 2026 October 22.
2021 May 20	AC2021-0557	<b>Civic Partner Audit Report</b> 1. Receive this report for the Corporate Record; and 2. Direct that Attachments 3, 5 and 6 remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed 2026 October 22.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2020 October 20	AC2020-1049	<p><b>Civic Partner Audit Report</b></p> <p>1. Receive this report for the Corporate Record; and 2. Direct that Attachments 3, 5 and 6 remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed 2026 October 22.</p>
2019 June 17	AC2019-0472	<p><b>Civic Partner Audit Report</b></p> <p>That Audit Committee recommends that Council: 1. Receive this report for information; and 2. Direct that Attachments 2, 4 and 5 remain confidential under Sections 16, 23, and 24 of the Freedom of Information and Protection of Privacy Act until 2025 April 23.</p>
2018 May 28	AC2018-0409	<p><b>Civic Partner Audit Report</b></p> <p>That Council adopt recommendations contained in AC2018-0409 as follows 1. Receive this report for information; and 2. Direct that this report and Attachments 2, 4 and 5 remain confidential under Sections 23(1) (b), 24(1)(b), and 16(1) of the Freedom of Information and Protection of Privacy Act (Alberta) until such time as six years from this date.</p>
2018 January 29	AC2017-1149	<p><b>Status of Community Associations and Social Recreation Organizations on City Owned Land</b></p> <p>Attachment 6 of the report informed Council that five organizations would be moving to the Civic Partner Audit report starting with the 2017 financial year: The Calgary Young Men's Christian Association, North East Centre of Community Society (Genesis Centre), Nose Creek Sports and Recreation Association (Vivo), South Fish Creek Recreation Association (Cardel South), and Westside Regional Recreation Centre.</p>
2017 May 18	AC2017-0367	<p><b>Civic Partner Audit Report</b></p> <p>1. Receive the report for information; and 2. Direct that the report and all attachments remain confidential pursuant to Sections 23(1)(b), 24(1)(b), and 16(1) of the Freedom of Information and Protection of Privacy Act (Alberta) until such time as six years from this date.</p>

2012 July 19	AC2012-0493	<p><b>Status of Third Party Organizations Operating Not-for-Profit Facilities on Land Owned by The City of Calgary</b></p> <p>Audit Committee approved that recommendations contained in AC2012-0493 be approved after amendment, as follows:  Receive the report for information; Direct that Attachments 2 and 3 remain confidential under Sections 23(1)(b), 24(1)(a), 24(1)(g) and 25 (b)(c)(ii) of the Freedom of Information and Protection of Privacy Act (Alberta) until such time as six years from this date; and direct Administration to continue to report to the Audit Committee on the status of community associations and social-recreation organizations, while preparing a separate annual report to the Audit Committee on all Civic Partners (including those on City-owned land and otherwise), commencing in the third quarter of 2013 annually.</p>
2006 January 19	AC2006-02	<p><b>Status of Third Party Organizations Operating Not-for-Profit Facilities on Land</b></p> <p>Recommendations approved as follows: Direct Administration to expand the report to include all third party organizations with facilities on City-Owned land that Community Services &amp; Protective Services liaises with, and include financial exposure as it relates to an evaluation of liabilities exceeding assets available to satisfy these liabilities.</p>

## Bylaws, Regulations, Council Policies

### Investing in Partnerships Policy (CPS2017-01)

The *Investing in Partnerships Policy* (the Policy) classifies City of Calgary partners into categories that drive accountability and other requirements. Within the Civic Partners group there are two categories: Civic Partners-Strategy Delivery, and Civic Partners-Program and Service Delivery. The Policy supports a clear line of sight between The City's investment in a partnership and the results achieved; helps to support consolidation of data to inform decision-making; supports greater effectiveness through clearer accountabilities, reporting, and risk management; and creates greater efficiency and cost-savings by improving knowledge transfer and reducing duplication of administrative time and effort.



Civic Partner Operating Grant Funding 2021-2024					** Grant as % of Partner Operating Revenue
Organization Name	2021 Actual	2022 Actual	2023 Actual	2024 Budget	
<b>Aerospace Museum Association of Calgary (The Hanger Flight Museum)</b>	411,358	411,358	427,808	443,218	29%
<b>Arts Commons</b>	2,546,350	2,613,156	2,817,826	2,969,226	19%
<b>Calgary Arts Development Authority Ltd.</b> <i>One time funding</i>	14,290,000 -	17,490,000 -	18,189,600 1,000,000	18,844,430 1,000,000	96%
<b>Calgary Convention Centre Authority (Calgary TELUS Convention Centre)</b> <i>One time funding</i>	1,749,231 -	1,795,192 -	2,755,672 180,000	3,352,222 -	11%
<b>Calgary Economic Development Ltd.</b> <i>One time funding</i>	9,752,765 -	9,752,765 -	10,722,075 1,000,000	11,207,615 487,740	62%
<b>Calgary Public Library Board</b> <i>One time funding</i>	53,627,720 -	55,196,562 -	56,365,407 1,010,130	57,136,147 883,370	84%
<b>Calgary Science Centre Society (TELUS Spark)</b>	2,197,092	2,254,857	2,491,687	2,783,407	11%
<b>Calgary Sport Council Society (Sport Calgary)</b> <i>One time funding</i>	459,596 -	471,651 -	490,517 627,530	508,176 375,000	146%
<b>Calgary Zoological Society</b>	8,238,666	8,454,907	8,793,107	9,109,657	14%
<b>Contemporary Calgary Arts Society</b> <i>One time funding</i>	- -	- -	- 900,000	- 900,000	29%
<b>Federation of Calgary Communities</b> <i>One time funding</i>	216,428 -	216,428 -	225,000 250,000	233,000 250,000	25%
<b>Fort Calgary Preservation Society (The Confluence Historic Site &amp; Parkland)</b>	1,138,984	1,168,871	1,215,621	1,259,381	58%
<b>Heritage Calgary</b> <i>One time funding</i>	343,000 -	343,000 -	518,540 67,340	615,410 58,890	73%
<b>Heritage Park Society</b>	3,739,787	3,869,787	4,831,357	5,511,087	19%
<b>Lindsay Park Sports Society (MNP Community &amp; Sport Centre)</b>	1,389,596	1,426,016	1,483,057	1,536,447	11%
<b>Opportunity Calgary Investment Fund Ltd.*</b>	918,612	1,606,186	2,348,549	2,686,696	100%
<b>Parks Foundation, Calgary</b> <i>One time funding</i>	193,000 -	193,000 -	201,000 375,000	208,000 375,000	38%
<b>Platform Calgary</b> <i>One time funding</i>	1,448,657 -	1,470,256 -	1,529,066 500,000	1,584,116 500,000	28%
<b>Silvera for Seniors</b>	7,071,000	7,830,000	8,184,560	8,563,390	31%
<b>Tourism Calgary Convention and Visitors Bureau</b> <i>Special Events Fund</i> <i>One time funding</i>	2,777,337 2,966,000 -	2,850,673 3,966,000 300,000	2,964,703 3,966,000 1,000,000	3,071,433 3,966,000 1,000,000	36%
<b>Vecova Centre for Disability Services and Research</b>	208,528	214,053	222,615	230,629	1%
<b>VCC Initiatives Ltd. (Vibrant Communities Calgary)</b> <i>One time funding</i>	484,000 -	484,000 -	503,000 500,000	521,480 500,000	72%
<b>TOTAL FUNDING</b>	<b>116,167,707</b>	<b>124,378,718</b>	<b>138,656,767</b>	<b>142,671,167</b>	

\*Operating budget is funded through interest earned on the Opportunity Calgary Investment Fund Reserve \*\* Percent of partner's total operating revenue received from The City of Calgary

**Civic Partner Capital Grant Funding 2021-2024**

Organization Name	2021 Actual	2022 Actual	2023 Actual	2024 Budget
<b>Civic Partner Infrastructure Investment Grant Program 2021-2024</b>				
Aero Space Museum Association of Calgary (The Hangar Flight Museum)	112,896	14,387	306,697	663,750
Arts Commons	1,288,870	1,259,000	2,474,550	2,095,470
Calgary Science Centre Society (TELUS Spark)	3,063,202	291,863	698,195	1,398,750
Calgary Zoological Society	1,919,264	550,709	1,601,640	1,664,280
Contemporary Calgary Arts Society	-	-	38,899	150,000
Fort Calgary Preservation Society (The Confluence Historic Site & Parkland)	67,290	160,094	284,566	600,000
Heritage Park Society	2,073,618	1,226,832	3,129,396	3,720,750
Lindsay Park Sports Society (MNP Community and Sport Centre)	75,248	200,121	549,271	858,750
Vecova Centre for Disability Services and Research	312,002	150,690	258,766	957,750
<b>Silvera Lodge Lifecycle Program</b>				
Silvera for Seniors	3,999,447	763,182	1,380,563	6,607,521
<b>Library Lifecycle Grant</b>				
Calgary Public Library Board	2,165,988	3,859,315	3,723,307	5,710,311
<b>Convention Centre Lifecycle and Major Maintenance and Replacement Reserve</b>				
Calgary Convention Centre Authority (Calgary TELUS Convention Centre)	3,210,121	2,262,819	2,752,736	6,375,674
<b>Total lifecycle of City-owned assets managed and operated by Partners</b>	<b>18,287,946</b>	<b>10,739,012</b>	<b>17,198,586</b>	<b>30,803,006</b>
<b>Major Project Capital Grant</b>				
Aero Space Museum Association of Calgary (The Hangar Flight Museum)	-	-	-	4,851,198
Aero Space Museum Association of Calgary (The Hangar Flight Museum) - CF-100 Aircraft Restoration (City-Owned)	-	52,500	33,000	60,000
Calgary Zoological Society – Canadian Wilds Project	-	-	4,250,000	-
Calgary Zoological Society - Net Zero Emissions Infrastructure Program	-	-	-	2,780,902
Contemporary Calgary Arts Society - Observatory Project	-	-	1,049,861	-
Heritage Park Society – Dock Replacement Project	211,124	2,653,203	599,248	-
Lindsay Park Sports Society (MNP Community and Sport Centre) – Roof Repair	755,152	-	-	-
Vecova Centre for Disability Services and Research - New Facility	-	-	-	1,238,000
<b>One Time Capital Funding</b>				
Platform Calgary - Completion of the Platform Innovation Centre	-	406,183	1,093,817	-

Civic Partner Capital Grant Funding 2021-2024

Silvera for Seniors - Completion of the Gilchrist Lodge	2,300,000	-	-	-
Total for one-time capital projects	3,266,276	3,111,886	7,025,926	8,930,100





## Definitions of Rating Terms

In reviewing financial statements and the financial practices of Civic Partner organizations, Administration uses the following definition of terms:

- Low risk:** The organization is in a good overall financial position with sufficient working capital and healthy equity. The organization is showing no more than one unfavourable financial factor that is not considered to challenge the long term sustainability of the organization.
- Elevated risk:** The organization is in a position to meet its short-term financial obligations; however, there is more than one risk indicator which creates concern in terms of the organization's long-term sustainability. The risk indicators may include:
- Low cash reserves: if revenues were interrupted, the cash in place is not sufficient to sustain beyond 30 days of regular operations;
  - Current operational practices may not be sustainable: a large operating deficit or cumulative deficits threaten to eliminate the organization's reserves; or
  - Insufficient reporting: an organization has submitted financial statements that missed critical financial information and have received a rating of "insufficient" for three consecutive years.
- High risk:** There are indicators that the organization may be unable to meet its short term financial obligations, either immediately, or in the near future. If financial health further deteriorates, there is a risk that the organization may be forced to cease all or a portion of its operations. The risk indicators may include:
- Financial Issues: absence of acceptable financial policies and procedures, inadequate financial reporting, low level of liquidity, insufficient unrestricted reserves, consecutive yearly deficits and problems with cash flow and/or budgeting;
  - Governance issues: not operating within current bylaws and objectives or a lack of governance practices in place; or
  - Risk management issues: inadequate risk management and internal controls procedures in place and/or non-compliance with City agreement.
- Other:**
- Insufficient:** Statements are missing critical financial information, e.g. Balance Sheet, Statement of Revenues and Expenditures, or comparative data or information is presented in a way that does not allow for analysis or rating.
- Not Rated:** Statements have been received and a rating will be assigned once analysis is complete.
- Not Received:** Statements have not been submitted by the organization.
- Not Required:** The terms of the legal contract with the organization do not include the submission of financial statements.
- Auditors:** Statements are currently being audited by the group or an independent organization.





# 2023 Civic Partner Audit Report

AC2024-0282  
June 13, 2024

# Recommendations

That the Audit Committee recommend that Council:

1. Receive this report for the Corporate Record; and
2. Direct that Attachments 4, 5 and 6 through 32 remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act (Alberta), to be reviewed 2027 October 22.





# Purpose of the report

- Evaluate The City's exposure to risk related to partnering
- Assess Civic Partners' financial health
- Provide overview of governance & risk management practices
- Identify mitigation plans where required
- Companion report to the 2023 Civic Partner Annual Report (CD2024-0274)



# 2023 Ratings

- Based on 2023 audited financials
- Established evaluation tool
- 2023 ratings:
  - 24 low risk
  - 5 elevated risk
  - 1 high risk
- Risk mitigation in place for all Civic Partners rated elevated or high risk



# Governance and risk management

- Reporting tools adjusted to provide accessible & meaningful information
- Partners continue to evolve how they manage risk
- Most frequently reported risks are similar to last year:
  - Financial
  - Employee recruitment & retention
  - Reputational





# Recommendations

That the Audit Committee recommend that Council:

1. Receive this report for the Corporate Record; and
2. Direct that Attachments 4, 5 and 6 through 32 remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act (Alberta), to be reviewed 2027 October 22.





Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
AC2024-0708

**RE: Supplier Billing Contract Compliance Continuous Auditing Project, AC2024-0708**

**RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JUNE 13:**

That Council:

1. Receive this Report for the Corporate Record; and
2. Direct that this Confidential Report, Confidential Attachment and Closed Meeting discussions be held confidential pursuant to Section 16 (Disclosure harmful to business interests of a third party) of *the Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2039 June 13.

**Attachments:**

1. Confidential Report and Attachment



**Planning & Development Services Report to  
Intergovernmental Affairs Committee  
2024 June 20**

**ISC: UNRESTRICTED  
IGA2024-0529**

**Exploration of Contingency Models to the Off-site Levy Bylaw for Funding  
Growth-Related Infrastructure**

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**PURPOSE**

The purpose of this report is to respond to Council direction to pursue a contingency model to the off-site levies for funding growth-related infrastructure if the Off-site Levies Bylaw is challenged.

**PREVIOUS COUNCIL DIRECTION**

On 2024 January 16, Council approved the 2024 Off-site Levies Bylaw (IP2023-1264, Bylaw 1H2024). At that same Council meeting, through IGA2023-1366, Council directed Administration to pursue an alternative model to the off-site levies:

“In consideration of the risk and uncertainty associated with proposed off-site levy charter legislation, and the imperative to provide essential services to a growing city, direct Administration to report back to the Intergovernmental Affairs Committee with an update in 2024 Q2 regarding:

- a. Pursuit of an alternative model to the Off-site Levies Program and Bylaw for community planning, infrastructure portfolio planning, funding, and financing of growth-related infrastructure, to:
  - i. Ensure cost, scale and design of infrastructure is financially sustainable and supports future growth, and
  - ii. Mirror the balance of financial risk with responsibility within the existing bylaw, and thus is covered by either the development industry or the Government of Alberta as opposed to passing the financial burden to the City of Calgary and existing taxpayers and utility rate payers.”

**RECOMMENDATION:**

That Intergovernmental Affairs Committee recommends Council receive this report for the Corporate Record.

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE,  
2024 JUNE 20:**

That Council receive this report for the Corporate Record.

**CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

Acting General Manager Debra Hamilton concurs with this report. Pursuing a contingency funding model will identify options to mitigate financial risks to Calgarians, developers and The City, should the Off-site Levies Bylaw be challenged.

## Exploration of Contingency Models to the Off-site Levy Bylaw for Funding Growth-Related Infrastructure

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### HIGHLIGHTS

- Administration has recently updated the methodology used in the Off-site Levies Bylaw. It is robust, transparent, effective and meets The City's legislative obligations.
- In response to the 2024 January 16 Council direction and because of the risk and uncertainty associated with changes to the City of Calgary Charter, Administration has developed a plan to explore a contingency funding model that could potentially be deployed to replace all or part of the off-site levies if the Off-site Levies Bylaw is challenged.
- Without a contingency option in place, a challenge to the bylaw could result in a pause on greenfield growth.
- Off-site levies are an effective and efficient means for sharing costs among developers, building infrastructure expediently in response to growth and ultimately helping to fund essential services like running water and timely fire response needed by every home and business. Any significant changes in the way The City funds infrastructure carries new risks and would take time to implement.
- Administration's development of a workplan for a contingency funding model that maintains The City's commitments to minimizing financial risks, and which supports sustainable funding for growth infrastructure, will help to ensure that The City does not shift the costs of growth towards taxpayers and utility rate payers.

### DISCUSSION

Off-site levies are essential to funding growth-related infrastructure. In the absence of levies, the full cost of growth would be shifted to The City of Calgary, resulting either in increased taxes and utility rates, reduced service, an inability to fund growth-related projects or a combination of all three.

Administration's report "Growth Infrastructure Continuous Improvement Plan" (IP2024-0573) was on the 2024 June 12 Infrastructure and Planning Committee agenda. It included an action to investigate contingency options to fund new growth-related infrastructure. Report IP2024-0573 also addresses measures Administration is undertaking to ensure the cost, scale and design of infrastructure is financially sustainable and supports future growth.

Administration is currently developing a contingency funding plan to explore options that could potentially be deployed if the Off-Site Levies Bylaw is challenged. The underlying principle for this work is that any potential contingency options considered will not pass the financial burden to The City of Calgary, existing taxpayers or existing utility rate payers.

Administration proposes a three-phase Contingency Funding Workplan. The timeline Administration has proposed acknowledges that this is complex work that needs to be done thoughtfully.

Planning & Development Services Report to  
Intergovernmental Affairs Committee  
2024 June 20

ISC: UNRESTRICTED  
IGA2024-0529

**Exploration of Contingency Models to the Off-site Levy Bylaw for Funding Growth-Related Infrastructure**

Table 1 Funding Contingency Project Plan

Deliverable	Scope of work	Timing
<b>Phase 1: Investigate contingency funding tools</b>		
Project charter, governance model	Develop project charter, confirm resources and governance.	2024 Q3
Workplan, project scope	Confirm project scope and alignment with corporate priorities while ensuring collaboration with internal parties.	2024 Q4
Project execution	Conduct research of contingent (developer and/or provincial) funding models. Assess them through the lens of the Council direction.	2024 Q4 – 2025 Q2
<b>Phase 2: Assess implications of the contingent funding tools on the Off-site Levies Bylaw and The City's financial sustainability.</b>		
Off-site Levies Bylaw impact assessment	Assess the impact of the contingent funding tools to the Off-site Levies Bylaw including benefits and risks to The City of switching to a different funding system if there is a challenge to the Off-Site Levies Bylaw.	2025 Q4 – to be determined
<b>Phase 3: Ready for approval: contingency funding tools</b>		
Implementation	Prepare for approval, including consideration for implementation, contingent funding tools, if required. Administration will continue to monitor the benefits and risks over time.	To be determined

**Additional considerations for funding and financing growth infrastructure**

The City collaborates with the provincial and federal governments on major infrastructure projects. Administration will continue to advocate for the Provincial Government and the Federal Government to fund growth-related infrastructure to help The City invest in creating and connecting communities. More information on The City's provincial and federal advocacy can be found here: [www.calgary.ca/fundingthefuture](http://www.calgary.ca/fundingthefuture).

The City is permitted to borrow funds to advance capital infrastructure. This debt borrowing (financing) requires assurance of a secure future funding source to ensure principal and interest payments can be made.

Planning & Development Services Report to  
Intergovernmental Affairs Committee  
2024 June 20

ISC: UNRESTRICTED  
IGA2024-0529

**Exploration of Contingency Models to the Off-site Levy Bylaw for Funding  
Growth-Related Infrastructure**

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**EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

Administration met with representatives of the Building Industry and Land Development Association (BILD), the Commercial Real Estate Development Association (NAIOP) and Calgary Inner City Builders Association (CICBA) to share its approach on addressing the Council direction. Administration received feedback on the approach, as well as suggestions on approaching the Provincial Government for funding. Industry representatives are supportive of the existence of levies as cost-sharing mechanisms and prefer the current system to one where developers fund and build infrastructure.

The main concerns shared by industry were that The City should continually reevaluate whether the cost, scale and design of infrastructure is financially sustainable and supports future growth. Report “*Growth Infrastructure Continuous Improvement Plan*” (IP2024-0573) addresses this.

**IMPLICATIONS**

**Social**

If The City is forced to adopt a contingency funding plan in place of the levies, or if the levy rates are adjusted such that they are too low and do not collect sufficient revenue to ensure adequately serviced communities, it may impact The City’s ability to ensure funding availability for recreation facilities, libraries, fire and police stations, clean drinking water, buses and pathways. This infrastructure is essential for safe and vibrant communities. They directly support the Quality-of-Life indicators and the Social Wellbeing Policy. Further, the funding and provision of capital infrastructure directly enables housing in new communities, which helps balance supply with demand and can improve affordability.

**Environmental**

If The City adopts an alternative funding contingency plan, or if the levy rates are adjusted too low, it may slow greenfield development. While there are downsides to this, it may have a positive environmental impact. Greenfield development replaces natural grassland and agricultural land, contributing to increased greenhouse gas emissions and reduced biodiversity. Increased growth in the greenfield increases the challenge for The City to enable more sustainable travel options and shorter trips between work, school and amenities. Administration mitigates these impacts by strategically planning and delivering infrastructure.

**Economic**

If The City adopts an alternative funding contingency plan, or if the levy rates are adjusted too low, it may impact The City’s ability to fund its priorities. Levy-funded infrastructure creates jobs and economic activity, both directly and through the enabled development.

Planning & Development Services Report to  
Intergovernmental Affairs Committee  
2024 June 20

ISC: UNRESTRICTED  
IGA2024-0529

## Exploration of Contingency Models to the Off-site Levy Bylaw for Funding Growth-Related Infrastructure

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### Service and Financial Implications

#### No anticipated financial impact

There are no direct capital or operating costs associated with this report. However, if any person challenges the levy framework, there may be significant financial implications.

### RISK

- **Legislative change:** The Provincial Government has introduced legislative changes that increase the risk that construction of growth-related infrastructure may be paused, thus negatively impacting growth. If the levies were to become unreliable tools in funding growth, this could have a major impact. In addition, the Provincial Government has introduced Bill 18, which could limit the availability of Federal Government grant funding to The City. Administration is managing these risks by starting work to explore an alternative model that mirrors the balance of risk in the existing bylaw, as directed by Council, as a contingency. However, any significant changes in the way The City funds infrastructure carries new risks and would take time to implement.
- **Fiscal gap:** Even if potential alternatives to the levy that Administration identifies mirror the balance of financial risk in the levy, there are still significant municipal contributions required to fund growth, as well as a growing fiscal gap between available funding and infrastructure needs. Growth creates a commitment to services and infrastructure indefinitely into the future, impacting The City's long-term financial sustainability.
- **Time:** A challenge to the bylaw may occur before Administration has developed a contingency option. In the interim, spending on growth infrastructure may be paused, with potentially significant implications for growth and for projects underway.

### ATTACHMENTS

1. Background and Previous Council Direction
2. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Debra Hamilton	Planning and Development Services	Approve
Carla Male	Corporate Planning & Financial Services	Approve

Author: Jennifer Black, City and Regional Planning

City Clerks: A. Lennox / C. Doi





# Background and Previous Council Direction

## Previous Council Direction

On 2024 January 16 Council approved the 2024 Off-site Levies Bylaw (IP2023-1264, Bylaw 1H2024). Off-site levies are the most effective funding mechanism available to build essential infrastructure. Calgarians count on 10 home and business essentials to support their day-to-day living and enable a high quality of life. The 2024 program and bylaw offers updates and improvements to an existing tool (off-site levies) to fund the infrastructure enabling these essentials for residents and businesses of new communities. Benefits include advancing infrastructure that will enable growth; offering equitable and sustainable infrastructure cost sharing between developers and The City; and delivering excellent value to future homeowners and businesses.

The current levies bylaw is robust, well-supported by both industry and Administration, and meets The City's legislative obligations. In the absence of levies, the full cost of growth would be shifted to The City of Calgary, resulting either in increased taxes and utility rates, reduced service, an inability to fund growth-related projects, or a combination of all three.

DAT E	REPORT NUMBE	DIRECTION/DESCRIPTION
1/16/ 2024	IP2023- 1264	<p><b>10 Home and Business Essentials: Improved Off-site Levies Program and Bylaw</b></p> <p>Council approved the Off-site Levies Bylaw 1H2024.</p> <p>That with respect to Report IP2023-1264, the following amendment be adopted:</p> <p>That Council insert a new recommendation 2 as follows, and renumber the remaining recommendation accordingly:</p> <p>In consideration of the need to continue to improve the information available and used in developing an off-site levies bylaw, and maintain affordability for services provided through growth-enabling infrastructure, direct Administration to report back in 2024 Q2 to the Infrastructure &amp; Planning Committee with a detailed implementation plan, including specifics on deliverables, scope of work, by whom the work will be undertaken, resourcing, and timing, with topics to be addressed to include:</p> <ul style="list-style-type: none"><li>a. An update to The City's Water Efficiency Plan including new water efficiency targets, policies, programs, and tools for achieving targets.</li><li>b. Geographic analysis for measuring water usage (including maximum daily demand) and leakage, including new and established areas, and specifically progressing to a smart metering approach.</li><li>c. Request data from the development industry that shows empirical evidence of which water saving measures are being leveraged in new community development and home construction, to inform the work on maximum water demand.</li><li>d. Reporting on RouteAhead strategies and actions relating to transit service introduction and adjustments, including On Demand, in new and actively developing communities.</li><li>e. Supplement annual off-site levy reporting for transit buses to include the new service implemented as buses are purchased using levy funds.</li><li>f. Infrastructure plans and inputs including scale and cost, including rightsizing infrastructure in the updated and consolidated Municipal Development Plan and the Calgary Transportation Plan.</li><li>g. Identify risks and costs of operating and maintenance issues arising from under-utilized infrastructure due to slower pace of growth.</li><li>h. Alternative means, including developer-led and/or provincial government to fund new growth-related infrastructure in active Area Structure Plans outside currently Approved Area as opposed to passing the financial burden to the City of Calgary and existing taxpayers and utility rate payers.</li></ul>
1/16/ 2024	IGA2023 -1366	<p><b>City Charter Update (Verbal)</b></p> <p>In consideration of the risk and uncertainty associated with proposed off-site levy charter legislation, and the imperative to provide essential services to a growing city, direct Administration to report back to the Intergovernmental Affairs Committee with an update in 2024 Q2 regarding:</p> <ul style="list-style-type: none"><li>a. Pursuit of an alternative model to the Off-site Levies Program and Bylaw</li></ul>

ISC: Unrestricted

		for community planning, infrastructure portfolio planning, funding, and financing of growth-related infrastructure, to: <ul style="list-style-type: none"><li>i. Ensure cost, scale and design of infrastructure is financially sustainable and supports future growth, and</li><li>ii. Mirror the balance of financial risk with responsibility within the existing bylaw, and thus is covered by either the development industry or the Government of Alberta as opposed to passing the financial burden to the City of Calgary and existing taxpayers and utility rate payers.</li></ul>
1/12/2021	PFC2021-0035	<b>Off-Site Levy Update</b> Council directed Administration to adopt the new off-site levy principles as a strategic foundation for a new off-site levy bylaw.
11/2/2020	PFC2020-1140	<b>Water Utility Rates – Revised for 2021 and 2022 and Financial Plan Update</b> Council directed Administration to examine potential corporate funding and financing sources to reduce the impact of Off-site Levy shortfalls on Water Utility rates and report back with the 2021 Off-site Levy Bylaw review.
5/25/2020	PFC2020-0381	<b>Established Area Growth and Change Strategy 2020: Phase 1 Recommendations</b> Council directed Administration to explore a new Established Area off-site levy for local-sized water and sanitary pipes, through consultation with stakeholders, and for Council's consideration, as part of the current Off-site Levy Bylaw review.
10/21/2019	PFC2019-1123	<b>Development of Off-site Levies: Update and Bylaw Amendment</b> Council adopted Administration's Recommendation to give three readings to the amending Charter Bylaw 2H2019, to include the Community Service Charges as an off-site levy, in alignment with the City of Calgary Charter Regulation.
11/12/2018	PFC2018-0973	<b>Off-site Levy Bylaw Amendment Arising from New Community Growth Strategy 2018</b> Council approved the proposed bylaw amendment to the Off-site Levy Bylaw 2M2016 in Attachment 1, to enable Council's direction on the New Community Growth Strategy 2018.
1/11/2016	C2016-0023	<b>Off-site Levy Bylaw</b> Council adopted the Administration Recommendations to: 1. Give three readings to Bylaw 2M2016; 2. Adopt by resolution, the Community Services Charges; 3. Direct Administration to implement the key deliverables of the 2016 work plan to address issues that arose through this process; and 4. Direct Administration to create an Established Area Redevelopment Incentive Budget (EARIB) to offset reduced revenue resulting from the proposed density incentive program.

## Bylaws, Regulations, Council Policies

Bylaws, regulations, and Council policies together govern the City of Calgary off-site levies.

The Municipal Government Act (MGA), the Off-Site Levies Regulation (Alta Reg 187/2017), The City of Calgary Charter, and 2018 Regulation (Alta Reg 40/2018) together govern the off-site levies and the Off-site Levies Bylaw. Off-site levies are financial tools that enable development in Calgary by providing certainty of costs to the land development industry, while providing The City with funds to pay for all or part of the capital cost of new or expanded infrastructure, supporting the economic stability of The City.

The City places off-site levy charges on development to fund major off-site growth-related capital infrastructure such as: water/wastewater treatment and pipes, storm water infrastructure, major interchanges/expressways, fire stations, recreation facilities and libraries. The Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) guide growth-related capital infrastructure investments.

The Municipal Government Act outlines consultation requirements for off-site levy bylaws. The City of Calgary's Engage Policy guides consultation with interested parties.

The Engage Policy provides guidelines for the development and implementation of engagement processes for interested parties, both external and internal to achieve alignment, support, consistent and clear practices, and enhancement of The City of Calgary's reputation. Administration adheres to the Engage Administration Framework, within The City's ability to finance and resource.



# Exploration of Contingency Models to the Off-site Levy Bylaw for Funding Growth-Related Infrastructure

June 20, 2024

# Recommendation

That Intergovernmental Affairs Committee recommends Council receive this report for the Corporate Record.

## Previous Council Direction

### On 2024 January 16:

- Council approved the 2024 Off-site Levies Bylaw (IP2023-1264).
- Council directed Administration to pursue an alternative model to the off-site levies (IGA2023-1366)

*“In consideration of the risk and uncertainty associated with proposed off-site levy charter legislation, and the imperative to provide essential services to a growing city, direct Administration to report back to the Intergovernmental Affairs Committee with an update in 2024 Q2 regarding:*

- a. Pursuit of an alternative model to the Off-site Levies Program and Bylaw for community planning, infrastructure portfolio planning, funding, and financing of growth-related infrastructure, to:*
  - i. Ensure cost, scale and design of infrastructure is financially sustainable and supports future growth, and*
  - ii. Mirror the balance of financial risk with responsibility within the existing bylaw, and thus is covered by either the development industry or the Government of Alberta as opposed to passing the financial burden to the City of Calgary and existing taxpayers and utility rate payers.”*



# 10 Home and Business Essentials



1. Clean & safe drinking water



2. Flush toilet, drain sinks & bathtubs



3. Storm drainage to remove rain & snow melt, avoid flooding



4. Pathways & bikeways



5. Buses



6. Streets



7. Fire & emergency response



8. Police protection



9. Libraries



10. Recreation

# Highlights

Deliverable	Timing
Phase 1: Investigate contingency funding tools	
Project charter, governance model	2024 Q3
Workplan, project scope	2024 Q4
Project execution	2024 Q4- 2025 Q2
Phase 2: Assess implications of the contingency funding tools	
Off-site Levies Bylaw / financial sustainability impact assessment	2025 Q4 - TBD
Phase 3: Ready for approval: contingency funding tools	
Prepare for approval	TBD

# Recommendation

That Intergovernmental Affairs Committee recommends  
Council receive this report for the Corporate Record.



Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
IGA2024-0595

**RE: Federation of Canadian Municipalities (FCM) Update – June 2024 (Verbal), IGA2024-0595**

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024  
JUNE 20:**

That Council receive the document entitled "Federation of Canadian Municipalities (FCM) Update – June 2024 (Verbal)" for the Corporate Record.

**Attachment:**

1. Federation of Canadian Municipalities (FCM) Update – June 2024 (Verbal)



## Federation of Canadian Municipalities (FCM) Update – June 2024 (Verbal)

### **Recommendation**

That the Intergovernmental Affairs (IGA) Committee recommend that Council receive this verbal report and distribution for the Corporate Record.

The past month has been busy for The City of Calgary and our relationship with the Federation of Canadian Municipalities (FCM) with several positive announcements and the hosting of the largest-ever FCM conference.

### **Canada and FCM Green Municipal Fund**

- On 2024 May 27, The City of Calgary announced that it will receive \$33.7 million in federal funding to expand The City's existing composting services:
  - \$23 million from FCM's Green Municipal Fund; and
  - \$10.7 million from Environment and Climate Change Canada's Low Carbon Economy fund.
- The project is estimated to create 180 full-time jobs to expand the composting facility's capacity from 100,000 to 160,000 tonnes per year and reduce greenhouse gas emissions, which represents removing nearly 14,000 cars from the road.

### **Big Cities Mayors' Caucus (BCMC) Meeting, 2024 June 5-6, Calgary**

#### ***Reconciliation Circle***

- A Reconciliation Circle and workshops was held on 2024 June 5 with participation from Calgary, Edmonton, Saskatoon, Regina, Winnipeg, Markham and Halifax.

#### ***BCMC Board Meeting***

- Mayors from Canada's biggest cities met in person (and virtually) in Calgary to discuss policy and issues affecting large cities.
- Mayor Josh Morgan from London, Ontario, is the incoming Chair of BCMC, and Scott Gillgham, Mayor of Winnipeg, is the incoming Vice-Chair.
- Discussions included housing affordability climate, the opioid crisis, Alberta's Bill 18 and FCM's new Municipal Growth Framework.
- Minister of Housing, Infrastructure and Communities, Sean Fraser, met with the mayors for candid discussions. The mayors described the challenges municipalities are facing with increased infrastructure and resident needs, all while having only one main lever for revenue generation.
- Prime Minister Trudeau spoke with the big city mayors on 2024 June 7, discussing the challenges that large cities in Canada are facing which included homelessness, asylum seekers and refugees, climate change and limited infrastructure funding.

### **2024 FCM Conference and Trade Show, 2024 June 6-9, Calgary**

#### ***Conference Highlights***

- FCM Chief Executive Officer Carole Saab shared in her Annual General Meeting speech that the 2024 Calgary convention was the "greatest conference in our history."

- Over 3,100 participants took part, and for the first time, FCM had to close registration before the convention started.
- Much of the convention's success was due to over 200 City staff supporting the conference in various capacities, from over 50 leading study tours, to assisting with onsite logistics to answering questions at The City of Calgary / Tourism Calgary information desk.

### *Redefining our Future*

- Municipal Growth Framework
  - FCM publicly released the [Municipal Growth Framework](#) a central component of the convention that includes recommendations for achieving a new, fair and predictable funding system for local governments.
  - The framework's goal is to enable local governments to maintain and build the infrastructure to deliver services to residents.
- Harassment of Elected officials
  - FCM facilitated engaging discussions during the closing plenaries about the increasing political polarization leading to increased harassment.
  - Speakers included Mayor Gondek and Emily Laidlaw, Ethics Advisor for The City of Calgary.
  - Discussions included the need to create systems to support elected officials, their staff and their families, including tools to file complaints and receive support from the public and, in some cases, from council colleagues.
  - Quebec's recent legislation on anti-harassment of elected officials, [Bill 57](#), was highlighted as a potential next step for other provinces.
  - The bill is an omnibus bill that includes fines for threatening elected officials and disturbing meetings.
  - Women, Indigenous peoples, Black and other racialized communities, 2SLGBTQIA+ and persons with disabilities are increasingly targeted for harassment. Speakers shared that if more is not done to address this issue, we risk losing the diversity of elected officials.

### *Keynote Speakers*

- Prime Minister Justin Trudeau, Leader of the Liberal Party of Canada
- Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada
- Honourable Scott Aitchison, Shadow Minister of Housing and Diversity and Inclusion, Conservative Party of Canada
- Honourable Jagmeet Singh, Leader of the New Democratic Party of Canada
- Elisabeth May, Leader of the Green Party of Canada
- Marvin Rees, Former Mayor of Bristol, United Kingdom, and Officer of the Order of British Empire

### *Resolutions*

The following resolutions were adopted at FCM's Resolutions Plenary:

- Strengthening RCMP Recruitment and Retention
  - FCM is urging the federal government to collaborate with relevant federal authorities to carry out strategic measures to improve and increase RCMP recruitment and retention efforts.
- Federal Support for Food Banks

- FCM calls on the federal government to help address the food insecurity crisis by providing emergency funding to food banks, food rescue agencies and farmers' markets providing emergency food assistance, and recognize the systemic issues involved in food bank usage, including affordability, inequality, core housing need and insufficient social supports, to end food insecurity.
- Enhancing Shelter Supports for Women and Survivors of Intimate Partner Violence
  - FCM calls on the federal government to work with the provinces and territories to provide permanent operational funding, open to local governments and community organizations, for shelters, transitional housing and supportive housing for women and survivors of intimate partner violence, including Indigenous, 2SLGBTQIA+ people and persons with disabilities.
- Harassment of Elected Local Government Officials
  - FCM calls on the federal government to work with provinces, territories and local governments, through FCM, to identify and implement measures to protect elected local government officials, their family members and staff – especially women, members of Black and racialized communities and 2SLGBTQIA+ individuals, persons with disabilities and Indigenous people – from harassment, intimidation, and threats, thereby reinforcing a unified front to safeguard democracy.
  - FCM also calls on all elected officials of all orders of government to lead by example, demonstrating civility and mutual respect for their political counterparts.

### *FCM Annual General Meeting*

The 2024-2025 Board of Directors:

- Geoff Stewart, Deputy Mayor for the Municipality of the County of Colchester, Nova Scotia, is the new President of FCM, having served on the Board of Directors since 2017.
- For the third vice-president's election, the FCM membership elected Kathy Valentino, 35 per cent from Thompson, Manitoba, from the prairies and territories caucus.
- Scott Pearce, the Mayor of the Township of Gore in Quebec, has served as the FCM president for the past year and will now transition to the role of past president. We acknowledge his significant contributions during his tenure and look forward to continued guidance in his new role.
- Rebecca Bligh, a Councillor from the City of Vancouver, transitions to first vice president, and Tim Tierney, a Councillor from the City of Ottawa, transitions to second vice president.

### *Upcoming FCM national conferences*

- The Federation of Canadian Municipalities unites over 2,100 local governments nationally, representing over 92 per cent of Canadians in every province and territory.
- The next convention will be hosted by the City of Ottawa in 2025, and then it will return to Alberta, with Edmonton hosting it in 2026.

Author: Jenn Proche, Intergovernmental Relations

General Manager Chris Arthurs concurs with the information in this verbal update.



Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
IGA2024-0594

**RE: Alberta Municipalities Update – June 2024 (Verbal), IGA2024-0594**

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024  
JUNE 20:**

That Council receive the document entitled "Alberta Municipalities Update – June 2024 (Verbal)" for the Corporate Record.

**Attachment:**

1. Alberta Municipalities Update – June 2024 (Verbal)





## Alberta Municipalities Update – June 2024 (Verbal)

### **Recommendation**

That the Intergovernmental Affairs (IGA) Committee recommend that Council receive this verbal report and distribution for the Corporate Record.

### **Alberta Municipalities Resolutions**

The call for resolutions for the Alberta Municipalities (ABmunis) September Convention has now closed. This year's motions, including the two from The City of Calgary, will be debated at the annual convention and trade show being held September 24-27 at the Westerner Park in Red Deer. Registration for the conference is available through the ABmunis' [website](#).

### **Advocacy Positions**

ABmunis continues to express its opposition to *The Municipal Affairs Statutes Amendment Act, 2024* (Bill 20), including [changes](#) which:

- Remove vouching as a form of voting ID;
- Introduce political parties to Calgary and Edmonton municipal elections;
- Grant provincial Cabinet the ability to repeal municipal bylaws; and
- Prohibit the use of electronic tabulators in municipal elections.

On May 27, Alberta Municipalities president Tyler Gandam said [it's unclear what problem the province is trying to solve](#) with the changes. "It feels like they are picking and choosing different things to make things a little bit more difficult for municipalities," said Gandam.

### **Spring Municipal Leaders Caucus**

ABmunis has been hosting caucus events in several locations across the province, allowing members to meet with fellow leaders and discuss common issues. The core program, including topics such as water management and municipal governance, is repeated at each location and is open to all municipal councillors. The two final events are:

- June 26 – Village of Sterling; and
- June 27 – Town of Innisfail

### **2024 Alberta Municipalities Award Extended**

The deadline to submit a nomination for the 2024 ABmunis Award has been extended to June 28. The awards recognize individuals and teams, from current member municipalities, who have made extraordinary contributions to their communities. Information and nomination forms can be found on the [website](#).

Author: Matt Zabloski, Intergovernmental Relations  
General Manager Chris Arthurs concurs with the information in this verbal update.



Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
IGA2024-0696

**RE: Intermunicipal Update (Verbal), IGA2024-0696**

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024  
JUNE 20:**

That Council:

1. Adopt the Confidential Recommendation 1 contained in the Confidential Presentation;
2. Hold the Closed Meeting Presentation and discussions confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2034 June 20.

**Attachment:**

1. Confidential Attachment



**Community Services Report to  
Community Development Committee  
2024 June 26**

**ISC: UNRESTRICTED  
CD2024-0554**

**Response to the Noise Policy Notice of Motion**

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**PURPOSE**

The purpose of this report is to fulfill Council's direction from Notice of Motion EC2023-0642, reporting back with information about excess noise, its effect on Calgarians' health, and possible approaches for The City's noise management role.

**PREVIOUS COUNCIL DIRECTION**

On 2023 September 12 Council directed Administration to report back in Q2 2024 with: a draft noise policy vision; a review of existing City of Calgary noise rules compared to health guidelines and leading practices in other jurisdictions; and reports that outline the scope and cost of: city-wide noise mapping, closing the gap between Calgary's current practice and that of leading jurisdictions, and a soundscape assessment pilot project.

**RECOMMENDATION:**

That the Community Development Committee recommends that Council direct Administration to provide interested researchers with data and information to further their understanding of Calgarians' exposure to noise.

**RECOMMENDATION OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2024  
JUNE 26:**

That Council direct Administration to provide interested researchers with data and information to further their understanding of Calgarians' exposure to noise.

**CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

GM Katie Black concurs with the content of this report.

**HIGHLIGHTS**

- Environmental noise is an issue of public health. Exposure to traffic noise above 53 decibels throughout the day and 45 decibels at night increases the risk of adverse health effects.
- City-wide noise exposure has not been estimated or measured in Calgary. Supporting the collection of more data would allow for a better understanding of the scope and scale of noise in Calgary and would help The City evaluate whether noise policy should become an area of focus.
- The City of Calgary does not have the expertise or capacity to perform detailed acoustical engineering. Developing this expert capacity would require several years of effort and many hundreds of thousands of dollars of expenditure, in addition to any potential enforcement and infrastructure redesign costs.

**DISCUSSION**

The City of Calgary's Community Standards Bylaw 32M2023 is the primary tool by which noise is regulated within the city. The bylaw sets maximum sound levels for day and night times in

**Community Services Report to  
Community Development Committee  
2024 June 26**

**ISC: UNRESTRICTED  
CD2024-0554**

**Response to the Noise Policy Notice of Motion**

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residential, non-residential, and downtown areas and has different rules for different types and durations of sound. Enforcement of 32M2023 is the responsibility of the Community Safety team in the Emergency Management & Community Safety business unit. Additionally, target thresholds for sound levels near roads are provided by the Surface Transportation Noise Policy.

Noise is measured using devices such as sound meters. When measured in decibels, sound pressure level is not linear, but logarithmic in scale. This means that people perceive 53 (dBA) as around twice as loud as 50 (dBA) and that 60 (dBA) feels ten times louder than 50 (dBA). Attachment 2 provides examples of the sound level of common indoor and outdoor sound sources.

Excessive environmental noise is an issue of public health. The World Health Organization has published recommended maximum average exposures for different types of noise including road traffic, railway noise, airplane noise, wind turbine noise, and others. People exposed to excess noise are likelier to develop ischemic heart disease, hypertension, and cognitive impairment.

Calgarians' environmental noise exposure has not been collected or calculated. This absence of data is typical of the North American approach to municipal environmental noise management, where it is assumed that a suburban built form provides sufficient protection from excess environmental noise. In colder climates, thermal insulation in homes is also thought to provide enough protection from outside noise to make additional investigation unnecessary.

In the past few years, The City has undertaken some noise analysis as part of city-building. Calgary has traditionally required noise studies when developers propose roadways in new communities, has measured noise as part of responding to requests for noise walls next to homes, and for bylaw enforcement. More recently, sound levels have been estimated or collected in targeted situations as part of evaluating park space activations and recreation planning.

Spikes in sound level that disturb peaceful enjoyment of a home or outdoor space tend to be more noticeable than consistently high levels of background noise. The establishment of a team tasked with noisy vehicle enforcement is underway in Community Safety. The briefing note to the Community Development Committee on 2024 June 26 provides information about noise monitoring's proposed use to improve officer deployment and the feasibility of using automated systems to enforce noisy vehicle regulations in Calgary.

Investigation into the population-level environmental noise exposure of Calgarians and its impact on health is not an activity The City could undertake directly due to a lack of expertise and capacity. However, many of the datasets required for a third party to generate a sound model are already collected by The City. Administration could provide support to interested researchers by lending The City's authority and providing access to data and asset inventories.

The Noise Policy Notice of Motion directed Administration to investigate and report back on several possible projects. The following table outlines the work performed and where additional detail about each investigated project can be found.

Community Services Report to  
Community Development Committee  
2024 June 26

ISC: UNRESTRICTED  
CD2024-0554

**Response to the Noise Policy Notice of Motion**

Deliverable	Attachment #	Expected Cost	Recommended City Action
Draft Noise Policy Vision	3	Absorbed in existing budget	Complete – adoption not recommended
Noise Mapping Scoping Report	4	\$150K* (if City-led)	Support researchers
Noise Management Gap Analysis	5	Absorbed in existing budget	Provided for information
Noise Strategy Scoping Report	6	\$450K*	Not recommended
Soundscape Assessment Pilot Project Scoping Report	7	\$50K*	Not recommended

\*Deliverables requiring further work would require staff to be redirected from existing priorities.

During the noise management gap analysis, it became apparent that The City of Calgary has not extensively considered the growing tension between the goals of becoming a vibrant, year-round cultural destination and Calgarians' wellness and housing needs. If further research is conducted, Council will need to contemplate the trade-offs between the nighttime vibrancy and related economic sustainability of entertainment-focused districts, and the health and wellness of nearby residents.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

Initial conversations about the interaction between the Culture + Entertainment District and the surrounding residential developments were held with the Calgary Municipal Land Corporation, the Calgary Stampede, and the Event Centre project team.

**IMPLICATIONS**

**Social**

It is possible that Calgary is typical of many North American cities in that historically disadvantaged communities are particularly exposed to excess levels of noise. The City is not well-positioned to directly undertake the research to determine whether this is the case but could provide information and support to interested researchers.

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## **Response to the Noise Policy Notice of Motion**

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### **Environmental**

Excess environmental noise is an issue of public health. Investigation into the degree to which Calgarians are exposed to unhealthy sound levels would help define the scope and severity of the problem.

### **Economic**

As Calgary positions itself as more of an entertainment and nightlife-focused destination, particularly with the development of the Culture + Entertainment district, there will likely be more tension between vibrant, noisy entertainment venues and nearby residents. If faced with restrictive times and levels at which venues can generate noise, businesses may be less economically sustainable, but the nearby residents' quality of sleep and overall health could be improved. The City will need to determine the appropriate balance between these competing priorities.

### **Service and Financial Implications**

#### **No anticipated financial impact**

Administration will not require additional funding to deliver on the recommendation. If approved, datasets and information that are relevant to noise mapping will be made available to interested researchers using existing staff capacity.

### **RISK**

By not investigating possible excess noise levels while championing data-driven decision-making, The City could face some reputational risk. This is mitigated by supporting researchers interested in investigating sound levels in Calgary. Funding the development of a Noise Strategy could raise public expectations that The City would begin regulating noise in a coordinated way. A future decision not to prioritize noise policy could expose The City to reputational risk.

### **ATTACHMENTS**

1. Previous Council Direction, Background
2. Common Noise Sources and Levels
3. Draft Noise Policy Vision
4. Noise Mapping Scoping Report
5. Noise Management Gap Analysis
6. Noise Strategy Development Scoping Report
7. Soundscape Assessment Pilot Project Scoping Report
8. Presentation



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**Response to the Noise Policy Notice of Motion**

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Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Michael Thompson	Infrastructure Services	Consult
Debra Hamilton	Planning & Development Services	Inform
Doug Morgan	Operational Services	Inform
Carla Male	CPFS	Inform
Jill Floen	Law & Legislative Services	Inform
Chris Arthurs	People, Innovation & Collaboration	Inform

Author: Policy & Bylaw Development Team, Community Strategies

**City Clerks: A. Lennox / C. Doi**



## Background and Previous Council Direction

### Background

On 2023 September 12 Council directed Administration to report back in Q2 2024 with: a draft noise policy vision; a review of existing City of Calgary noise rules compared to health guidelines and leading practices in other jurisdictions; and reports that outline the scope and cost of: city-wide noise mapping, closing the gap between Calgary's current practice and that of leading jurisdictions, and a soundscape assessment pilot project.

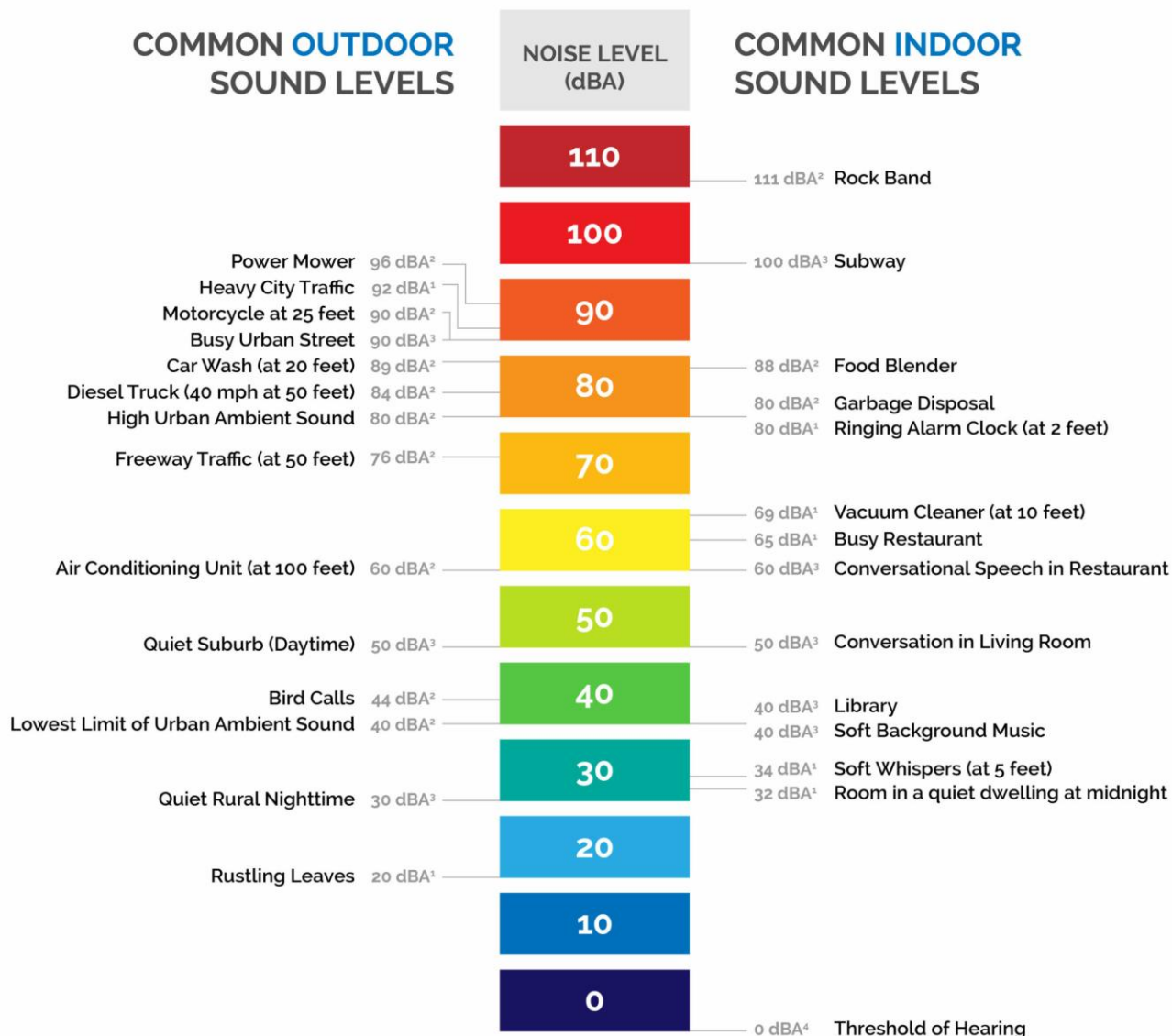
### Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 September 12	EC2023-0642	<p>Noise Policy to Protect the Health and Quality of Life of Calgarians</p> <p>That Council direct Administration to return to Council in Q2 of 2024 with:</p> <ol style="list-style-type: none"><li>1. A draft noise policy vision that includes the protection of public health and the importance of sound and acoustics in creating liveable and engaging urban spaces;</li><li>2. A review of existing noise-related bylaws:<ol style="list-style-type: none"><li>a. evaluating their alignment with existing national and international health guidelines; and,</li><li>b. surveying best practices in other municipalities, including mitigation measures related to weather events, entertainment events, and construction in or near residential areas;</li></ol></li><li>3. A scoping report that identifies potential funding sources, a workplan, and budget request to support:<ol style="list-style-type: none"><li>a. city-wide information collection (noise mapping) and public disclosure of noise exposure information, and plans for mitigation measures, to be updated at a regular interval;</li><li>b. recommendations for applicable bylaw changes based on the above review; and</li><li>c. a pilot project that engages Calgarians in soundscape assessment, drawing from existing local engagement methods and other community engagement work.</li></ol></li></ol>



## Common Noise Sources and Levels

# Comparative Noise Levels (dBA)



<sup>1</sup> Aviation Noise Effects, FAA, AEE, March, 1985 (FAA-EE-85-2), Table 1.1

<sup>2</sup> Federal Agency Review of Selected Airport Noise Analysis Issues (Federal Interagency Committee on Noise), August 1992, Table B.1

<sup>3</sup> Children's health and the environment, A Global Perspective, World Health Organization, 2005, Table 15.1

<sup>4</sup> OSHA Technical Manual, TED 01-00-015, Section III (Health Hazards), Chapter 5 (Noise, Updated 8/15/2013)



## Draft Noise Policy Vision for The City of Calgary

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Administration is not recommending that The City make a commitment to coordinated noise policy at this time. Depending on the outcome of researcher-driven noise modeling and Council direction, the Noise Policy Vision below could be considered in the future.

### Preamble:

Living in a city of over a million people, Calgarians are exposed to noise from many sources, both in their homes and as they move around the city. As noise affects a person's ability to enjoy their surroundings and interact with others, and can affect one's physical and mental wellbeing, The City of Calgary and other orders of government have established policies and regulations to moderate some of the most significant sources of noise in the environment. Even with these controls in place, the noise experience of Calgarians can vary significantly depending on where in the city they live, work, and play.

### Noise Policy Vision:

**The City of Calgary will enact policies that protect Calgarians from the harmful effects of noise while encouraging a vibrant and sustainable city.**





## Noise Mapping Scoping Report

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### **Why should Calgary map noise?**

A visual representation of the sound levels experienced around Calgary (noise map) would allow residents, researchers, and policy makers to better understand noise exposure, raising awareness of the relative and absolute excess noise sound levels that Calgarians are exposed to at home and around the city.

Both short-duration noise spikes and long-duration periods of elevated sound levels (environmental noise) can cause health issues in individuals. A better understanding of the sound levels experienced by residents will shed light on the scope and scale of the population-level public health impacts caused by excess environmental noise in Calgary.

### **How would the data be collected and compiled?**

Measuring actual sound levels across all the whole of Calgary is not a realistic approach to understanding noise exposure. Thousands of noise monitoring devices would be required and would not provide a level of granularity useful for city-wide analysis. Instead, the preferred approach to calculating sound levels at the city scale is to use software-based noise modeling. By making use of data inputs such as roadway alignment and traffic, land use zoning, building data, land topography, railway alignment and airport information, the average noise exposure of a given location in Calgary can be calculated. Modeling noise can provide a cost-effective and easy-to-understand map of sound exposure across the city that, when combined with population data, will allow a better understanding of what portion of Calgary's population is at risk for negative health impacts due to excess noise.

Though not practical for city-wide use, sound level monitoring is useful in targeted situations. By acquiring several dozen monitoring devices, The City could verify some of the assumptions made in noise modeling, learn more about noise issues in high-complaint areas, and actively monitor sound levels at live events. Monitoring would also allow for improved scheduling and resource assignment for noise enforcement activities. Sound level monitoring devices do not make recordings of conversations or sounds. They record sound pressure level - the energy of sound waves in the environment, often thought of the volume of a noise.

### **Who would undertake the work?**

City-wide noise modeling could be undertaken by interested researchers. Many of the datasets required are already in The City's data repositories. Requiring less collection of new data will

allow for a higher quality noise map (more detail, using more data sources) for the same effort. If The City decided to lead the work and hire an external vendor, the costs would be approximately \$150K.

The acquisition and management of an initial stock of noise monitoring devices, many of which can also collect other types of data, has already been budgeted for by Information Technology, and can be delivered using existing resources. These devices are expected help improve the deployment of officers tasked with noise enforcement as described in 2024 June 26 briefing “Progress Update on Addressing Noisy Vehicles and Community Traffic Safety” CD2024-0549. A preliminary collaboration with a research team at the University of Calgary’s Schulich School of Engineering will also be pursued, allowing The City early access to new methods of analysis and data collection.

## Noise Management Gap Analysis

This document outlines recommended health guidelines related to sound exposure, current approaches to mitigate and prevent excess noise in Calgary, examples of practices in other jurisdictions and a preliminary list of opportunities that require further investigation and feasibility assessments.

Type of Sound	Health Organization Guidelines	Existing Legislation & Practices to Manage Noise	Practices in Other Jurisdictions to Prevent/Mitigate Sound Exposure	Calgary Opportunities for Management of Sound and Resources
<b>All Sound Types</b>	<p>World Health Organization<sup>1</sup> (WHO) reports noise above 140 dB for adults and 120 dB for children can immediately cause harm to the ears.</p> <p>WHO<sup>2</sup> recommends no more than 30 dBA(Leq) of continuous background noise to avoid sleep disturbances. Individual events over 45 dB(LAmax) should be avoided.</p>	<ul style="list-style-type: none"> <li>• <i>City of Calgary (CoC)</i>: The Community Standards Bylaw prohibits continuous (over 3 minutes) sound exceeding 65 dBA(Leq) during the daytime (7 am-10 pm weekdays and 8 am-10 pm on weekends) and 50 dBA(Leq) during night-time in residential developments. Downtown, continuous sound is prohibited at 75 dBA(Leq) at daytime and 60 dBA(Leq) at night-time.</li> <li>• <i>CoC</i>: Bylaw officers investigate bylaw infractions when they receive complaints. Fines for noise-related offenses range from \$125 to \$500.</li> <li>• <i>CoC</i>: Noise Exemption Permits can be applied for, free of charge when an activity is expected to exceed sound level or timeframe limits (ex: construction, concrete finishing, festivals, and events).</li> <li>• <i>CoC</i>: Planning policy and implementation consider sound when designing communities and assessing developments.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>European Union</i>: All European Union urban areas over 100,000 people need to have noise models that get updated every 5 years. Amsterdam, Madrid and Paris have a lot of experience with noise modeling and mapping.</li> <li>• <i>Canton of Geneva, CHE</i>: Uses noise monitoring to update their noise calculated noise model, especially with traffic noise.</li> <li>• <i>London, UK</i>: Influences and provides advice on the design and layout of new developments at pre-application stages as part of improved acoustic design.</li> <li>• <i>Vancouver</i>: Noise Bylaw incorporates different zones (e.g.: activity, event, intermediate, and quiet zones) with different noise restrictions enabling more choices related to sound /vibrancy.</li> <li>• <i>Edmonton</i>: Investments in the Urban Forest Management Plan aim to reduce or mask noise (among other environmental benefits).</li> </ul>	<ul style="list-style-type: none"> <li>• Calculate noise levels in Calgary using sound modeling.</li> <li>• Launch a noise monitoring pilot to identify problematic areas.</li> <li>• Publish sound level exposure data to help raise public awareness.</li> <li>• Explore advocacy opportunities for the National Research Council Canada to improve acoustic regulations in the design and layout of residential developments (e.g.: improve acoustic performance of windows, increase insulation, and develop regulations that would require “quiet sides’ of homes in relevant locations).</li> <li>• Review the Land Use Bylaw for opportunities to reduce the impact of noise.</li> </ul>

<sup>1</sup> World Health Organization (1999); Guidelines for Community Noise. Source: [Guidelines for community noise \(who.int\)](https://www.who.int/publications-detail/communities-noise)

<sup>2</sup> ibid

Type of Sound	Health Organization Guidelines	Existing Legislation & Practices to Manage Noise	Practices in Other Jurisdictions to Prevent/Mitigate Sound Exposure	Calgary Opportunities for Management of Sound and Resources
	WHO recommends that average noise exposure levels should not exceed 70 dBA(Leq) over a 24-hour period, and 85 dBA(Leq) over a 1-hour period to avoid hearing impairment. <sup>3</sup>	<ul style="list-style-type: none"> <li><i>Government of Canada:</i> National Building Code 2019 Alberta Edition outlines requirements related to limiting the transmission of sound from both inside and outside of buildings (reducing impacts of many forms of noise exposure).</li> </ul>		<ul style="list-style-type: none"> <li>Identify equity considerations in exposure to sound (based on location or housing type) and assess existing or new opportunities for noise mitigation with an equity lens.</li> <li>Investigate increased access to space for trees and layers/composition of species to reduce or mask noise.</li> </ul>
Road Traffic	WHO <sup>4</sup> recommendations for road traffic sound levels: <ul style="list-style-type: none"> <li>Below an average of 53 dBA(Lden)<sup>5</sup>;</li> <li>Below an average of 45 dBA(Lnight)<sup>6</sup> at night</li> </ul>	<ul style="list-style-type: none"> <li><i>CoC:</i> Surface Transportation Noise Policy specifies a target noise level of 60 dBA Leq (24) in most residential areas. The policy also specifies design expectations and responsibility for providing noise attenuation.</li> <li><i>CoC:</i> The Noise Barrier Retrofit program prioritizes upgrades based on the areas that would most benefit from barriers.</li> <li><i>CoC:</i> New roads are tested for smoothness using the International Roughness Index. Smoother roads last longer and contribute</li> </ul>	<ul style="list-style-type: none"> <li><i>London, UK:</i> Has integrated noise management considerations into the policy, planning, and design of the City's transport, cleaning, planning, highway management, and improvement activities.</li> <li><i>Canton of Geneva, CHE:</i> Produced noise maps to measure and understand traffic noise.</li> <li><i>Malmo, Sweden:</i> Paved roads with noise-dampening asphalt &amp; reduced speeds to 40km in the City Centre.</li> <li><i>Amsterdam, Netherlands:</i> Experimented with closing major traffic routes to private cars to</li> </ul>	<ul style="list-style-type: none"> <li>Investigate the impacts and costs associated with a potential reduction in road noise target levels to WHO-recommended levels.</li> <li>Explore increased noise barriers and trees around noisy roads.</li> <li>Continue upholding smoothness standards and balance road surface/roughness with noise and safety considerations.</li> </ul>

<sup>3</sup> World Health Organization (1999); Guidelines for Community Noise. Source: [Guidelines for community noise \(who.int\)](https://www.who.int/publications-detail/9789241545635)

<sup>4</sup> Environmental noise. In: Compendium of WHO and other UN guidance on health and environment, 2022 update. Geneva: World Health Organization; 2022 Source: [who\\_compendium\\_noise\\_01042022.pdf](https://www.who.int/publications-detail/9789241545635)

<sup>5</sup> L<sub>den</sub> is an average sound pressure level over all days, evenings and nights in a year.

<sup>6</sup> L<sub>night</sub> is the equivalent continuous sound pressure level when the reference time interval is the night.

Type of Sound	Health Organization Guidelines	Existing Legislation & Practices to Manage Noise	Practices in Other Jurisdictions to Prevent/Mitigate Sound Exposure	Calgary Opportunities for Management of Sound and Resources
		<p>less noise but are more susceptible to slippery winter conditions.</p> <ul style="list-style-type: none"> <li>CoC: Community Standards Bylaw prevents waste collection vehicles during nighttime hours (except downtown which allows 6 am to 10 pm).</li> </ul>	<p>reduce traffic flow and noise and to encourage public/active transport.</p> <ul style="list-style-type: none"> <li><i>Barcelona</i>: Created “superblocks” road and building forms that reduce vehicle traffic within the neighborhood and in turn reduce traffic noise.</li> </ul>	
Noisy Vehicles	<ul style="list-style-type: none"> <li>World Health Organization<sup>7</sup> (WHO) reports noise above 140 dBA for adults and 120 dBA for children can immediately cause harm to the ears.</li> <li>Nighttime disturbances: Individual events over 45 dB(LAmax) should be avoided.</li> </ul>	<ul style="list-style-type: none"> <li>CoC: Traffic Bylaw states vehicles must not exceed 96 dBA at the point of reception (e.g.: squealing tires, roaring engine, stereo).</li> <li>CoC: Community Standards Bylaw prohibits loud revving and stereo noise on a property.</li> <li>CoC Community Peace Officers to support enforcement of the Traffic Safety Bylaw with a new team being trained in Q2 2024.</li> <li>CoC: Traffic Safety Bylaw amendments to better address vehicle noise are being assessed with a report coming in Q3 2024.</li> <li><i>Government of Alberta (GoA)</i>: <a href="#">Vehicle Equipment Regulation</a> requires mufflers without excessive noise and prohibits mufflers that increase the noise made by the expulsion of gasses from the engine.</li> <li>GoA: The Traffic Safety Act allows municipalities to define what is objectionable noise from a vehicle, methods of measuring noise, and prohibit operating a vehicle where objectional noise is produced.</li> </ul>	<ul style="list-style-type: none"> <li><i>Toronto</i>: The Noise Bylaw states a vehicle can have a maximum level of 92 dBA.</li> <li><i>Edmonton</i>: Bylaws were amended to increase fines to \$1000 for the emission of loud and unnecessary noise from a vehicle. Peace Officers and Police Service enforce City bylaws and Traffic Safety Act regulations.</li> <li><i>Winnipeg</i>: Neighborhood Livability Bylaw prohibits repairing, rebuilding, modifying, or testing vehicles within 150m of a residential property. It also prohibits idling a vehicle for more than 10 minutes during quiet hours within 150 meters of a residential property.</li> <li><i>Saskatoon</i>: Traffic Noise Sound Attenuation Policy and Noise Bylaw enforce vehicle noise through a graduated fine structure, allowing officers to increase fines with repeat offenses. Fines are different for an individual versus a corporation.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities will be described in an update to the Community Development Committee on Automated Systems in June 2024 and in amendments to the Traffic Safety Bylaw in Q3 2024.</li> <li>Advocacy efforts related to Noise Attenuation could be explored with Alberta Transportation to allow for a more holistic approach across municipalities.</li> </ul>

<sup>7</sup> World Health Organization (1999); Guidelines for Community Noise. Source: [Guidelines for community noise \(who.int\)](#)

Type of Sound	Health Organization Guidelines	Existing Legislation & Practices to Manage Noise	Practices in Other Jurisdictions to Prevent/Mitigate Sound Exposure	Calgary Opportunities for Management of Sound and Resources
		<ul style="list-style-type: none"> <li>Government of Canada: <a href="#">Motor Vehicle Safety Regulations</a> require testing of vehicles to ensure they are within specific sound limits.</li> </ul>		
Leisure and Events	<ul style="list-style-type: none"> <li>WHO<sup>8</sup> suggests limiting sound exposure to 100 dBA averaged over 15 minutes in entertainment venues.</li> </ul>	<ul style="list-style-type: none"> <li>CoC: The Community Standards Bylaw limits the level of sound emitted from an outdoor concert (65 dBA and 85 dBC over 1 hour at the point of reception of a residence).</li> <li>CoC: Noise Exemption Permits are available for outdoor major events. The CoC evaluates events on a case-by-case basis and works to mitigate noise complaints.</li> <li>CoC: Outdoor events in Tomkins Park were evaluated for noise impacts on the adjacent community in 2023. New practices, including live monitoring, are being considered based on study findings in Tomkins Park and some findings will inform courses of action for other outdoor venues.</li> <li>CoC: Restrictions of certain events in Riley Park due to adjacent hospice.</li> <li>CoC: Has completed a noise study around some outdoor recreation court-related activities (i.e., pickleball).</li> <li>CoC: Maintains a distance between new court developments and residential areas based on</li> </ul>	<ul style="list-style-type: none"> <li>Edmonton: Limit types of activities in certain venues based on impact on the community (ex: outdoor venues with adjacent residential would assess specific noise-generating events e.g.: electronic dance music).</li> <li>London, UK: Resists the introduction of noise-generating activities such as leisure and entertainment into areas with strong residential character.</li> <li>Victoria: Developed guidance documents and strategies to reduce noise for retrofitting and developing new recreational courts and spaces for activities (reflecting the existing noise level of communities).</li> </ul>	<ul style="list-style-type: none"> <li>A review was completed in 2023 to begin to assess sound levels near outdoor music venues and to explore potential improvements to manage sound at high-impact locations. Work is underway related to report recommendations including: <ul style="list-style-type: none"> <li>Create sound limits unique to the venue and impacts.</li> <li>Ensure resources are available to support enforcement.</li> <li>Build permanent sound monitoring stations at outdoor venues.</li> <li>Expand the use of new monitoring based on the Event Sound Management Pilot.</li> </ul> </li> <li>Develop a strategy to manage noise related to all recreation</li> </ul>

<sup>8</sup> Environmental noise. In: Compendium of WHO and other UN guidance on health and environment, 2022 update. Geneva: World Health Organization; 2022 Source: [who\\_compendium\\_noise\\_01042022.pdf](#)

Type of Sound	Health Organization Guidelines	Existing Legislation & Practices to Manage Noise	Practices in Other Jurisdictions to Prevent/Mitigate Sound Exposure	Calgary Opportunities for Management of Sound and Resources
		the types of courts and the amount of noise the sport generates.		types (e.g.: soccer, basketball, tennis).
<b>Railway</b>	WHO <sup>9</sup> recommendations for railway noise levels: <ul style="list-style-type: none"> <li>• Average below 54 dBA(Lden)<sup>10</sup> over a year;</li> <li>• Below 44 dBA(Lnight)<sup>11</sup> overnight</li> </ul>	<ul style="list-style-type: none"> <li>• CoC: The City has a <i>Freight Rail Corridors Policy</i> and implementation plan to reduce new developments' sound exposure to rail lines in residential areas. This policy states noise levels should not exceed 35 dBA in bedrooms and 40 dBA in all other living areas.</li> <li>• CoC: C-trains crossing bells in residential areas are adjusted to balance both safety and noise impacts on the community.</li> <li>• CoC: Maintenance of C-Train rails is regularly completed to reduce noise.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Burnaby</i>: Building noise attenuation fence around light rail lines in targeted/residential areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate opportunities and costs of additional sound abatement in residential areas.</li> </ul>
<b>Aircraft</b>	World Health Organization <sup>5</sup> recommendations for aircraft noise levels: <ul style="list-style-type: none"> <li>• Average over a year below 45 dBA(Lden);</li> <li>• Nighttime below 40 dBA(Lnight)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Government of Alberta and CoC</i>: Compliance with GoA's Airport Vicinity Protection Areas Regulation in CoC planning processes. The regulation outlines uses that are prohibited within certain locations in Calgary, identified as Noise Exposure Forecast areas, due to potential noise impacts from aircraft flying over communities as they arrive or depart. Sensitive uses were evaluated and reduced in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>GoA</i>: Airport Vicinity Protection Areas Regulations prevent new subdivisions/redevelopment of residential areas (e.g.: higher density dwelling units) and restrict some land uses (e.g.: schools) based on noise exposure from airplanes flying over communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to coordinate with YYC Airport Authority and the Government of Alberta.</li> </ul>

<sup>9</sup> Environmental noise. In: Compendium of WHO and other UN guidance on health and environment, 2022 update. Geneva: World Health Organization; 2022 Source: [who\\_compendium\\_noise\\_01042022.pdf](#)

<sup>10</sup> L<sub>den</sub> is an average sound pressure level over all days, evenings and nights in a year.

<sup>11</sup> L<sub>night</sub> is the equivalent continuous sound pressure level when the reference time interval is the night.

Type of Sound	Health Organization Guidelines	Existing Legislation & Practices to Manage Noise	Practices in Other Jurisdictions to Prevent/Mitigate Sound Exposure	Calgary Opportunities for Management of Sound and Resources
<b>Construction</b>	See all sound types.	<ul style="list-style-type: none"> <li>CoC: The Community Standards Bylaw does not apply to construction in residential developments during the day-time, work on a City street or public utility, or its contractors.</li> <li>CoC: Applicants for Noise Exemption Permits are encouraged to use noise-dampening boxes on equipment like generators.</li> </ul>	<ul style="list-style-type: none"> <li><i>Vancouver</i>: Construction on private property can be completed between 7:30 am and 8 pm on any weekday that is not a holiday, and between 10 am to 8 pm on any Saturday that is not a holiday. Construction is not permitted on Sundays.</li> <li><i>London (UK)</i>: Limits noise and vibration from construction activities through the planning consent process<sup>12</sup> (e.g.: Contractor and the City must agree on the working hours and methods used which may generate noise and vibration before starting work).</li> <li><i>Toronto</i>: Noise monitoring may be a requirement to receive a noise permit. This is completed by Bylaw Enforcement Officers at an additional charge.</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities to encourage builders and developers to achieve the lowest practical noise levels.</li> </ul>
<b>Residential Noise</b> (e.g.: pets, air conditioner, power tools)	See all sound types.	<ul style="list-style-type: none"> <li>CoC: The Community Standards Bylaw: <ul style="list-style-type: none"> <li>Prohibits use of power tools or motorized garden tools, and powered snow clearing during nighttime hours 10 pm to 7 am. (exceptions apply)</li> <li>Prohibits use of air conditioner, fan, central vacuum system or generator that causes a continuous sound over 70 dBC during the day and 60 dBC at night (at point of reception).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><i>Vancouver</i>: Use of leaf blowers is regulated (i.e.: can only be operated in specific hours and within 50 meters of residential properties; cannot be used in some areas of the City; and must be “low-noise”).</li> <li><i>Ottawa and Toronto</i>: Air conditions cannot exceed 50 dBA at the point of reception.</li> <li><i>Toronto</i>: Prohibits use of powered tools from 7 pm to 8 am.</li> <li><i>Zurich, CHE</i>: Bylaws include a mid-day quiet hour on weekdays from 12 pm-1 pm. Quiet</li> </ul>	<ul style="list-style-type: none"> <li>Engage with the public to collect opinions about use of power tools at various hours.</li> </ul>

<sup>12</sup> City of London (2019) Code of Practice for Deconstruction and Construction Sites, Ninth Edition. Source: [Code of Practice for Deconstruction and Construction Sites \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/copyofpracticefordeconstructionandconstructionsites)



Type of Sound	Health Organization Guidelines	Existing Legislation & Practices to Manage Noise	Practices in Other Jurisdictions to Prevent/Mitigate Sound Exposure	Calgary Opportunities for Management of Sound and Resources
		<ul style="list-style-type: none"> <li>CoC: Responsible Pet Ownership Bylaw requires animal owners to supervise their pets so they do not cause nuisance behaviour including barking. Public education on responsible pet ownership is ongoing.</li> </ul>	time also includes Sundays and holidays (ex: no power tool use).	



## Noise Strategy Development Scoping Report

Milestone or Deliverable	Scope	Expected Duration	Cost (class 3 estimate)	Benefit	Lead Business Unit
Calculate Calgary-wide Noise Exposure  (Noise Modeling)	Calculation of noise exposure based on data set including topography, road traffic noise, and buildings (Could include airplane and rail noise for additional cost).	6 months	\$150K (using external vendor)	<ul style="list-style-type: none"> <li>Allows City to understand whether Calgary's noise levels are problematic and require further action.</li> <li>City and residents can view differences in noise levels across Calgary.</li> <li>Allows comparisons to other cities' noise levels.</li> </ul>	Community Strategies (if only mapping) or City & Regional Planning (if strategy development is approved)
Targeted Measurement of Noise Exposure  (Noise Measurement)	Includes installing and maintaining a network of sound level monitor devices around Calgary. Locations influenced by weighted 311 complaint volume and known high-use areas.	6 months	Existing budget and staff time	<ul style="list-style-type: none"> <li>Opportunity to verify the calculated noise model.</li> <li>Informs which types of noise are problematic (e.g.: is it barking dog or road noise or both?)</li> <li>Provides objective source of noise issue data. (Likelihood to complain to 311 varies based on cultural and socioeconomic factors.)</li> </ul>	Information Technology + University of Calgary
Soundscape Assessment Pilot Project	Engagement activities including community walks and public feedback as participants experience neighbourhood and community sounds, both positive and negative.	3 months	\$50K (includes both communications and engagement)	<ul style="list-style-type: none"> <li>Raises public awareness of soundscapes and community noise.</li> <li>Gives a qualitative lens on how Calgarians feel about sound.</li> </ul>	Engage + same BU as Strategy development
Develop and Present for Approval a City of Calgary Noise Strategy	If above projects demonstrate a need, development of the strategy could include goals, actions, timelines, and evaluation methodology spanning the entire organization. Would include actions and plans from 12 months to 20+	18 months	\$450K (does not include implementation costs)	<ul style="list-style-type: none"> <li>Allows The City to reduce the public effects of excess noise through a comprehensive and coordinated plan.</li> <li>Makes recommendations about how to navigate the trade-offs between community vibrancy and sleep quality.</li> <li>Proposes an approach to long-term noise measurement; mitigation and prevention</li> </ul>	City & Regional Planning

	years. Also includes “quick wins” on simpler changes to bylaws, procedures, and practices in alignment with health benefits and based on lessons from noise mapping and soundscape project.			techniques impacting many areas of City service as well as businesses and residents’ conduct.	
Develop and Present for Approval a Noise Bylaw	A bylaw that establishes rules for noise generation, mitigation, and enforcement across Calgary. Requires significant public and industry engagement.	18 months	Existing staff time	<ul style="list-style-type: none"> <li>Provides The City with the legislative tools to implement the Noise Strategy.</li> </ul>	Community Strategies
Implementation of Strategy	Make process, rule, and built form changes to implement stated goals and actions of the Strategy. Would have both operational and capital cost implications.	20+ years	TBD – depends on the approved scope of the strategy and the desired pace of implementation.	<ul style="list-style-type: none"> <li>Improve the health of Calgarians.</li> <li>Become a municipal leader in noise management.</li> <li>Could include community and transport design changes which would take place as part of gradual and incremental redevelopment over decades.</li> </ul>	City & Regional Planning – City-wide impacts

## Soundscape Assessment Pilot Project Scoping Report

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### Introduction:

In responding to Notice of Motion EC2023-0642, it is recognized that The City of Calgary can influence a range of environmental noise, potentially reducing the long-term cumulative impacts of noise on health. This summary outlines the approach of a pilot project focused on engaging a subset of the Calgary community in soundscape assessment and evaluating the perceived impact of sound on residents' mental and physical well-being. Administration is not recommending that The City make pursue this soundscape assessment pilot project at this time. Depending on the outcome of researcher-driven noise modeling and Council direction, this pilot project could be considered in the future.

### Purpose:

The pilot project's main purpose is to demonstrate the viability of an approach to actively involve the public in assessing and addressing positive and negative noise in their communities and its potential impact on their mental and physical well-being. It would leverage existing local engagement methods and insights from other jurisdictions' community engagement efforts. The pilot would target high-usage areas, community gathering spaces, and special interest groups, selected through data analysis and previous research/findings. The Engage Resource Unit would prioritize resources and tailor engagement strategies to specific community contexts to maximize pilot project participation.

### Goals & Objectives:

1. Use research and leading practices to identify three locations within the city suitable for a soundscape assessment pilot project. Target high-usage areas, community gathering spaces and special interest groups.
2. Develop tailored engagement strategies informed by local data and experience and best practices from other jurisdictions.
3. Encourage the public to actively participate in the soundscape assessment pilot project.
4. Provide a What We Heard Report with the feedback collected from the soundscape pilot assessment project.

### Methodology:

Targeted engagement activities would be developed for gathering spaces such as parks, recreation centers, and cultural venues, as well as special interest groups including but not limited to [CNIB](#), [Deaf and Hear Alberta](#), [Alberta Health Services](#),

[Autism Calgary](#), [Alzheimer Association of Calgary](#). Locations would be selected based on usage and population data, historical data, geographical variations, accessibility, safety and security, and technical feasibility.

#### Budget:

\$50,000 for a four-week outreach and engagement period. This budget also includes the design and delivery of communications and advertising tactics.

#### Implementation:

Implementation of a pilot project would involve collaboration between City departments, community organizations, and the public. Engagement activities would be tailored to suit the needs and user preferences of each target area, utilizing a combination of in-person events and online platforms, potentially including sound walks to facilitate feedback from participants.

#### Evaluation:

Evaluation of the pilot project would focus on assessing the effectiveness of engagement strategies in reaching and getting residents in high-usage areas, community gathering spaces and special interest groups to participate. Key performance indicators would include participation rates, quality of data collected, and community satisfaction with the engagement process. Feedback from participants would be presented in a final What We Heard Report to the Project Team. This report would be used to determine the next steps in a larger, city-wide soundscape assessment and/or planning for civic noise mitigation. The feedback collected as part of this pilot project could also influence the development of goals and objectives of the Noise Strategy outlined in Attachment 6.

#### Conclusion:

A soundscape assessment pilot project would represent a new-to-Calgary approach to collecting residents' feedback about sound in high-usage areas, community gathering spaces, and from special interest groups that would allow The City to effectively allocate resources and improve residents' awareness of sound and noise impacts.





# Response to the Noise Policy Notice of Motion

2024 June 26 – Community Development Committee

## Previous Council Direction

2023 September 12

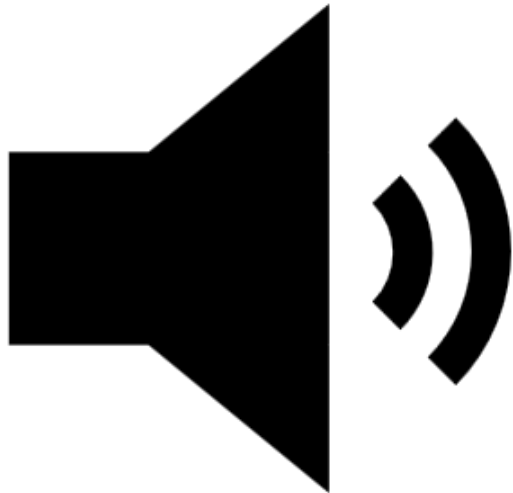
Admin to report back in Q2 2024 with:

- a draft noise policy vision;
- jurisdictional scan;
- reports that outline the scope & cost of:
  - city-wide noise mapping,
  - closing the gap between Calgary's current practices & leading jurisdictions, and,
  - a soundscape assessment pilot project.





# Recommendation



That the Community Development Committee recommends that Council direct Administration to provide interested researchers with data and information to further their understanding of Calgarians' exposure to noise.

# Highlights

- Excess environmental noise increases adverse health risks.
- City-wide noise has never been estimated or measured in Calgary.
- Developing internal capacity would require several years and new costs.





## Draft Noise Policy Vision

- *Enact policies that protect Calgarians from harmful effects of noise while encouraging a vibrant and sustainable city.*
- Not recommended for adoption.

-Attachment 3

## Gap Analysis

- Calgary is typical of many US/Can cities other than New York & Toronto.
- Sound level limits are present, but no coordinated noise strategy exists.

-Attachment 5



## Bylaw Amendments

- Would require a Noise Strategy.
- New area of work, new funding needed.
- Not recommended.

-Attachment 6

## Soundscape Engagement Pilot

- In-person sound walks, online surveys & organization feedback.
- \$50K for engagement & communications.
- Not recommended.

-Attachment 7

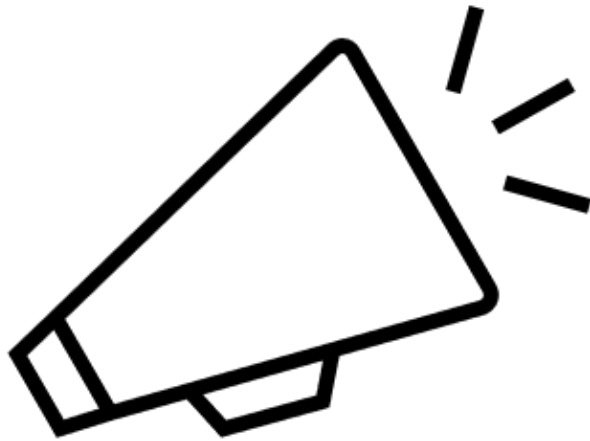




- Extent of noise exposure in Calgary is not known.
- Noise mapping improves understanding.
- Many modeling inputs already available.
- Admin recommends supporting interested researchers.

-Attachment 4

# Recommendation



That the Community Development Committee recommends that Council direct Administration to provide interested researchers with data and information to further their understanding of Calgarians' exposure to noise.

Operational Services Report to  
Community Development Committee  
2024 June 26

ISC: UNRESTRICTED  
CD2024-0522

## **Community Entrance Sign Maintenance and Repair**

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### **PURPOSE**

The purpose of this report is to provide Council with information regarding the number of community entrance signs on public lands and their condition. It also provides an overview of the current approval processes for these types of installations, and how the responsibility for maintenance of entrance signage does change over time.

### **PREVIOUS COUNCIL DIRECTION**

On 01 June 2023, Council approved the Notice of Motion on Community Sign Repair (EC2023-0643). Concerns were raised about the condition of many community name signs throughout the city. Administration was directed to determine the number of existing signs and complete a review of their condition. An estimate of the costs to both repair those signs and provide ongoing maintenance to all existing entrance signs on public property was requested. Administration was also directed to assess the current rules and approval processes governing the placement community entrance signs (Attachment 1).

<b>RECOMMENDATION:</b>
That the Community Development Committee recommend that Council receive this report for the Corporate Record.
<b>RECOMMENDATION OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2024 JUNE 26:</b>
That Council receive this report for the Corporate Record.

Excerpt of the Minutes from the Regular Meeting of the Community Development Committee, 2024 June 26:

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“The following documents were distributed with respect to Report CD2024-0522:

- A map; and
- A presentation entitled “Community Entrance Sign Maintenance and Repair”.”

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

GM Doug Morgan concurs with the content of this report.

### **HIGHLIGHTS**

- Community or neighbourhood entrance signs are not installed by The City of Calgary, however more than half of all city communities do have one. Most were created by the property developer at the time the subdivision was built.
- 90% of more than five hundred community entrance signs on public property are currently in excellent to fair condition, with 10% of the signs being in poor or very poor condition.

## **Community Entrance Sign Maintenance and Repair**

---

- When community entrance signs or features on public property become neglected or damaged, The City will remove the sign and repair the surface it was on. The City does not provide a repair or maintenance service for these signs and features.

## **DISCUSSION**

### **Why do we have Community Entrance Signs?**

These entrance or 'gateway' signs are typically placed near the roadway entrance to a residential community and are usually installed at the development stage of new subdivisions. For property developers, the entrance feature is often the first thing people notice, making it an essential piece in creating an inviting and positive first impression of their brand and vision. In competitive real estate markets, distinguishing one's development from others is crucial.

Many of these entrance features are placed on private property at the time of the subdivision development, and therefore are the responsibility of those owners to maintain. There are approximately 180 locations with such signs. However, going back to the mid-1970's, hundreds of these features have been placed on Calgary's road rights-of-way or park spaces as the city began its major residential expansions.

Some established communities have also installed community entrance signs to identify a historical district, to celebrate a community's character, or to inform and welcome visitors. The cost of such signs is often managed through grant applications and local fundraising. They have been installed on Community Association leased-lands, park spaces and road right-of-way.

### **Number of Community Entrance Signs**

Administration conducted a physical count of the number of features or structures that could be described as a "community entrance sign" on public lands. 511 entrance signs were documented. There are also hundreds of other decorative community features that are installed on public property as well, ranging from planters to concrete obelisks to metal sculptures. Administration has produced a map showing the city-wide distribution of the signs that were inspected, which were in 115 communities out of the city's total of 206 (Attachment 2).

### **Condition**

Administration inspected all entrance signs on public property and assigned them a rating based upon their physical condition. There was a wide variety of materials used in the construction of these signs, including lumber, plastic, concrete, brick, natural stone, and metals (Attachment 3). Signs with condition ratings of excellent (1) and good (2) may have exhibited some general wear-and-tear due to exposure but appeared to be structurally sound. Signs with ratings of fair (3) may have faded lettering, paint finishes that have cracked and peeled away, or minor damage including graffiti. Signs with poor (4) or very poor (5) ratings had missing letters, visible structural damage, and the lack of maintenance noted would have impacted both the readability of the sign and the aesthetics. Most of the inspected signs were found to be in good or excellent condition (80%), while another 10% were rated as fair. However, fifty-one entrance signs on public property were given condition ratings of poor to very poor (4-5), which is approximately 10% of the total number of signs.

### **Responsibility**



**Operational Services Report to  
Community Development Committee  
2024 June 26**

**ISC: UNRESTRICTED  
CD2024-0522**

## **Community Entrance Sign Maintenance and Repair**

Any structures or amenities, like community entrance signs, built with permission upon public lands are viewed as belonging to The City. The entity responsible for the maintenance and repair of these amenities can change over time (Attachment 1). The two types of legal agreements The City uses to approve the installation and maintenance of non-standard structures on public land are the Optional Amenities Agreement (OAA) and the License of Occupation (LOC).

An OAA is only used where park land is part of the installation plan. For subdivision construction, the OAA confirms a five-year commitment by the Developer to maintain the amenity after the Final Acceptance Certificate (FAC) for the development is released. The current OAA agreement does require the Developer to maintain the structure and to provide The City with one-time funds to cover costs for the eventual removal of the structure and rehabilitation of the surface of the land used. These funds are kept separate from any other administrative use. Of the over 500 signs on public land only 18 (less than 4%) have or had an Optional Amenity Agreement.

A License of Occupation (LOC) is used for structures or signage to be placed on other public lands, like city road right-of-way. This includes community entrance signs for Community Associations, Resident Associations, and societies. The LOC is managed by Calgary Partnerships, though some reside with Calgary Mobility or Calgary Real Estate and Development Services. Currently, there are fifteen Community Associations with an OAA or LOC agreement in place. However, most of the community signs do not have an agreement at all, as they were installed prior to the licensing requirement.

### **Current Sign Management Practices**

For community or neighbourhood entrance signs or features on public lands that do not have an active agreement in place, the responsibility for them falls to The City. This scenario represents most of the signs installed prior to 2015. When these signs deteriorate over time, or become damaged, the current practice of Administration is to remove the sign and repair the surface of the public land. Administration will use existing operating budget when there is no specific OAA with funding identified for the sign. The City does not currently perform preventative maintenance on community entrance signs, nor replace them once they have been removed.

Administration received cost repair estimates for several signs in poor condition, and the average repair and restoration cost was \$12,495 per sign. This figure does not include the required permitting and mobility accommodation expenditures for a contractor to conduct the work safely near the roadway. The estimated costs to restore the 51 signs in poor or very poor conditions would be \$830,000 to \$945,000 (Attachment 2).

There have been recent studies from the City of Edmonton, AB (2021) and City of Markham, ON (2020) on the issue of maintaining subdivision entrance signs and features. Edmonton estimates they are responsible for about 100 signs on public property. These signs were likely placed prior to 2000, when Edmonton still allowed entrance features on city road right-of-way or other public lands. Currently, all entrance feature signs in developing communities in Edmonton must be placed entirely on private property. The City of Markham estimates they are responsible for about 144 entrance signs. They had a consultant determine the replacement value of these signs and features, having a wide variety of material types and sizes. The average replacement value per location was \$30,765 with the total replacement costs estimated

**Operational Services Report to  
Community Development Committee  
2024 June 26**

**ISC: UNRESTRICTED  
CD2024-0522**

**Community Entrance Sign Maintenance and Repair**

to be \$4.4 million. Like Calgary, Markham removes damaged or hazardous entrance features on public property and does not replace them (Attachment 1).

**Next Steps**

Through this current-state review, Administration has identified opportunities to streamline and better communicate the approval process for new signs or amenities that are initiated by community associations, societies, or groups. Existing records and agreements will also be consolidated and the mapping of these amenities and features will be updated to improve accessibility to the information. Administration will undertake this work and will share information about the improvements when the Council Policy on Enhanced Maintenance Agreements and Infrastructure Agreements (CSPS007) update and the related bylaw amendments are presented in 2025.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

**IMPLICATIONS**

**Social**

Community identification signs may foster a sense of pride and belonging among residents. These signs do serve as symbols of local identity and history, reinforcing community cohesion. Neglected or damaged signs can impact this sense of comfort and 'welcome' to the area.

**Environmental**

None

**Economic**

Clear and well-maintained community identification signs can enhance the city's attractiveness to newcomers and investors.

**Service and Financial Implications**

**Existing operating funding - base**

Currently, there is no base budget to specifically provide repair or removal services for community entrance signs and amenities that are not included in a specific agreement. The average repair estimates provided by contractors was \$12,450 per sign. Administration will utilize existing operating funding to remove signs that are in a very poor condition to ensure any risks to public safety are addressed. The information gathered on removal costs will be tracked and reviewed so Administration can determine if operational budget adjustments would be necessary to maintain this level of service in the future.

Operational Services Report to  
Community Development Committee  
2024 June 26

ISC: UNRESTRICTED  
CD2024-0522

## **Community Entrance Sign Maintenance and Repair**

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### **RISK**

There are no risks or impacts to priorities, service delivery or policies identified with the recommendation of this report.

### **ATTACHMENTS**

1. Background and Previous Council Direction
2. Community Entrance Sign Locations and Estimated Repair Costs
3. Examples of Community Entrance Sign Materials
4. Map
5. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Doug Morgan, GM	Operational Services	Approve
Deborah Hamilton, GM	Planning & Development Services	Consult
Troy McLeod, Director	Operational Services	Approve
Campbell Berry, Director	Infrastructure Services	Inform
Kyle Ripley, Director	Operational Services	Inform
Jeff Chase, Director	Partnerships	Inform

Author: Andrew Bissett, Mobility, Operational Services

**City Clerks: A. Lennox / C. Doi**



# Background and Previous Council Direction

## Background

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What is a Community Entrance Sign?

While they display a wide variety of materials, design, and scale, they are features or structures that mark the primary entrance into a community. These signs are either built by the original developers of the community or installed by Community Associations or other community-led parties later on.

### Developer-installed Community Entrance Signs

Community entrance signs and features are usually installed at the development stage of new subdivisions. The entrance feature is often the first thing people notice, making it an essential piece in creating an inviting and positive first impression. For property developers, community entrance signs act as a visual representation of their brand and vision. In competitive real estate markets, distinguishing one's development from others is crucial. Distinctive entrance signs and features promote a level of quality, detail, and style that developers hope will attract more potential buyers to their area. Memorable entrances also become landmarks that serve a practical purpose by providing wayfinding information to residents and visitors. Administration did reach out to the Building Industry and Land Development Association of the Calgary Region (BILD) for their local perspective on the reasons to build community entrance signage in new developments, however they declined the offer to submit information for this report.

These sign features are approved as an "Optional Subdivision Amenity" (OSA) within The City of Calgary's standard Development Agreements. They may be installed on parcels of private property or on lands that will become part of The City's public rights-of-way or park spaces. OSA's on private property are to be maintained by the developer in accordance with the established time-periods of the agreement, and then the responsibility is assumed by the property owner or transferred via an agreement with a Resident's Association (RA) or Homeowner's Association (HOA), if one exists. When entrance signs or other features on private property require maintenance, repair, or removal it is the property owner who is responsible.

The City has two types of agreements for non-standard amenities placed on public land. Where the amenity is located on parks land, the developer and The City enter into an Optional Amenities Agreement (OAA). This commits the developer to maintain the amenity for a period of five (5) years after The City has approved the Final Acceptance Certificate (FAC) for the development. In general terms, an OAA is a legal agreement that allows for non-standard infrastructure to be placed on public parks or road rights-of-way if parks are part of the overall plan. It includes more than just entrance signage, as The City has agreements for items such as ornamental fencing, gazebos, decorative fixtures, sculptures, etc. The OAA requires payment to The City for the estimated costs of the eventual removal of the amenity and the anticipated landscape rehabilitation needs. These funds are linked to the specific amenities listed in the OAA and are held by The City in a separate account until needed. Prior to the expiration of the OAA, if there has been an association established, the developer shall make reasonable efforts to have the association assume the ongoing maintenance responsibilities of the signage by facilitating a new OAA between the association and the City. Of the over 500 community signs identified, 18 have associated OAAs.

However, for optional amenities on public lands where there is no association available or interested to enter into an agreement with The City, the amenities become the responsibility of The City once the developer's five-year maintenance period has ended. Once this occurs, The City's practice is to remove any features that become damaged or have reached the end of their functional "life span". The City does not refresh or replace these community entrance features.

### Community-initiated Community Entrance Signs

Community Associations or other interested groups in established communities may also apply to build entrance signs and features on public lands. These features often incorporate the local history, heritage, or natural surroundings of the area in the design. They strive to celebrate the community's character and hope to create a lasting impression and sense of connection that resonates with residents. The application process can go through several City channels, depending on the applicant and type of land they wish to use, including Real Estate and Development, Partnerships, Mobility and Law.

Community Associations that wish to add an identification sign or feature on the lands they already lease from The City can do so with approval. A second agreement is not needed, as the new infrastructure would be added to the existing lease conditions. Community Entrance or Identification signs with a LOC are typically for a term of 15 years. The Community Associations are responsible for all maintenance and repairs and must carry general liability insurance of \$5 million for the term of the LOC.

Currently, there are fifteen Community Associations with either an OAA or a License of Occupation (LOC) for such signs or features: Bonavista Downs, Bridgeland Riverside, Capitol Hill, Cliff Bungalow Mission, Deer Run, Douglas Quarry, Edgemont, Haysboro, Kingsland, Lake Bonavista, Millican Ogden, Northern Hills (Country Hills Estates), Queensland, Varsity, and Woodcreek. Two other community groups – Bowness Historical Society and the Prestwick Residents Association – also have LOCs with The City for similar features.

## Background Research Links

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### City of Edmonton, AB. Developer Installed Neighbourhood Entrance Signs

Urban Planning and Economy (UPE00449)

Date: 2021 May 25

#### Purpose of Report

Review the design regulations during initial construction of these entrance feature signs, which are designed and constructed by the developer typically during the early stages of the overall neighbourhood development. Review options to restore or remove signs that are in disrepair. [City of Edmonton Report Link](#)

## City of Markham, ON. Subdivision Entrance Features

Development Services

Date: 2020 May 19

### Purpose of Report

Provide an inventory of the city of Markham's existing subdivision entrance features. Identify condition, operating, and lifecycle costs, and future servicing impacts of existing subdivision entrance features. Identify community sentiments obtained through "Your Voice Markham" survey of Markham residents and recommend next steps for the future programs. [City of Markham Report Link](#)

## Bylaws, Regulations, Council Policies

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### Enhanced Maintenance Agreement and Infrastructure Agreements Policy (CSPS 007)

Business Unit: Parks      Effective Date: 2004 September 13, amended 2009 February 10

#### BACKGROUND

In 2002, The City recognized a need to review and develop consistent corporate policies and procedures and templates for the use of Enhanced Maintenance Agreement and Infrastructure Agreements and Optional Amenities Agreements. This was due to a proliferation of requests from the public and development industry.

#### PURPOSE

This policy is a tool used for the development industry (landscape architects, engineers, and consultants), and Resident and Community Associations for the management and administration of enhanced park features and amenities. More specifically addresses the issues of lifecycle, ongoing maintenance, financial concerns, and legal implications. <https://www.calgary.ca/council/policies/os.html>

## Previous Council Direction

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DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 June 01	EC2023-0643	<b>Notice of Motion – Community Sign Repair</b> Concern raised that community name signs are in various states of disrepair in communities throughout the city. Administration directed to return in Q2 2024 with assessment of signs, estimated costs, and current approval processes.



Report Number: EC2023-0643

Meeting: Executive Committee

Meeting Date: 2023 June 01

Item # 8.2.1

## NOTICE OF MOTION

**RE: Community Sign Repair****Sponsoring Member(s) of Council:** Councillor Jasmine Mian

WHEREAS community name signs are in various states of disrepair in communities throughout the city;

AND WHEREAS community sign upkeep is the responsibility of a variety of entities (including, homeowners, community associations and others), many of whom do not have the financial means to repair them;

AND WHEREAS community signs give a sense of place and pride to community residents, and their degradation and neglect may tarnish those sentiments;

AND WHEREAS under-maintained or vandalized signs exist in all quadrants of the city;

NOW THEREFORE BE IT RESOLVED that City Council direct Administration to:

- 1) conduct an assessment of the number and location of community signs and features, and the entity responsible for upkeep and maintenance of each;
- 2) identify the community signs that require repair, the estimated cost including ongoing maintenance, and a proposal to address the issue;
- 3) assess the current legislative tools governing community sign maintenance and identify any gaps and proposed solutions to reduce vandalism and disrepair in the future;
- 4) Assess the process of creating or approving signage through the planning approvals and construction process;
- 5) and report back to the Community Development Committee by Q2 2024.

### Attachment

1. Notice of Motion Checklist

ISC: Unrestricted

Page 1 of 1



# Inspection Results for Community Entrance Signs

## Number of Community Entrance Signs

Administration conducted a physical count of the number of features or structures that could be described as a “community entrance sign” on public lands. 511 entrance signs were documented. There were also hundreds of other decorative community features installed on public property as well, ranging from planters to concrete obelisks to metal sculptures. A map was generated (below) to show the city-wide distribution of the signs that were inspected, which were in 115 communities out of the city’s total of 206.

According to Community Planning records, there are approximately 180 locations with entrance features that were installed on private property at the time of the subdivision development. These signs are the responsibility of those private property owners to maintain.

## Condition

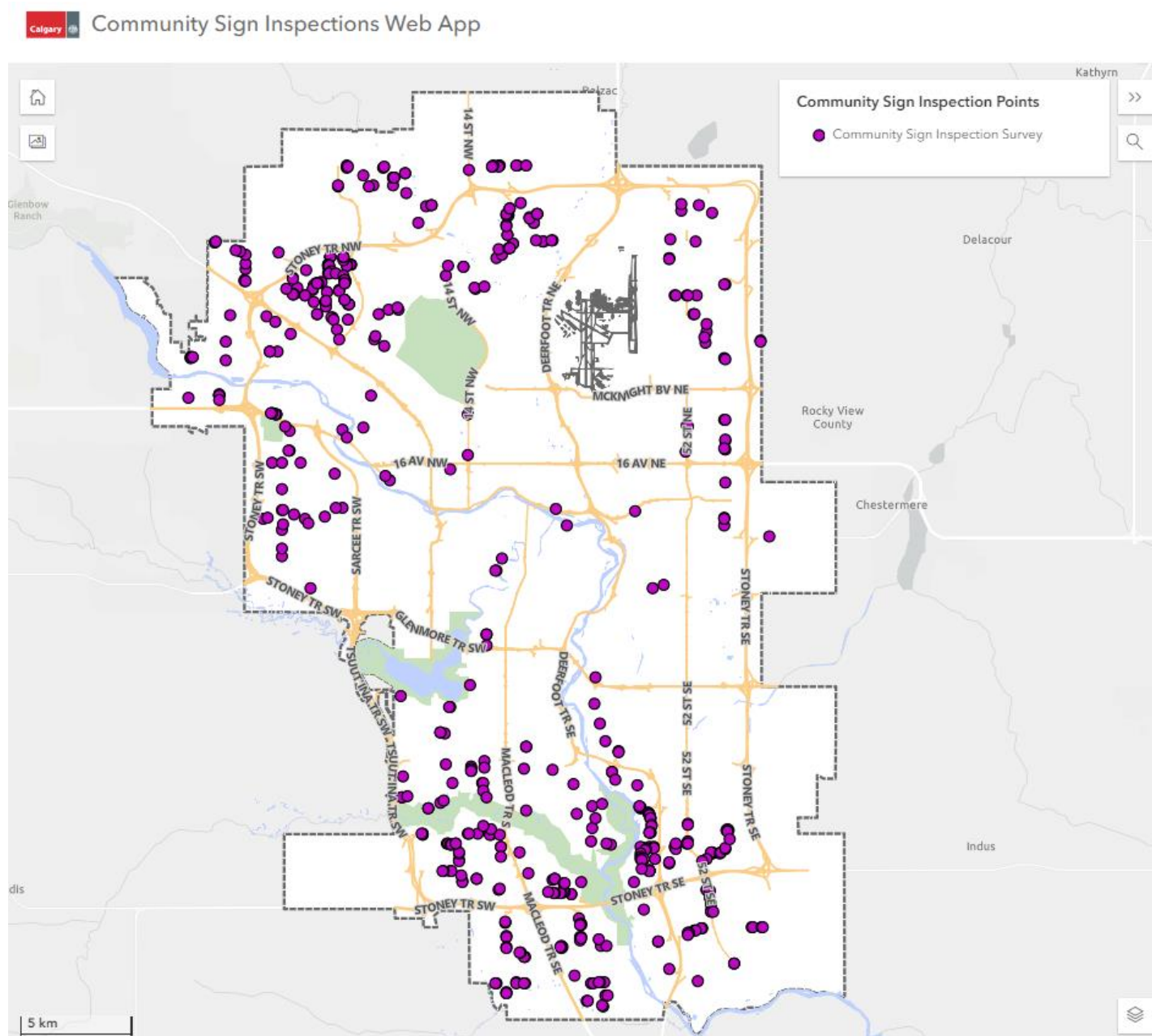
Administration inspected all entrance signs on public property and assigned them a rating based upon their physical condition. There was a wide variety of materials used in the construction of these signs, including lumber, plastic, concrete, brick, natural stone, and metals (Attachment 3). Signs with condition ratings of excellent (1) and good (2) may have exhibited some general wear-and-tear due to exposure but appeared to be structurally sound. Signs with ratings of fair (3) may have faded lettering, paint finishes that have cracked and peeled away, or minor damage including graffiti. Signs with poor (4) or very poor (5) ratings had missing letters, visible structural damage, and the lack of maintenance noted would have impacted both the readability of the sign and the aesthetics. Most of the inspected signs were found to be in good or excellent condition (80%), while another 10% were rated as fair. However, 51 entrance signs on public property were given condition ratings of poor to very poor (4-5), which is approximately 10% of the total number of signs.

Community Entrance Sign Condition Survey			
Condition Rating	Description	Number of Signs	Percentage of Total
Excellent or Good	Exhibited some general wear-and-tear due to exposure but appeared to be structurally sound	401	80%
Fair	Had faded lettering, paint finishes that have cracked and peeled away, or minor damage including graffiti	59	10%
Poor or Very Poor	Missing letters, visible structural damage, and the lack of maintenance noted would have impacted both readability and aesthetics	51	10%

## Responsibility

As referenced in Attachment 1, less than 4% of the community entrance signs on public lands have an active maintenance agreement or license in place: 18 out of 511.

## Inspection Locations of Community Entrance Signs



## Repair and Maintenance Cost Estimates

Administration received estimates from external contractors to repair and restore several community entrance signs that had deteriorated since their installation. The six signs that were selected for review were made of varied materials, including brick, stone, slate, stucco, concrete, metal, and wood. Where there was existing landscaping, the vegetation was to be maintained and protected. The estimates do not include costs associated with street use permits, temporary road closures or pedestrian accommodations that would be required to safely carry out any construction work. Roadway permissions and traffic control set-ups would likely increase the overall costs by 25-35% based on the typical intersection locations.

Description of Materials and Work	Average Cost Estimate
Restore brick wall; supply and install missing brass lettering	\$7925
Repair and restore stucco wall; supply and install metal signage	\$14,250
Repair and restore concrete and stucco wall; supply and install metal lettering	\$12,700
Repair and restore stone and concrete wall; supply and install metal lettering	\$20,100
Repair wood structure; replace slate and stone tiles (colour match)	\$8250
Restore and seal wood and stone; supply and install composite lettering	\$10,750
<b>Average Estimate per Sign</b>	<b>\$12,495</b>

Using the average cost per sign estimate, plus 30% for mobility accommodations, Administration could forecast an expenditure range of \$830,000 to \$945,000 for the repair and restoration of the fifty-one signs currently identified as being in poor or very poor condition. This assumes that the structural components of each sign are acceptable to conduct such repair. Applying this estimate to the total number of community entrance signs currently on public property with no licence or agreement (493) would produce a restoration cost estimate of **\$8.0M to \$9.1M** to extend the 'life span' of these entrance signs. Based on this estimate, the annual restoration expenditure, over an expected 15-year period, would equate to \$533,000 - \$610,000.

This restoration expenditure would be for the existing entrance signage. It does not include maintenance costs for the hundreds of other amenities currently installed on public land or any future entrance features, nor for the eventual removal and surface rehabilitation costs for the amenities once they are no longer repairable.





## Examples of Community Entrance Sign Materials



Montgomery



Applewood



Copperfield



Deer Ridge



Edgemont



Inglewood





Greenwood / Greenbriar



Haskayne



Mountain Park



McKenzie Lake



Silverado



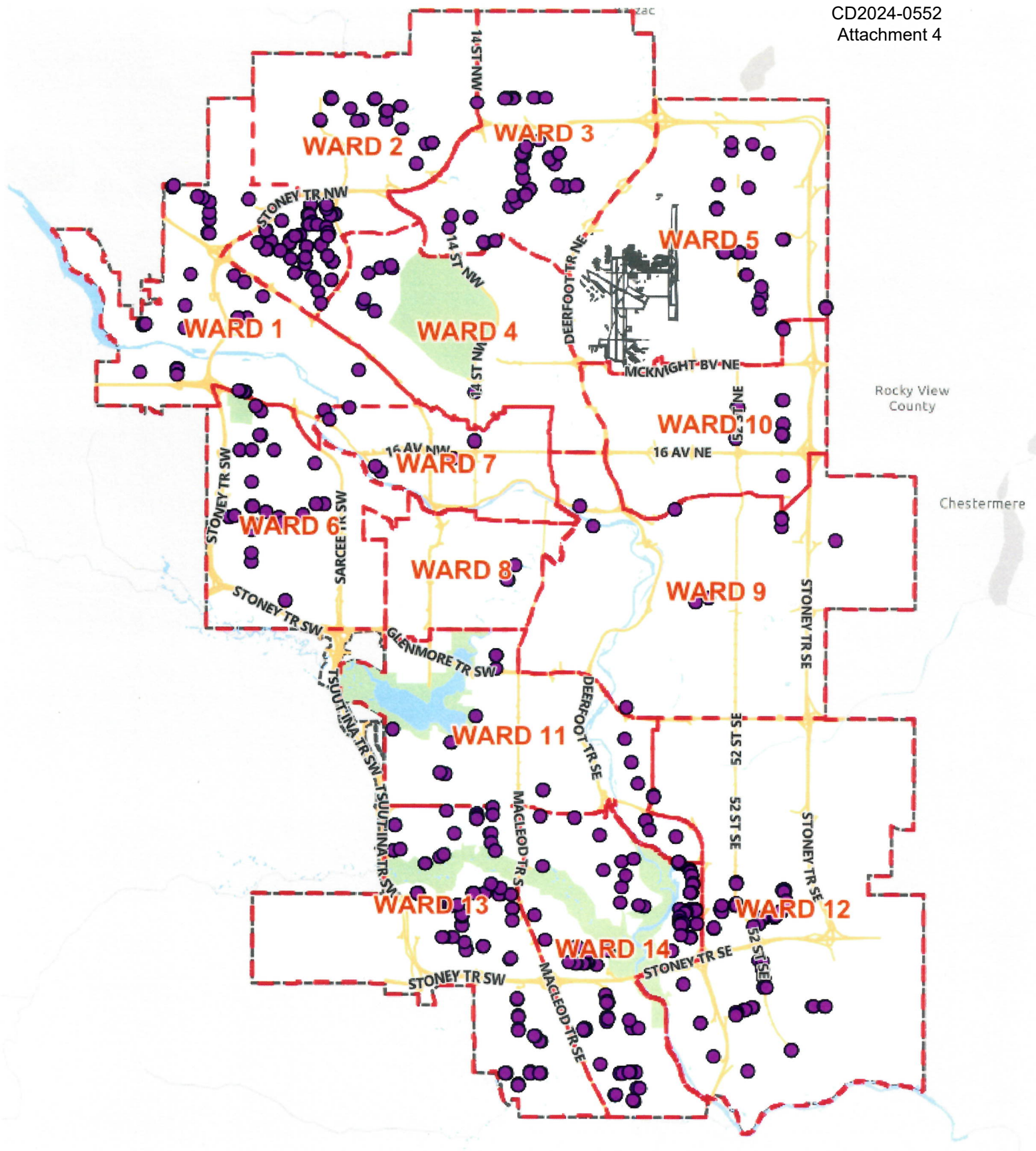
Woodlands



Temple







Community Sign Inspection Points

- Community Sign Inspection Survey

Wards

- ISC: Unrestricted







# Community Entrance Sign Maintenance and Repair

CD2024-0522

26 June 2024



## Previous Council Direction

On 01 June 2023, Council approved the Notice of Motion on Community Sign Repair (EC2023-0643).

Concerns were raised about the condition of many community name signs throughout the city. Administration was directed to:

- Conduct an assessment of the number and location of community signs and features, and the entity responsible for the upkeep and maintenance of each;
- Identify the community signs that need repair, the estimated cost including ongoing maintenance, and a proposal to address the issue;
- Assess the current legislative tools governing community sign maintenance and identify any gaps and proposed solutions to reduce vandalism and disrepair in the future;
- Assess the process of creating or approving signage through the planning approvals and construction process;
- Report back to the Community Development Committee by Q2 2024





# Recommendations

That the Community Development Committee recommend that Council receive this report for the Corporate Record





## Entrance Signs on Public Property

- Most signs installed by property developers at time of subdivision build
- 55% of Calgary's communities have an entrance sign
- 90% of signs rated excellent to fair condition, 10% poor or very poor
- The City does not repair or maintain these signs





## Installers

Mainly Developers  
A few communities



## Condition

Good+: 401 signs  
Fair: 59 signs  
Poor: 51 signs

## Number of Signs

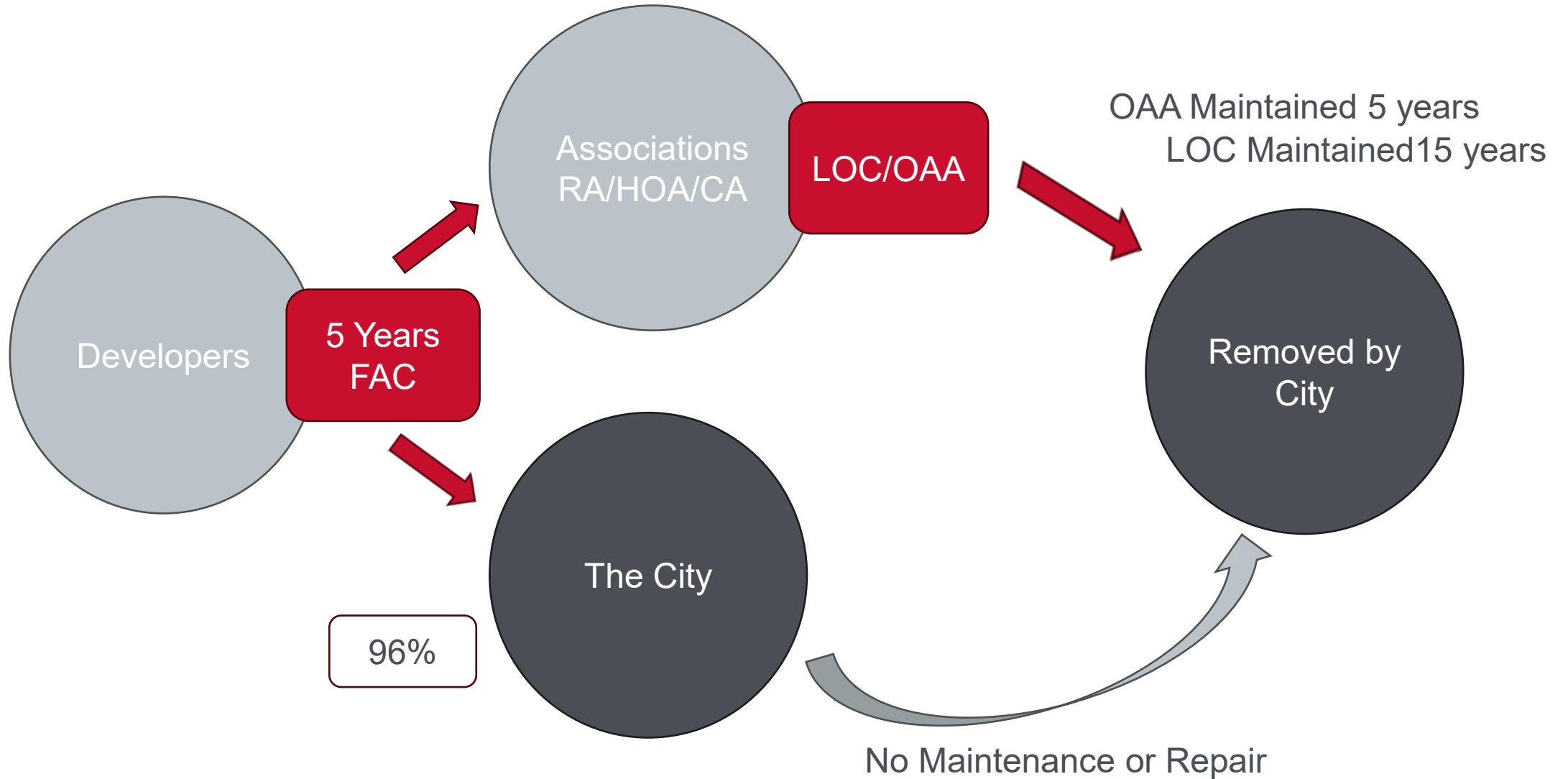
115/206 communities  
511 on public lands



## Responsibility

0-5 years: Developer (F.A.C.)  
5+ years: License of Occupation (LOC) or Optional Amenities Agreement (OAA)  
No agreement = City obligation

# Current State





# Cost Estimates for Sign Maintenance

Administration does not currently offer repair or maintenance services for Community Entrance Signs. Damaged or deteriorated signs are removed.

Service	Avg. Cost Per Sign	Scope	Estimate
Repair & Restore	\$16,185 (incl. mobility accommodations)	Poor/V.Poor condition (51)	\$830K - \$945K
Repair & Restore	\$16,185	All signs (over 15-year period)	\$8.0M - \$9.1M
Service	Avg. Cost Per Sign	Scope	Estimate
Replace	\$30,765*	All signs	\$15.7M - \$20.4M

\* Source: City of Markham report

# Recommendations

That the Community Development Committee recommend that Council receive this report for the Corporate Record



Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
IGA2024-0703

**RE: Regional Utility Servicing Rates Setting (Verbal), IGA2024-0703**

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024  
JULY 18:**

That Council:

1. Receive this verbal report and distribution for the Corporate Record; and
2. Direct that the Closed Meeting presentation and discussions be held confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by February 15, 2034.

Excerpt of the Minutes from the Regular Meeting of the Intergovernmental Affairs Committee,  
2024 July 18:

"A confidential presentation was distributed with respect to Confidential Verbal Report IGA2024-0703."

**Attachment:**

1. Confidential Attachment



Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
IGA2024-0873

**RE: Government Relations Update (Verbal), IGA2024-0873**

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024  
JULY 18:**

That Council direct that the confidential presentation and closed meeting discussions be kept confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2025 July 18.

**Attachment:**

1. Confidential Attachment



Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
IGA2024-0899

**RE: Government of Canada Update (Verbal), IGA2024-0899**

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024  
JULY 18:**

That Council direct that the closed meeting presentation and discussions be kept confidential pursuant to Section 21 (Disclosure harmful to intergovernmental relations) and Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2034 June 30.

Excerpt of the Minutes from the Regular Meeting of the Intergovernmental Affairs Committee,  
2024 July 18:

“A confidential presentation was distributed with respect to Confidential Verbal Report IGA2024-0899.”

**Attachment:**

1. Confidential Attachment





Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
ECC2024-0869

**RE: Event Centre and District Improvement Update (Verbal), ECC2024-0869**

**RECOMMENDATION OF THE EVENT CENTRE COMMITTEE, 2024 JULY 22:**

That Council:

1. Receive the Confidential Presentation for the Corporate Record;
2. Direct Administration, once full approval of the Event Centre development permit is released, to report to the Event Centre Committee with a recommendation and proposed bylaw to dissolve the Event Centre Committee; and
3. Direct that the Closed Meeting discussions and Confidential Presentation be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be released at the sole direction of the Chief Administrative Officer and to be reviewed by July 22, 2029.

Excerpt of the Minutes from the Regular Meeting of the Event Centre Committee, 2024 July 22:

"A confidential presentation was distributed with respect to Confidential Verbal Report ECC2024-0869."

**Attachment:**

1. Confidential Attachment



Planning & Development Services Report to  
Executive Committee  
2024 July 23

ISC: UNRESTRICTED  
EC2024-0801

## **Downtown Post-Secondary Institution Incentive Program Terms of Reference**

### **PURPOSE**

The purpose of this report is to seek Council approval for the revised Terms of Reference for the Downtown Post-Secondary Institution Incentive Program.

### **PREVIOUS COUNCIL DIRECTION**

At the 2023 March 14 Regular Meeting of Council, Council approved the Downtown Post-Secondary Institution Incentive Program Terms of Reference.

#### **RECOMMENDATION:**

That the Executive Committee recommend that Council approve the updated Downtown Post-Secondary Institution Incentive Program Terms of Reference contained in Attachment 2.

#### **RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 JULY 23:**

That Council approve the updated Downtown Post-Secondary Institution Incentive Program Terms of Reference contained in Attachment 2.

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

General Manager Debra Hamilton concurs with this report. The proposed Terms of Reference updates will support the continued revitalization and diversification of Calgary's downtown. The changes support consistent and clear expectations for applicants, with several improvements based on learnings from program implementation to-date.

### **HIGHLIGHTS**

- Proposed updates to the existing Downtown Calgary Development Incentive Program will enable further progress on the goals and vision of the Greater Downtown Plan.
- Key revisions include improvements to the governance structure, additional clarity on review and decision-making processes, as well as changes to incentive funding allocation and eligibility.

### **DISCUSSION**

#### **Background**

The Downtown Calgary Development Incentive Program ("the Program") was established in 2021 April as a key component of report [C2021-0524, Realizing Calgary's Greater Downtown Plan – Initial Investments and Incentives](#). The purpose of the Program is to provide financial incentives to assist with the removal of approximately six million square feet of office space to address the disinvestment in Calgary's downtown and catalyze its transformation towards a more balanced mix of residential, office, retail, entertainment, tourism and culture.

Due to its early success, Council allocated additional funds to the Program for a total investment of \$162 million, including \$153 million for the Downtown Calgary Development Incentive

Planning & Development Services Report to  
Executive Committee  
2024 July 23

ISC: UNRESTRICTED  
EC2024-0801

### **Downtown Post-Secondary Institution Incentive Program Terms of Reference**

Program and \$9 million to support a more significant presence of post-secondary institutions in the Downtown through the conversion of existing underutilized office space.

#### **Implementation to-date of the Downtown Office to Post-Secondary Institution Incentive Program**

Multiple post-secondary institutions have been interested in the Program and they have actively engaged Administration in their plans to initiate or expand their presence in Downtown. The City is interested in incentivizing these projects given their potential to improve the Downtown and because projects may face significant cost barriers.

#### **Proposed Revised Downtown Office to Post-Secondary Institution Terms of Reference (Attachment 2)**

In 2023 March, City Council approved Administration's previous recommendation that this Program requires distinct Terms of Reference since the "approval process, funding sources, and other elements of the proposed PSI Program scope" differ from those of other conversion projects (EC2023-0102). To improve Program feasibility, the following is a summary of the key updates to the Program:

- Governance: The Incentives Approval Committee (IAC) has been updated to include the General Manager of Planning & Development Services, the Director of Finance and the Director of Real Estate & Development Services or delegates. An Administrative Review Panel has been created to provide an avenue to applicants for appeals of decisions, which will consist of the Chief Financial Officer and the Chief Operating Officer.
- Funding: Clarified that funding will only be allocated to publicly funded post-secondary institutions at this time and the Government of Alberta is a welcomed funding partner instead of a required funding partner for the Project.
- Evaluation Criteria: The review and evaluation process has been revised and clarified. A Review of 'pass/fail' criteria has been established to determine application eligibility based on legal and financial requirements.
- Applicability: Program applies equally for the entire Greater Downtown Plan Area.
- Occupancy Commitment: Occupancy commitment is a minimum of 15 years.
- Process: Additional clarity provided for applicants on the information required during the process. The proposed expression of interest initiates collaboration between the PSIs and The City through the application
- Payment of Funds: Incentive provided directly to the PSI rather than the building owner.

#### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

Since the launch of the Program, Administration has been closely engaged with the post-secondary institutions ready and interested in expanding post-secondary academic use Downtown. Administration has also remained in frequent contact with building owners, brokers and real estate advisors. While no formal engagement was done in preparation of this report, it includes the insights and advice gained from the feedback of these industry professionals.

**Planning & Development Services Report to  
Executive Committee  
2024 July 23**

**ISC: UNRESTRICTED  
EC2024-0801**

**Downtown Post-Secondary Institution Incentive Program Terms of Reference**

**IMPLICATIONS**

**Social**

The Program will further incentivize post-secondary institutions to locate or expand their presence Downtown which will bring more post-secondary students Downtown to activate city streets and support small businesses.

**Environmental**

The Program continues to support office to post-secondary institution conversion projects through the retention and re-purposing of existing buildings. Additionally, energy efficiencies may be achieved through upgrades to building façades, mechanical and electrical systems.

**Economic**

The revised Program will help to accelerate investment in the Downtown. The provision of post-secondary institutions helps to create a vibrant Downtown and supports the retention and attraction of new businesses while expanding the customer base for local retailers and service providers.

**Service and Financial Implications**

**No anticipated financial impact**

No additional funding requests are being made through this report.

**RISK**

There are no identified risks associated with the approval of this report. Given the current Terms of Reference were limited in their ability to support these projects, there is a risk that projects in pre-consultation may not proceed if the updated Terms of Reference are not approved.

**ATTACHMENTS**

1. Previous Council Direction, Background
2. Downtown Post-Secondary Institution Incentive Program Terms of Reference
3. Presentation

Department Circulation

<b>General Manager/Director</b>	<b>Department</b>	<b>Approve/Consult/Inform</b>
Stuart Dalglish	Chief Operating Officer	Consult
Debra Hamilton	Planning and Development Services	Approve
Carla Male	Corporate Planning & Financial Services	Approve
Lynne Davies	Law, Legislative Services & Security	Consult

Author: Steven Sinclair, Downtown Strategy; Vanessa Fraser, Downtown Strategy

**City Clerks: C. Doi / J. Booth**



# Background and Previous Council Direction

## Background

### Downtown Strategy

The Downtown Calgary Incentive Program (“The Program”) is a cornerstone of The City’s Downtown Strategy and a major driver of the vision and goals of Calgary’s Greater Downtown Plan. The Program was established in 2021 April by Council in report *C2021-0524, Realizing Calgary’s Greater Downtown Plan: Initial Investments and Incentives*. The Program supports office space conversions to residential units, hotels, schools and performing arts centres.

The Program’s purpose is to provide financial incentives to assist with the removal of approximately six million square feet of office space in the Greater Downtown Plan Area over the next 10 years (2021 to 2031). The removal of vacant office space can be achieved through conversion to residential or other adaptive uses, or through potential demolition and rebuild of non-office space. Without the Program, office conversions or redevelopment projects will likely not occur.

The overall goals of the Program are to increase overall economic activity in the Greater Downtown Plan Area by:

- Removing office space from the Greater Downtown Plan Area – with a priority area of the Downtown Core;
- Increasing downtown residential dwelling units to improve vibrancy; and,
- Reducing the downtown office vacancy rate, supporting property values and increasing the non-residential property tax assessment base.

The first version of The Program was launched in 2021 August and focused solely on office to residential conversions. In 2023 February, The Program was updated to include office conversions to hotels, schools and performing arts centres. A separate incentive program focused on post secondary institutions was also initiated as a pilot to encourage institutions planning campus expansion to consider occupancy of current vacant office space in downtown.

On 2023 October 17, acceptance of new applications for The Program was paused, pending securing additional funding and updates to the terms of reference.

## Previous Council Direction

### Downtown Strategy

Date	Report Number	Description
2023 March 14	EC2023-0102	Council approved the Downtown Post-Secondary Institution Incentive Program Terms of Reference.
2022 November	Service Plans & Budget	Council approved an additional \$53 million towards the Downtown Calgary Development Incentive Program to support the implementation of all Phase 2 eligible applications, including \$9 million towards incenting post-

		secondary institutions to locate in the downtown, amounting to a total Program fund of \$153 million.
2022 February 15	C2022-0157	Council approved a funding request of up to \$15 million for Phase 1 of the Palliser One office conversion project, comprised of floors 15 -27
2021 November	Budget Adjustments	Council approved an additional \$55 million towards the Downtown Calgary Development Incentive Program to support the implementation of all Phase 1 eligible applications, amounting to a total Program fund of \$100 million.
2021 July 26	PFC2021-0779	Council adopted the following: 1. Receive the State of Downtown Calgary 2020 (Attachment 2) for the corporate record; 2. Approve the Downtown Calgary Development Incentive Program Terms of Reference (Attachment 3); 3. Direct Administration to bring the Downtown Calgary Development Incentive Program Phase 2 -Terms of Reference to Council no later than 2021 Q4; 4. Direct Administration to report on the implementation of the Downtown Calgary Development Incentive Program, the financial status, and recommendations on future program terms of reference to Council no later than 2022 Q4; and 5. Approve Redirection & Reprioritization of Cultural Municipal Sustainability Initiative Budget Funds (Attachment 5), including allocations of previously approved budgets totaling \$15.5M as outlined in Table 1 - Redirection of Cultural Municipal Sustainability Initiative (CMSI) Funds.
2021 April 26	C2021-0524	Council approved the following: 1. Approve <b>revised</b> Attachment 3, “Greater Downtown Plan – Initial Investment and Approvals”, including investment categories and allocations, and with the \$200 million initial investment funded by \$60 million from the Budget Savings Account, \$63 million from the Fiscal Stability Reserve and \$77 million from the Canada Community Building Fund subject to receipt of the 2021 increase; 2. Request the Mayor write letters to the provincial and federal governments, advocating for funding and other support for Calgary’s Greater Downtown Plan, and direct Administration to pursue the same support by contacting provincial and federal government officials and departments; 3. Authorize entering into a Housing Agreement on Sierra Place at 706 7 Avenue SW and authorize the Community Services General Manager to develop, approve, and execute the agreements identified in Attachment 7 and necessary to implement the HomeSpace project; and,



		4. Direct Administration to report back to Council no later than 2022 Q2
2020 December	C2020-1439	Council approved <i>Notice of Motion C2020-1439 Providing Incentive to Residential Development in the Downtown Core</i> . That with respect to Notice of Motion C2020-1439, the following be adopted, as amended: NOW THEREFORE BE IT RESOLVED that Council direct City Administration to explore the potential creation of regulatory and financial investment incentives for the development of new high-density residential complexes and the conversion of office buildings to various forms of residential occupancy or other uses within the downtown generally, but with a focus on the Downtown Core, to coordinate with the work of the Real Estate Working Group and Urban Initiatives Downtown Strategy team. AND FURTHER BE IT RESOLVED that Administration report to the Priorities and Finance Committee with its findings no later than the end of 2021 April.



## DOWNTOWN POST-SECONDARY INSTITUTION INCENTIVE PROGRAM TERMS OF REFERENCE

### 1 PURPOSE

The purpose of the Downtown Post-Secondary Institution Incentive Program Terms of Reference (the “Terms of Reference”) is to define the intended outcomes of the Program, provide clarity and transparency of the review process, and outline the requirements and process for allocating The City of Calgary’s Post-Secondary Institution incentive funds (“PSI Funds”) to Post-Secondary Institutions (“PSIs”).

The Terms of Reference for the Downtown Post-Secondary Institution Incentive Program (the “Program”) reflects The City’s commitment to expand PSI learning spaces in the Greater Downtown Plan Area.

#### 1.1 Intended Outcomes

The Program was established in 2021 April by Council in report *C2021-0524 Realizing Calgary’s Greater Downtown Plan: Initial Investments and Incentives*. The approved report was presented in conjunction with report *PUD2021-0220 Calgary’s Greater Downtown Plan: Roadmap to Reinvention* that detailed the 10-year implementation plan.

The intended outcomes of the Program are to increase overall economic activity, vibrancy and safety; reduce Downtown office vacancy; and expand PSI presence in the Greater Downtown Plan Area by:

- Supporting the removal of approximately six million square feet of office space in the Greater Downtown Plan Area over a 10-year period (2021 to 2031);
- Reducing the downtown office vacancy rate and supporting property values;
- Encouraging adaptive reuse of existing buildings for complementary and diverse uses to increase resiliency;
- Supporting climate strategies through reuse of underutilized properties and building upgrades;
- Increasing PSI student presence to support local business, rejuvenate street-level retail, activate city streets, improve safety, and add vibrancy to Downtown Calgary;
- Enhancing work-integrated learning opportunities for PSI students with the proximity to downtown businesses, which creates the associations and relationships necessary to maintain and grow an innovative and talented workforce; and
- Supporting the demand for the downtown housing market with a broader demographic offering, which could increase the overall residential population, and enable student-focused housing development.

### 2 APPLICABILITY

These Terms of Reference shall supersede any prior versions issued by the Downtown Calgary Development Incentive Program and apply to all applications received by the Program after the approval of these Terms of Reference by Council, and any available funding designated to the Program.

The Program applies to office conversion projects in the Greater Downtown Plan Area. Projects

outside the Greater Downtown Plan Area will not be considered for the Program. PSI must be publicly funded, receive financial support from the Government of Alberta, and be identified and listed by the [Government of Alberta](#) as a publicly funded PSI to be eligible.

## 2.1 Out of Scope

The following applications will be considered out of scope and therefore will not be eligible for the Program:

- Proposed projects located outside of the Greater Downtown Plan Area.
- Conversions of buildings/spaces not currently classified by The City of Calgary (“The City”) as commercial office space and a “non-residential” property for assessment and tax purposes.
- Construction of new buildings, including any additions to existing buildings.
- Property owned by any municipal, provincial or federal government, subsidiaries or affiliates thereto.
- Privately funded PSIs.

## 3 INCENTIVE

### 3.1 Office to Post-Secondary Conversions

- The Program is offering incentive funding for office to PSI conversion projects at \$50 per square foot based on the original rentable area of existing office space that will be converted to post-secondary use.
- The PSI funds will be up to a maximum of \$15 million per project unless Council approves a greater amount for a particular application.
- The term of occupancy shall not be less than 15 years. A schedule of repayment will be included in the funding agreement entered into between the PSI and The City for the PSI Funds (the “Funding Agreement”) in the event the occupancy is terminated earlier than the 15 years and repayment is required.
- The PSI Funds will fund the costs of conversion, such as the building improvements and tenant improvements associated with the campus expansion project, including the incremental costs associated with addressing items specific to conversion of vacant office space to an “assembly” occupancy.
- The PSI will be undertaking and/or managing the PSI Funds for the building improvements and tenant improvements for the project.
- The PSI Funds will be distributed to the PSI in accordance with the terms of a negotiated Funding Agreement.
- Due to limited funding, access to PSI funds will be dependent on The City’s funding available at the time the application is submitted and reviewed.

## 4 GOVERNANCE

### 4.1 Downtown Strategy Business Unit

All applications to the Program will be submitted to, and reviewed by the Downtown Strategy Business Unit (“DTS”) or, in the event of a restructuring of roles, an equivalent team as may be designated by the Chief Operating Officer in their sole discretion.

The funding application process from intake to payment of funds will be led and managed by the DTS team. Funding recommendations (approval or refusal) will be made by the DTS team to the Incentives Approval Committee or Council, as applicable (per Section 4.3 Approvals & Decision-Making).

Other subject matter experts will be engaged as required for support throughout the review, project development process, negotiation of a funding agreement, execution of the project, and any other processes as required.

## 4.2 Incentives Approval Committee

The Incentives Approval Committee (“IAC”) consists of three members:

1. General Manager of Planning & Development Services, or their designate;
2. Director of Finance, or their designate; and
3. Director of Real Estate & Development Services, or their designate.

## 4.3 Approvals and Decision-Making

The DTS team will make recommendations for decision (approval or refusal) to the IAC for all funding requests up to and including \$15 million for any individual application. Decisions for funding requests up to and including \$15 million shall be in the sole and exclusive discretion of the IAC.

The DTS team will make recommendations for decision (approval or refusal) to Council for all funding requests greater than \$15 million for any individual application, following endorsement by the IAC. Decisions for funding requests greater than \$15 million shall be in the sole and exclusive discretion of Council.

Approval Range (per Conversion Project)	Decision-Making Authority
Up to and including \$15 million	Incentive Approvals Committee
Greater than \$15 million	Council

All application decisions made pursuant to this Program shall be in the sole and exclusive discretion of the IAC or Council as summarized above.

Decisions, including approvals, made pursuant to these Terms of Reference do not: (1) constitute the granting by the municipality of The City of any approval or permit as may be required pursuant to the *Municipal Government Act (Alberta)* or any other legislation in force in the Province of Alberta, including approvals of subdivision and permit applications and any land use redesignation applications, or (2) restrict the municipality of The City, its Council, officers, employees or agents in the full exercise of any and all powers and duties vested in them in their respective capacities as an approving authority over subdivision and permit applications and land use redesignations applications, or as a governmental authority.

## 4.4 Administrative Review Panel

Applicants may request a reconsideration of the IAC’s decision to the Administrative Review Panel (“ARP”) within 30 calendar days of receiving notification of decision. To be eligible for reconsideration, applicants must have new and material information that could not have reasonably been submitted with their original application and was not considered by the IAC in its decision-making process.

The ARP consists of the following two members:

- Chief Financial Officer, or their designate; and
- Chief Operating Officer, or their designate.

The ARP will render decisions on all requests for reconsideration within 30 calendar days of receiving the request for reconsideration, and upon recommendation of the ARP a reconsideration of a Council decision will be returned to Council (timelines for Council are dependent on the Council calendar).

## 5 APPLICATION REVIEW PROCESS

### 5.1 Site Identification

The PSI's shall circulate their interest in the Program and related information regarding their space requirements (directly or by way of their agents) to all suitable potential property/building owners/landlords that may satisfy the PSI's space and amenity requirements that have property for lease in the Greater Downtown Plan Area to ensure a transparent and open process for all parties.

The PSI will be responsible for reviewing the market responses from property/building owners/landlords and identifying a short list of potential properties/buildings that can be assessed in greater detail for suitability for the Program's purposes.

### 5.2 Application Intake

Submission intake timing and details will be posted on The City of Calgary Downtown Strategy's website. Information regarding the Program will also be provided on the website including the Terms of Reference. To be considered for the Program, all applications must be submitted in the format described on The City of Calgary Downtown Strategy's website ("Downtown Strategy website").

### 5.3 Review Process

All submissions for the Program will be subject to successive interactive review stages that have the purpose of stage-gating the process to provide greater transparency to applicants regarding their application status during the review process. This also provides decision makers with clear points within the process where an application will either move to the next stage, be deemed ineligible to proceed, or receive a decision recommendation (approval or refusal) to progress to negotiation of a funding agreement. The DTS Team will be the main point of contact throughout the application review process and will communicate directly with applicants and provide guidance through the process. Throughout the stages of the review process, applicants will receive written confirmation from the DTS team of the application's status (i.e. ability to proceed and/or decision outcomes).

#### 5.4.1 Expression of Interest Letter-Preliminary Review

The PSI will initiate the process by submitting an expression of interest letter ("EOI Letter") to The City of Calgary's DTS Team outlining the PSI's interest in establishing or expanding a Downtown campus.

The EOI enables the DTS Team to answer questions a PSI may have regarding a potential site, concerns regarding the eligibility for the Program, or concerns regarding a building's suitability of conversion from a planning perspective.

The EOI Letter will include:

**1. Post Secondary Programming Overview:**

- Estimated square footage of the premises required;
- Summary of the status of the site identification and selection process – including buildings that may be identified for further due diligence if available;
- Ownership of potential properties that may be identified as suitable for the project, if known;
- The benefits to the PSI of locating Downtown and how the surrounding community will benefit;
- Confirmation of PSI's intent to occupy the proposed premises for at least 15 years;
- The content of post-secondary program(s) to be delivered in the Downtown campus and the benefits of delivering the program(s) long-term Downtown;
- Estimated number of students that are expected to take advantage of the PSI's programming;
- If applicable, the projected student population growth expected downtown because of the proposed programming;
- Timing for occupancy of the PSI's staff and student population (including set up time required before semester commencement); and
- High-level functional program requirements – types of space, classroom sizes, other potential amenities for students.

**2. Project Readiness, including:**

- Status of funding or financing for the project;
- Status of approvals from Board of Governors of the PSI (or other required Executive level authority);
- Status of any funding commitment from any other external sources including the Province of Alberta, commercial sponsors or philanthropic donors, if applicable.

**5.4.2 Submission of Request for Funding – Application Review**

After the PSI has selected a site, and is advanced in their negotiation process with a property Owner (hereinafter referenced as the "Property Owner"), the PSI will submit a proposal to The City requesting the total funding amount required for the project, together with the PSI's finalized programming details (updated from those initially provided in the EOI Letter) and will attach a letter of intent ("LOI") to the proposal (collectively, the "Request for Funding").

The LOI shall set out the key terms of the proposed lease agreement between the PSI and the Property Owner, including, but not limited to, demolition and construction timelines, space allocation, building improvements and tenant improvements, including high-level fit and finish requirements, and the required minimum 15-year lease term by the PSI.

The review of the Request for Funding will encompass a legal due diligence review, a financial due diligence review and a review of other key criteria (per Section 6: Evaluation Criteria).

#### 5.4.4 Incentive Approval Committee, Administrative Review Panel and Council Approvals

Subsequent to the review of the Request for Funding, the DTS Team will make recommendations to the IAC or Council (as may be applicable) for approval or denial of applications to proceed to the next stage of negotiation of a Funding Agreement.

Other subject matter experts will be engaged as required for support throughout the review, project development process, negotiation of Funding Agreement, and execution of the project. Details regarding the review process are described in Section 6 below. Requests for Funding will be reviewed in the order they are received.

Applicants will be notified in writing by the DTS team regarding the funding recommendation and the decision rendered (approval or refusal). Applicants that receive a decision of refusal regarding their application may request a reconsideration to the Administrative Review Panel within 30 calendar days of the date of receiving notification of the decision if the applicant has new and material information that could not have reasonably been submitted with their original Request for Funding and was not considered by the IAC or Council in its decision-making process. Refer to Section 4.4 above.

#### 5.4.5 Negotiation of the Funding Agreement

After approval by the IAC, ARP or Council to proceed to negotiate a Funding Agreement, the DTS Team will further refine project development details, negotiate the terms of a Funding Agreement and finalize any additional obligations of the PSI, including, but not limited to, permitting timelines, construction schedules, financing details, milestone obligations, finalization of the lease agreement between the Property Owner and PSI, and payment terms for the PSI Funds.

The PSI shall not finalize a lease agreement with the Property Owner without The City's knowledge. The PSI shall provide a copy of the executed lease agreement for attachment to the Funding Agreement to ensure overall alignment with Program requirements (lease agreement may be redacted to preserve the commercially confidential information of the Property Owner and PSI).

The Funding Agreement will be executed on behalf of The City in accordance with a Delegation of Authority issued by the Chief Administrative Officer.

#### 5.4.6 Contract Management

After the Funding Agreement has been signed/executed, the PSI must provide regular reporting to The City in accordance with the terms of the Funding Agreement. Failure to continue regular reporting in accordance with the Funding Agreement could result in an event of default and potential termination of the agreement, including repayment of all or a portion of the PSI Funds. Information on typical reporting documentation and requirements will be available on the Downtown Strategy website.

#### External Communications.

If applicable, The City, the PSI, and Province (if a participant) will coordinate public relations and external communications as stipulated in the Funding Agreement.



### 5.4.7 Payment of PSI Funds

Payment of the PSI Funds will occur in accordance with the terms of the Funding Agreement after the PSI's construction obligations have been achieved as set out in the Funding Agreement and notice of occupancy has been issued.

## 6 EVALUATION CRITERIA

The applicants' submission contained in the formal Request for Funding for the proposed project will undergo a fulsome review by the DTS Team. The review encompasses the following criteria summarized in the below table and further detailed throughout Section 6:

No.	Evaluation Criteria	Scoring
1	Legal Requirements – Legal Due Diligence	Pass/Fail
2	Financial Plan – Financial Due Diligence	Pass/Fail
3	Publicly Funded PSI – Government of Alberta	Pass/Fail
4	Understanding of the Proposed Project	Pass/Fail
5	Experience and Capacity of PSI to Manage/Undertake a Major Capital Construction Project	Pass/Fail
6	Occupancy Commitment – Minimum of 15 Years	Pass/Fail

The following identifies the information required to be submitted by the applicant PSI for each of the criteria above. Any additional information to support the required information may also be included. Further, if the information submitted lacks clarity or the DTS Team requires further information about a matter, the DTS Team may contact the PSI at any time during the process to obtain the requested information.

All criteria will be evaluated on a pass/fail basis as The City is providing the PSI Funds to another publicly funded institution registered with the Province of Alberta as a PSI and the PSI is ultimately responsible for the proposed project. Failure to achieve a "pass" on any of the Evaluation criterion will result in a denial of the Request for Funding.

### 6.1 Legal Requirements – Legal Due Diligence

The City will undertake a legal due diligence search of the Property Owner with whom the PSI is entering into a lease agreement. The search will include, inter alia, a search of land titles, property tax status, bankruptcy filings, any existing Canadian or international sanctions, litigation/prosecution status, and workers' compensation board status.

Property Owners will be scored on a pass/fail basis to ensure the project overall represents a sound investment for The City of Calgary. Failure to achieve a "pass" on the "Legal Requirements – Legal Due Diligence" criterion will result in a denial of the Request for Funding.

Completed due diligence searches will remain valid for a period of six months after the date of the completion of the due diligence search. However, the due diligence search may be updated at any time at the sole discretion of the DTS Team, depending on the status of the project.

### 6.2 Financial Plan – Financial Due Diligence

The PSI shall provide:

- A high-level breakdown of estimated project costs (it is understood that further refinement and provision of updated costing will be provided throughout the project);

- A financing plan and related timelines for fulfilment of the financing plan, including the status of any funding commitment from any other external source, including the Province of Alberta, commercial sponsors, or philanthropic donors (if any);
- Demonstration of the financial capacity and commitment of the applicant PSI to undertake the proposed project (i.e. verified by PSI's CFO in a letter to The City);
- An estimated funding request, based on the scope (including square footage of the premises to be converted to PSI space) of the proposed project; and
- Approvals from the Board of Governors of the PSI for the proposed project (or other required executive level authority).

A review will be performed of the breakdown of the estimated project costs, the PSI's financing plan, related timelines for fulfillment of the financing plan, as well as of the approvals required for the proposed project.

The DTS Team, in their sole discretion, reserve the right to request additional financial information if they require additional support to make an assessment of the financial capacity.

Applicants will be scored on a pass/fail basis in accordance with their ability to demonstrate their financial capacity to deliver the proposed project. Failure to achieve a "pass" on the "Financing Plan – Financial Due Diligence" criterion will result in a denial of the Request for Funding. Obligations regarding financing commitments will be incorporated into the Funding Agreement.

### 6.3 Publicly Funded PSI – Government of Alberta

The applicant PSI shall provide confirmation that they are publicly funded, receive financial support from the Province of Alberta and are identified and listed by the Government of Alberta as a publicly funded PSI.

Failure to achieve a "pass" on the "Publicly Funded PSI – Government of Alberta" criterion will result in a denial of the Request for Funding.

### 6.4 Understanding of the Proposed Project

In addition to the information required under Sections 6.2, 6.3, 6.5, and 6.6 herein, the applicant PSI shall provide the following information for review:

- Description of the proposed project.
- Any photos of the property, renderings or preliminary floorplans that demonstrate that the proposed PSI use can be accommodated within the building footprint.
- Description of any site constraints, such as:
  - environmental concerns,
  - utility servicing challenges,
  - any existing Development Agreement related to Plus 15 requirements, or other Plus 15 concerns.
- Any existing tenants or uses that may be retained, including any plans for tenant relocations (if known), existing active ground floor retail or Plus 15 level commercial uses, or other commercial uses in the property that will remain that may be relevant to the PSI's lease with the Property Owner.
- Any evidence of plans or work already completed (if available) that address applicable building codes and regulations, such as "assembly use" requirements related to fire code ingress and egress as well as floor loading and HVAC requirements.

- Details of the post-secondary programming being proposed upon completion of the proposed project, including:
  - Final functional program requirements, such as types of space required for the programming;
  - Most recent estimate of the number of students that are expected to take advantage of the PSI's programming;
  - Most recent approximate percentage of domestic and/or international students and projected student population growth over a minimum of the next five years expected as a result of the proposed programming expansion;
  - Plans to address student housing needs for both domestic and international students, and;
  - Timing for occupancy for the PSI's staff and student population (including set-up time required before semester commencement).

The PSI shall be responsible for obtaining any required information from the Property Owner. Applicants will be scored on a pass/fail basis in accordance with their ability to demonstrate that they have thoughtfully considered all aspects of the proposed property and its suitability for the proposed programming that the PSI will provide in the converted PSI space.

The DTS Team may request additional information to understand the PSI's plans for ensuring compliance with all applicable building codes and regulations and to ensure that adequate utility site servicing capacity is adequate.

Failure to achieve a "pass" on the "Understanding of the Proposed Project" criterion will result in a denial of the Request for Funding.

## 6.5 Experience and Capacity of PSI to Undertake a Major Capital Construction Project

The applicant PSI shall provide information regarding its capacity and experience in managing and/or undertaking the building improvements and tenant improvements contemplated in the proposed project, which shall include the following:

- Description of the construction/project team undertaking the building improvements and tenant improvements, including fit and finish requirements. The construction/project team includes both internal and external resources such as the architect/designer and general contractor required to complete the proposed project.
- Examples of previous relevant building and tenant improvement projects of similar scale undertaken by the PSI and/or Project Team. Contractor/consultant experience may be relied upon to fulfill this requirement; however, if contractor/consultant experience is relied upon, the PSI may be required to provide further financial or business information to ensure the capacity to deliver the proposed project.
- Estimated timeline for the proposed project, including anticipated receipt of all permitting approvals, construction timelines, and planned occupancy date.

Applicant PSIs will be scored on a pass/fail basis in accordance with their ability to demonstrate that they have the capacity and experience to manage and/or undertake the building improvements and tenant improvements contemplated in the proposed project, as well as the ability to work collaboratively with the Property Owner to complete the proposed project.

The DTS Team may request additional information to obtain a fuller understanding of the construction/project team or of the PSI's experience in managing or undertaking similar projects.

Failure to achieve a "pass" on the "Experience and Capacity of PSI to Manage/Undertake a Major Capital Construction Project" criterion will result in a denial of the Request for Funding.

## 6.6 Occupancy Commitment – Minimum 15 Years

The proposed lease agreement between the PSI and the Property Owner shall include a minimum 15-year term lease by the PSI of the identified property. A minimum 15-year term lease demonstrates a long-term commitment to Calgary's Greater Downtown. The PSI shall provide written confirmation that the Lease includes a minimum 15-year term.

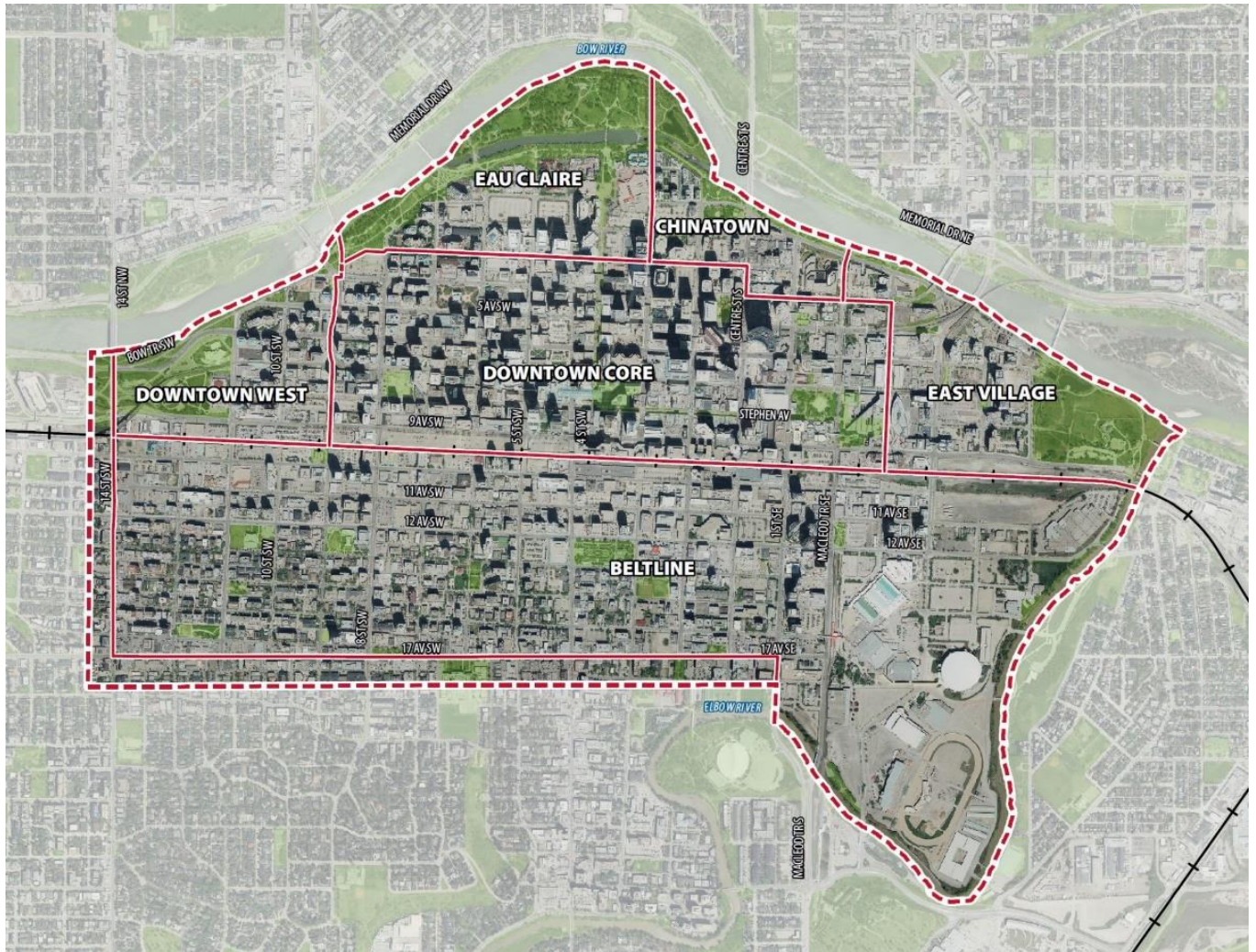
A schedule of repayment will be included in the Funding Agreement in the event the occupancy is terminated earlier than the 15 years and repayment is required.

Failure to achieve a "pass" on the "Occupancy Commitment – Minimum 15 Years" criterion will result in a denial of the Request for Funding.



## APPENDIX

### 7.1 Greater Downtown Plan Area Map









## Downtown Office to Post-Secondary Institution Terms of Reference (EC2024-0801)

Executive Committee  
2024 July 23  
ISC: UNRESTRICTED



**That with respect to Report EC2024-0801, Administration recommends:**

That the Executive Committee recommend that Council:

1. Approve the revised Downtown Post-Secondary Institution Incentive Program Terms of Reference contained in Attachment 2.



# Report Overview

- This report proposes updates to the existing Downtown Calgary Development Incentive Program that will enable further progress on the goals and vision of the Greater Downtown Plan.
- Key revisions include improvements to the governance structure, additional clarity and detail of the review and decision-making process, and changes to incentive funding allocation and eligibility.
- If approved, any new program applications will be reviewed under these revised Terms of Reference.

# Proposed Changes to Downtown Post-Secondary Institution Incentive Program Terms of Reference

- The Incentives Approval Committee (IAC) membership has been updated and an Administrative Review Panel has been created.
- Updated review and evaluation process to allow for better collaboration between the PSIs and The City through the application
- Funding will only be allocated to publicly funded post-secondary institutions.
- The Government of Alberta is a welcomed funding partner instead of a required funding partner
- Revised occupancy commitment is a minimum of 15 years.
- Incentives will be provided directly to the PSI rather than the building owner.
- Program applies equally for the entire Greater Downtown Plan Area

# Recap: The Downtown Incentive Programs

- City Council has committed **\$162 million** to the downtown office conversion Program including **\$9 million** to support a more significant presence of post-secondary institutions in Downtown.
- **City Council has approved four (4) incentive programs for Downtown**
  1. Downtown Calgary Development Incentive Program
  - ★ 2. Downtown Post-Secondary Institution Incentive Program
  3. Downtown Office Demolition Incentive Program
  4. Plus 15 Fund Offset Program
- Post-secondary institutions have engaged The City with interest to convert over 300,000 sq ft of vacant office space for more than 4,000 students.

**That with respect to Report EC2024-0801, Administration recommends:**

That the Executive Committee recommend that Council:

1. Approve the revised Downtown Post-Secondary Institution Incentive Program Terms of Reference contained in Attachment 2.

Planning & Development Services Report to  
Executive Committee  
2024 July 23

ISC: UNRESTRICTED  
EC2024-0800

## Downtown Calgary Development Incentive Program Updates

### PURPOSE

The purpose of this report is to seek Council approval for revisions to the Downtown Calgary Development Incentive Program Terms of Reference.

### PREVIOUS COUNCIL DIRECTION

At the Regular Meeting of Council on 2024 February 27, Council received report AC2024-0238 *Downtown Calgary Development Incentive Program Audit* for the Corporate Record. The report included recommendations for revisions to the Program in support of improved clarity and transparency for both review processes and decision-making.

#### RECOMMENDATIONS:

That the Executive Committee recommends that Council:

1. Approve the revised Downtown Calgary Development Incentive Program Terms of Reference contained in Attachment 2.
2. Direct that Attachment 4 and related discussions be held confidential pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2031 December 31.

#### RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE, 2024 JULY 23:

That Council:

1. Approve the revised Downtown Calgary Development Incentive Program Terms of Reference contained in **Revised Attachment 2**;
2. **Direct Administration to continue to work with the Real Estate Sector Advisory Committee of Calgary Economic Development in the creation of the applicant process guidelines prior to the formal opening of the program for applications; and**
3. Direct that Attachment 4 and related discussions be held confidential pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2031 December 31.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2024 July 23:

“The following documents were distributed with respect to Report EC2024-0800:

- Revised Attachment 2;
- Revised Attachment 3;
- Revised Attachment 5; and
- A letter from the Real Estate Sector Advisory Committee (RESAC).

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**Downtown Calgary Development Incentive Program Updates**

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...

That with respect to Report EC2024-0800, the following amendment be approved:

That a new Recommendation 2 be added as follows and renumber the remaining Recommendations accordingly:

“2. Direct Administration to continue to work with the Real Estate Sector Advisory Committee of Calgary Economic Development in the creation of the applicant process guidelines prior to the formal opening of the program for applications;”

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

**MOTION CARRIED**

**Moved by** Councillor Wong

That with respect to Report EC2024-0800, the following amendment be approved:

That Recommendation 1 be amended by deleting the words “Attachment 2” and replacing with “Revised Attachment 2”.

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

**MOTION CARRIED**

**Moved by** Councillor Walcott

That with respect to Report EC2024-0800, the following be approved, **as amended**:

That the Executive Committee recommend that Council:

1. Approve the revised Downtown Calgary Development Incentive Program Terms of Reference contained in **Revised Attachment 2**;
2. **Direct Administration to continue to work with the Real Estate Sector Advisory Committee of Calgary Economic Development in the creation of the applicant process guidelines prior to the formal opening of the program for applications; and**
3. Direct that Attachment 4 and related discussions be held confidential pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2031 December 31.

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

**MOTION CARRIED”**

## **Downtown Calgary Development Incentive Program Updates**

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

General Manager Debra Hamilton concurs with this report. The proposed Terms of Reference updates will support the accelerated delivery of housing and continued revitalization of Calgary's downtown. The changes support consistent and clear expectations for applicants, with several improvements based on learnings from program implementation to-date.

### **HIGHLIGHTS**

- Proposed updates to the existing Downtown Calgary Development Incentive Program will enable further progress on the goals and vision of the Greater Downtown Plan.
- Key revisions include improvements to the governance structure, additional clarity on review and decision-making processes, as well as the inclusion of residential uses that support co-living and student-focused housing.
- The revised Terms of Reference align with the recommendations of the Downtown Calgary Development Incentive Program Audit Report, AC2024-0238.
- The revised Terms of Reference align with *Home is Here - The City of Calgary's Housing Strategy* and requirements of the Housing Accelerator Fund ("HAF").

### **DISCUSSION**

#### **Background**

The Downtown Calgary Development Incentive Program (the Program) was established in 2021 April as a key component of report [C2021-0524, \*Realizing Calgary's Greater Downtown Plan – Initial Investments and Incentives\*](#). The purpose of the Program is to provide financial incentives to assist with the removal of approximately six million square feet of office space to address the disinvestment in Calgary's downtown and catalyze its transformation towards a more balanced mix of residential, office, retail, entertainment, tourism and culture.

To date, the Program has approved and enabled 12 office conversion projects (11 residential and one hotel), which will result in the removal of over 1.6 million square feet of office space, create over 1,500 new dwelling units for Calgarians, and leverage an estimated \$370 million of private investment in downtown construction.

On 2023 October 17, acceptance of new applications for The Program was paused, pending securing additional funding and updates to the Terms of Reference.

#### **Revised Downtown Calgary Development Incentive Program Terms of Reference**

In response to the Audit recommendations and requirements of the HAF agreement, a revised Terms of Reference for the Program was developed and is provided as Attachment 2.

The following is a summary of the key updates to the Program Terms of Reference:

- **Governance:** The Incentives Approval Committee (IAC) has been updated to include the General Manager of Planning & Development Services, the Director of Finance and the Director of Real Estate & Development Services, or delegates. An Administrative Review Panel has been created to provide an avenue to applicants for appeals of decisions, which will consist of the Chief Financial Officer and the Chief Operating Officer.

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EC2024-0800**

**Downtown Calgary Development Incentive Program Updates**

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- Eligible Uses: The list of eligible uses has been expanded to include co-living proposals where some communal facilities may be provided. This will allow for broader diversity in housing types and populations in the downtown, including student-focused housing.
- Application Review Process & Evaluation: The review and evaluation process has been revised and clarified. A Preliminary Review of 'pass/fail' criteria has been established to determine application eligibility based on legal and financial requirements.
- Clarity on Quality Expectations: A project design section has been included in the revised Terms of Reference to provide applicants with a better understanding of City expectations on quality measures, particularly in the delivery of housing. These expectations reflect the quality of projects already approved under the previous Terms of Reference.
- Increased Requirements for Project Readiness: In alignment with the requirements of the Housing Accelerator Fund, the Program includes stronger requirements regarding project readiness and a demonstrated ability to execute. Projects accessing HAF funding will also be required to commit to project execution on expedited timelines and construction schedules.
- Payment of Funds: In alignment with the HAF funding agreement, which requires fund payment by October 2027, the Program will now be able to stipulate the payment of funds at stages of development other than project completion/occupancy issuance. 'Early' payment of funds will be considered and negotiated on a project-by-project basis, dependent on project timelines, and only when utilizing HAF funding. Remaining Council-approved Program funds will continue to only be paid at project completion.

The Terms of Reference will be supported by supplementary information on the Program website, providing additional guidance to applicants to support their application submission and process.

**Housing Accelerator Fund (HAF)**

In 2023 October, the Housing Accelerator Fund Contribution Agreement between The City of Calgary and the Government of Canada was executed, providing incentive funding to increase the supply of housing. The HAF Approved Action Plan includes the accelerated delivery of housing downtown through office to residential conversions. The City commits under "Initiative 1 – Accelerate housing delivery in the downtown", to deliver "1,050 estimated permitted units" through the Program. This funding source will provide an initial \$52.5 million for the Downtown Calgary Development Incentive Program and supports the re-opening of the Program. The Terms of Reference have been revised to align with requirements of the HAF Agreement. Residential use is the only use eligible to receive funding from the HAF.

**Downtown Calgary Development Incentive Fund Program Audit**

The Program underwent an Audit review in 2023 by the City Auditor's Office, and recommendations for revisions to the Program were received on 2024 February 8 through report AC2024-0238. Key recommendations for Program improvement included additional clarity and transparency of process and decision-making and improved consistency of documentation and communication. These improvements are captured through the revised Terms of Reference, in alignment with business practices and internal protocol updates.



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**Downtown Calgary Development Incentive Program Updates**

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**EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

The Real Estate Sector Advisory Committee (RESAC) was included in circulations of the draft Terms of Reference. Input and advice from the group was considered and incorporated where appropriate.

**IMPLICATIONS**

**Social**

The Program continues to support the accelerated delivery of housing in the downtown. To date, the Program has enabled the delivery of over 1,500 new dwelling units, including a range of studio, 1-bedroom, 2-bedroom and 3-bedroom offerings. Additionally, the revised Program will now incentivize co-living proposals, which will help support student housing and improve affordability and housing choice for Calgarians.

**Environmental**

The Program continues to support the conversion and adaptive reuse of existing buildings, resulting in improved energy efficiencies by bringing old buildings up to current Alberta Building Code requirements. Significant green house gas and embodied carbon savings are also achieved through building retention.

**Economic**

To date, the Program has leveraged over \$370 million in private investment in downtown construction, spurred market activity in land sales and acquisitions and supported the decrease in office vacancy rates, with a subsequent increase in assessed property values. The revised Program will further accelerate investment in the downtown through additional eligible uses, improved evaluation processes and an increased emphasis on project readiness and execution.

**Service and Financial Implications**

**No anticipated financial impact**

No additional funding requests are being made through this report.

**RISK**

There are no identified risks associated with the approval of this report. Rather, there are significant risks should the report and recommendations not be supported. Firstly, the reopening of the Program through the revised Terms of Reference is required to ensure continued private investment and removal of vacant office space in the downtown and maintain the momentum of global interest in our Calgary's revitalization. Additionally, the revised Terms of Reference is necessary to meet the requirements of the HAF agreement and utilize allocated funding for the continuation of the Program. And finally, a revised Terms of Reference is required to fulfill the

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**Downtown Calgary Development Incentive Program Updates**

recommendations of the Audit Report AC2024-0238 and complete the Program's obligations to the City Auditor's Office.

**ATTACHMENTS**

1. Previous Council Direction, Background
2. Revised Downtown Calgary Development Incentive Program Terms of Reference -  
**REVISED**
3. Public Presentation
4. Confidential Presentation
5. Downtown Calgary Development Incentive Program – July 2024 Update
6. **Public Submission Received at Committee**

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Stuart Dalgleish	Chief Operating Officer	Consult
Debra Hamilton	Planning & Development Services	Approve
Carla Male	Corporate Planning & Financial Services	Approve
Lynne Davies	City Solicitor	Consult
Jeff Chase	Community Services	Consult

Author: Natalie Marchut, Downtown Strategy

**City Clerks: C. Doi / J. Booth**

# Background and Previous Council Direction

## Background

### Downtown Strategy

The Downtown Calgary Incentive Program (“The Program”) is a cornerstone of The City’s Downtown Strategy and a major driver of the vision and goals of Calgary’s Greater Downtown Plan. The Program was established in 2021 April by Council in report *C2021-0524, Realizing Calgary’s Greater Downtown Plan: Initial Investments and Incentives*. The Program supports office space conversions to residential units, hotels, schools and performing arts centres.

The Program’s purpose is to provide financial incentives to assist with the removal of approximately six million square feet of office space in the Greater Downtown Plan Area over the next 10 years (2021 to 2031). The removal of vacant office space can be achieved through conversion to residential or other adaptive uses, or through potential demolition and rebuild of non-office space. Without the Program, office conversions or redevelopment projects will likely not occur.

The overall goals of the Program are to increase overall economic activity in the Greater Downtown Plan Area by:

- Removing office space from the Greater Downtown Plan Area – with a priority area of the Downtown Core;
- Increasing downtown residential dwelling units to improve vibrancy; and,
- Reducing the downtown office vacancy rate, supporting property values and increasing the non-residential property tax assessment base.

The first version of The Program was launched in 2021 August and focused solely on office to residential conversions. In 2023 February, The Program was updated to include office conversions to hotels, schools and performing arts centres. A separate incentive program focused on post secondary institutions was also initiated as a pilot to encourage institutions planning campus expansion to consider occupancy of current vacant office space in downtown.

On 2023 October 17, acceptance of new applications for The Program was paused, pending securing additional funding and updates to the Terms of Reference.

## Previous Council Direction

### Downtown Strategy

Date	Report Number	Description
2024 February 27	AC2024-0238	Council received report AC2024-0238 Downtown Calgary Development Incentive Program Audit for the Corporate Record.
2023 March 14	EC2023-0102	<b>Advancing the Downtown Strategy through Incentive Program Expansion</b> , which included revised Terms of Reference to the Downtown Calgary Development Incentive

		Program, as well as two new incentive programs: Downtown Demolition Incentive Program and Post-Secondary Institution Incentive Program.
2022 November	Service Plans & Budget	Council approved an additional \$53 million towards the Downtown Calgary Development Incentive Program to support the implementation of all Phase 2 eligible applications, including \$9 million towards incenting post-secondary institutions to locate in the downtown, amounting to a total Program fund of \$153 million.
2022 February 15	C2022-0157	Council approved a funding request of up to \$15 million for Phase 1 of the Palliser One office conversion project, comprised of floors 15 -27
2021 November	Budget Adjustments	Council approved an additional \$55 million towards the Downtown Calgary Development Incentive Program to support the implementation of all Phase 1 eligible applications, amounting to a total Program fund of \$100 million.
2021 July 26	PFC2021-0779	Council adopted the following: 1. Receive the State of Downtown Calgary 2020 (Attachment 2) for the corporate record; 2. Approve the Downtown Calgary Development Incentive Program Terms of Reference (Attachment 3); 3. Direct Administration to bring the Downtown Calgary Development Incentive Program Phase 2 -Terms of Reference to Council no later than 2021 Q4; 4. Direct Administration to report on the implementation of the Downtown Calgary Development Incentive Program, the financial status, and recommendations on future program terms of reference to Council no later than 2022 Q4; and 5. Approve Redirection & Reprioritization of Cultural Municipal Sustainability Initiative Budget Funds (Attachment 5), including allocations of previously approved budgets totaling \$15.5M as outlined in Table 1 - Redirection of Cultural Municipal Sustainability Initiative (CMSI) Funds.
2021 April 26	C2021-0524	Council approved the following: 1. Approve <b>revised</b> Attachment 3, "Greater Downtown Plan – Initial Investment and Approvals", including investment categories and allocations, and with the \$200 million initial investment funded by \$60 million from the Budget Savings Account, \$63 million from the Fiscal Stability Reserve and \$77 million from the Canada Community Building Fund subject to receipt of the 2021 increase; 2. Request the Mayor write letters to the provincial and federal governments, advocating for funding and other support for Calgary's Greater Downtown Plan, and direct

		Administration to pursue the same support by contacting provincial and federal government officials and departments; 3. Authorize entering into a Housing Agreement on Sierra Place at 706 7 Avenue SW and authorize the Community Services General Manager to develop, approve, and execute the agreements identified in Attachment 7 and necessary to implement the HomeSpace project; and, 4. Direct Administration to report back to Council no later than 2022 Q2
2020 December	C2020-1439	Council approved <i>Notice of Motion C2020-1439 Providing Incentive to Residential Development in the Downtown Core</i> . That with respect to Notice of Motion C2020-1439, the following be adopted, as amended: NOW THEREFORE BE IT RESOLVED that Council direct City Administration to explore the potential creation of regulatory and financial investment incentives for the development of new high-density residential complexes and the conversion of office buildings to various forms of residential occupancy or other uses within the downtown generally, but with a focus on the Downtown Core, to coordinate with the work of the Real Estate Working Group and Urban Initiatives Downtown Strategy team. AND FURTHER BE IT RESOLVED that Administration report to the Priorities and Finance Committee with its findings no later than the end of 2021 April.



## REVISED DOWNTOWN CALGARY DEVELOPMENT INCENTIVE PROGRAM TERMS OF REFERENCE

### 1 PURPOSE

The purpose of the Downtown Calgary Development Incentive Program's Terms of Reference is to define the intended outcomes of the program, outline requirements and processes for applications to the program, and provide clarity and transparency of the review process and decision-making.

#### 1.1 Intended Outcomes

The Downtown Calgary Development Incentive Program ("the Program") was established in 2021 April by Council in report *C2021-0524 Realizing Calgary's Greater Downtown Plan: Initial Investments and Incentives*. The approved report was presented in conjunction with report *PUD2021-0220 Calgary's Greater Downtown Plan: Roadmap to Reinvention* that detailed the 10-year implementation plan.

The intended outcomes of the Program are to increase overall economic activity, vibrancy and safety; accelerate the delivery of housing; and ensure good quality development in the Greater Downtown Plan Area by:

- Supporting the removal of approximately six million square feet of office space in the Greater Downtown Plan Area over a 10-year period (2021 to 2031) through the adaptive reuse of existing buildings, with a priority area of the Downtown Core;
- Reducing the downtown office vacancy rate and supporting property values and the non-residential property tax assessment base;
- Accelerating the delivery of new housing to support The City of Calgary's Housing Strategy and increase the downtown resident population to improve vibrancy and safety;
- Ensuring good quality building design and public realm is achieved; and
- Enhancing vibrancy by encouraging active uses at the ground and Plus 15 levels.

### 2 APPLICABILITY

These Terms of Reference supercede any prior versions issued by the Downtown Calgary Development Incentive Program and apply to all applications received by the Program after the approval of these Terms of Reference by Council, and any available funding designated to the Program.

The Program applies to office conversion projects in the Greater Downtown Plan Area. Priority will be given to applications within the 'Priority Area' as highlighted on the map in Appendix 7.1.

#### 2.1 Out of Scope

The following applications will be considered out of scope and therefore will not be considered for the Program:

- Projects located outside of the Greater Downtown Plan Area.
- Conversions of buildings that are not currently classified by The City of Calgary ("The City") as commercial office use and a "non-residential" property for assessment and tax purposes.

- Projects whereby the applicant(s) and/or owner(s) (or ownership/management group or member thereof, or company affiliated with the applicant and/or ownership/management group) have a current funding agreement or any other legal agreement with The City of Calgary for a conversion project and have been issued a notice of event of default (notwithstanding that the default may be remedied or in the process of being remedied). Further application(s) to the Program will be deemed ineligible until the project associated with the event of default and applicant owner or ownership/management group is fully complete and a notice of occupancy for the project has been issued by The City.
- Construction of new buildings, and additions to existing buildings.
- Property owned by any municipal, provincial or federal government, or any subsidiary or affiliate thereto.

## 3 INCENTIVE

### 3.1 Office Conversions

- The Program is offering incentive funding for office conversion projects at the rate per square foot specified in table 3.2 below based on the original gross floor area of existing office space that will be converted to one or more of the approved listed uses specified in table 3.2.
- The incentive funding will be up to a maximum of \$15 million per property unless Council approves a greater amount for a particular application.
- Available incentive funding for eligible uses will be dependant on The City's funding source available at the time the application is submitted and reviewed.

### 3.2 Eligible Conversion Uses and Incentive Rates

Use	Incentive Rate	Exclusions and Restrictions
Multi-Residential Development / Dwelling units	\$75 per square foot	Ground floor lobby and residential amenity space will be compensated at 50% of the associated incentive rate.
Co-living*	\$60 per square foot	Ground floor lobby space and ancillary use space will be compensated at 50% of the associated incentive rate.
Hotel	\$60 per square foot	Ground floor lobby space and ancillary use space will be compensated at 50% of the associated incentive rate.
School**	\$50 per square foot	n/a
Performing Arts Centre	\$50 per square foot	n/a



\*Co-living proposals are intended to be a housing type featuring 'dormitory' style facilities with individual sleeping accommodations as well as communal facilities such as kitchens, washrooms and/or living spaces. Co-living proposals are not intended to accommodate uses which fall under the 'Care and Health Group' in Schedule A of the Land Use Bylaw 1P2007. Determination of a proposal's most appropriate use(s) as per the Land Use Bylaw will occur as part of the Pre-Application Assessment as described in Section 6.2.

\*\*School use is intended as K-12 schools, and does not include post-secondary institutions pursuant to the provincial *Post-secondary Learning Act* (Alberta).

### 3.3 Active Uses at Ground and Plus 15 Level

Where an application proposes an office conversion project for one or more of the eligible uses listed above, the Program is offering incentive funding for the provisioning of active uses at ground and Plus 15 levels of \$50 per square foot based on the original gross floor area of existing office space that will be converted. Active uses may include commercial retail units, personal services, food markets, restaurants, daycares, and other uses deemed appropriate by the Incentives Approval Committee in their sole and exclusive discretion. Lobby space, private resident amenity, and ancillary use space will not be considered an "Active Use". Available incentive funding for active uses will be dependant on available funding sources at time of project submission and review.

## 4 GOVERNANCE

### 4.1 Downtown Strategy Business Unit

All applications to the Program will be submitted to, and reviewed by the Downtown Strategy Business Unit ("DTS team") or, in the event of a restructuring of roles, an equivalent team as may be designated by the Chief Operating Officer in their sole discretion.

The funding application process from intake to payment of funds will be led and managed by the DTS team. Funding recommendations (approval or refusal) will be made by the DTS team to the Incentives Approval Committee or Council, as applicable (per Section 4.3 Approvals & Decision-Making).

Other subject matter experts will be engaged as required for support throughout the review, project development process, negotiation of a funding agreement, execution of the project, and any other processes as required.

### 4.2 Incentives Approval Committee

The Incentives Approval Committee ("IAC") consists of three members:

1. General Manager of Planning & Development Services, or their designate;
2. Director of Finance, or their designate; and
3. Director of Real Estate & Development Services, or their designate.

### 4.3 Approvals & Decision-Making

The DTS team will make recommendations for decision (approval or refusal) to the IAC for all funding requests up to and including \$15 million for any individual application. Decisions for funding requests up to and including \$15 million shall be in the sole and exclusive discretion of the IAC.

The DTS team will make recommendations for decision (approval or refusal) to Council for all funding requests greater than \$15 million for any individual application, following endorsement

by the IAC. Decisions for funding requests greater than \$15 million shall be in the sole and exclusive discretion of Council.

Decisions made to approve an application will approve the application's progression to the next stage of the process to negotiate a funding agreement pursuant to this Program, which shall be in the sole and exclusive discretion of the IAC or Council as summarized above.

Decisions, including approvals, made pursuant to these Terms of Reference do not: (1) constitute the granting by the municipality of The City of any approval or permit as may be required pursuant to the Municipal Government Act (Alberta) or any other legislation in force in the Province of Alberta, including approvals of subdivision and permit applications and any land use redesignation applications, or (2) restrict the municipality of The City, its Council, officers, employees or agents in the full exercise of any and all powers and duties vested in them in their respective capacities as an approving authority over subdivision and permit applications and land use redesignations applications, or as a governmental authority.

#### 4.4 Administrative Review Panel

Applicants may request a reconsideration of the IAC's or Council's decision to the Administrative Review Panel ("ARP") within 30 calendar days of receiving notification of a decision. To be eligible for reconsideration, applicants must have new and material information that could not have reasonably been submitted with their original application, and was not considered by decision-makers in the original decision-making process.

The ARP consists of two members:

- Chief Financial Officer, or their designate; and
- Chief Operating Officer, or their designate.

The ARP will render a written decision on all requests for reconsideration within 30 calendar days of receiving the request for consideration, and upon recommendation of the ARP a reconsideration of a Council decision will be returned to Council (timelines for Council are dependent on the Council calendar).

### 5 APPLICATION SUBMISSION REQUIREMENTS

To be considered for the Program, all applications must be submitted by the submission period deadline and in the format described on The City of Calgary Downtown Strategy's website ("Downtown Strategy website").

Applications must include the following information and documentation:

1. **Location:** Legal address and confirmation that the project is within the Greater Downtown Plan Area.
2. **Property Assessment Status:** Confirmation that the property, at time of submission, is classified by The City of Calgary as *commercial office* and is designated as non-residential for assessment and tax purposes.
3. **Legal Status of the Property:** Confirmation of ownership of the property, property encumbrances and any existing development agreement implications provided through a recent title search completed within 30 days prior to submission. Documentation to include property title(s), any and all development agreements, encumbrances, caveats, or other legally binding items relating to the property.

If an applicant is not the current owner but proposing to purchase the property for conversion, letter(s) of authorization from the current owner(s), demonstration of a path to ownership, and provision of a letter from the property owner attesting to the proposed sale must be provided.

4. **Tenancies:** A description of current tenants and their operations, total leased areas, and the expiry date/termination clauses of their leases, including plans for tenant relocation.
5. **Project Description:**
  - Approximate square footage of office space proposed for conversion.
  - Proposed eligible use post-conversion per Section 3.2. Preference will be given to residential use.
  - Anticipated number of new dwelling units being created, where applicable.
  - Description of proposed unit mix and affordability (ie. market vs. non-market).
  - Sufficient information demonstrating how proposed use(s) can be accommodated within building footprint. For residential uses, location of windows should be indicated.
  - Additional project details where applicable, including ground level and Plus 15 uses and activation, provision of residential amenity, proposed exterior renovations and improvements climate mitigation measures , and/or any changes to site plan and/or public realm.
  - Any relevant site context, including disclosure of any known structural or environmental concerns, such as the presence of toxic substances within the building and/or contamination of the property or surrounding lands.
  - Preliminary architectural drawings, schematic plans and renderings including standard floorplan layouts, where available.
  - Any other information that may be relevant to overall project evaluation, per Section 6 below.
6. **Financial Details:** Financing plan and related timelines for fulfilment of the financing plan. Demonstration of the financial capacity of the applicant owner or ownership/management group to undertake the proposed project, including:
  - If externally funded, provision of a financing commitment letter if available at this stage. If a financing commitment letter is not available at this stage, provision of a comfort letter from the applicant's financing institution providing support for the applicant's application to the Program for the proposed project.
  - If internally funded, provision of the most recent audited financial statements of the applicant (and of its affiliates if the applicant is an ownership/management group) if audited financial statements are available at this stage. If audited financial statements are not available for the applicant at this stage, provide the most recent unaudited financial statements of the applicant (and its affiliates if the applicant is an ownership/management group).
7. **Project Readiness:** High-level breakdowns of estimated project costs (note that it is expected that further refinement and provision of updated costing will be provided throughout the project) and project timelines, including anticipated receipt of any required development and building permit approvals, construction schedule and planned

occupancy. Any prepared construction or permit drawings, where available. (Refer to Section 6.2.2 Review of Project Maturity & Readiness to Proceed).

8. **Project Experience, Capacity and Team:** Fulsome description of the project team and organizational structure, including:
  - A description of the applicant's or ownership/management group's proven development experience, which includes both internal and external resources, including the architect, development manager, and the general contractor required to complete the project, including descriptions of the experience of each. Details on any planned future property management for the project should be included if known and applicable.
  - An organizational chart that visually conveys the applicant's or ownership/management group's internal structure by detailing roles, responsibilities, and relationships between individuals within the entity, or relationships between the ownership/management group (if applicable), including an overall corporate organizational chart that illustrates all affiliated corporations of the owner.
  - Prior relevant sample projects, with specific focus on conversion projects or projects of similar scope and/or scale.
9. **Consent Forms for Due Diligence:** Applicant owners will be required to submit signed consent forms providing The City the authority to perform legal and financial due diligence searches (forms will be available on the Downtown Strategy website).
10. **Signed Applicant Agreement Form:** Applicants/owners will be required to complete any Applicant Agreement forms and include with submission package (forms will be available on the Downtown Strategy website).

If any of the above material cannot be reasonably provided at the time of application submission, applicants must provide a rationale for not including the material along with an indication of when the information will be provided. All submission requirements must be received by the DTS team prior to an application advancing to the evaluation stage outlined in Section 6.

Any additional information providing further clarity of the proposal may also be included. Further, if the information submitted lacks clarity, or the DTS team requires further information, applicants may be contacted at any time during the process to provide the required information.

## 6 APPLICATION REVIEW PROCESS & EVALUATION

All applications will be subject to a multi-step review process that stage-gates approvals and provides transparency to applicants regarding their application status during the review process. It also provides decision-makers with clear points within the process where an application will either move to the next stage, be deemed ineligible to proceed, or receive a decision recommendation (approval or refusal) to progress to negotiation of a funding agreement. Throughout the stages of the review process, applicants will receive written confirmation from the DTS team of the application's status (ie. ability to proceed and/or decision outcomes).

The evaluation of the application will comprise two main parts: i) a Preliminary Review to assess eligibility to the Program, and ii) a Comprehensive Application Review to determine overall scoring of applications based on the merits of the proposal. Overall application scoring will

inform the recommendations for funding and how applications will be prioritized. The DTS team will rank applications based on the aggregate score (out of 100 possible points) of each application resulting from the Comprehensive Application Review. Projects within the Priority Area (map appendix 7.1) will be considered for incentive funding before projects located outside of the Priority Area. The highest ranked applications will move forward to the next stage, which is recommendation to IAC or Council (as applicable) for approval to negotiate a funding agreement. Applications not meeting the minimum scoring requirements will be recommended for refusal.

The overall evaluation criteria and application scoring categories are summarized in the below table and further detailed throughout Section 6. Supplemental information will be available on the Downtown Strategy website.

No.	Evaluation Criteria	Scoring
1	Complete Application Submission	Pass/Fail
2	Legal Requirements – Legal Due Diligence	Pass/Fail
3	Financing Plan and Financial Capacity	Pass/Fail
4	Project Experience, Capacity & Team	40 <i>*A minimum score of 20 is required</i>
5	Project Maturity – Readiness to Proceed	30 <i>*A minimum score of 15 is required</i>
6	Project Elements	30 <i>*A minimum score of 15 is required</i>

<span style="background-color: #d9e1f2; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Preliminary Review (Pass/Fail)
<span style="background-color: #fff2cc; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Comprehensive Application Review (Scoring Criteria)

Per Section 4, the DTS Team will be the main point of contact throughout the application review process and will communicate directly with applicants and provide guidance through the process. Other subject matter experts will be engaged as required for support throughout the application review, project development process, negotiation of a funding agreement, and execution of the project.

Application intake timing and details on how to apply to the Program will be posted on the Downtown Strategy website. The Terms of Reference, along with additional resources and further guidance on application submissions, will also be provided on the website.

## 6.1 Preliminary Review: Eligibility Evaluation

After intake, applications will undergo a Preliminary Review to assess the overall eligibility of the application to the Program.

The Director of Downtown Strategy, in their sole discretion, will make decisions on the eligibility of applications at the Preliminary Review stage. Applications will not proceed through the Comprehensive Application Review and will not be sent to the IAC or Council for decision-making if the application cannot satisfy all requirements at the Preliminary Review stage.

Applicants will be notified in writing by the DTS Team regarding the result of the Preliminary Review. Applications must receive a 'Pass' in all three areas of the Preliminary Review to be considered eligible for the Program and to proceed to the next stage of the review process.

#### 6.1.1 Complete Application Review

All applications will be reviewed for completeness of submission as per requirements detailed in Section 5. Incomplete submissions will receive a 'Fail' and will not be eligible to proceed to further review.

The Complete Application Review will also determine whether applications meet minimum eligibility requirements per Section 2: Applicability, and as follows:

- Subject property is located within the Greater Downtown Plan area;
- Subject property is assessed by The City of Calgary as 'Non-Residential' with a use of 'Commercial Office' at time of application submission;
- Application proposes conversion of existing commercial office use to one or more of the Eligible Uses per Section 3; and
- Applicant owns the property eligible for conversion, or if the applicant is not a current owner but proposing to purchase the property for conversion, a letter of authorization from the current owner should be included along with demonstration of a path to ownership (such as a pending purchase/sale agreement). Documentation shall include property title(s), any and all development agreements, encumbrances, caveats, or other legally binding items relating to the property.

#### 6.1.2 Legal Due Diligence Review

In order to be considered eligible for the Program, applicant owners or their ownership/management group (as may be applicable) will undergo a comprehensive due diligence search by The City's legal team. The search will include, inter alia, a search of land titles, property tax status, bankruptcy filings, any existing Canadian or international sanctions, litigation/prosecution status, and workers' compensation board status.

Applicants will be scored on a 'Pass' or 'Fail' basis to ensure that the applicant and/or owner/management group represents a sound investment for The City of Calgary. Applications that receive a 'Fail' will not be eligible to proceed to the Comprehensive Application Review stage.

Completed due diligence searches will remain valid for a period of six months after the date of the completion of the due diligence search. However, the due diligence search may be updated at any time at the sole discretion of the DTS Team, depending on the status of the project.

#### 6.1.3 Financial Capacity Review

In order to be considered eligible for the Program, applicant owners or their ownership/management group (as may be applicable) will undergo a financial review to determine whether adequate financial capacity is in place to deliver the project successfully and on time.

As per Section 5, the applicant shall provide the following for evaluation:

- Financing plan and related timelines for fulfilment of the financing plan.

- Demonstration of the financial capacity of the applicant owner or ownership/management group to undertake the proposed project, which includes:
  - If externally funded, provision of a financing commitment letter if available at this stage. If a financing commitment letter is not available at this stage, provision of a comfort letter from the applicant's financing institution providing support for the applicant's application to the Program for the proposed project.
  - If internally funded, provision of the most recent audited financial statements of the applicant (and its affiliates if the applicant is an ownership/management group) if audited financial statements are available at this stage. If audited financial statements are not available for the applicant at this stage, provision of the most recent unaudited financial statements of the applicant (and its affiliates if the applicant is an ownership/management group).

The DTS team, in their sole discretion, reserve the right to request additional financial information or guarantees if they require additional support to make an assessment of financial capacity.

Applicants will be scored on a 'Pass' or 'Fail' basis in accordance with their ability to demonstrate the financial capacity to deliver the proposed project. Applications that receive a 'Fail' will not be eligible to proceed to the Comprehensive Application Review stage.

Obligations regarding financing commitments will be incorporated into the funding agreement.

## 6.2 Comprehensive Application Review: Project Scoring Evaluation

Applications that receive a 'Pass' on all three sections of the Preliminary Review per Section 6.1 will be eligible to proceed to the Comprehensive Application Review.

The Comprehensive Application Review will be scored based on the merits of the proposal in the categories below. Applications that do not meet minimum scoring requirements will be recommended to the IAC or Council (as applicable) for refusal. The DTS team will rank applications based on the aggregate score (out of 100 possible points) of each application resulting from the Comprehensive Application Review. Projects within the Priority Area will be considered for incentive funding before projects located outside of the Priority Area (map appendix 7.1). The highest ranked applications will move forward to the next stage, which is recommendation to IAC or Council (as applicable) for approval to negotiate a funding agreement. The Comprehensive Application Review is a one-time evaluation and not intended to impose changes to the project as submitted.

A required component of the Comprehensive Application Review process is participation in The City's "Pre-Application Assessment," administered by subject matter experts as determined by the DTS team. The Pre-Application Assessment will identify any technical, legislative and/or contractual development requirements that may impact the ability for projects to proceed. The information contained in the Pre-Application Assessment will also be used by the DTS team to support the holistic review and evaluation of applications.

Information and results of the Comprehensive Application Review will be summarized and provided to the IAC or Council, as applicable, as supporting documentation to the funding recommendation from the DTS team.



### 6.2.1 Review of Project Team & Relevant Experience

Per Section 5, applicants shall provide a fulsome description of the project team and organizational structure, including:

- A description of the applicant's or ownership/management group's proven development experience, which includes both internal and external resources, including the architect, development manager, and the general contractor required to complete the project, including descriptions of the related experience of each. Details on any planned future property management for the project should be included if known and applicable.
- An organizational chart that visually conveys the applicant's or ownership/management group's internal structure by detailing roles, responsibilities, and relationships between individuals within the entity, or relationships between the ownership/management group (if applicable) including an overall corporate organizational chart that illustrates all affiliated corporations of the owner.
- Previous relevant projects of similar scope and scale undertaken by the applicant owner or ownership/management group. Sample projects should include information on (i) the similarities between the sample project and the proposed conversion project; (ii) strategies implemented to develop and manage the overall schedule of the project; and (iii) strategies for effectively managing schedule, quality management, and coordination with regulatory bodies. Relevant sample projects will be evaluated in overall scoring based on their quality and relevance to the proposed project.

Applicants will be scored on their experience and demonstrated understanding of the development process (including conversion from office to residential), municipal regulatory processes, the Calgary market and construction environment, and their overall ability to successfully deliver the proposed project, which is a critical element of the criteria under evaluation. Applicants are encouraged to provide any supporting information which would demonstrate their ability to undertake this project and deliver on schedule.

A minimum score of 20 must be achieved in the evaluation of project team qualifications and experience to receive a recommendation of approval to the IAC or Council, as applicable, to progress to the next stage, regardless of scoring in other categories.

### 6.2.2 Review of Project Maturity & Readiness to Proceed

Applicants will be required to demonstrate project readiness and ability to deliver projects within a reasonable timeframe. Specific project timelines may be required based on the funding source, and will be incorporated into the funding agreement.

The applicant shall provide, to the degree possible given the early stage of project development, the following information:

- High-level breakdown of estimated project costs (note that it is expected that further refinement and provision of updated costing will be provided throughout the project. Further note that final project costing should align with building permit submission information, where applicable);
- High-level project timeline, including the following milestones:
  - timing of vacancy status (where applicable);
  - expected timing of development permit and/or building permit submission;



- planned construction schedule (including proposed start of construction and construction completion); and
  - anticipated occupancy.
- Information regarding known site constraints, which may include environmental concerns, Plus 15, and/or utility servicing plans or challenges\*;
- Information regarding the ability to accommodate current building codes and regulations and any known variances required\*; and
- Any additional relevant supporting information, as applicable.

\*items to be further reviewed and confirmed through The City's Pre-Application Assessment process.

Applicants will be scored on their ability to demonstrate a solid understanding of the proposed project and any development challenges arising from the site or building, and the ability to address such challenges and deliver the project within accelerated timelines.

A minimum score of 15 must be achieved in the evaluation of project maturity and readiness to proceed to receive a recommendation of approval to the IAC or Council, as applicable, to progress to the next stage, regardless of scoring in other categories..

### 6.2.3 Review of Project Elements

Applicants will be required to demonstrate how the proposed project addresses the elements listed below. Specific project details will be incorporated into the funding agreement.

Applications will be considered and scored based on the degree of inclusion of the following items:

1. The ability to manage any technical, legislative and/or contractual development requirements that may impact the ability for projects to proceed, as identified through the Pre-Application Assessment.
2. Inclusion of active uses at grade and Plus 15 levels. Where applicable, preference will be given to applications that maintain existing active uses at grade (ie. commercial/retail space), but consideration will be given to other proposed uses as appropriate'.
3. Demonstration of appropriate access to natural light. Applications proposing Residential use must provide for appropriate access to natural light in all dwelling units. Preference will be given to proposals that limit the number of bedrooms without exterior windows. Further preference will be given to applications that include operable windows.
4. Inclusion of amenity. For Residential use proposals, a standard provision of 5m<sup>2</sup> per dwelling unit is encouraged. Applications containing small or micro units (less than 350 sqft) should provide increased and/or enhanced amenity. Quantity of amenity proposed may be balanced with quality and useability of spaces.
5. Applications are encouraged to provide for secured bike parking stalls. Where proposals indicate a large deficiency in vehicle parking, increased bike stalls should be considered.
6. Applications are encouraged to consider façade and public realm improvements, particularly at street level. Visually indicating the change to residential or other use through the redesign of façades is encouraged.
7. Where an application's subject building is listed on The City's Inventory of Historic Resources, preference will be given to proposals willing to obtain legal heritage designation.

A minimum score of 15 must be achieved in the evaluation of project elements to receive a recommendation of approval to the IAC or Council, as applicable, to progress to the next stage, regardless of scoring in other categories.

### 6.3 Funding Recommendation

Following the completion and evaluation of the Comprehensive Application Review process, the DTS team will make recommendations to the IAC or Council (as may be applicable) for approval or refusal of applications.

Applicants will be notified in writing by the DTS team regarding the funding recommendation and the decision rendered (approval or refusal).

Applications that receive a decision of approval for funding from the IAC or Council, as applicable, will proceed to the next stage of the process: Negotiation of the Funding Agreement.

Applications that receive a decision of refusal from IAC or Council may request a reconsideration to the Administrative Review Panel within 30 calendar days of notification of the decision if they have new and material information that could not have reasonably been submitted with their original application, and was not considered by decision-makers in the original decision-making process. Refer to Section 4.4 above for details.

### 6.4 Negotiation of the Funding Agreement

After approval by either the IAC or Council to proceed to negotiate a funding agreement, the DTS team and the applicant will further refine project development details, negotiate the terms of the funding agreement and finalize the applicant's additional obligations, including but not limited to, project details and outcomes, permitting, construction schedules, financing, milestones, reporting requirements, and payment terms. Subject matter experts from The City will be included in all funding agreement negotiations and discussions, including Finance and Law. Funding agreements will be required to align with any and all requirements of applicable funding sources.

If the applicant and the DTS team cannot successfully negotiate a funding agreement within a reasonable period of time the application will be cancelled and the DTS team will send a letter to the applicant informing the applicant that their application has been cancelled. The DTS team will inform IAC accordingly.

### 6.5 Contract Management

After the funding agreement has been signed/executed, the applicant must provide regular reporting to The City in accordance with the funding agreement. Failure to continue regular reporting in accordance with the funding agreement could result in an event of default and potential termination of the agreement, including repayment of all or a portion of the incentive funds. Information on typical reporting documentation and requirements will be available on the Downtown Strategy website.

### 6.6 Payment of Funds

Payment of the incentive funding for the project will occur after the applicant's construction obligations have been achieved in accordance with the terms of the funding agreement. Construction obligations and payment of funds will align with applicable funding sources and their associated requirements.

## 7 APPENDIX

### 7.1 Greater Downtown Plan Area & Priority Area









## Downtown Calgary Development Incentive Program Updates (EC2024-0800)

Executive Committee

2024 July 23

ISC: UNRESTRICTED

ISC: UNRESTRICTED



# Recommendations



# Report Highlights

ISC: UNRESTRICTED

# Proposed Changes to Downtown Calgary Development Incentive Program Terms of Reference



# Recommendations

## Supplementary Slide

### Recap: The Downtown Incentive Programs

City Council has approved **four (4)** incentive programs for downtown

- ★ 1. Downtown Calgary Development Incentive Program
- 2. Downtown Post-Secondary Institution Program
- 3. Downtown Office Demolition Incentive Program
- 4. Plus 15 Fund Offset Program

## Supplementary Slide – Terms of Reference Summary of Changes

Category	New Terms of Reference	Existing Terms of Reference	Purpose
Applicability	Introduces ineligibility for applicants who have been issued a notice of event of default on existing project(s) of the program.	N/A	Allows prioritization of applicants in good standing.
Eligible Conversion Uses	Additional eligible use of co-living / assisted living	Uses included multi-residential development/dwelling units; hotel; school; performing arts centre	Enables a broader range of housing types, including student-focused housing.
Governance	Revised Incentives Approval Committee (IAC) membership:  1. GM Planning & Development Services 2. Director of Finance 3. Director of Real Estate and Development Services	Incentives Approval Committee comprised of:  1. GM Planning and Development Services 2. Chief Financial Officer	Broadens committee membership and delegates authority to streamline process.
	Addition of Administrative Review Panel to allow applicants reconsideration of IAC decision.	No avenue for reconsideration.	Good practice to include ability for reconsiderations.

ISC: UNRESTRICTED

## Supplementary Slide – Terms of Reference Summary of Changes

Category	New Terms of Reference	Existing Terms of Reference	Purpose
Evaluation	Newly defined 2-stage review process: 1. Preliminary Eligibility evaluation (introduces pass/fail criteria) 2. Comprehensive Application Review (introduces evaluation rubric)	Description of approval process more general in nature with less clarity on various decision points.	<ul style="list-style-type: none"> <li>Provides more clarity to applicants of process.</li> <li>Streamlines review and prioritization of applications.</li> <li>Improves communication points back to applicant.</li> </ul>
	Removal of criteria related to below market housing or sustainable building design and improvements.	Consideration for below market housing and sustainable building design and improvements without any definitions or scoring details.	<ul style="list-style-type: none"> <li>Keeps program focused on removal of office and accelerated delivery of housing and other uses.</li> <li>Simplifies application requirements.</li> <li>Streamlines application review.</li> </ul>
	Clear articulation of the requirement of a Pre-Application Assessment as a component of the Comprehensive Application Review process.	Pre-Application Assessment part of business practices but not clearly identified in TOR.	Improved clarity and transparency of business practices and role of Pre-Application Assessment in overall review and evaluation process.
	Inclusion of Project Design Elements as part of overall Comprehensive Application Review	Captured as ‘key considerations’ without clarity on how items will be evaluated	<ul style="list-style-type: none"> <li>Improved clarity and transparency of current business practices</li> <li>Clarity on minimum quality expectations.</li> </ul>
Payment of Funds	Flexibility of timing for payment of funds.	Payment at full project completion, final inspection and occupancy permit.	Alignment to requirements of HAF, as required.

# DOWNTOWN CALGARY DEVELOPMENT INCENTIVE PROGRAM

# JULY 2024 UPDATE

City of Calgary - Conversion Project

# THE CORNERSTONE

909 5 Ave SW

**112**  
UNITS  
80 2BD, 32 3BD

**179**  
RESIDENTS

**111,772**  
SQ FT CONVERSION AREA

**\$8,382,900 CITY INVESTMENT (PAID)**

**Completed April 2024**

First building completed under the program

Developer : PeopleFirst Developments

**JUNE 2015**

THE CORNERSTONE  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# ELEMENT HOTEL

833 4 Ave SW

**228**  
HOTEL SUITES

**171,290**  
SQ FT CONVERSION AREA

**\$9.7M CITY INVESTMENT (EST)**

Under construction, anticipated completion Q2 2025.  
First and only hotel conversion project thus far through the program.

Developer : PBA Group of Companies

element  
BY WESTIN

**JUNE 2024**

ELEMENT HOTEL  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# UNITED PLACE

808 4 Ave SW

**81**

UNITS

9 STUDIO, 36 1BD, 18 2BD, 18 3BD

**130**

RESIDENTS

**83,337**

SQ FT CONVERSION AREA

**\$6.2M CITY INVESTMENT (EST)**

Development Permit Approved, building permit forthcoming,  
anticipated completion TBD

Developer : United Canadian Investment Inc.

**JUNE 2024**

UNITED PLACE  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# PALLISER ONE

125 9 Ave SW

**395**

UNITS  
90 BD, 305 2BD

**632**

RESIDENTS

**394,500**

SQ FT CONVERSION AREA

**\$29.5M CITY INVESTMENT (EST)**

Development permit approved; building permit forthcoming;  
first delivery of units Q1 2026, completion Q3 2026.

Largest single project to be approved through the program.

Developer : Aspen Properties

**JUNE 2024**

PALLISER ONE  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# TECK PLACE

205 9 Ave SW

**108**  
UNITS  
72 1BD, 36 2 BD

**173**  
RESIDENTS

**105,423**  
SQ FT CONVERSION AREA

**\$7.9M CITY INVESTMENT (EST)**  
Under construction, anticipated completion Q1 2026  
Developer : Cidex Group of Companies.

**JUNE 2024**

TECK PLACE  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# THE LOFT

744 4 Ave SW

**56**

UNITS  
12 STUDIO, 39 1BD, 5 2BD

**90**

RESIDENTS

**54,974**

SQ FT CONVERSION AREA

**\$4.1M CITY INVESTMENT (EST)**

Under construction, anticipated completion Q3 2025

Developer : Institutional Mortgage Capital.

**JUNE 2024**

THE LOFT  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# EAU CLAIRE PLACE I

525 3 Ave SW

**87**

UNITS

15 STUDIO, 48 1BD, 24 2BD

**137**

RESIDENTS

**79,968**

SQ FT CONVERSION AREA

**\$5.9M CITY INVESTMENT (EST)**

Under construction, anticipated completion Q4 2025

Developer : Cidex Group of Companies

**JUNE 2024**

EAU CLAIRE PLACE I  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update





City of Calgary - Conversion Project

# EAU CLAIRE PLACE II

521 3 Ave SW

**195**

UNITS

42 STUDIO, 93 1BD, 24 2BD

**312**

RESIDENTS

**158,326**

SQ FT CONVERSION AREA

**\$11.9M CITY INVESTMENT (EST)**

Under construction, anticipated completion Q4 2025

Developer : Pacific Reach Properties Development

**JUNE 2024**

EAU CLAIRE PLACE II  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# TAYLOR BUILDING

805 8 Ave SW

**96**

UNITS  
65 1BD, 30 2 BD, 1 3BD

**154**

RESIDENTS

**66,675**

SQ FT CONVERSION AREA

**\$5M CITY INVESTMENT (EST)**

Development permit approved; building permit  
forthcoming; anticipated completion Q4 2026

Developer : Cressey Development Group

**JUNE 2024**

TAYLOR BUILDING  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# PETRO FINA BUILDING

736 8 Ave SW

**103**  
UNITS  
51 2BD, 52 3BD

**165**  
RESIDENTS

**130,000**  
SQ FT CONVERSION AREA

**\$9.7M CITY INVESTMENT (EST)**  
Under construction, anticipated completion Q1 2025  
Developer : PeopleFirst Developments

**JUNE 2024**

PETRO FINA BUILDING  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# DOMINION CENTRE

665 8 8 St SW

**132**  
UNITS  
57 STUDIO, 21 1BD, 54 2BD

**211**  
RESIDENTS

**99,695**  
SQ FT CONVERSION AREA

**\$7.5M CITY INVESTMENT (EST)**  
Under construction, anticipated completion Q4 2025  
Developer : Alston Properties

**JUNE 2024**

DOMINION CENTRE  
Rendering

ISC: UNRESTRICTED

Downtown Calgary Development Incentive Program July 2024 Update



City of Calgary - Conversion Project

# PLACE 800

800 6 Ave SW

**204**  
UNITS  
144 2BD, 60 3BD

**326**  
RESIDENTS

**201,600**  
SQ FT CONVERSION AREA

**\$15.1M CITY INVESTMENT (EST)**  
BP under review; anticipated completion Q3 2026  
Developer : PeopleFirst Developments

**JUNE 2024**

PLACE 800  
Rendering

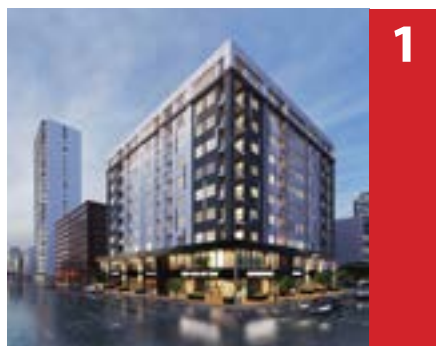
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Downtown Calgary Development Incentive Program July 2024 Update

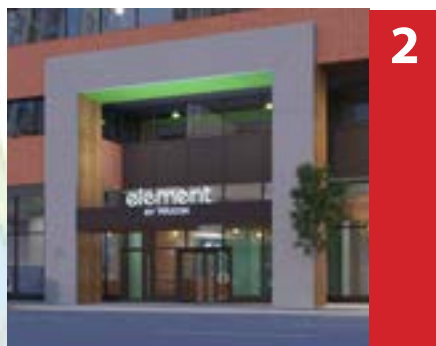


# Downtown Calgary – Projects and Investments

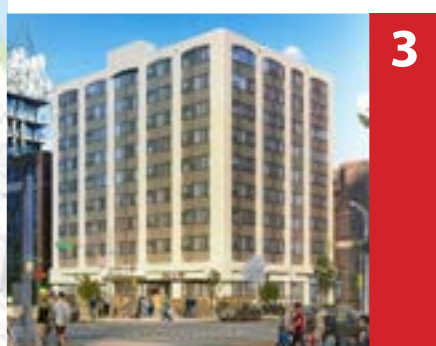
as of January 22, 2024



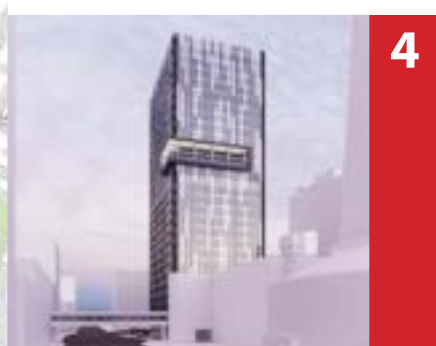
**1 THE CORNERSTONE**  
909 5 AVE SW



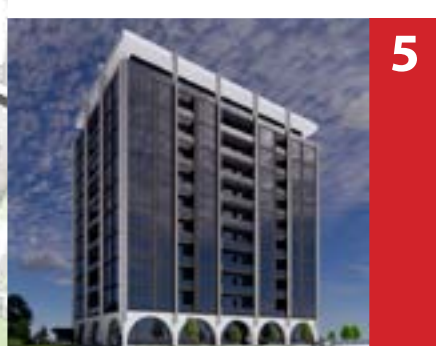
**2 ELEMENT HOTEL**  
833 4 AVE SW



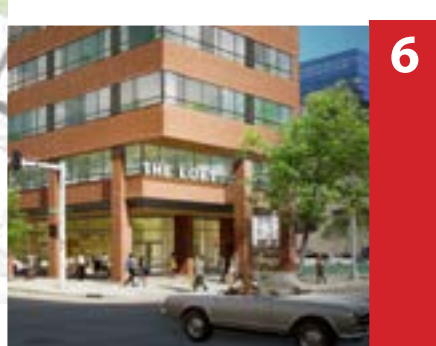
**3 UNITED PLACE**  
808 4 AVE SW



**4 PALLISER ONE**  
125 9 AVE SW



**5 TECK PLACE**  
205 9 AVE SW



**6 THE LOFT**  
744 4 AVE SW



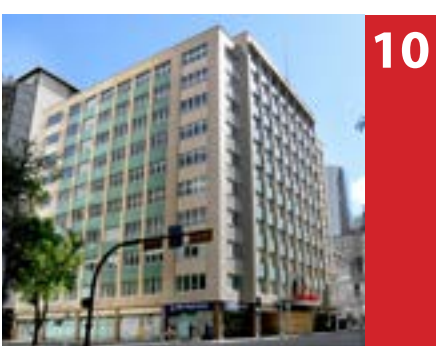
**7 EAU CLAIRE PLACE I**  
525 3 AVE SW



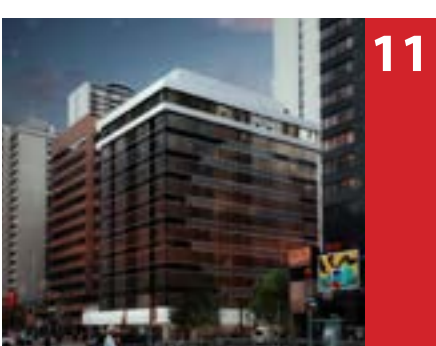
**8 EAU CLAIRE PLACE II**  
521 3 AVE SW



**9 TAYLOR BUILDING**  
805 8 AVE SW



**10 PETRO FINA BUILDING**  
736 8 AVE SW



**11 DOMINION CENTRE**  
665 8 8 ST SW



**12 PLACE 800**  
800 6 AVE SW



# Downtown Calgary Development Incentive Program Overview

PROJECT	DEVELOPER	STATUS	STATS	NOTES
<b>THE CORNERSTONE</b> 909 5 AVE SW	PeopleFirst Developments	<b>COMPLETED</b> April 2024	112 units (80 2BD, 32 3BD); 179 residents; 111,772 sq ft conversion area; \$8,382,900 City investment (paid)	First building completed under the program
<b>ELEMENT HOTEL</b> 833 4 AVE SW	PBA Group of Companies	<b>UNDER CONSTRUCTION</b> Anticipated completion Q2 2025	228 hotel suites; 171,290 sq ft conversion area; \$9,725,880 City investment (est)	First and only hotel conversion project thus far through the program
<b>TECK PLACE</b> 205 9 AVE SW	Cidex Group of Companies	<b>UNDER CONSTRUCTION</b> Anticipated completion Q1 2026	108 units (72 1BD, 36 2 BD); 173 residents; 105,423 sq ft conversion area; \$7,906,725 City investment (est)	
<b>THE LOFT</b> 744 4 AVE SW	Institutional Mortgage Capital	<b>UNDER CONSTRUCTION</b> Anticipated completion Q3 2025	56 units (12 studio, 39 1BD, 5 2BD); 90 residents; 54,974 sq ft conversion area; \$4,123,050 City investment (est)	
<b>EAU CLAIRE PLACE I</b> 525 3 AVE SW	Cidex Group of Companies	<b>UNDER CONSTRUCTION</b> Anticipated completion Q4 2025	87 units (15 studio, 48 1BD, 24 2BD); 139 residents; 79,968 sq ft conversion area; \$5,997,593 City investment (est)	
<b>EAU CLAIRE PLACE II</b> 521 3 AVE W	Pacific Reach Properties Development	<b>UNDER CONSTRUCTION</b> Anticipated completion Q4 2025	195 units (42 studio, 93 1BD, 24 2BD); 312 residents; 158,326 sq ft conversion area; \$11,874,450 City investment (est)	
<b>PETRO FINA BUILDING</b> 736 8 AVE SW	Peoplefirst Developments	<b>UNDER CONSTRUCTION</b> Anticipated completion Q1 2025	103 units (51 2BD, 52 3BD); 165 residents; 130,000 sq ft conversion area; \$9,750,000 City investment (est)	Also the recipient of a Historic Resource Conservation Grant through Heritage Planning, and certain elements of the building will be preserved and legally protected through the conversion process.
<b>DOMINION CENTRE</b> 665 8 8 ST SW	Alston Properties	<b>UNDER CONSTRUCTION</b> Anticipated completion Q4 2025	132 units (57 studio, 21 1BD, 54 2BD); 211 residents; 99,695 sq ft conversion area; \$7,477,125 City investment (est)	Also the recipient of additional Retrofit Challenge grant money - \$1.2M from Climate.
<b>PALLISER ONE</b> 125 9 AVE SW	Aspen Properties	<b>DEVELOPMENT PERMIT APPROVED</b> Building permit forthcoming; first delivery of units Q1 2026, completion Q3 2026	395 units (90 BD, 305 2BD); 632 residents; 394,500 sq ft conversion area; \$29,587,950 City investment (est)	Largest single project to be approved through the program
<b>TAYLOR BUILDING</b> 805 8 AVE SW	Cressey Development Group	<b>DEVELOPMENT PERMIT APPROVED</b> Building permit forthcoming; anticipated completion Q4 2026	96 units (65 1BD, 30 2 BD, 1 3BD); 154 residents; 66,675 sq ft conversion area; \$5,000,625 City investment (est)	
<b>UNITED PLACE</b> 804 4 AVE SW	United Canadian Investment Inc.	<b>DEVELOPMENT PERMIT APPROVED</b> Building permit forthcoming, anticipated completion TBD	81 units (9 studio, 36 1BD, 18 2BD, 18 3BD); 130 residents; 83,337 sq ft conversion area; \$6,250,275 City investment (est)	
<b>PLACE 800</b> 800 6 AVE SW	Peoplefirst Developments	<b>BP UNDER REVIEW</b> Anticipated completion Q3 2026	204 units (144 2BD, 60 3BD); 326 residents; 201,600 sq ft conversion area; \$15,120,000 City investment (est)	

# SHAPING A GREATER DOWNTOWN

July 18, 2024

Attention: Executive Committee and City Council  
The City of Calgary

**Re: Downtown Calgary Development Incentive Program Revised Terms of Reference**

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Dear Executive Committee and City Council:

On behalf of the Real Estate Sector Advisory Committee (RESAC), we are writing to express the need to accelerate implementation of the Downtown Calgary Development Incentive Program, especially office to residential conversions. With significant market demand for housing in Calgary and supply constrained, affordability continues to be diminished, we need to find ways of bringing more units to market faster, and removing barriers that don't focus on this as top priority.

Since the Program launched in August 2021, starting with downtown office to residential conversions, it demonstrated early success by being bold, keeping it simple, moving at the speed of business, and removing red tape by leveraging tools such as the Centre City Enterprise Area.

RESAC considers the Program one of the best programs in North America. RESAC believes that the revised Program Terms of Reference and implementation needs to be laser-focused on bringing more housing units to market faster, through downtown office to residential conversions. This will achieve the outcome of delivering more units faster in downtown, as outlined by the Housing Accelerator Fund (HAF).

RESAC was provided the opportunity to comment on the Revised Program Terms of Reference with our major recommendations incorporated, which focused on bringing more units to market faster; and ensuring applicants had the ability and capacity to deliver.

RESAC strongly encourages The City of Calgary and the Downtown Strategy team to move at the speed of business and work together with us to prepare the details of the new process. Time is of the essence. Time is money, especially in this continued high interest rate and high inflation environment.

RESAC looks forward to collaborating with the Downtown Strategy team to provide industry guidance on the new process with the goal of re-opening the Program as soon as possible. Thank you for the opportunity to share our perspectives.

Sincerely,



**Hannes Kovac**  
Chair RESAC  
[hk@opuscorp.ca](mailto:hk@opuscorp.ca)



**Trent Edwards**  
Co-Chair RESAC  
[trent.edwards@brookfieldpropertiesdevelopment.com](mailto:trent.edwards@brookfieldpropertiesdevelopment.com)



**Clerk's Note to  
Regular Meeting of Council  
2024 July 30**

**ISC: UNRESTRICTED  
EC2024-0809**

**RE: Green Line Governance, Corporate Risk and Financials (Verbal), EC2024-0809**

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 JULY 23:**

That Council:

1. Adopt Confidential Recommendations 1 to 9 contained in Confidential Report EC2024-0809;
2. Receive for information Confidential Attachments 4 and 5; and
3. a. Direct that the Closed Meeting discussions, Report, and Attachments remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2031 December 31; and  
b. Notwithstanding Recommendation 3a), make public Recommendations 1 to 6, upon Council rising and reporting.

**Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2024 July 23:**

"The following documents were distributed with respect to Confidential Verbal Report EC2024-0809:

- Confidential Cover Report;
- Confidential Attachment 1;
- Confidential Attachment 2;
- Confidential Attachment 3;
- Confidential Attachment 4;
- Confidential Attachment 5;
- Confidential Attachment 6;
- Confidential Attachment 7;
- Confidential Attachment 8; and
- Confidential Attachment 9.

...

**Moved by Councillor Carra**

That with respect to Confidential Verbal Report EC2024-0809, the following be approved:

That the Executive Committee recommend that Council:

1. Adopt Confidential Recommendations 1 to 9 contained in Confidential Report EC2024-0809;

For: (6): Mayor Gondek, Councillor Carra, Councillor Mian, Councillor Spencer, Councillor Walcott, and Councillor Pootmans

Against: (3): Councillor Sharp, Councillor Chabot, and Councillor Wong

**MOTION CARRIED**

**Moved by** Councillor Carra

That with respect to Confidential Verbal Report EC2024-0809, the following be approved:

That the Executive Committee recommend that Council:

2. Receive for information Confidential Attachments 4 and 5; and
3. a. Direct that the Closed Meeting discussions, Report, and Attachments remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2031 December 31; and  
b. Notwithstanding Recommendation 3a), make public Recommendations 1 to 6, upon Council rising and reporting.

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

**MOTION CARRIED”**

**Attachments:**

1. Confidential Report and Attachments



POSTPONED REPORT

Excerpt from the Minutes of the Regular Meeting of Council, held 2024 June 18:

“8.1 Intergovernmental Relations Update (Verbal), C2024-0612

**Moved by** Councillor Penner

**Seconded by** Councillor Walcott

That Council further postpone Item 8.1, Intergovernmental Relations Update (Verbal), C2024-0612, to the 2024 July 30 Regular Meeting of Council.

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

**MOTION CARRIED”**

Excerpt from the Minutes of the Regular Meeting of Council, held 2024 May 28:

“11.2 Intergovernmental Relations Update (Verbal), C2024-0612

A document entitled "Postponed Report" was distributed with respect to Verbal Report C2024-0612.

**Moved by** Councillor Carra

**Seconded by** Councillor Penner

That with respect to Verbal Report C2024-0612, the following be adopted:

That Council postpone Item 11.2, Intergovernmental Relations Update (Verbal), C2024-0612 to the 2024 June 18 Regular Meeting of Council.

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

**MOTION CARRIED”**

Excerpt from the Minutes of the Public Hearing Meeting of Council, held 2024 May 7:

“9.1 Intergovernmental Relations Update (Verbal), C2024-0612

**Moved by** Councillor Mian

**Seconded by** Councillor Chabot

That with respect to Verbal Report C2024-0612, the following be adopted:

That Council reconsider its decision with respect to Confidential Verbal Report C2024-0593, Recommendations 1 to 4.

**Moved by** Councillor Penner

**Seconded by** Councillor Walcott

That with respect to Verbal Report C2024-0612, the following be adopted:

That Council postpone Item 9.1, Intergovernmental Relations Update (Verbal), C2024-0612 to the 2024 May 28 Regular Meeting of Council.

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

**MOTION CARRIED”**

POSTPONED REPORT

Excerpt from the Minutes of the Regular Meeting of Council, held 2024 June 18:

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“12.2.2 Transit Update (Verbal), C2024-0760

**Moved by** Councillor Walcott

**Seconded by** Councillor Wyness

That with respect to Confidential Verbal Report C2024-0760, the following be adopted:

That Council:

1. Adopt Confidential Recommendations 1, 2 and 3 in the Confidential Presentation;  
and
2. Direct that the Confidential Presentation and Closed Meeting Discussions be kept confidential pursuant to Section 21 (disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2025 June 18.

**Moved by** Councillor Walcott

**Seconded by** Councillor Wyness

That Council postpone Item 12.2.2, Transit Update (Verbal), C2024-0760 to the 2024 July 30 Regular Meeting of Council.

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

**MOTION CARRIED”**



**Planning & Development Services Report to  
Regular Meeting of Council  
2024 July 30**

**ISC: UNRESTRICTED  
C2024-0803**

## **Future of Biodiversity Advisory**

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### **PURPOSE**

The purpose of this report is to provide recommendations regarding changes on how the mandate of biodiversity is addressed through Council advisory bodies.

### **PREVIOUS COUNCIL DIRECTION**

During the closed session of the 2023 July 4 meeting with respect to report C2023-0762, Council directed Administration to return with a proposed bylaw to merge the BiodiverCity Advisory Committee and the Climate Advisory Committee.

### **RECOMMENDATION(S):**

That Council:

1. Direct Administration to authorize the continuation of the existing and expiring terms of public member appointments to the BiodiverCity Advisory Committee until 2025 Q2 and refrain from appointing new members to the BiodiverCity Advisory Committee in the 2024 annual recruitment for Boards, Commissions and Committees;
2. Direct Administration to return to Council by 2025 Q2 with an update to the Climate Advisory Committee Terms of Reference to explicitly include the mandate of biodiversity and update the member composition to include biodiversity expertise;
3. Effective 2025 Q2, disband the BiodiverCity Advisory Committee.

### **GENERAL MANAGER COMMENTS**

General Manager Debra Hamilton concurs with this report. The proposed recommendations will ensure Council, Administration and Calgarians continue to benefit from strategic advice on both biodiversity and climate action, while simplifying our committee structures.

### **HIGHLIGHTS**

- The BiodiverCity Advisory Committee (BiodiverCity Committee) provides Council and Administration with strategic advice on matters affecting urban biodiversity in Calgary in alignment with The City's 10-year Biodiversity Strategy.
- The Climate Advisory Committee (Climate Committee) provides Council and Administration with strategic advice on policies and initiatives that relate to climate mitigation and adaptation, of which natural infrastructure is a component.
- To address overlap between the BiodiverCity Committee and Climate Committee, Administration has identified ways to align the work and goals of these committees.
- In response to Council's direction to merge the committees, Administration is recommending more explicitly acknowledging biodiversity in the mandate and composition of the Climate Committee, and disbanding the BiodiverCity committee.
- This approach serves the public interest by streamlining advice to Council to align with the structure of the more recently approved *Climate Strategy: Pathways to 2050* and *2023-2026 Climate Implementation Plan*.

**Planning & Development Services Report to  
Regular Meeting of Council  
2024 July 30**

**ISC: UNRESTRICTED  
C2024-0803**

**Future of Biodiversity Advisory**

---

**DISCUSSION**

**Background**

The BiodiverCity Committee advances the commitments and procedures identified within Our BiodiverCity, Calgary's 10-year Biodiversity Strategic plan (2015-2025) and The Durban Commitment: Local Governments for Biodiversity. It consists of 10 public members and five Administration members. Although the BiodiverCity Committee frequently receives presentations on biodiversity initiatives from Administration and participates in public events to encourage eco-literacy, the BiodiverCity Committee had not been as active as a direct advisory body to Council.

The Climate Committee consists of 15 public members and one non-voting Administration member. This committee met for the first time in December of 2022 and works to advance Calgary's Climate Strategy: Pathways to 2050 (Climate Strategy). The Climate Committee has developed subcommittees that align to the Climate Implementation Plan thematic areas of Communities, Buildings, Energy Supply, Mobility, Natural Infrastructure, Accountability & Reporting and Human Health. Biodiversity is an important consideration in both climate mitigation and adaptation.

With the emergence of a Climate Committee whose mandate includes natural infrastructure, Council expressed a desire to streamline these advisory services. The original strategy which the Biodiversity Committee was meant to support is also approaching its 10-year timeline, which presents an appropriate timeframe to refresh the approach for an advisory body to Council on biodiversity matters. As such, in 2023, Council directed Administration to propose a bylaw to merge the BiodiverCity Committee and Climate Committee.

**Merger and Disbandment Implications**

To further understand the implications of Council's direction, staff met with the Municipal Boards & Governance Administrators (BCC), who clarified that a bylaw to 'merge' the committees would effectively disband and dissolve both committees, and then reconstitute a new committee.

Administration also engaged with both committees on the direction from Council. The public members of the BiodiverCity Committee expressed concern that the topic of biodiversity would be diluted within a merged advisory committee and that disbandment would represent de-prioritization of biodiversity.

The Climate Committee was concerned that the dissolution and reconstitution of their committee associated with an outright merger would severely disrupt their momentum in advancing climate action. However, the Climate Committee indicated that they are supportive of expanding their natural infrastructure mandate to explicitly include biodiversity, and have renamed their Natural Infrastructure subcommittee to become Natural Infrastructure/Biodiversity, as well as recommended that Council consider biodiversity expertise when selecting future members

**The Path Forward**

Based on the advice from BCC Administration and the discussion with both committees, Administration recommends incorporating biodiversity expertise and priorities into the work of the Climate Committee, and disbanding the Biodiversity Committee.

**Planning & Development Services Report to  
Regular Meeting of Council  
2024 July 30**

**ISC: UNRESTRICTED  
C2024-0803**

**Future of Biodiversity Advisory**

---

As the driver of the motion was to maximize the efficacy of advisory services, the recommended approach will leverage the Climate Committee's structure and momentum to embed biodiversity more firmly in their work. This solution also better parallels The City's administrative service delivery structure, with both climate and biodiversity mandates residing with the Climate and Environment business unit.

Administration's recommendations respond to Council's direction in a way that enables more efficient integration of biodiversity into climate work than would result by completely dissolving both committees and reconstituting a new one.

Irrespective of the advisory body composition, Calgary remains a signatory to the Durban Commitment and the work of the BiodiverCity strategy would also continue under the relevant portfolios within Climate & Environment, Urban Forestry, and Parks and Open Spaces service committees. Furthermore, the current workplan of the BiodiverCity Committee, through to Q2 2025, is to prepare a report on the progress achieved in the 10-year timeframe outline in *Our BiodiverCity*. This analysis is intended to be used by Administration to inform the successor strategy to *Our BiodiverCity* in 2026.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

Administration engaged with members of both affected committees. In addition to the concerns noted above from both committees, the BiodiverCity Committee and Climate Committee provided letters for Council's consideration as Attachments 3 and 2 respectively.

**IMPLICATIONS**

**Social**

This approach serves the public interest by streamlining advice to Council in a way that maximises the benefit and impact of these committees. However, it is important to recognize that current members of the BiodiverCity Committee may feel that the organizations they represent would no longer have the same degree of direct access to Council.

**Environmental**

Although the disbandment of the BiodiverCity Committee may be perceived to signal a de-prioritization of biodiversity, the actual work to advance *Our BiodiverCity* continues irrespective of the advisory body composition. The recommendation proposed provides the opportunity to strengthen The City's commitment to climate action and biodiversity protection by streamlining and aligning the associated advisory committees in a way that helps support the implementation of both the Climate Strategy and the Biodiversity Strategy.

**Economic**

No economic implications have been identified with the proposed changes.



Planning & Development Services Report to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
C2024-0803

## **Future of Biodiversity Advisory**

---

### **Service and Financial Implications**

No anticipated financial impact has been identified with the proposed changes.

### **RISK**

There are some reputational risks associated with this report as it relates to Council's environmental priorities. The public members of the BiodiverCity Committee are concerned that the mandate of biodiversity will be diluted within the broader Climate Committee mandate and have expressed their desire to continue as a distinct committee. In response to those concerns, the recommendations include the direction to explicitly update the member composition for the Climate Committee to specifically target biodiversity expertise, and ensure biodiversity is formally recognized in the committee's terms of reference. The timing of the recommendations would also allow currently serving members of the Biodiversity Committee to carry their expertise into the Climate Committee.

There is also a possibility that the public may perceive this as an indication that biodiversity is not a priority for Council or Administration. However this can be mitigated by clear communication of commitments that work to preserve biodiversity through the protection of Environmentally Significant Areas, the restoration of natural areas, and eco-literacy initiatives in current and future service plans.

### **ATTACHMENT(S)**

1. Background and Previous Council Direction
2. Climate Advisory Committee letter to Council
3. BiodiverCity Advisory Committee letter to Council
4. Presentation
5. **Public Submissions**

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Debra Hamilton	Planning and Development Services	Approve
Kyle Ripley	Parks	Inform

Author: Rehana Rajabali, Climate and Environment

# Background and Previous Council Direction

## Background

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The BiodiverCity Advisory Committee was established in 2015 to provide Council and Administration with strategic advice on matters affecting urban biodiversity in The City of Calgary. The Committee advances the commitments and procedures identified within Our BiodiverCity, Calgary's 10-year Biodiversity Strategic plan (2015- 2025), The Durban Commitment: Local Governments for Biodiversity, and Calgary's Climate Strategy: Pathways to 2050 (Climate Strategy).

The Climate Advisory Committee provides Council and Administration with strategic advice and recommendations on policies and strategic initiatives that relate to climate change mitigation and adaptation. The Climate Advisory Committee terms of reference include natural infrastructure. The Climate Advisory Committee consists of 15 public members and one non-voting Administration member. This is a new Committee that met for the first time in December of 2022.

## Previous Council Direction

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## Bylaws, Regulations, Council Policies

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[Click or tap here to enter BYLAWS INTRODUCTION TEXT.](#)

### **City of Calgary Biodiversity Policy – CSPS037**

This council policy was established in March 2015 to guide biodiversity conservation decision-making and act as a foundation for municipal actions towards biodiversity conservation.

### **City of Calgary Signature of Durban Commitment**

In the fall of 2016, The City of Calgary signed the Durban Commitment, becoming the third Canadian city to formally join an international program directed by Local Action for Biodiversity. This program aims to improve biodiversity planning and management. By signing the commitment, Calgary acknowledges its “accountability and responsibility for the health and well-being of our communities through protecting, sustainably utilizing, and managing biodiversity, recognizing its role as the foundation of our existence”.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 July 04	C2023-0762	<p>Further to Council's direction respecting EC2023-0473, that Council direct Administration to return to Council no later than the end of Q2 2024 with:</p> <ul style="list-style-type: none"> <li>I. a proposed bylaw to merge the BiodiverCity Advisory Committee and the Climate Advisory Committee; and</li> <li>II. <i>(held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed by 2033 June 01.</i></li> </ul> <p>Note: Part I of the above recommendation was originally made in closed session. General Manager Debra Hamilton approved the release of the above recommendation on 2024 June 27.</p>
07/26/2022	C2022-0878	Amendments to Climate Advisory Committee Terms of Reference
5/27/2022	CD2022-0583	Amendments to BiodiverCity Advisory Committee Terms of Reference
03/17/2022	CD2022-0361	Establishment of a Climate Advisory Committee.
11/15/2021	N2021-1207	Direction to Administration to work with BiodiverCity Advisory Committee to revise terms of reference to reflect criticality of their work and committee's ability to better interface with Council and Administration
7/27/2015	CPS2015-0608	Establishment of an Advisory Committee on Biodiversity
03/30/2015	CPS2015-0260	Establishment of Council Biodiversity Policy

# Climate Advisory Committee Letter to Council

March 15, 2024

Re: The future of the Climate Advisory Committee and BiodiverCity Advisory Committee

Dear Mayor Gondek and Members of Council:

The mandate of the Calgary Climate Advisory Committee (CAC) is to advise Council and Administration on policies and strategic initiatives that relate to climate change mitigation and adaptation. This is critical work and members of the CAC take this mandate seriously. The CAC consists of 15 public members and one non-voting Administration member. This is a new Committee that met for the first time in December of 2022, and in its first year, members studied a substantial number of documents pertaining to work already accomplished in The City of Calgary's (The City) Climate Strategy: Pathways to 2050 and the Climate Implementation Plan and engaged with multiple City teams that are advancing the actions outlined within the Climate Implementation Plan.

In order to accomplish this volume of work to fulfill our mandate, the CAC formed a set of subcommittees with the purpose of developing recommendations that are provided to Council and Administration. These CAC subcommittees align with the climate framework outlined in The City's Climate Implementation Plan. They are as follows: Communities, Buildings, Energy Supply, Mobility, Natural Infrastructure, Education & Outreach, and Accountability & Reporting.

In response to the request from Council to amalgamate the CAC and the BiodiverCity Advisory Committee (BAC), the CAC has developed a recommendation that will allow the CAC to continue their critical work while improving integration of biodiversity considerations into climate action. The BAC was formed to advance the commitments and procedures in Calgary's 10-year Biodiversity Strategic Plan (2015-2025). This mandate is close to being fulfilled with all member terms ending in October of 2025. Biodiversity is an important consideration in both climate mitigation and adaptation and the CAC is already incorporating biodiversity into the work of the Committee through the Natural Infrastructure subcommittee as well as in the full CAC meetings and work. With the sunset of the BAC, there is an opportunity to add additional biodiversity expertise to the Natural Infrastructure subcommittee. This will allow for a smoother transition and integration of biodiversity into climate than would result by completely merging the two committees.

There is strong expertise within the CAC and the members have developed respect and trust for each other. This has resulted in alignment in the actions and recommendations put forward by the CAC. Maintaining the CAC membership and adding a biodiversity focus to the Natural Infrastructure subcommittee will ensure the momentum and effectiveness the CAC has built carries forward and allow us to continue to advance recommendations on climate action to Council and Administration.

The CAC has an urgent and critical mandate, and we appreciate the opportunity to provide a recommendation on improving biodiversity integration into the CAC which will allow the BAC to

complete its mandate and dissolve. We are committed to working closely with Administration and Council during this transition to ensure the work of the CAC stays on track.

Sincerely,

Pat Letizia  
Chair, Calgary Climate Advisory Committee

Cc: Stuart Dalgleish, Chief Operating Officer  
Climate Advisory Committee Members:  
Jennifer Saldana, Vice Chair  
Bill Black  
Dr. Gabriela da Costa Silva  
Taylor Brown  
Dick Ebersohn  
Steph Gagnon  
Ryan Germaine  
Dr. Christine Gibson  
Brian Hahn  
Andrée Iffrig  
Jeremy van Loon  
Joanne Perdue  
Robert Tremblay  
Dr. Joel Trubilowicz

# BiodiverCity Advisory committee letter to Council

City of Calgary BiodiverCity Advisory Committee

June 25, 2024

Her Worship, Mayor Gondek and Members of Council

c/o City Clerk's Office

Mail Code #8007

P.O. Box 2100, Station M

Calgary AB Canada T2P 2M5

Dear Madam Mayor and Council Members:

As chair of the BiodiverCity Advisory Committee (BAC), I am writing to inform you that the public members of the BAC think it unwise for Mayor and Council to disband the committee.

Council established this committee to support the strategic plan, Our BiodiverCity (2015-2025). Over the past 10 years, the City of Calgary has developed and implemented important policies and programs to protect and increase biodiversity in Calgary. Our most critical strategic advice to you today is that you must not lose focus on the importance of biodiversity, protecting natural areas, and increasing ecoliteracy among Calgary's rapidly growing population.

Biodiversity plays a crucial role in both climate change mitigation and adaptation. Beyond that, biodiversity is essential to life on earth. Employment and Social Development Canada cites 35 "plausible" global disruptions that could reshape Canada and the world in the near future. Ranked second by the highest combination of likelihood and impact is the scenario where "*Biodiversity is lost and ecosystems collapse in seven years*".

Within the BiodiverCity Advisory Committee there exists strong expertise and members share a common goal of advancing biodiversity in Calgary. Maintaining the BAC membership and not becoming a subcommittee of the Climate Advisory Committee will ensure that a focus on biodiversity is not lost.

The BAC respectfully requests that we continue to be a part of your formal public consultation. Instead of disbanding the committee, we urge City Council to engage the BAC well in advance of critical decisions that will significantly impact biodiversity in Calgary.

Yours truly,



Dianne E. Allen, Chair, BiodiverCity Advisory Committee

BiodiverCity Advisory Committee Members:

Sara Jordan-McLachlan, Vice Chair

Dr. Mindi Summers

Dr. Lea Randall

Berna-Dean Holland

Matthew Rygus

Natalie Mcleod

Amanda Dickson

Stephanie Findlay





# Future of Biodiversity Advisory

C2024-0803  
July 30, 2024

## Previous Council Direction

2023 July 04

C2023-0762

Further to Council's direction respecting EC2023-0473, that Council direct Administration to return to Council no later than the end of Q2 2024 with:

a proposed bylaw to merge the BiodiverCity Advisory Committee and the Climate Advisory Committee; and

*(held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed by 2033 June 01.*



# Recommendations:

That Council:

1. Direct Administration to authorize the continuation of the existing and expiring terms of public member appointments to the BiodiverCity Advisory Committee until 2025 Q2 and refrain from appointing new members to the BiodiverCity Advisory Committee in the 2024 annual recruitment for Boards, Commissions and Committees;
2. Direct Administration to return to Council by 2025 Q2 with an update to the Climate Advisory Committee Terms of Reference to explicitly include the mandate of biodiversity and update the member composition to include biodiversity expertise;
3. Effective 2025 Q2, disband the BiodiverCity Advisory Committee.

# Background



## BiodiverCity Advisory Committee (Biodiversity Committee)

- Established in 2015
- Support Our BiodiverCity, Calgary's 10-year Biodiversity Strategy (2015- 2025)



## Climate Advisory Committee (Climate Committee)

- Established in 2022
- Support Calgary's Climate Strategy: Pathways to 2050

# Future of Biodiversity Advisory

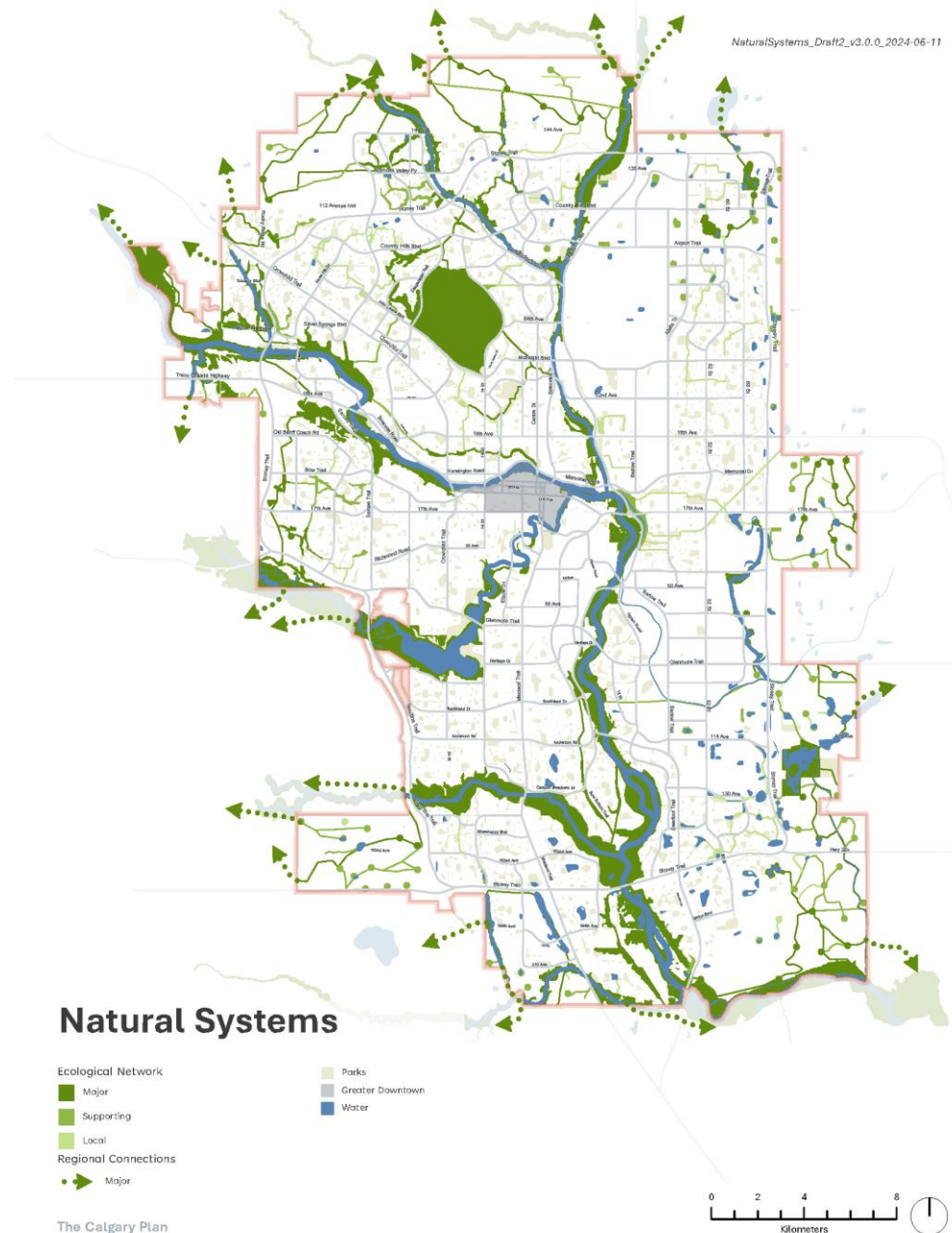
- Administration engaged with both committees and BCC Admin
- Council's direction to merge the two committees would effectively dissolve both; each committee had concerns around a merger
- The Climate Committee wants to maintain momentum; the Biodiversity Committee wants to avoid a dilution of their mandate
- Administration's position is that leveraging the Climate Committee's momentum and structure (as primarily third-party) will result in enhanced advocacy on both climate and biodiversity matters





# Biodiversity aligned work in 2023-2026 Workplans

- Increased protection and conservation of Environmentally Significant Areas
- Parks habitat restoration
- Development and implementation of Habitat Management Plans
- Connecting more Calgarians with parks and open spaces and engaging on the value of accessing nature in the city
- Increasing the resilience of our urban forest to invasive pests



## Recommendations:

That Council:

1. Direct Administration to authorize the continuation of the existing and expiring terms of public member appointments to the BiodiverCity Advisory Committee until 2025 Q2 and refrain from appointing new members to the BiodiverCity Advisory Committee in the 2024 annual recruitment for Boards, Commissions and Committees;
2. Direct Administration to return to Council by 2025 Q2 with an update to the Climate Advisory Committee Terms of Reference to explicitly include the mandate of biodiversity and update the member composition to include biodiversity expertise;
3. Effective 2025 Q2, disband the BiodiverCity Advisory Committee.





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infosab@cpaws.org  
cpaws-southernalberta.org



Calgary City Council  
P.O. Box 2100, Stn. M  
Calgary, AB  
T2P 2M5

*Re: Calgary's Biodiversity Strategic Plan and Advisory Committee*

Dear Calgary City Council,

We are at a pivotal point as *Our BiodiverCity – Calgary's 10 Year Biodiversity Strategic Plan* reaches the end of its 10-year timeframe, amidst growing global concerns over biodiversity loss. The Southern Alberta Chapter of the Canadian Parks and Wilderness Society (CPAWS SAB) would like to reinforce the importance of maintaining and enhancing the City of Calgary's commitment to biodiversity conservation. The decision to update or sunset the City's biodiversity strategic plan, along with the Biodiversity Advisory Committee (BAC), will have long-term ecological, economic, and social impacts.

CPAWS is a reputable nationwide non-profit organization dedicated to the protection and sustainability of public lands across Canada. The Southern Alberta chapter has been engaged on local issues since the 1960s. We work collaboratively with governments, industry, Indigenous Peoples, and others to provide landscape level, science-based support and advice for the protection and proper management of parks and wilderness areas, both rural and urban.

As one of Alberta's largest cities, Calgary has a significant role to play in supporting Canada's commitment under the Kunming-Montreal Global Biodiversity Framework - to safeguard nature and reverse biodiversity loss by 2050 - and provincial and federal species recovery, habitat protection, and invasive species management objectives. Calgary's natural spaces support the ecological integrity of the larger Southern Alberta landscape. The city contains vital habitat and corridors for wildlife, ranging from small invertebrates to larger ungulates. For its visitors and residents, the natural spaces and ecological processes behind biodiversity provide important goods and services, mental and physical health benefits, and opportunities to connect and appreciate nature.

We recommend that the City of Calgary (1) release a report on progress to date using the BiodiverCity Strategic Plan's success metrics, (2) develop a new standalone biodiversity strategy with updated targets, objectives, and success metrics for the next 10 years, and (3) explore ways to improve the communication and integration of input from biodiversity experts and the public in its renewed commitment and strategic approach. We additionally encourage Council to consider the level of expertise and focus the BAC offers, which could be leveraged in these tasks.

In 2011, Calgary City Council signed the Durban Commitment and formally joined Local Action for Biodiversity, committing to long-term action. While creating the BiodiverCity Strategic Plan and BAC were positive steps, the conclusion of the strategy's 10-year term does not signify the end of this work, especially when not all targets have been met. For example, 2021 data indicated that restoration efforts were only on track to meet 36% of the 20% increase in open space restoration target set for 2025.<sup>1</sup> Maintaining biodiversity is an ongoing commitment. Sunsetting the current strategy and BAC contradicts the intent of the Durban Commitment and the need for increased efforts to meet current 2025 biodiversity targets and future objectives.

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<sup>1</sup> BiodiverCity Advisory Committee. 2023. Annual report: Attachment A – Key areas of concern and accomplishments. City of Calgary.

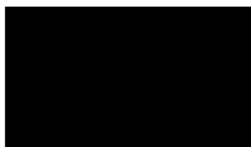
While the BAC has faced challenges in finding its purpose, the success of similar committees in other jurisdictions suggests how effective it could be and the need to assess why the committee has struggled in the past. For example, areas to evaluate and consider improvements might include how BAC input is communicated and considered in decision-making. Having a public committee that can effectively advise Council provides a vital conduit for local conservation groups to bring forward issues in an official manner and supports public involvement and oversight in biodiversity matters. If past barriers are addressed, the BAC could enhance communication and collective action between Council, key stakeholders, and the general public, while ensuring integration into the ongoing work of Administration and the implementation of related strategies and plans.

Having a standalone biodiversity strategy contributes to reaching targets and objectives outlined in other plans and strategies, including the Municipal Development Plan, Calgary Transportation Plan, Climate Strategy – Pathways to 2050, and upcoming Connect: Calgary's Parks Plan. Any commitments to improving the well-being of Calgarians, visitors, and the environment necessitates a commitment to biodiversity. Simply integrating biodiversity targets into other plans and strategies risks diminishing the focus required for meaningful contributions.

While it is exciting to see the City of Calgary's commitment to addressing climate change, it is important not to conflate all climate action with biodiversity conservation. Although interconnected, the concurrent global climate and biodiversity loss crises are each uniquely complex and solutions may vary or conflict. While the Climate Advisory Committee (CAC) has a large mandate of its own that includes natural infrastructure, this does not equate to biodiversity or cover the full mandate of the BAC. Neither addressing climate change or biodiversity should come at the expense of the other. Having separate strategies and committees ensures both receive the necessary attention and expertise. Collectively, the BAC members supply valuable insights in areas ranging from biology, ecology, horticulture, to recreation management, distinct from those in the CAC.

The current biodiversity strategic plan reaching its 10-year mark presents an opportunity for the City of Calgary to demonstrate its commitment to biodiversity, its residents, and visitors. Evaluating and reporting on past actions for future insight and accountability, recognizing the importance of developing and implementing a strong standalone biodiversity strategy, and maintaining the BAC in a format capable of supporting such, is crucial. To discuss any of our above recommendations or suggestions for what a new biodiversity strategy should look like further, please contact one of our organization's representatives listed below.

Sincerely,



Chloe Hahn, Conservation Coordinator, Canadian Parks and Wilderness Society – Southern Alberta



Katie Morrison, Executive Director, Canadian Parks and Wilderness Society – Southern Alberta

Recipients: City Clerk's Office – Public Submissions ([publicsubmissions@calgary.ca](mailto:publicsubmissions@calgary.ca)), Jyoti Gondek ([themayor@calgary.ca](mailto:themayor@calgary.ca)), Sonya Sharp ([Sonya.Sharp@calgary.ca](mailto:Sonya.Sharp@calgary.ca)), Jennifer Wyness ([Jennifer.Wyness@calgary.ca](mailto:Jennifer.Wyness@calgary.ca)), Jasmine Mian ([Jasmine.Mian@calgary.ca](mailto:Jasmine.Mian@calgary.ca)), Sean Chu ([Sean.Chu@calgary.ca](mailto:Sean.Chu@calgary.ca)), Raj Dhaliwal ([Raj.Dhaliwal@calgary.ca](mailto:Raj.Dhaliwal@calgary.ca)), Richard Pootmans ([Richard.Pootmans@calgary.ca](mailto:Richard.Pootmans@calgary.ca)), Terry Wong ([Terry.Wong@calgary.ca](mailto:Terry.Wong@calgary.ca)), Courtney Walcott ([Courtney.Walcott@calgary.ca](mailto:Courtney.Walcott@calgary.ca)), Gian-Carlo Carra ([Gian-Carlo.Carra@calgary.ca](mailto:Gian-Carlo.Carra@calgary.ca))

Carlo.Carra@calgary.ca), Andre Chabot (Andre.Chabot@calgary.ca), Kourtney Penner  
(Kourtney.Penner@calgary.ca), Evan Spencer (Evan.Spencer@calgary.ca), Dan McLean  
(Dan.McLean@calgary.ca), Peter Demong (Peter.Demong@calgary.ca)



## Public Submission

CC 968 (R2024-05)

## FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the *Freedom of Information and Protection of Privacy (FOIP) Act* of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making and scheduling speakers for Council or Council Committee meetings. **Your name and comments will be made publicly available in the Council or Council Committee agenda and minutes.** If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

**Please note that your name and comments will be made publicly available in the Council or Council Committee agenda and minutes. Your e-mail address will not be included in the public record.**

## ENDORSEMENT STATEMENT ON TRUTH AND RECONCILIATION, ANTI-RACISM, EQUITY, DIVERSITY, INCLUSION AND BELONGING

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

First name [required] Stephanie

Last name [required] Findlay

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Council

Date of meeting [required] Jul 30, 2024

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters The disbandment of the BiodiverCity Advisory Committee

Are you in favour or opposition of the issue? [required] In opposition



## Public Submission

CC 968 (R2024-05)

ATTACHMENT\_01\_FILENAME

ATTACHMENT\_02\_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I am an professional environmental scientist working in the City of Calgary, and I want it on the record that I believe that council is not demonstrating a commitment to preserving biodiversity in this City by dissolving the BiodiverCity Advisory Committee. By disbanding this committee, it is effectively setting aside the City's 10-year biodiversity strategic plan. The plan has many goals, one of which was the commitment to restore 20% of Calgary's current open space to increase biodiversity, a goal which will not be met by 2025. I can't see a path forward, nor do I see the City providing us with next steps to continue to prioritize biodiversity. As a result, biodiversity will likely get left behind other initiatives of the day, or drown out by louder voices if paired with other groups. I hope the City takes formal steps to protect biodiversity in a more meaningful way in the wake of this decision. For example, the European Union has passed a restoration law requiring Member states to restore 20% of the bloc's land by the end of this decade.





Corporate Planning & Financial Services Report to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
C2024-0840

## **Implementing a Quantity Only Model for Franchise Fees**

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### **PURPOSE**

This report presents an update and a new timeline for the development and implementation of the new Quantity Only methodology for franchise fees (also known as Local Access Fees for electricity) approved by Council on 2024 March 18. *The Utilities Affordability Statutes Amendment Act, 2024* (formerly Bill 19) requires a much earlier implementation date than anticipated when Council provided their direction.

### **PREVIOUS COUNCIL DIRECTION**

On 2024 March 18, Council directed Administration (C2024-0251) to:

1. Design and implement a revised methodology that aligns with the Quantity Only model, to transition The City in how it collects Local Access Fees from electricity and franchise fees from natural gas starting from 2027 January 01.
2. Seek all necessary approvals, including Alberta Utilities Commission (AUC) approvals, in order to implement a Quantity Only model for collecting franchise fees from electricity and natural gas.
3. Use the following principles in designing a Quantity Only model:
  - A. Build a model that will provide more stability and predictability than the current model in how much The City collects in revenue.
  - B. Support affordability concerns of Calgarians and businesses.
  - C. Minimize shifts across user classes with the intent of not materially shifting the financial responsibility from one user class to another.
  - D. Maintain and improve The City's financial sustainability ensuring The City continues to collect at a minimum the currently budgeted Local Access Fee and Franchise Fee amounts from both electricity and natural gas.
  - E. Build a model that will continue to support both The City's operating and capital budgets.
4. Continue advocacy efforts aimed at other orders of government to secure necessary funding for infrastructure and capital investments in The City.
5. Change the *Council Policy CFO003 Franchise Fee/MCAF Revenue Budgets and Variances* and develop a funding source, program and framework to support an annual amount of \$10 million in 2025 and 2026 for Energy Poverty and Affordability initiatives with funding from a portion of any potential positive variance collected from the Local Access Fee operating budget.

Corporate Planning & Financial Services Report to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
C2024-0840

## Implementing a Quantity Only Model for Franchise Fees

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### RECOMMENDATIONS:

That Council:

1. Reconsider their decision on 2024 March 18 regarding Recommendation 1 in report C2024-0251 Adopting a Quantity Only Model for Franchise Fees to make 2027 January 01 the implementation date for the Quantity Only model and direct Administration to:
  - a. Target 2025 January 1 as the implementation date; and
  - b. Ensure The City is fully compliant with *The Utilities Affordability Statutes Amendment Act, 2024* by 2025 March 17; and
2. Direct that Attachment 1 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2024 December 31.

### CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

The Chief Financial Officer and General Manager of Corporate Planning and Financial Services concurs with this report.

### HIGHLIGHTS

- To improve affordability for Calgarians and businesses, on 2024 March 18 Council approved the Quantity Only model as a revised methodology for The City to collect Local Access Fees from electricity and franchise fees from natural gas, which was to be implemented starting from 2027 January 01.
- The Quantity Only model remains the Administration's recommended methodology to provide greater clarity, predictability and control for consumers, helps The City collect only what is budgeted for, and financially incentivizes energy conservation thereby reducing climate impact.
- On 2024 April 22, the Government of Alberta introduced *The Utilities Affordability Statutes Amendment Act, 2024*. To be compliant with the Act, The City needs to revise the timeline for implementing the new methodology to 2025 March 17.
- The revised timeline aims to have the new franchise fee methodology in place for 2025 January 1, reducing risk to The City around the collection of fees in 2025 Q1 while providing a contingency for legislative compliance.
- Though there is increased risk for implementation on this accelerated timeline, Administration has developed mitigation plans in response and the residual risk is low-medium.

### DISCUSSION

The current franchise fee methodology for electricity and natural gas was established in 1956. (Franchise fees for electricity have been historically referred to as Local Access Fees.) On 2024 March 18 Council approved the Quantity Only model as a revised methodology for The City to collect franchise fees, which was to be implemented starting from 2027 January 01.

On 2024 April 22, the Government of Alberta introduced *The Utilities Affordability Statutes Amendment Act, 2024* (formerly Bill 19). Having been proclaimed in force 2024 June 20, new

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C2024-0840

### **Implementing a Quantity Only Model for Franchise Fees**

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agreements that use a franchise fee calculation methodology compliant with the Act must be approved by the Alberta Utilities Commission no later than 2025 March 17 (270 days after the Act was proclaimed in force). Attachment 2 shows Administration's revised timeline to have the new franchise fee methodology in place for 2025 January 1. This timeline reduces the financial risk to The City around the collection of fees in 2025 Q1 after the Regulated Rate Option (which is a core component of the fee calculation in the current franchise agreements) ceases to exist on 2024 December 31. It also incorporates contingency time for legislative compliance by 2025 March 17.

Administration was able to revise the timeline by largely eliminating contingency time that was built into the original timeline and finding efficiencies in the process where possible. We are fortunate to have dedicated partners to facilitate the process: ENMAX and ATCO are committed to establishing new contracts quickly, while the AUC is targeting to approve new agreements within 3 months where they do not follow the standard templates.

Attachment 3 provides a full risk assessment for the revised timeline.

Administration considered alternative approaches to managing the changes to the timeline, including implementing other methodologies. The Quantity Only model remains the recommended approach, as it is a superior methodology for meeting key priorities for The City. The Quantity Only model:

- Provides greater clarity, predictability and control for consumers by having a transparent flat rate directly tied to the amount of energy used and eliminating the current tie to a fluctuating rate for electricity and natural gas that is not the one most consumers' bills are based on.
- Helps The City to collect only what is budgeted for by setting franchise fee rates in consideration of forecasted budgetary needs, with a more reliable mechanism for accurately collecting that amount.
- Financially incentivizes consumers to use less energy due to consumer sensitivity to franchise fee amounts on monthly bills tied to the quantity of consumption, which contributes to reducing negative impact on the climate.

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required        |
- ENMAX and ATCO were engaged to understand timeline and procedural requirements to implement the Quantity Only model, as well as financial impact.
  - The Alberta Utilities Commission was consulted to clarify the process and expectations for filing for approval new franchise fees and agreements.
  - The Government of Alberta was consulted to clarify expectations regarding *The Utilities Affordability Statutes Amendment Act, 2024*.

## **Implementing a Quantity Only Model for Franchise Fees**

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### **IMPLICATIONS**

#### **Social**

The City set out to revise its franchise fee methodology to address affordability for Calgarians. The Quantity Only method removes the volatility of the current model and allows consideration for setting appropriate rates for Calgarians and businesses.

Changes to the proportional share being paid by the customer rate classes may result in questions from interested parties.

#### **Environmental**

The Quantity Only methodology applies the fee to the energy component of the utility bill, and this acts as a disincentive to consume energy.

Decreasing the fees in general for residential customers would help increase energy equity and meet the goals for the energy equity pathway in the Climate Strategy.

#### **Economic**

Franchise fees are broadly based, inclusive of all developed properties in Calgary including those exempt from paying property taxes, thus diversifying The City's revenue base. Franchise fees support a balance between property taxes and other revenues, one of The City's fiscal objectives.

### **Service and Financial Implications**

#### **Other:**

##### **Change in rates or fees**

With the Quantity Only methodology implementation on an accelerated timeline, the change to the fee structure will be earlier than anticipated. Council will set the amount of revenue to be collected.

### **RISK**

The City's proposed Quantity Only model for franchise fees faces a time-sensitive decision due to legislative changes. While offering long-term benefits, the model carries short-term risks related to regulatory approval and potential negative public reaction.

To mitigate these risks, the City has developed a comprehensive strategy focusing on expedited implementation, collaboration with interested parties, proactive communication, and contingency planning. The goal is to ensure a smooth transition to the new model while minimizing potential disruptions and financial impacts. The compressed timeline and limited opportunity for engagement with interested parties pose additional challenges, requiring The City to prioritize key areas of engagement and modeling, and effectively communicate with interested parties and the Alberta Utilities Commission to secure approval and build support. However, with the full set of risk management strategies in place the residual risk to The City is low-medium.

A full risk assessment is provided in Attachment 3.

Corporate Planning & Financial Services Report to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
C2024-0840

**Implementing a Quantity Only Model for Franchise Fees**

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**ATTACHMENT(S)**

1. Attachment 1 - Background and Previous Council Direction
2. Attachment 2 - Revised Timeline
3. Attachment 3 - Risk Analysis
4. Attachment 4 - Presentation

Department Circulation

General Manager/Director	Department / Business Unit	Approve/Consult/Inform
Carla Male, Chief Financial Officer and General Manager	Corporate Planning & Financial Services	Approve
Chris Stewart, Director	Corporate Planning & Performance	Approve
Denise Jakal, Assistant Director	Law	Consult

Author: Corporate Economics & Regulatory Affairs, Corporate Planning & Performance





## Attachment 2 – Revised Timeline

C2024-0840

2024 July 30



# Original timeline



## Step 01

3-9 months

Design a revised methodology to align with Quantity Only Model

## Step 02

3-9 months

Negotiate new agreements with ENMAX and ATCO incorporating new methodology

## Step 03

6 months +

Obtain AUC approval of the new LAF agreements

## Step 04

1-3 months

Establish base year LAF rates and obtain Council approval

## Step 05

Implementation, specifically in ENMAX and ATCO billing systems



2024 Mar 18

## Quantity Only Model

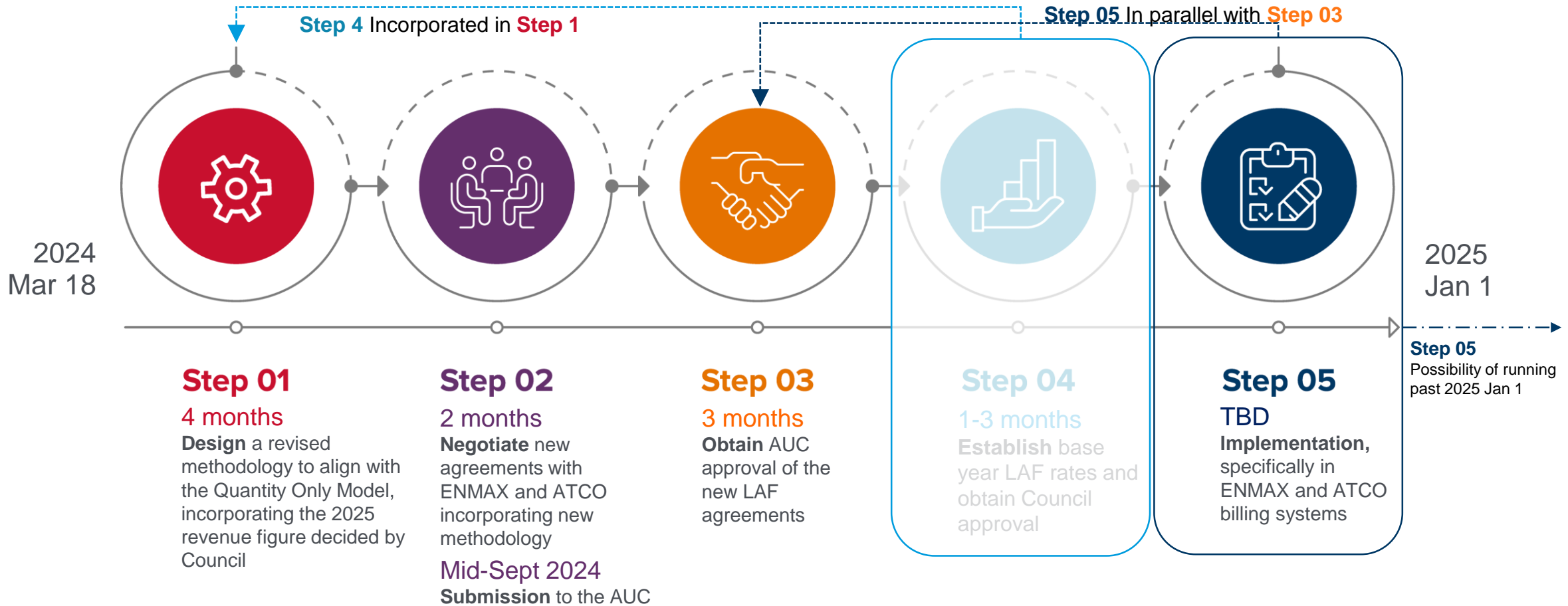
Full Cycle Change

- Contingency built into plan
- Aligns with next four-year budgeting cycle

2027 Jan 1

Council approved implementation date (2024 March 18)

# Revised timeline



## EFFICIENCIES:

**Eliminated contingency** time no longer needed

**Expedite work** by combining steps or undertaking in parallel, while accepting the risk of possible re-work

**Dedicated partner collaboration** to streamline negotiations with ENMAX and ATCO, and approval through the Alberta Utilities Commission



## Risk Assessment

The following is an overview of the top risks and The City's response strategies for the transition to a Quantity Only model by 2025 January 01.

This information was collected by undergoing a risk analysis to ensure risks are well understood, with a response strategy in place for each one. As new developments take place and new information is uncovered the risk assessment will be updated in an ongoing manner as part of the program implementation.

Risk	Analysis	Response
Timeline Risk	The compressed timeline for renegotiating franchise agreements presents a risk to the timely development of a robust and defensible franchise fee model. Similarly, there is limited time for utility providers and retailers to update and test their billing systems for the new model. If these steps extend beyond the current timeframe, The City's ability to collect franchise fees could be interrupted in Q1 2025.	<p><b>Accelerated Timeline:</b> The City will fast-track the implementation of the franchise fee model, expediting processes wherever possible while balancing the need for quality and The City's appetite for short-term financial impacts. This includes prioritizing the submission of the application to the AUC in September to ensure adequate time for their review and approval, and supporting ENMAX and ATCO to make system updates in parallel with the AUC application.</p> <p><b>Streamlined Collaboration:</b></p> <ul style="list-style-type: none"> <li>Franchise agreement negotiations with ENMAX and ATCO will be focused on essential changes necessary for legislative compliance, streamlining the process and minimizing potential delays.</li> <li>A joint project plan will be established with ENMAX and ATCO to foster efficient and effective collaboration, ensuring alignment on timelines, deliverables, and model development. Initial discussions with ENMAX and ATCO brought high confidence that a September filing date is achievable.</li> </ul> <p><b>Knowledge Transfer and Robust Modeling:</b></p> <ul style="list-style-type: none"> <li>The City will actively leverage the experience and insights gained from Edmonton's current model for electricity franchise fees to expedite the process and avoid potential pitfalls.</li> <li>Modeling and load forecasting, particularly at the class level, will be prioritized to ensure the robustness and defensibility of the franchise fee model.</li> </ul>

Regulatory Risk	<p>There is a risk that the Alberta Utilities Commission (AUC) may not be able to approve The City's application for a Quantity Only model within the stated timelines due to the lack of precedent for such agreements. While the City of Edmonton has uses a similar model with EPCOR, it remains untested for AUC approval, potentially leading to regulatory caution. Such a delay - or even an outright rejection – could result in financial loss for The City.</p>	<p>The City will be keeping the AUC informed and will provide advanced notice and details of the off-template Quantity Only model.</p> <p><b>Preparedness for Regulatory Scrutiny:</b> The City will anticipate and prepare for potential challenges to the franchise fee model by the AUC. This includes keeping the AUC informed of our intentions to enable their own preparedness, and developing a comprehensive and well-supported rationale for the chosen model, backed by strong supporting information.</p> <p><b>Timely Submission:</b> The Quantity Only model applications will be filed in September, ensuring a full three-month window for AUC review and approval. This aligns with the AUC's public target of a three-month processing timeframe, contingent upon a clear and well-supported rate rationale.</p> <p><b>Leveraging AUC Guidance:</b> The AUC's acknowledgement of alternative models and established evaluation process make their requirements clear. By working closely with ENMAX and ATCO to present a comprehensive and well-supported rationale for the Quantity Only model following the AUC's guidance for determining that rates are just and reasonable and that the agreements are in the public interest, The City proactively addresses potential regulatory concerns, mitigates the risk of prolonged uncertainty, and safeguards against potential financial constraints.</p> <p><b>Contingency Plan (Distribution Only Model):</b> Recognizing the potential for delays or even non-acceptance, The City has developed a contingency plan. If necessary, the Quantity Only application can be withdrawn, leaving time to pivot to the template Distribution Only model. Both ATCO and ENMAX have confirmed their ability to develop this alternative model within 4 weeks, and the AUC has targeted a processing timeline of 3 months. This effort will make use of the contingency time in the first months of 2025 built into the revised timeline.</p>

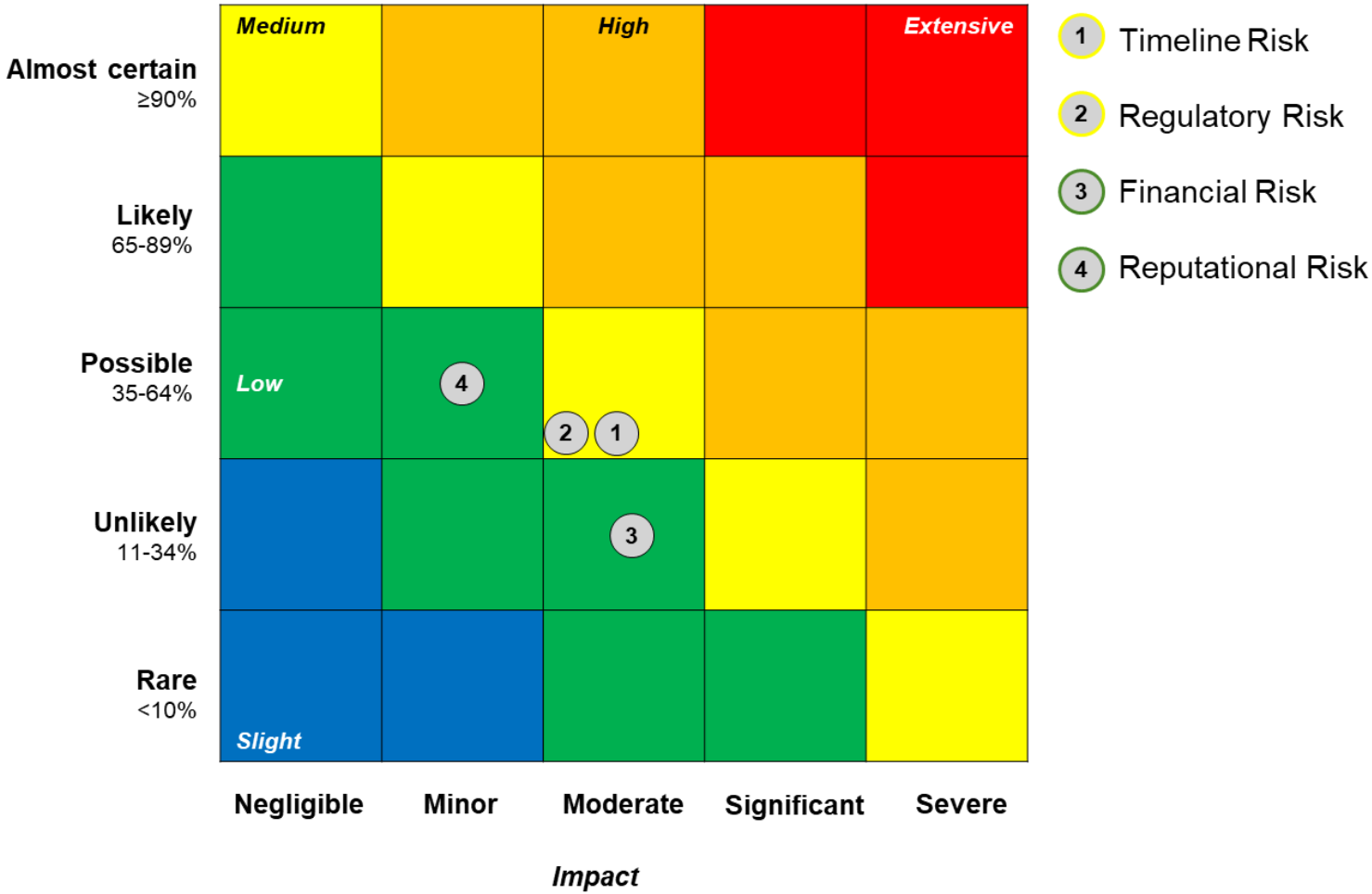
Financial Risk	Delayed Implementation may result in a potential revenue loss of up to \$36M (~\$12M per month) in 2025 Q1 if the Quantity Only model is not implemented by 2025 Jan 1, impacting fees collection.	<b>Contingency Plans:</b> <ul style="list-style-type: none"><li>• Expedite negotiations and approvals to meet Jan 1 target.</li><li>• Explore contingency options such as a) Secure AUC approval interim funding agreements with energy providers to bridge any potential gap and b) Retroactive billing mechanisms to recoup lost revenue if necessary.</li><li>• Maintain option to switch to template agreement for expedited AUC approval (maximum 10 days)</li></ul>
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<p>Reputational Risk</p>	<p><b>Public and Interested Parties Perception Risk:</b> The City's proposed target revenue, rate and fee structure could face scrutiny and negative public perception. This is particularly relevant for natural gas franchise fees, which are currently very low and are likely to rise to levels more in line with other municipalities through this process, potentially causing a negative customer reaction and political response.</p> <p><b>Model Customization and Interested Parties Management Risk:</b> The limited timeframe may hinder The City's ability to fully customize the franchise fee model to meet the specific needs and expectations of various consumer classes. This could lead to unintended cost shifts between consumer groups, resulting in dissatisfaction and potential resistance from affected interested parties.</p>	<p><b>Transparency and Benchmarking:</b> Proactively demonstrate the reasonableness of the proposed rates, providing appropriate context by comparing them to those of other Alberta municipalities.</p> <p><b>Collaborative Communication Plan:</b> Partner with ENMAX and ATCO to develop and execute a comprehensive communication plan that:</p> <ul style="list-style-type: none"> <li>• Clearly explains the rationale behind the Quantity Only model and its benefits for consumers.</li> <li>• Highlights the comparability of the proposed rates to those in other municipalities.</li> <li>• Addresses potential concerns and questions about the fee changes.</li> <li>• Emphasizes The City's commitment to fair and equitable rate-setting practices.</li> </ul> <p><b>Ability to Evolve the Model Over Time:</b> The City has the ability to evolve the model over time to increase its sophistication, since the Quantity Only model requires Council to select, and the AUC to approve, franchise fee rates on an annual basis. Therefore, adjustments can be made post-implementation.</p>
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Below is a visual representation of the residual level of risk on a heat map.

**Likelihood**



### ***Emerging Risk***

An emerging risk is when we can identify an uncertainty on the horizon that could impact the organization, but we do not yet have enough information to fully assess the impact and likelihood of it. As The City established its current franchise fee methodology in 1956 there is a degree of uncertainty in transitioning to a new model.

While the new Quantity Only model offers potential benefits, the uncertainties and risks associated with its novel application and accelerated timeline must be acknowledged and proactively managed. By implementing contingency plans, maintaining an adaptive approach, and prioritizing proactive risk management, The City can mitigate these risks and increase the likelihood of successful implementation.

Annual rate-setting by the Council provides a valuable mechanism for ongoing evaluation and improvement of the model, ensuring its long-term suitability for The City's objectives.



# Implementing a Quantity Only Model for Franchise Fees

C2024-0840

2024 July 30

# Previous Direction

On 2024 March 18, Council directed Administration (C2024-0251) to:

1. Design and implement a revised methodology that aligns with the Quantity Only model, to transition The City in how it collects Local Access Fees from electricity and franchise fees from natural gas starting from 2027 January 01.
2. Seek all necessary approvals, including Alberta Utilities Commission (AUC) approvals, in order to implement a Quantity Only model for collecting franchise fees from electricity and natural gas.
3. Use the following design principles in designing a Quantity Only model:
  - A. Build a model that will provide more stability and predictability than the current model in how much The City collects in revenue.
  - B. Support affordability concerns of Calgarians and businesses.
  - C. Minimize shifts in proportions across user classes with the intent of not materially shifting the financial responsibility from one user class to another.
  - D. Maintain and improve The City's financial sustainability ensuring The City continues to collect at a minimum the currently budgeted Local Access Fee and Franchise Fee amounts from both electricity and natural gas.
  - E. Build a model that will continue to support both The City's operating and capital budgets.
4. Continue advocacy efforts aimed at other orders of government to secure necessary funding for infrastructure and capital investments in The City.
5. Change the Council Policy CFO003 Franchise Fee/MCAF Revenue Budgets and Variances and develop a funding source, program and framework to support an annual amount of \$10 million in 2025 and 2026 for Energy Poverty and Affordability initiatives with funding from a portion of any potential positive variance collected from the Local Access Fee operating budget.

# Recommendations

That Council:

1. Reconsider their decision on 2024 March 18 regarding Recommendation 1 in report C2024-0251 Adopting a Quantity Only Model for Franchise Fees to make 2027 January 01 the implementation date for the Quantity Only model and direct Administration to:
  - a) Target 2025 January 1 as the implementation date; and
  - b) Ensure The City is fully compliant with *The Utilities Affordability Statutes Amendment Act*, 2024 by 2025 March 17; and
2. Direct that Attachment 1 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2024 December 31

# Key messages

- To improve affordability for Calgarians and businesses, on 2024 March 18 Council approved the Quantity Only model for franchise fees to be implemented starting 2027 January 01.
- The Quantity Only model is best for Calgary since it:
  - Provides clarity, predictability and control for consumers,
  - Helps The City to collect only what is budgeted for, and
  - Financially incentivizes energy conservation, reducing climate impact.
- On 2024 April 22, the Government of Alberta introduced *The Utilities Affordability Statutes Amendment Act, 2024*. The City must now implement the new methodology by 2025 March 17.
- Administration's revised timeline aims to have the methodology in place for 2025 January 1, reducing risk to The City around the collection of fees in 2025 Q1 while providing a contingency for legislative compliance.
- Though there is increased risk for implementation on this accelerated timeline, Administration has developed mitigation plans in response and the residual risk is low-medium.



# Original timeline



## Step 01

3-9 months

Design a revised methodology to align with Quantity Only Model

## Step 02

3-9 months

Negotiate new agreements with ENMAX and ATCO incorporating new methodology

## Step 03

6 months +

Obtain AUC approval of the new LAF agreements

## Step 04

1-3 months

Establish base year LAF rates and obtain Council approval

## Step 05

Implementation, specifically in ENMAX and ATCO billing systems



## Quantity Only Model

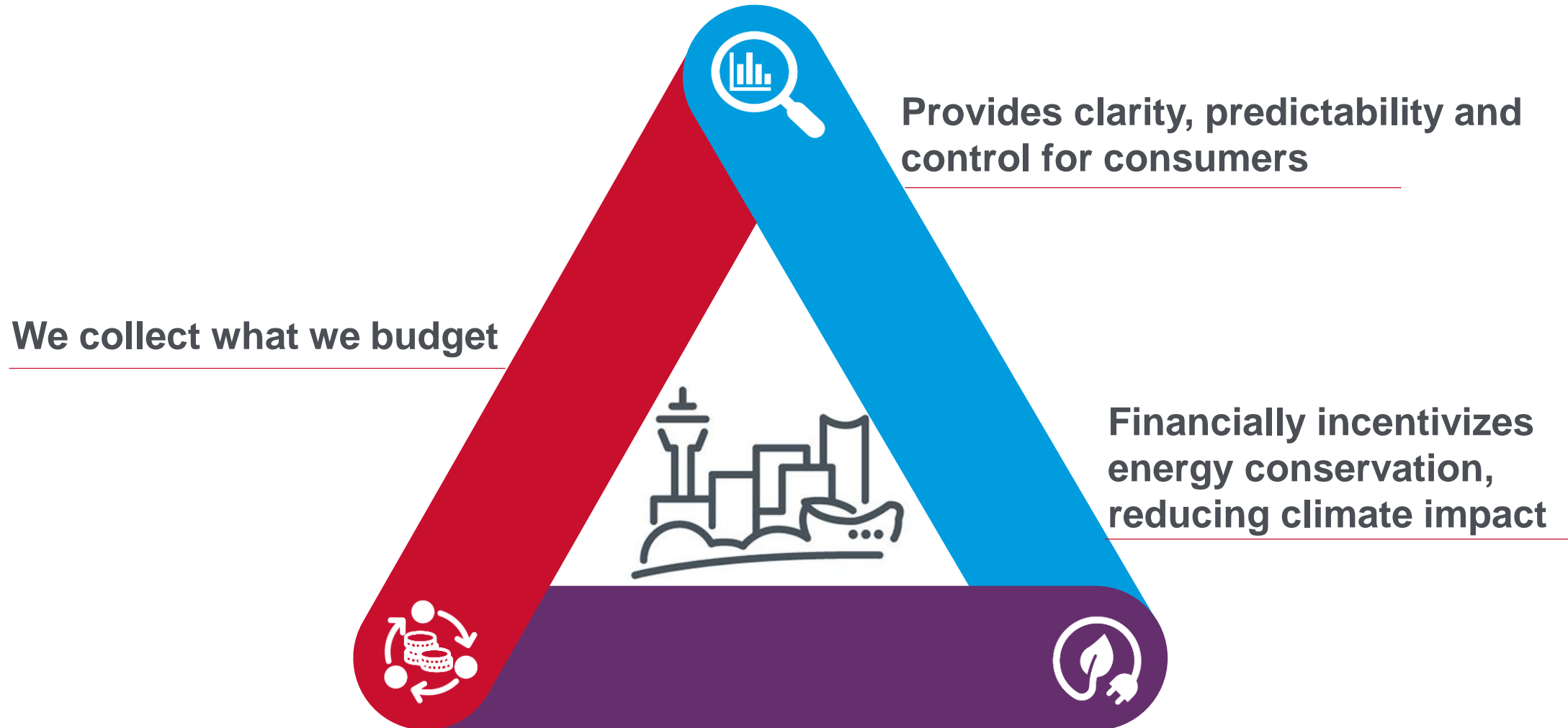
Full Cycle Change

- Contingency built into plan
- Aligns with next four-year budgeting cycle

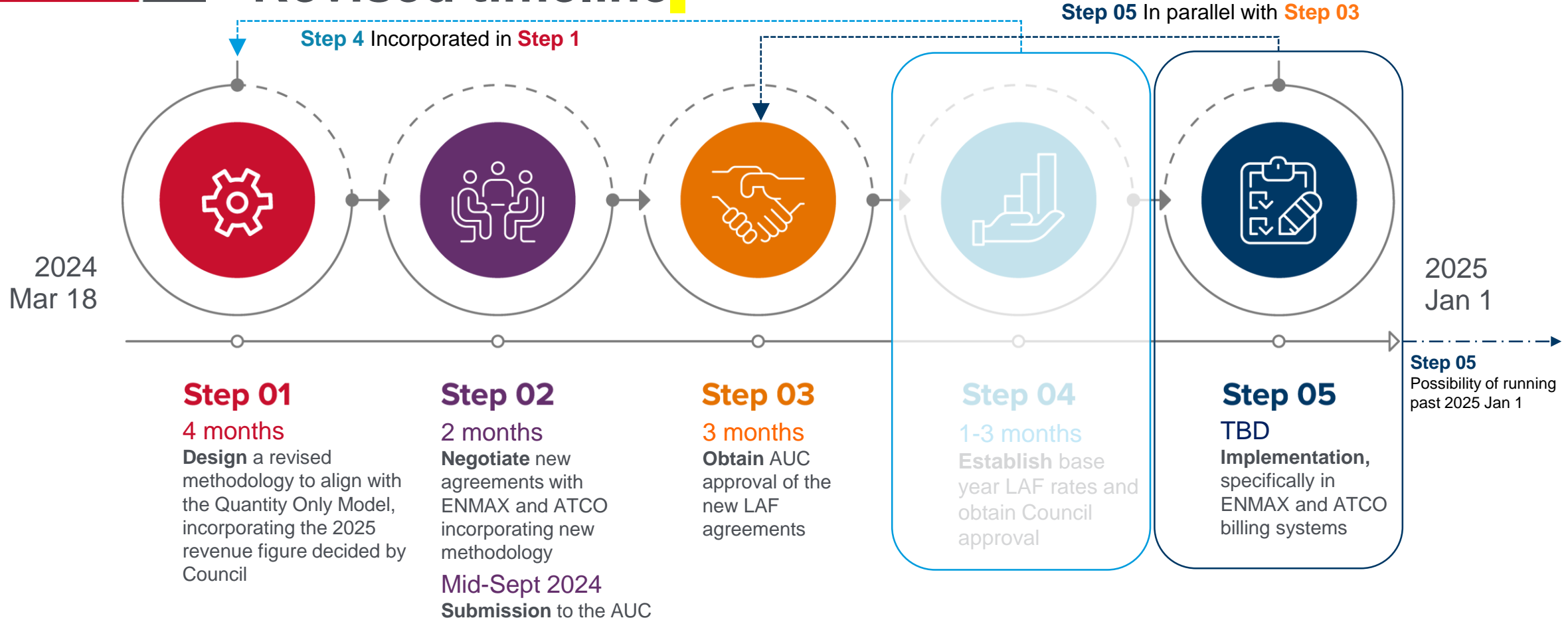
2027 Jan 1

Council approved implementation date (2024 March 18)

# The Quantity Only Model is best for Calgary



# Revised timeline



## EFFICIENCIES:

**Eliminated contingency** time no longer needed

**Expedite work** by combining steps or undertaking in parallel, while accepting the risk of possible re-work

**Dedicated partner collaboration** to streamline negotiations with ENMAX and ATCO, and approval through the Alberta Utilities Commission

# Risk Assessment and Mitigations

## 1. TIMELINE RISK - Medium

Risk to the timely development of a robust and defensible franchise fee model.

## 2. REGULATORY RISK - Medium

Alberta Utilities Commission may delay or not approve a Quantity Only model.

## 3. FINANCIAL RISK - Low

Delayed implementation may result in lost revenue.

## 4. REPUTATIONAL RISK - Low

Proposed target revenue rate and fee structure could face scrutiny and negative public perception.

### Likelihood

**Almost certain**

≥90%

**Likely**

65-89%

**Possible**

35-64%

**Unlikely**

11-34%

**Rare**

<10%

	Medium		High		Extensive
Almost certain ≥90%					
Likely 65-89%					
Possible 35-64%	Low	4	2 1		
Unlikely 11-34%			3		
Rare <10%	Slight				

Negligible

Minor

Moderate

Significant

Severe

Impact

## Mitigation Responses

- ✓ Expedite negotiations.
- ✓ Present a comprehensive rationale for the Quantity Only model and fee amounts.
- ✓ Leverage the experience and insights from Edmonton's implementation of a similar model.
- ✓ Partners in ENMAX and ATCO, committed to establish new contracts quickly.
- ✓ Alberta Utilities Commission dedicated to work with us in finding fast and effective solutions.
- ✓ Maintain option to switch to template agreement

# Recommendations

That Council:

1. Reconsider their decision on 2024 March 18 regarding Recommendation 1 in report C2024-0251 Adopting a Quantity Only Model for Franchise Fees to make 2027 January 01 the implementation date for the Quantity Only model and direct Administration to:
  - a) Target 2025 January 1 as the implementation date; and
  - b) Ensure The City is fully compliant with *The Utilities Affordability Statutes Amendment Act*, 2024 by 2025 March 17; and
2. Direct that Attachment 1 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2024 December 31





**Audit Resource Management Report to  
Audit Committee  
2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0182**

## **Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004**

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### **PURPOSE**

This report provides Audit Committee with recommendations from the Bylaw Review Working Group (BRWG) for proposed amendments to Audit Committee Bylaw 33M2020 (as amended) and City Auditor Bylaw 30M2004 (as amended) (Attachments 1 and 5). Following approval of these proposed amendments Audit Committee will recommend that Council give three readings to amending bylaws.

### **PREVIOUS COUNCIL DIRECTION**

Bylaw 33M2020 (as amended) requires the Audit Committee to review their terms of reference and mandate every three years for compliance with Schedule 'A', Section 1(g) of Bylaw 33M2020.

Bylaw 30M2004 (as amended), requires the City Auditor to review the bylaw every three years in conjunction with the Audit Committee's review of their bylaw and present proposed changes to the Audit Committee and Council for approval, per Section 11.1 of Bylaw 30M2004 (as amended).

### **ADMINISTRATION RECOMMENDATION:**

That Audit Committee:

1. Approve the Bylaw Review Working Group's proposed amendments to Bylaw 33M2020 (as amended) contained in Attachment 1;
2. Approve the Bylaw Review Working Group's proposed amendments to Bylaw 30M2004 (as amended) contained in Attachment 5;
3. Recommend that Council give three readings to the proposed bylaw to amend the Audit Committee Bylaw 33M2020 (as amended);
4. Recommend that Council give three readings to the proposed bylaw to amend the City Auditor's Bylaw 30M2004 (as amended); and
5. Thank the Bylaw Review Working Group members for their contributions.

Audit Resource Management Report to  
Audit Committee  
2024 June 13

ISC: UNRESTRICTED  
AC2024-0182

## Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004

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### RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JUNE 13:

That Council:

1. Give three readings to **Proposed Bylaw 30M2024** to amend the Audit Committee Bylaw 33M2020 (as amended) and following first reading, amend the proposed bylaw as follows:

- a. Amend, Page 3 of Attachment 1, Section 12 by deleting the words “The City’s” and by substituting with the words “External Auditor’s” as follows:

In SCHEDULE “B”, under Section 1. REGARDING THE EXTERNAL AUDITOR, subsections (a) and (b) are deleted and replaced with the following:

“(a) prior to the commencement of the annual external financial audit, reviews the audit plan and estimated audit fees with the External Auditor and discusses the timing and extent of audit procedures, materiality, significant audit risk and areas of audit focus and overall audit strategy. The External Auditor’s preliminary base audit fee estimates based on information available at the time of the External Auditor’s audit plan mailout and subject to change based on the full scoping of and progression of work on the audits for The City’s government business enterprise, related authorities and the ancillary audits are to be included in External Auditor’s audit plan for information purposes only. The audit plan is forwarded to Council for information; and

2. Give three readings to **Proposed Bylaw 31M2024** to amend the City Auditor’s Bylaw 30M2004 (as amended)

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Excerpt from the Minutes of the Regular Meeting of the Audit Committee, 2024 June 13:

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“A document entitled “Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004, AC2024-0182” was distributed with respect to Report AC2024-0182.”

### HIGHLIGHTS

The Audit Committee Bylaw 33M2020 (as amended) came into force on 2020 October 26 at the Organizational Meeting of Council.

The City Auditor’s Bylaw 30M2004 (as amended) was last amended in 2020 September 21 in conjunction with approval of Audit Committee’s new Bylaw 33M2020.

The recommendation for Council to give three readings to amending bylaws completes the bylaw review process directed to be performed by the BRWG at the 2023 March 08 Audit Committee Meeting (AC2023-0236).

**Audit Resource Management Report to  
Audit Committee  
2024 June 13**

**ISC: UNRESTRICTED  
AC2024-0182**

## **Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004**

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### **DISCUSSION**

A BRWG was established to complete a review of both Audit Committee Bylaw 33M2020 (as amended) and City Auditor Bylaw 30M2004 (as amended) to determine if amendments are required. The review of both bylaws is complete, and amendments have been proposed.

The BRWG membership was comprised of Public Member M. Lambert, Councillor T. Wong, and Councillor R. Pootmans, supported by the City Auditor, the Executive Assistant to Audit Committee and the Law Department. Following Council's Organizational Meeting on 2023 October 24<sup>th</sup> Councillor Spencer, Chair and Councillor Pootmans, Vice-Chair performed the final review of proposed amendments.

### **Audit Committee Bylaw 33M2020 (As Amended)**

The proposed amendments to Bylaw 33M2020 (as amended) can be categorized as follows:

- Housekeeping amendments;
- Amendments to clarify current practice; and
- Amendments to support Audit Committee's mandate, role, and authority.

For detail on the proposed amendments see the spreadsheet that outlines the current wording in Bylaw 33M2020 (as amended), the proposed amendment, and the rationale for making the amendment (Attachment 2)

Attachment 3 is a red-lined version of the original Bylaw 33M2020 which may be helpful by providing a draft consolidated version incorporating the proposed amendments.

### **City Auditor Bylaw 30M2004 (As Amended)**

The proposed amendments to Bylaw 30M2004 (as amended) can be categorized as follows:

- Housekeeping amendments;
- Amendments to clarify current practice;
- Amendments to support City Auditor's mandate, scope of work, and reporting lines; and
- Amendments to support ongoing conformity to Institute of Internal Auditor's Global Internal Audit Standards.

For detail on the proposed amendments see the spreadsheet that outlines the current wording in Bylaw 30M2004 (as amended), the proposed amendment, and the rationale for making the amendment (Attachment 6).

Attachment 7 is a red-lined version of Bylaw 30M2004 (as amended) which may be helpful by providing a draft consolidated version incorporating the proposed amendments.

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

☐ Public engagement was undertaken

Audit Resource Management Report to  
Audit Committee  
2024 June 13

ISC: UNRESTRICTED  
AC2024-0182

### Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004

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- ☐ Public/interested parties were informed
- ☒ Dialogue with interested parties was undertaken
- ☐ Public communication or engagement was not required

In reviewing both bylaws, the Bylaw Review Working Group engaged with Audit Committee, the City Auditor, City Clerk's Office, the Law Department, External Auditor and Administration.

#### ATTACHMENTS

1. **Proposed Bylaw 30M2024**
2. Spreadsheet – Proposed Bylaw 33M2020 Amendments
3. Red-line Markups on Proposed Amendments to Audit Committee Bylaw 33M2020
4. Bylaw 33M2020, Audit Committee Bylaw (Current Version)
5. **Proposed Bylaw 31M2024**
6. Spreadsheet – Proposed Bylaw 30M2004 Amendments
7. Red-line Markups on Proposed Amendments to Bylaw 30M2004
8. Bylaw 30M2004, City Auditor's Bylaw (Current Version)
9. Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004, AC2024-0182

Department Circulation

Councillor E. Spencer	Audit Committee Chair	Approve
Liz Ormsby	City Auditor	Consult

City Clerks: K. Picketts / C. Doi

# PROPOSED

AC2024-0182  
ATTACHMENT 1

## BYLAW NUMBER 30M2024

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 33M2020, THE AUDIT COMMITTEE BYLAW

\*\*\*\*\*

**WHEREAS** Council has considered AC2024-0182 and deems it necessary to amend Bylaw 33M2020, the Audit Committee Bylaw;

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

1. Bylaw 33M2020, the Audit Committee Bylaw, as amended, is hereby further amended.
2. In section 2, the following is added after subsection 2(1)(d) as subsection 2(1)(d.1):

“(d.1) “*Civic Partner*” means a Strategy Delivery Partner or a Program and Service Delivery Partner as those terms are described in the Investing in Partnerships Policy (CP2017-01), Schedule 3 – Partnership Categories;”.
3. In section 4:
  - (a) in subsection 4(1)(a)(iv) the word “and” is deleted;  
and
  - (b) after subsection 4(1)(a)(iv) the following is added as subsection 4(1)(a)(iv.1):

“(iv.1) *Administration’s* establishment of processes to manage critical City of Calgary assets, including but not limited to, infrastructure assets, investments, and information assets; and”.
4. In section 5:
  - (a) in subsection 5(a), after the word “Chair” the words “or Vice-Chair” are added;
  - (b) in subsection 5(d), the words “and civic entities” are deleted;
  - (c) in subsection 5(f)(i), the number “\$50,000” is deleted and replaced with “\$75,000”;
  - (d) in subsection 5(f)(ii), after the word “exceed” the words “60% of” are added;
  - (e) in subsection 5(g), before the word “recommend” the words “recruit and” are added; and
  - (f) in subsection 5(l), the words “personal expense reports” are deleted and replaced with “expenses and time approvals”.

# PROPOSED

## BYLAW NUMBER 30M2024

5. In section 6:
  - (a) In subsection 6(1)(b), the words “and are not employed by *The City*” are deleted and replaced with “and have not been employed for at least 2 years by *The City* in any role”;  
  
and
  - (b) subsection 6(3) is deleted and replaced with the following:  
  
“(3) Public members must be financial experts possessing a set of skills, experience and knowledge of financial matters, risk management or tangible capital assets, that support informed and effective decisions.”.
6. In section 7:
  - (a) subsection 7(1) is deleted and replaced with the following:  
  
“7. (1) Members of Council are appointed for two-year terms expiring on the date of the Organizational Meeting in the year of the expiry of the member’s term.”;
  - (b) subsection 7(2) is deleted;  
  
and
  - (c) in subsection 7(6), after the word “resignation” the words “, leave of absence” are added.
7. In subsection 10(1), after the words “public member” the words “and must include either the Chair or Vice-Chair” are added.
8. In subsection 11(1), after the word “*Council*” the word “annually” is added.
9. In subsection 14(2), after the word “documentation” the word “, legislative” is added.
10. In **SCHEDULE “A”**, under **1. REGARDING THE PURPOSE AND ROLE OF AUDIT COMMITTEE**:
  - (a) in subsection (b), before the word “assesses” the word “annually” is added;
  - (b) the following is added after subsection (b) as subsection (b.1):  
  
“(b.1) through the Chair, annually assesses the performance of the *City Auditor* and forwards the performance assessment to *Council* for information.”;
  - (c) subsection (d) is deleted and replaced with the following:  
  
“(d) may invite *Civic Partners* to provide a report and presentation on their governance, financial insights, risk management practices and other



# PROPOSED

## BYLAW NUMBER 30M2024

matters as determined by the Audit Committee and recommend to Council any actions within *City* authority that are deemed appropriate;”

and

- (d) in subsection (f) the words “*The City’s* annual budget process” are deleted and replaced with “*The City’s* budget process”.

11. In **SCHEDULE “A”**, under **4. REGARDING INTERNAL CONTROL AND RISK**, subsections (a) to(c) are deleted and replaced with the following:

- “(a) gains and maintains assurance that *Administration* has established processes to identify, analyze, and mitigate risk, and has established associated internal controls;
- (b) reviews reports from *Administration* concerning *The City’s* internal control systems, including technology, security, climate, and financial controls;
- (c) gains and maintains assurance that the *City Auditor* has established processes to support the operation of Council Policy CP2022-06, Whistle-Blower Policy; and
- (d) reviews the adequacy and effectiveness of the Code of Conduct Program.”.

12. In **SCHEDULE “B”**, under **1. REGARDING THE EXTERNAL AUDITOR**, subsections (a) and (b) are deleted and replaced with the following:

- “(a) prior to the commencement of the annual external financial audit, reviews the audit plan and estimated audit fees with the *External Auditor* and discusses the timing and extent of audit procedures, materiality, significant audit risk and areas of audit focus and overall audit strategy. The *External Auditor’s* preliminary base audit fee estimates based on information available at the time of the *External Auditor’s* audit plan mailout and subject to change based on the full scoping of and progression of work on the audits for *The City’s* government business enterprise, related authorities and the ancillary audits are to be included in *The City’s* audit plan for information purposes only. The audit plan is forwarded to *Council* for information;
- (b) in conjunction with *Administration’s* presentation of the annual financial statements, receives and reviews the *External Auditor’s* year end results report. This report is forwarded to Council for information.”.

13. In **SCHEDULE “C”**, under **1. REGARDING THE CITY AUDITOR**:

- (a) in subsection (b), after the words “overall audit strategy” the words “and makes a recommendation to *Council* on the *City Auditor’s* Office budget” are added.

and

- (b) in subsection 1(d), the words “assesses annually” are deleted and replaced with “through the Chair, annually assesses”.

# PROPOSED

**BYLAW NUMBER 30M2024**

14. 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 \_\_\_\_\_

AUDIT COMMITTEE BYLAW 33M2020  
PROPOSED AMENDMENTS AND RATIONALE

Page, Schedule & Section of Bylaw 33M2020	Current State of Bylaw	Proposed Amendments	Comments / Rationale
Page 1 Section 2  <u>Definitions</u>	Silent	Add the following definition to Section 2 as a new sub-section 2(1)(d.1) as follows:  <b><i>“Civic Partner” means a Strategy Delivery Partner or a Program and Service Delivery Partner as those terms are described in the Investing in Partnerships Policy (CP2017-01), Schedule 3 – Partnership Categories;“.</i></b>	<u>Housekeeping amendment</u>  This amendment aligns with the Major Partners Division definition of “Civic Partner” per Policy CP2017-01, Investing in Partnership Policy, Schedule 3, Partnership Categories  Per Policy CP2017-01, the definition of “Partner” is an independent organization that agrees to collaborate with The City to deliver positive results for Calgarians.
Page 2 Section 4(1)(a)  <u>Mandate</u>	4. (1) The mandate of Audit Committee is to:  (a) assist <i>Council</i> in fulfilling its oversight and stewardship responsibilities by gaining and maintaining reasonable assurance in relation to:  Sub-sections (i) through (v)	Add a new Section 4(1)(a)(vi.1) as follows:  4. (1) The mandate of Audit Committee is to:  (a) assist <i>Council</i> in fulfilling its oversight and stewardship responsibilities by gaining and maintaining reasonable assurance in relation to:  (vi.1) <b>Administration’s establishment of processes to manage critical City of Calgary assets, including but not limited to, infrastructure assets, investments, and information assets.</b>	<u>Audit Committee’s mandate, role and authority</u>  Provides clarity on Audit Committee’s role with respect to City of Calgary assets and investments.

<p>Page 2 Section 5(a)</p> <p><u>Authority of Audit Committee</u></p>	<p>5. The Audit Committee is authorized to:</p> <p>(a) assign the setting of Audit Committee meeting agendas to the Chair;</p>	<p>Amend Section 5(a) as follows:</p> <p>5. The Audit Committee is authorized to:</p> <p>(a) Assign the setting of Audit Committee meeting agendas to the Chair <b>or Vice-Chair</b>;</p>	<p><u>Clarifying current practice</u></p> <p>Add the words “<b>or Vice-Chair</b>”</p> <p>In practice both the Chair and Vice-Chair often work together to set the Audit Agendas.</p>
<p>Page 3 Section 5(d)</p> <p><u>Authority of Audit Committee</u></p>	<p>5. The Audit Committee is authorized to:</p> <p>(d) receive reports from Administration and civic entities in support of fulfilling the Audit Committee work plan and to recommend to Council any actions deemed appropriate;</p>	<p>Amend Section 5(d) as follows:</p> <p>5. The Audit Committee is authorized to:</p> <p>(d) receive reports from Administration in support of fulfilling the Audit Committee work plan and to recommend to Council any actions deemed appropriate;</p>	<p><u>Audit Committee’s mandate, role and authority</u></p> <p>Delete the words “and civic entities”.</p> <p>For Audit Committee’s role with respect to civic partners see the amendment to Schedule A Section 1(d), <u>Regarding the Purpose and Role of Audit Committee</u></p>
<p>Page 3 Section 5(f)(i)</p> <p><u>Authority of Audit Committee</u></p>	<p>5. The Audit Committee is authorized to:</p> <p>(f) pre-approve all audit and non-audit services performed by the External Auditor and further provide that:</p> <p>(i) the Chair can pre-approve additional audit or non-audit services, performed by the External Auditor up to \$50,000 total annually and must report those approvals to the Audit Committee; and</p>	<p>Amend Section 5(f)(i) as follows:</p> <p>5. The Audit Committee is authorized to:</p> <p>(f) pre-approve all audit and non-audit services performed by the External Auditor and further provide that:</p> <p>(i) the Chair can pre-approve additional audit or non-audit services, performed by the External Auditor up to <b>\$75,000</b> total annually and must report those approvals to the Audit Committee; and</p>	<p><u>Audit Committee’s mandate, role and authority</u></p> <p>Amend “\$50,000” to “<b>\$75,000</b>”</p> <p>Prevents delays in the approval of additional audit or non-audit services should there be no immediate Audit Committee meeting scheduled.</p> <p>Revising the total approval limit permitted by the Chair annually to \$75,000 takes increased market values for external audit services into consideration.</p>

Page 3 Section 5(f)(ii)  <u>Authority of Audit Committee</u>	5. The Audit Committee is authorized to:  (f) pre-approve all audit and non-audit services performed by the External Auditor and further provide that:  (ii) on an annual basis, total fees for non-audit services performed by the External auditor shall not exceed the total audit fees approved for The City of Calgary consolidated audit, including all subsidiary and related entity audits;	Amend Section 5(f)(ii) as follows:  5. The Audit Committee is authorized to:  (f) pre-approve all audit and non-audit services performed by the External Auditor and further provide that:  (ii) on an annual basis, total fees for non-audit services performed by the External auditor shall not exceed <b>60% of</b> the total audit fees approved for The City of Calgary consolidated audit, including all subsidiary and related entity audits;	<u>Audit Committee's mandate, role and authority</u>  This proposed amendment to the limit on non-audit services permitted to be provided by the external auditor is to support their independence by reducing the non-audit services permitted to be provided.  Reduction to 60% generally would not affect their ability to bid on or perform additional non-audit work.
Page 3 Section 5(g)  <u>Authority of Audit Committee</u>	5. The Audit Committee is authorized to:  (g) recommend the appointment of the City Auditor to Council for approval;	Amend Section 5(g) as follows:  5. The Audit Committee is authorized to:  (g) <b>recruit and</b> recommend the appointment of the City Auditor to Council for approval;	<u>Clarifying current practice</u>  Add the words " <b>recruit and</b> "  This clarifies that Audit Committee oversees the recruitment of the City Auditor as well as making a recommendation for appointment to Council.
Page 3 Section 5(l)  <u>Authority of Audit Committee</u>	5. The Audit Committee is authorized to:  (l) approve the <i>City Auditor's</i> and Executive Advisor's personal expense reports, or other expenditures as required, through the Chair;	Amend Section 5(l) as follows:  5. The Audit Committee is authorized to:  (l) approve the <i>City Auditor's</i> and Executive Advisor's <b>expenses and time approvals</b> , or other expenditures as required, through the Chair;	<u>Clarifying current practice</u>  Adding the words " <b>expenses and time approvals</b> "  In practice the Chair approves expenses and time approvals for both the City Auditor and the Executive Advisor, and this clarifies that process.

Page 3 Section 6(1)(b) <u>Composition</u>	6. (1) The Audit Committee is composed of the following:  (a) Four members of Council; and (b) Three public members that reside in Alberta and are not employed by The City.  To be appointed at the Organizational Meeting.	Amend Section 6(1)(b) as follows:  6. (1) The Audit Committee is composed of the following:  a) Four members of Council; and  B) three public members that reside in Alberta and <b>have not been employed for at least two years by The City in any role.</b>  To be appointed at the Organizational Meeting.	<u>Audit Committee's mandate, role and authority</u>  This amendment is to maintain the independence of the Audit Committee by ensuring that public members are not employees of The City.
Page 4 Section 6(3) <u>Composition</u>	6. (3) Public members must be financially literate possessing a set of skills, experience and knowledge of financial matters that support informed and effective decisions.	Amend Section 6(3) as follows:  6. (3) Public members must be <b>financial experts</b> possessing a set of skills, experience and knowledge of financial matters, <b>risk management or tangible capital assets</b> that support informed and effective decisions.	<u>Audit Committee's mandate, role and authority</u>  When recruiting public members to Audit Committee to emphasis the high level of financial expertise being sought and to include expertise with risk management or tangible capital assets.



Page 4 Section 7(1)(a) & (b) & 7(2)  <u>Terms of Appointment</u>	7. (1) Members of Council are appointed:  a) For a one-year term commencing on the date of the 2020 Organizational Meeting; and b) For two-year terms commencing on the date of the 2021 Organizational meeting  7. (2) Council member appointments expire on the date of the Organizational Meeting in the year of the expiry of the member's term	Delete Sections 7(1)(a) and (b) and 7(2) and replace with:  7. (1) Members of Council are appointed <b>for two-year terms expiring on the date of the Organizational Meeting in the year of the expiry of the member's term.</b>	<u>Housekeeping amendment</u>  This tightens up the wording by deleting Sections of the bylaw no longer required.
Page 4 Section 7(6)  <u>Terms of Appointment</u>	7. (6) Vacancies on the Audit Committee caused by retirement, resignation or incapacitation of a member may be filled by resolution of <i>Council</i> for the balance of that member's term. The Audit Committee may continue to operate and conduct business until vacancies are filled provided that the quorum requirement is met.	Amend Section 7(6) as follows:  7. (6) Vacancies on the Audit Committee caused by retirement, resignation, <b>leave of absence</b> or incapacitation of a member may be filled by resolution of council at any time. The audit committee may continue to operate and conduct business until vacancies are filled provided that the quorum requirement is met .	<u>Housekeeping amendment</u>  Wording to include leaves of absence as contained in Council Policy CP2016-03, Governance and Appointments of Boards, Commissions and Committees, Section 5.19, Leave of Absence.  Current wording does not address vacancies caused by an eligible Leave of Absence (bereavement, family responsibilities, maternity, parental, caregiver, or medical leave).
Page 5 Section 10(1)  <u>Quorum</u>	10. (1) The quorum of Audit Committee is four members, including a minimum of one public member.	Amend Section 10(1) as follows:  10. (1) The quorum of Audit Committee is four members, including a minimum of one public member <b>and must include either the Chair or Vice-Chair.</b>	<u>Audit Committee's mandate, role and authority</u>  As the agenda is set by the Chair and Vice-Chair, it seems reasonable, if not effective, to ensure that quorum includes either the Chair or Vice-Chair.

Page 5 Section 11(1)  <u>Appointment of Chair and Vice-Chair</u>	11. (1) The Chair and Vice-Chair are appointed by Council at the Organizational Meeting.	Amend Section 11(1) as follows:  11. (1) The Chair and Vice-Chair are appointed by Council <b>annually</b> at the Organizational Meeting.	<u>Clarifying current practice</u>  In practice the Chair and Vice-Chair have been appointed for one-year terms, however the addition of the word “ <b>annually</b> ” avoids any confusion since Councillors are appointed to Audit Committee as members for two-year terms.
Page 6 Section 14(2)  <u>Executive Advisor</u>	14. (2) The Executive Advisor will provide reporting, research, planning, documentation, and meeting logistical support to the Audit Committee.	Amend Section 14(2) as follows:  14. (2) The Executive Advisor will provide reporting, research, planning, documentation, <b>legislative</b> and meeting logistical support to the Audit Committee.	<u>Clarifying current practice</u>  Legislative support is an important service that is provided to the Audit Committee.
Page 7 Schedule A Section 1(b)  <u>Regarding the Purpose and Role of Audit Committee</u>	1. The Audit Committee:  (b) assesses the performance of the External Auditor and City Auditor and forwards the performance assessments to Council for information.	Amend Schedule A, Section 1(b) and add new Section 1(b.1) as follows:  1. The Audit Committee:  (b) <b>annually</b> assesses the performance of the External Auditor and forwards the performance assessments to Council for information; <b>and</b>  (b.1) <b>through the Audit Committee Chair, annually assesses the performance of the City Auditor and forwards the performance assessment to Council for information.</b>	<u>Clarifying current practice</u>  Broken into two separate statements to provide clarity on who is performing the assessment (Audit Committee or the Audit Committee Chair).  The City Auditor is an employee of Council whereas the External Auditor is an external supplier; therefore, there are two different types of oversight and performance evaluation.

<p>Page 7 Schedule A Section 1(d)</p> <p><u>Regarding the Purpose and Role of Audit Committee</u></p>	<p>1. The Audit Committee:</p> <p>(d) oversees its governance responsibility with audit committees of <i>The City's</i> major autonomous civic entities, as determined by the Audit Committee;</p>	<p>Delete Schedule A, Section 1(d) and replace with the following:</p> <p>1. The Audit Committee:</p> <p><b>(d) may invite <i>Civic Partners</i> to provide a report and presentation on their governance, financial insights, risk management practices and other matters as determined by the Audit Committee and recommend to Council any actions within <i>City</i> authority that are deemed appropriate;"</b></p>	<p><u>Audit Committee's mandate, role and authority</u></p> <p>Provides clarity on Audit Committee's role with the civic partners. There should be a continuity of governance between Council and its civic partners.</p>
<p>Page 7 Schedule A Section 1(f)</p> <p><u>Regarding the Purpose and Role of Audit Committee</u></p>	<p>1. The Audit Committee:</p> <p>(f) Develops an annual budget for the Audit Committee and recommends it to Council for approval, as part of the City's annual budget process.</p>	<p>Amend Schedule A, Section 1(f) as follows:</p> <p>1. The Audit Committee:</p> <p>(f) Develops an annual budget for the Audit Committee and recommends it to Council for approval, as part of The City's budget process.</p>	<p><u>Clarifying current practice</u></p> <p>While it is annual, the process is different as there are 4-year business plans and budgets and an annual budget adjustment process.</p>

Page 8 Schedule A Section 4(a), (b) & (c)  <u>Regarding Internal Control and Risk</u>	4. The Audit Committee:  (a) Oversees the integrity of The City’s internal controls; (b) Oversees The City’s process of risk identification, analysis, and management procedures to mitigate risk; and (c) Oversees, through the City Auditor’s Office, the operation of Council Policy CC025, Whistle-blower Policy.	Delete Schedule A, Section 4(a), (b) & (c) and replace with the following:  4. The Audit Committee:  <b>(a) gains and maintains assurance that Administration has established processes to identify, analyze, and mitigate risk, and has established associated internal controls;</b>  <b>(b) reviews reports from Administration concerning The City’s internal control systems, including technology, security, climate, and financial controls;</b>  <b>(c) gains and maintains assurance that the City Auditor has established processes to support the operation of Council Policy CP2022-06, Whistle-Blower Policy; and</b>  <b>(d) reviews the adequacy and effectiveness of the Code of Conduct Program.</b>	<u>Audit Committee’s mandate, role and authority</u>  To capture more precisely Audit Committee’s role regarding risk and internal control.  City Auditors Office performed an audit on the Code of Conduct (AC2023-0537). Recommendations included oversight of the Code of Conduct program by Audit Committee, as well as the provision of a report by Administration rather than a briefing to Audit Committee.  <u>Housekeeping amendment</u>  To update the Policy number for the Whistle-Blower Policy.
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<p>Page 9 Schedule B Section 1(a)</p> <p><u>Regarding the External Auditor</u></p>	<p>1. The Audit Committee:</p> <p>(a) prior to the commencement of the annual external financial audit, reviews the audit plan and estimated audit fees with the <i>External Auditor</i> and discusses the timing and extent of audit procedures, materiality, significant audit risks and areas of audit focus and overall audit strategy. The audit plan is forwarded to <i>Council</i> for information;</p> <p>(b) in conjunction with Administration's presentation of the annual financial statements, receives and reviews the External Auditor's year end audit results report. This report is to be forwarded to Council for information;</p>	<p>Amend Schedule B, Section 1(a) as follows:</p> <p>1. The Audit Committee:</p> <p>(a) prior to the commencement of the annual external financial audit, reviews the audit plan and estimated audit fees with the <i>External Auditor</i> and discusses the timing and extent of audit procedures, materiality, significant audit risks and areas of audit focus and overall audit strategy. <b>The <i>External Auditor's</i> preliminary base audit fee estimates based on information available at the time of the <i>External Auditor's</i> audit plan mailout and subject to change based on the full scoping of and progression of work on the audits for <i>The City's</i> government business enterprise, related authorities and the ancillary audits are to be included in <i>The City's</i> audit plan for information purposes only.</b> The audit plan is forwarded to <i>Council</i> for information;</p>	<p><u>Clarifying current practice</u></p> <p>The amendment to Section 1(a) formalizes a process that has been in place for many years giving the Audit Committee transparency on the estimated total audit fees for all year-end audits the external auditor is contracted to perform for The City.</p>
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Page 10 Schedule C Section 1(b)  <u>Regarding the City Auditor</u>	1. The Audit Committee:  (b) reviews the City Auditor's Office audit plan and budget with the City Auditor and discusses the scheduling, resourcing, risk areas, coverage and overall audit strategy;	Amend Schedule C, Section 1(b) as follows:  1. The Audit Committee:  (b) reviews the City Auditor's Office audit plan and budget with the City Auditor and discusses the scheduling, resourcing, risk areas, coverage, and overall audit strategy; <b>and makes a recommendation to Council on the City Auditor's Office budget.</b>	<u>Clarifying current practice</u>  Clarification that the Audit Committee recommends to Council approval of the City Auditor's budget.
Page 10 Schedule C Section 1(d)  <u>Regarding the City Auditor</u>	1. The Audit Committee:  (d) assesses annually, the performance of the <i>City Auditor</i> , by way of a formal review process through the Audit Committee Chair and forwards this performance assessment to <i>Council</i> for information;	Amend Schedule C, Section 1(d) as follows:  1. The Audit Committee:  (d) <b>through the Audit Committee Chair, annually assesses</b> the performance of the <i>City Auditor</i> , by way of a formal review process and forwards this performance assessment to <i>Council</i> for information;	<u>Housekeeping amendment</u>  To provide consistency with Schedule A, New Section 1(b.1)  <u>Regarding the Purpose and Role of Audit Committee</u>  (b.1) <b>through the Audit Committee Chair, annually assesses the performance of the City Auditor and forwards the performance assessment to Council for information.</b>



## Redline Markups on Proposed Amendments to Audit Committee Bylaw 33M2020

### SHORT TITLE

1. This Bylaw may be cited as the “Audit Committee Bylaw”.

### DEFINITIONS

2. (1) In this Bylaw,
  - (a) “*Administration*” means the administration of *The City*;
  - (b) “*Chief Financial Officer*” means the member of *Administration* holding the position of Chief Financial Officer;
  - (c) “*City Auditor*” means the individual appointed by *Council* to the designated officer position of City Auditor pursuant to Bylaw 30M2004;
  - (d) “*City Manager*” means the individual appointed by *Council* as its chief administrative officer pursuant to Bylaw 8M2001;
  - (d).1 “*Civic Partner*” means a Strategy Delivery Partner or a Program and Service Delivery Partner as those terms are described in the Investing in Partnerships Policy (CP2017-01), Schedule 3 – Partnership Categories;**
  - (e) “*Council*” means the municipal council of *The City*;
  - (f) “*External Auditor*” means the person or firm appointed by *Council* to be *The City’s* external auditor;
  - (g) “*Organizational Meeting*” means the annual organization meeting of Council pursuant to section 192(1) of the *Municipal Government Act*, R.S.A. 2000, c. M-26;
  - (h) “*The City*” means the municipal corporation of The City of Calgary.
- (2) All schedules attached to this Bylaw form part of the Bylaw.
- (3) Where this Bylaw refers to any statute, regulation or bylaw, the reference is to the statute, regulation or bylaw as amended, whether amended before or after the commencement of this Bylaw, and includes reference to any statute, regulation or bylaw that may be substituted in its place.

### CONTINUATION OF AUDIT COMMITTEE

3. The Audit Committee established by resolution of *Council* on 1979 November 19 is hereby continued.

## MANDATE OF AUDIT COMMITTEE

4. (1) The mandate of the Audit Committee is to:
- (a) assist *Council* in fulfilling its oversight and stewardship responsibilities by gaining and maintaining reasonable assurance in relation to:
    - (i) the integrity of *The City's* annual financial statements;
    - (ii) effective governance, risk management and compliance, including the evaluation of the performance of control systems and processes;
    - (iii) the qualifications, independence, and effectiveness of the *External Auditor* and the *City Auditor*;
    - (iv) the utilization of a confidential and independent Whistle-blower Program; **and**
    - (iv.1) Administration's establishment of processes to manage critical City of Calgary assets, including but not limited to, infrastructure assets, investments, and information assets; and".**
    - (v) additional matters described herein or as may be assigned to the Audit Committee by *Council*.
  - (b) support *Council's* effective decision-making by being involved in a broader governance role through oversight and responsibilities as indicated in Schedules "A", "B" and "C" of this Bylaw.
- (2) The Audit Committee reports to *Council*.

## AUTHORITY OF AUDIT COMMITTEE

5. The Audit Committee is authorized to:
- (a) assign the setting of Audit Committee meeting agendas to the Chair **or Vice-Chair;**
  - (b) institute special audits, program reviews, and special studies, including the standing authority to retain expertise through external consultants;
  - (c) request reports from the *City Manager* regarding:
    - (i) matters that have a material or significant financial impact to *The City*; and
    - (ii) *The City's* Integrated Risk Management and corporate risks, at least twice a year;

- (d) receive reports from *Administration* ~~and civic entities~~ in support of fulfilling the Audit Committee work plan and to recommend to *Council* any actions deemed appropriate;
- (e) recommend the appointment of the *External Auditor* to *Council* for approval;
- (f) pre-approve all audit and non-audit services performed by the *External Auditor* and further provide that:
  - (i) the Chair can pre-approve additional audit or non-audit services, performed by the *External Auditor*, up to ~~\$75,000~~ ~~\$50,000~~ total annually and must report those approvals to the Audit Committee; and
  - (ii) on an annual basis, total fees for non-audit services performed by the *External Auditor* shall not exceed ~~60% of~~ the total audit fees approved for The City of Calgary consolidated audit, including all subsidiary and related entity audits;
- (g) ~~recruit and~~ recommend the appointment of the *City Auditor* to *Council* for approval;
- (h) approve the *City Auditor's* Office audit plan and forwards to *Council* for information; the Audit Committee or *Council* may not remove items from the *City Auditor's* audit plan but may direct items be added to the plan;
- (i) recommend *Council* approval of the *City Auditor's* Office budget, annually or as required by *Council* budget guidelines;
- (j) appoint an individual to the position of Executive Advisor to provide support to the Audit Committee;
- (k) approve any changes to the Executive Advisor's position description;
- (l) approve the *City Auditor's* and Executive Advisor's ~~personal expense reports, expenses or time approvals~~ or other expenditures as required, through the Chair;
- (m) establish sub-committees as required.

## COMPOSITION

6. (1) The Audit Committee is composed of the following:
  - (a) four members of *Council*; and
  - (b) three public members that reside in Alberta ~~and are not employed by The City and have not been employed for at least 2 years by The City in any role;~~

to be appointed at the *Organizational Meeting*.

- (2) The Mayor is an ex-officio member of the Audit Committee.
- (3) Public members must be **financially-literate financial experts** possessing a set of skills, experience and knowledge of financial matters, **risk management or tangible capital assets**, that support informed and effective decisions.
- (4) The Audit Committee identifies preferred skills for new public members, pursuant to *Council* policy CP2016-03.

## TERMS OF APPOINTMENT

- 7. (1) Members of *Council* are appointed **for two-year terms expiring on the date of the Organizational Meeting in the year of the expiry of the member's term.**
  - ~~(a) for a one-year term commencing on the date of the 2020 Organizational Meeting; and~~
  - ~~(b) for two-year terms, commencing on the date of the 2021 Organizational Meeting.~~
- (2) ~~Council member appointments expire on the date of the Organizational Meeting in the year of the expiry of the member's term.~~
- (3) Public members are appointed for two-year terms commencing on the date of the *Organizational Meeting* and expiring on the date of the *Organizational Meeting* in the year of the expiry of the member's term.
- (4) Public members may serve a maximum of six consecutive years.
- (5) Despite subsection (3), a public member may serve until his or her successor is appointed. The service of a public member beyond the appointed term shall not count toward the limit on the length of service as set out in subsection (4) if the additional service is one year or less.
- (6) Vacancies on the Audit Committee caused by retirement, resignation, **leave of absence**, or incapacitation of a member may be filled by resolution of *Council* for the balance of that member's term. The Audit Committee may continue to operate and conduct business until vacancies are filled provided that the quorum requirement is met.
- (7) When an appointment is made to fill a public member vacancy pursuant to subsection (6):
  - (a) if the balance of the term to be served is one year or less, that service shall not count toward the limit on the length of service set out in subsection (4); and
  - (b) if the balance of the term to be served is more than one year, that service shall count toward the limit on the length of service set out in subsection (4).

- (8) Despite subsection (4), a public member may serve more than six consecutive years if authorized by a two-thirds vote of *Council*.
- (9) The term of a public member who was appointed prior to the coming into force of this Bylaw continues until it expires in accordance with *Council's* resolution appointing that member.

## CONTINUING EDUCATION

- 8. (1) The Chair may authorize members of the Audit Committee to have the opportunity to obtain education, either from *The City, the City Auditor, the External Auditor* or through outside programs, to address identified gaps in knowledge, to further support the mandate of the Audit Committee.
- (2) Funding to support appropriate education for Audit Committee members may be included in the Audit Committee's budget.

## MEETINGS AND ATTENDANCE

- 9. (1) The Audit Committee must meet not less than six times per year.
- (2) Only members of the Audit Committee are entitled to vote.
- (3) The following individuals, or their designates, must attend all Audit Committee meetings:
  - (a) the *Chief Financial Officer*;
  - (b) the *City Auditor*;
  - (c) the *External Auditor*; and
  - (d) the Executive Advisor

## QUORUM

- 10. (1) The quorum of the Audit Committee is four members, including a minimum of one public member **and must include either the Chair or Vice-Chair**.
- (2) A member participating remotely is deemed to be present at the meeting and counts towards the quorum.

## APPOINTMENT OF CHAIR AND VICE-CHAIR

- 11. (1) The Chair and Vice-Chair are appointed by *Council* **annually** at the *Organizational Meeting*.
- (2) The Chair and Vice-Chair must be members of *Council*.

## EXTERNAL AUDITOR

12. The functions of the *External Auditor* are more fully set out in Schedule “B”.

#### **CITY AUDITOR**

13. The functions of the *City Auditor* are more fully set out in Schedule “C”.

#### **EXECUTIVE ADVISOR**

14. (1) The Executive Advisor reports to the Audit Committee through the Chair.
- (2) The Executive Advisor will provide reporting, research, planning, documentation, **legislative** and meeting logistical support to the Audit Committee.

#### **REPEAL COMING INTO FORCE**

15. Bylaw 48M2012 is hereby repealed.

#### **COMING INTO FORCE**

16. This Bylaw comes into force on 26 October 2020.



## SCHEDULE “A”

### 1. REGARDING THE PURPOSE AND ROLE OF AUDIT COMMITTEE

The Audit Committee:

- (a) oversees, reviews and assesses the relationships between the *Administration*, the *City Auditor* and *External Auditor*;
- (b) **annually** assesses the performance of the *External Auditor* and the *City Auditor* and forwards the performance assessments to *Council* for information;
- (b.1) through the Chair, annually assesses the performance of the City Auditor and forwards the performance assessment to Council for information;**
- (c) assesses the performance of the Executive Advisor through the Audit Committee Chair;
- (d) ~~oversees its governance responsibility with audit committees of The City's major autonomous civic entities, as determined by the Audit Committee;~~ may invite the Civic Partners to provide a report and presentation on their governance, financial insights, risk management practices and other matters as determined by the Audit Committee and recommend to Council any actions within City authority that are deemed appropriate;**
- (e) develops a detailed annual work plan which is forwarded to *Council* for information;
- (f) develops an annual budget for the Audit Committee and recommends it to *Council* for approval, as part of *The City's* **annual** budget process;
- (g) must review its terms of reference and mandate as set out in this Bylaw and as they may impact the City Auditor Bylaw 30M2004, at least every three years and recommend any changes to *Council*; and
- (h) must perform an annual self-assessment on the performance of the Audit Committee.

### 2. REGARDING THE CITY'S FINANCIAL DISCLOSURE AND ACCOUNTING PRACTICES

The Audit Committee:

- (a) reviews and oversees the integrity of the annual financial statements and recommends their approval to *Council*;
- (b) reviews and discusses *The City's* compliance with financial reporting, policies and procedures with *Administration* and the *External Auditor*;

- (c) engages *Administration* and the *External Auditor* in candid discussions regarding issues that may alter judgment or affect the quality of the reporting process and search for insight into the results;
- (d) in consultation with the *Chief Financial Officer* and *External Auditor*, review and discuss significant new accounting standards and financial reporting developments to understand any material impact on financial results. A detailed analysis, prepared by *Administration*, on the implications of any changes, as well as the progress made in the adoption of new accounting standards, may be requested; and
- (e) maintains open lines of communication with the *External Auditor* and *Administration*.

### 3. REGARDING SPECIAL AUDITS, PROGRAM REVIEWS OR SPECIAL STUDIES

The Audit Committee:

- (a) oversees and approves special audits, program reviews or special studies be conducted either by the Audit Committee or by the *City Auditor's Office*. If required, budget funds will be provided by the Audit Committee to the *City Auditor's Office*; and
- (b) reviews the results of special audits, program reviews or special studies, together with responses, and forwards to *Council* for information.

### 4. REGARDING INTERNAL CONTROL AND RISK

The Audit Committee:

- (a) ~~oversees the integrity of The City's internal controls; gains and maintains assurance that *Administration* has established processes to identify, analyze, and mitigate risk, and has established associated internal controls;~~
- (b) ~~oversees The City's process of risk identification, analysis and management procedures to mitigate risk; and reviews reports from *Administration* concerning The City's internal control systems, including technology, security, climate, and financial controls;~~
- (c) ~~oversees, through the *City Auditor's Office*, the operation of Council Policy CC025, Whistle-Blower Policy. gains and maintains assurance that the *City Auditor* has established processes to support the operation of Council Policy CP2022-06, Whistle-Blower Policy; and~~
- (d) reviews the adequacy and effectiveness of the Code of Conduct Program.

## SCHEDULE “B”

### 1. REGARDING THE EXTERNAL AUDITOR

The Audit Committee:

- (a) prior to the commencement of the annual external financial audit, reviews the audit plan and estimated audit fees with the *External Auditor* and discusses the timing and extent of audit procedures, materiality, significant audit risks and areas of audit focus and overall audit strategy. The *External Auditor's* preliminary base audit fee estimates based on information available at the time of the *External Auditor's* audit plan mailout and subject to change based on the full scoping of and progression of work on the audits for *The City's* government business enterprise, related authorities and the ancillary audits are to be included in *The City's* audit plan for information purposes only. The audit plan is forwarded to Council for information;
- (b) in conjunction with *Administration's* presentation of the annual financial statements, receives and reviews the *External Auditor's* year end audit results report. This report is to be forwarded to *Council* for information;
- (c) requires the *External Auditor* to express an opinion on *The City's* financial statements, in accordance with professional standards;
- (d) receives and reviews the *External Auditor's* management letter(s), and reviews *Administration* responses, and forwards, either in full or in summary, to *Council* for information. Through query, confirm that any recommendations made by the *External Auditor* are addressed by *Administration* in a timely manner;
- (e) must *meet* with the *External Auditor*, in the absence of *Administration*, at least quarterly;
- (f) annually assesses the performance of the *External Auditor*, following the presentation of the *External Auditor's* current management letter and forwards this assessment to *Council* for information;
- (g) must meet at least annually with *Administration*, in the absence of the *External Auditor*, at the time of the *External Auditor* performance assessment; and
- (h) receives and reviews the *External Auditor's* annual independence letter. Through query, confirm the process by which the *External Auditor* maintains their independence and objectivity.

- 2. Unless otherwise determined by *Council* the *External Auditor* contract is awarded on a five-year basis, subject to satisfactory annual assessments. The contract may be extended annually beyond five years, based on Audit Committee's recommendation for *Council's* approval.

## SCHEDULE "C"

### 1. REGARDING THE CITY AUDITOR

The Audit Committee:

- (a) in accordance with Bylaw 30M2004, oversees and ensures the authority, accountability, independence and objectivity of the *City Auditor* on behalf of *Council*;
- (b) reviews the City Auditor's Office audit plan and budget with the *City Auditor* and discusses the scheduling, resourcing, risk areas, coverage and overall audit strategy **and makes a recommendation to Council on the City Auditor's Office budget;**
- (c) ensures that *City Auditor's* Office undergoes an independent assessment review and confirms professional standards at least every five years;
- (d) **assesses annually, through the Chair, annually assesses** the performance of the *City Auditor*, by way of a formal review process through the Audit Committee Chair and forwards this performance assessment to *Council* for information;
- (e) reviews and forwards to *Council* for information, the *City Auditor's* Office quarterly and annual status reports which includes activity of the Whistle-blower Program;
- (f) receives directly from the *City Auditor* any individual audit report, including as applicable, *Administration's* response and corrective action to be taken to specific audit recommendations, and forwards these to *Council* for information;
- (g) receives directly from the *City Auditor*, at least annually, a report providing the status of *Administration* action on the recommendations contained in previous audit reports; this report will be forwarded to *Council* for information; and
- (h) ensures that the Audit Committee work plan includes regular closed meeting discussions between Audit Committee and the *City Auditor* no less than quarterly.

**BYLAW NUMBER 33M2020**

**BEING A BYLAW OF THE CITY OF CALGARY  
TO CONTINUE THE AUDIT COMMITTEE**

\*\*\*\*\*

**WHEREAS** Council has approved AC2020-0753 and considers it desirable to enact a bylaw continuing the Audit Committee for The City of Calgary;

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

**SHORT TITLE**

1. This Bylaw may be cited as the “Audit Committee Bylaw”.

**DEFINITIONS**

2. (1) In this Bylaw,
  - (a) “*Administration*” means the administration of *The City*;
  - (b) “*Chief Financial Officer*” means the member of *Administration* holding the position of Chief Financial Officer;
  - (c) “*City Auditor*” means the individual appointed by *Council* to the designated officer position of City Auditor pursuant to Bylaw 30M2004;
  - (d) “*City Manager*” means the individual appointed by *Council* as its chief administrative officer pursuant to Bylaw 8M2001;
  - (e) “*Council*” means the municipal council of *The City*;
  - (f) “*External Auditor*” means the person or firm appointed by *Council* to be *The City’s* external auditor;
  - (g) “*Organizational Meeting*” means the annual organization meeting of Council pursuant to section 192(1) of the *Municipal Government Act*, R.S.A. 2000, c. M-26;
  - (h) “*The City*” means the municipal corporation of The City of Calgary.
- (2) All schedules attached to this Bylaw form part of the Bylaw.
- (3) Where this Bylaw refers to any statute, regulation or bylaw, the reference is to the statute, regulation or bylaw as amended, whether amended before or after the commencement of this Bylaw, and includes reference to any statute, regulation or bylaw that may be substituted in its place.

**BYLAW NUMBER 33M2020**

**CONTINUATION OF AUDIT COMMITTEE**

3. The Audit Committee established by resolution of *Council* on 1979 November 19 is hereby continued.

**MANDATE OF AUDIT COMMITTEE**

4. (1) The mandate of the Audit Committee is to:
- (a) assist *Council* in fulfilling its oversight and stewardship responsibilities by gaining and maintaining reasonable assurance in relation to:
    - (i) the integrity of *The City's* annual financial statements;
    - (ii) effective governance, risk management and compliance, including the evaluation of the performance of control systems and processes;
    - (iii) the qualifications, independence, and effectiveness of the *External Auditor* and the *City Auditor*;
    - (iv) the utilization of a confidential and independent Whistle-blower Program; and
    - (v) additional matters described herein or as may be assigned to the Audit Committee by *Council*.
  - (b) support *Council's* effective decision-making by being involved in a broader governance role through oversight and responsibilities as indicated in Schedules "A", "B" and "C" of this Bylaw.
- (2) The Audit Committee reports to *Council*.

**AUTHORITY OF AUDIT COMMITTEE**

5. The Audit Committee is authorized to:
- (a) assign the setting of Audit Committee meeting agendas to the Chair;
  - (b) institute special audits, program reviews, and special studies, including the standing authority to retain expertise through external consultants;
  - (c) request reports from the *City Manager* and *Chief Financial Officer* regarding:
    - (i) matters that have a material or significant financial impact to *The City*; and
    - (ii) *The City's* Integrated Risk Management and corporate risks, at least twice a year;



**BYLAW NUMBER 33M2020**

- (d) receive reports from *Administration* and civic entities in support of fulfilling the Audit Committee work plan and to recommend to *Council* any actions deemed appropriate;
- (e) recommend the appointment of the *External Auditor* to *Council* for approval;
- (f) pre-approve all audit and non-audit services performed by the *External Auditor* and further provide that:
  - (i) the Chair can pre-approve additional audit or non-audit services, performed by the *External Auditor*, up to \$50,000 total annually and must report those approvals to the Audit Committee; and
  - (ii) on an annual basis, total fees for non-audit services performed by the *External Auditor* shall not exceed the total audit fees approved for The City of Calgary consolidated audit, including all subsidiary and related entity audits;
- (g) recommend the appointment of the *City Auditor* to *Council* for approval;
- (h) approve the *City Auditor's* Office audit plan and forwards to *Council* for information; the Audit Committee or *Council* may not remove items from the *City Auditor's* audit plan but may direct items be added to the plan;
- (i) recommend *Council* approval of the *City Auditor's* Office budget, annually or as required by *Council* budget guidelines;
- (j) appoint an individual to the position of Executive Advisor to provide support to the Audit Committee;
- (k) approve any changes to the Executive Advisor's position description;
- (l) approve the *City Auditor's* and Executive Advisor's personal expense reports, or other expenditures as required, through the Chair;
- (m) establish sub-committees as required.

**COMPOSITION**

- 6. (1) The Audit Committee is composed of the following:
  - (a) four members of *Council*; and
  - (b) three public members that reside in Alberta and are not employed by *The City*to be appointed at the *Organizational Meeting*.
- (2) The Mayor is an ex-officio member of the Audit Committee.

## BYLAW NUMBER 33M2020

- (3) Public members must be financially literate possessing a set of skills, experience and knowledge of financial matters that support informed and effective decisions.
- (4) The Audit Committee identifies preferred skills for new public members, pursuant to *Council* policy CP2016-03.

### TERMS OF APPOINTMENT

- 7. (1) Members of *Council* are appointed:
  - (a) for a one-year term commencing on the date of the 2020 *Organizational Meeting*; and
  - (b) for two-year terms commencing on the date of the 2021 *Organizational Meeting*.
- (2) Council *member* appointments expire on the date of the *Organizational Meeting* in the year of the expiry of the member's term.
- (3) Public members are appointed for two-year terms commencing on the date of the *Organizational Meeting* and expiring on the date of the *Organizational Meeting* in the year of the expiry of the member's term.
- (4) Public members may serve a maximum of six consecutive years.
- (5) Despite subsection (3), a public member may serve until his or her successor is appointed. The service of a public member beyond the appointed term shall not count toward the limit on the length of service as set out in subsection (4) if the additional service is one year or less.
- (6) Vacancies on the Audit Committee caused by retirement, resignation or incapacitation of a member may be filled by resolution of *Council* for the balance of that member's term. The Audit Committee may continue to operate and conduct business until vacancies are filled provided that the quorum requirement is met.
- (7) When an appointment is made to fill a public member vacancy pursuant to subsection (6):
  - (a) if the balance of the term to be served is one year or less, that service shall not count toward the limit on the length of service set out in subsection (4); and
  - (b) if the balance of the term to be served is more than one year, that service shall count toward the limit on the length of service set out in subsection (4).
- (8) Despite subsection (4), a public member may serve more than six consecutive years if authorized by a two-thirds vote of *Council*.

## BYLAW NUMBER 33M2020

- (9) The term of a public member who was appointed prior to the coming into force of this Bylaw continues until it expires in accordance with *Council's* resolution appointing that member.

### CONTINUING EDUCATION

8. (1) The Chair may authorize members of the Audit Committee to have the opportunity to obtain education, either from *The City, the City Auditor, the External Auditor* or through outside programs, to address identified gaps in knowledge, to further support the mandate of the Audit Committee.
- (2) Funding to support appropriate education for Audit Committee members may be included in the Audit Committee's budget.

### MEETINGS AND ATTENDANCE

9. (1) The Audit Committee must meet not less than six times per year.
- (2) Only members of the Audit Committee are entitled to vote.
- (3) The following individuals, or their designates, must attend all Audit Committee meetings:
  - (a) the *Chief Financial Officer*;
  - (b) the *City Auditor*;
  - (c) the *External Auditor*; and
  - (d) the Executive Advisor

### QUORUM

10. (1) The quorum of the Audit Committee is four members, including a minimum of one public member.
- (2) A member participating remotely is deemed to be present at the meeting and counts towards the quorum.

### APPOINTMENT OF CHAIR AND VICE-CHAIR

11. (1) The Chair and Vice-Chair are appointed by *Council* at the *Organizational Meeting*.
- (2) The Chair and Vice-Chair must be members of *Council*.

**BYLAW NUMBER 33M2020**

**EXTERNAL AUDITOR**

12. The functions of the *External Auditor* are more fully set out in Schedule "B".

**CITY AUDITOR**

13. The functions of the *City Auditor* are more fully set out in Schedule "C".

**EXECUTIVE ADVISOR**

14. (1) The Executive Advisor reports to the Audit Committee through the Chair.
- (2) The Executive Advisor will provide reporting, research, planning, documentation and meeting logistical support to the Audit Committee.

**REPEAL COMING INTO FORCE**

15. Bylaw 48M2012 is hereby repealed.


**COMING INTO FORCE**


16. This Bylaw comes into force on 26 October 2020.

READ A FIRST TIME ON SEPTEMBER 15, 2020

READ A SECOND TIME, AS AMENDED, ON SEPTEMBER 15, 2020

READ A THIRD TIME, AS AMENDED, ON SEPTEMBER 15, 2020

  
\_\_\_\_\_  
MAYOR  
SIGNED ON SEPTEMBER 21, 2020

  
\_\_\_\_\_  
ACTING CITY CLERK  
SIGNED ON SEPTEMBER 21, 2020

**BYLAW NUMBER 33M2020**

**SCHEDULE “A”**

**1. REGARDING THE PURPOSE AND ROLE OF AUDIT COMMITTEE**

The Audit Committee:

- (a) oversees, reviews and assesses the relationships between the *Administration*, the *City Auditor* and *External Auditor*;
- (b) assesses the performance of the *External Auditor* and the *City Auditor* and forwards the performance assessments to *Council* for information;
- (c) assesses the performance of the Executive Advisor through the Audit Committee Chair;
- (d) oversees its governance responsibility with audit committees of *The City’s* major autonomous civic entities, as determined by the Audit Committee;
- (e) develops a detailed annual work plan which is forwarded to *Council* for information;
- (f) develops an annual budget for the Audit Committee and recommends it to *Council* for approval, as part of *The City’s* annual budget process;
- (g) must review its terms of reference and mandate as set out in this Bylaw and as they may impact the City Auditor Bylaw 30M2004, at least every three years and recommend any changes to *Council*; and
- (h) must perform an annual self-assessment on the performance of the Audit Committee.

**2. REGARDING THE CITY’S FINANCIAL DISCLOSURE AND ACCOUNTING PRACTICES**

The Audit Committee:

- (a) reviews and oversees the integrity of the annual financial statements and recommends their approval to *Council*;
- (b) reviews and discusses *The City’s* compliance with financial reporting, policies and procedures with *Administration* and the *External Auditor*;
- (c) engages *Administration* and the *External Auditor* in candid discussions regarding issues that may alter judgment or affect the quality of the reporting process and search for insight into the results;
- (d) in consultation with the *Chief Financial Officer* and *External Auditor*, review and discuss significant new accounting standards and financial reporting developments to understand any material impact on financial results. A detailed

**BYLAW NUMBER 33M2020**

analysis, prepared by *Administration*, on the implications of any changes, as well as the progress made in the adoption of new accounting standards, may be requested; and

- (e) maintains open lines of communication with the *External Auditor* and *Administration*.
- (f) must meet with the *Chief Financial Officer*, in the absence of the *External Auditor*, at least quarterly.

**3. REGARDING SPECIAL AUDITS, PROGRAM REVIEWS OR SPECIAL STUDIES**

The Audit Committee:

- (a) oversees and approves special audits, program reviews or special studies be conducted either by the Audit Committee or by the *City Auditor's Office*. If required, budget funds will be provided by the Audit Committee to the *City Auditor's Office*; and
- (b) reviews the results of special audits, program reviews or special studies, together with responses, and forwards to *Council* for information.

**4. REGARDING INTERNAL CONTROL AND RISK**

The Audit Committee:

- (a) oversees the integrity of *The City's* internal controls;
- (b) oversees *The City's* process of risk identification, analysis and management procedures to mitigate risk; and
- (c) oversees, through the *City Auditor's Office*, the operation of *Council Policy CC025, Whistle-Blower Policy*.



**BYLAW NUMBER 33M2020**

**SCHEDULE “B”**

**1. REGARDING THE EXTERNAL AUDITOR**

The Audit Committee:

- (a) prior to the commencement of the annual external financial audit, reviews the audit plan and estimated audit fees with the *External Auditor* and discusses the timing and extent of audit procedures, materiality, significant audit risks and areas of audit focus and overall audit strategy. The audit plan is forwarded to *Council* for information;
  - (b) in conjunction with *Administration*’s presentation of the annual financial statements, receives and reviews the *External Auditor*’s year end audit results report. This report is to be forwarded to *Council* for information;
  - (c) requires the *External Auditor* to express an opinion on *The City*’s financial statements, in accordance with professional standards;
  - (d) receives and reviews the *External Auditor*’s management letter(s), and reviews *Administration* responses, and forwards, either in full or in summary, to *Council* for information. Through query, confirm that any recommendations made by the *External Auditor* are addressed by *Administration* in a timely manner;
  - (e) must *meet* with the *External Auditor*, in the absence of *Administration*, at least quarterly;
  - (f) annually assesses the performance of the *External Auditor*, following the presentation of the *External Auditor*’s current management letter and forwards this assessment to *Council* for information;
  - (g) must meet at least annually with *Administration*, in the absence of the *External Auditor*, at the time of the *External Auditor* performance assessment; and
  - (h) receives and reviews the *External Auditor*’s annual independence letter. Through query, confirm the process by which the *External Auditor* maintains their independence and objectivity.
2. Unless otherwise determined by *Council* the *External Auditor* contract is awarded on a five-year basis, subject to satisfactory annual assessments. The contract may be extended annually beyond five years, based on Audit Committee’s recommendation for *Council*’s approval.

**BYLAW NUMBER 33M2020**

**SCHEDULE “C”**

**1. REGARDING THE CITY AUDITOR**

The Audit Committee:

- (a) in accordance with Bylaw 30M2004, oversees and ensures the authority, accountability, independence and objectivity of the *City Auditor* on behalf of *Council*;
- (b) reviews the City Auditor’s Office audit plan and budget with the *City Auditor* and discusses the scheduling, resourcing, risk areas, coverage and overall audit strategy;
- (c) ensures that *City Auditor’s* Office undergoes an independent assessment review and confirms professional standards at least every five years;
- (d) assesses annually, the performance of the *City Auditor*, by way of a formal review process through the Audit Committee Chair and forwards this performance assessment to *Council* for information;
- (e) reviews and forwards to *Council* for information, the *City Auditor’s* Office quarterly and annual status reports which includes activity of the Whistle-blower Program;
- (f) receives directly from the *City Auditor* any individual audit report, including as applicable, *Administration’s* response and corrective action to be taken to specific audit recommendations, and forwards these to *Council* for information;
- (g) receives directly from the *City Auditor*, at least annually, a report providing the status of *Administration* action on the recommendations contained in previous audit reports; this report will be forwarded to *Council* for information; and
- (h) ensures that the Audit Committee work plan includes regular closed meeting discussions between Audit Committee and the *City Auditor* no less than quarterly.

# PROPOSED

AC2024-0182  
ATTACHMENT 5

## BYLAW NUMBER 31M2024

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 30M2004, THE CITY AUDITOR BYLAW

\*\*\*\*\*

**WHEREAS** Council has considered AC2024-0182 and deems it necessary to amend Bylaw 30M2004, the City Auditor Bylaw;

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

1. Bylaw 30M2004, the City Auditor Bylaw, as amended, is hereby further amended.
2. Section 5 is deleted and replaced with the following:
  - “5. The City Auditor is accountable to Council and reports to Council through Audit Committee. Supervision of the City Auditor is provided by the Chair of Audit Committee. The Chair of Audit Committee facilitates two-way communication of information on emerging risks, controls and governance between the City Auditor and Council members.”.
3. Section 7 is deleted and replaced with the following:
  - “7. (1) The City Auditor’s primary mandate is to audit any area of City operations reporting to the Chief Administrative Officer.
  - (2) The City Auditor may also conduct audits of any entity that receives any type of benefit from The City, whether financial, assets, or in-kind, if there is the legal authority to conduct an audit, and if there are no other providers of assurance.”.
4. In **SCHEDULE “A”**:
  - (a) section 1 is deleted and replaced with the following:
    - “1. **MANDATE**
    - The City Auditor will:
      - (a) assist Council, through the Audit Committee, in its oversight of the Chief Administrative Officer’s administration and accountability for stewardship over public funds and achievement of value for money in City operations; and
      - (b) provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust.

# PROPOSED

## BYLAW NUMBER 31M2024

For clarity, the City Auditor does not have a mandate to audit Council decisions.”.

- (b) subsection 2(a) is deleted and replaced with the following:
  - “(a) conduct all audit and advisory services through adherence to The Institute of Internal Auditors’ Global Internal Audit Standards;”;
- (c) in subsection 2(e), the “.” is deleted and replaced with “; and”;
- (d) the following is added after subsection 2(3) as subsection 2(f):
  - “(f) conform to relevant laws and regulations that are applicable to The City of Calgary.”
- (e) in subsection 3(b), the “.” is deleted and replaced with “; and”;
- (f) the following is added after subsection 3(b) as subsection 3(c):
  - “(c) deliver data analytics assurance projects, which will assess risk and controls through the use of data analytics to complement, support and extend activities in 3(a). Projects may include continuous auditing (ongoing assessment of risk, controls and policy compliance against rules and risk thresholds) along with other data driven exposures of specific risks. Data analytics priorities will be presented to Audit Committee on an annual basis.”.
- (g) in subsection 5(c), “Council Whistle-blower Policy CC026” is deleted and replaced with “the Whistle-blower Policy (Council Policy CP2022-06)”;
- and
- (h) in subsection 6(c):
  - (i) the period is deleted from the end of the sentence and replaced with “and;”
  - and
  - (ii) the following is added after subsection 6(c) as subsection 6(d):
    - “(d) be responsible for the development, implementation, and maintenance of a quality assurance program, and report on the results of the program to Audit Committee.”.

# PROPOSED

**BYLAW NUMBER 31M2024**

12. 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 \_\_\_\_\_





CITY AUDITOR BYLAW 30M2004 PROPOSED AMENDMENTS AND RATIONALE			
Page #, Schedule and Section	Current State of Bylaw	Proposed Amendments (Bolded)	Comments / Rationale
Page 1 Section 5	5. The City Auditor shall be subject to the supervision of and accountable to Council and report to Council through Audit Committee.	Delete Section 5 and replace with following:  <b>5. The City Auditor is accountable to Council and reports to Council through Audit Committee. Supervision of the City Auditor is provided by the Chair of Audit Committee. The Chair of Audit Committee facilitates two-way communication of information on emerging risks, controls and governance between the City Auditor and Council members.</b>	<u>Reporting lines</u>  Proposed amendment provides greater clarity regarding reporting lines.
Page 1 Section 7	7. The City Auditor's mandate is to audit:  (a) any area of City operations reporting to the City Manager;  (b) any entity that receives any type of benefit from The City, whether financial, assets or in-kind, or  (c) any entity that The City owns, in whole or in part;  where The City has the legal authority to conduct an audit.	Delete Section 7(a), (b), (c) and replace with following:  <b>7. (1) The City Auditor's primary mandate is to audit any area of City operations reporting to the Chief Administrative Officer.</b>  <b>(2) The City Auditor may also conduct audits of any entity that receives any type of benefit from The City, whether financial, assets, or in-kind, if there is the legal authority to conduct an audit, and if there are no other providers of assurance.</b>	<u>Mandate and scope of work</u>  Proposed amendment provides greater clarity regarding the City Auditor's mandate and scope of work. This is the main focus of the City Auditor's mandate.

Page 4 Schedule 'A' Section 1  <u>Mandate</u>	The City Auditor will:  (a) assist Council, through the Audit Committee, in its oversight of the Chief Administrative Officer's administration and accountability for stewardship over public funds and achievement of value for money in City operations; and  (b) provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust.	Delete Section 1 and replace with following:  <b>The City Auditor will:</b>  (a) <b>assist Council, through the Audit Committee, in its oversight of the Chief Administrative Officer's administration and accountability for stewardship over public funds and achievement of value for money in City operations; and</b>  (b) <b>provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust.</b>  For clarity, the City Auditor does not have a mandate to audit Council decisions.	<u>Mandate</u>  Proposed amendment provides greater clarity regarding the City Auditor's mandate and scope of work.
Page 4 Schedule 'A' Section 2(a)  <u>Professionalism and Independence</u>	The City Auditor and any staff reporting to the City Auditor will:  (a) conduct all audit and advisory services through adherence to The Institute of Internal Auditors' mandatory guidance including the Core Principles for the Professional Practice of Internal Auditing, the Definition of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing (Standards);	Delete Section 2(a) and replace with following:  The City Auditor and any staff reporting to the City Auditor will:  (a) <b>conduct all audit and advisory services through adherence to The Institute of Internal Auditors' Global Internal Audit Standards.</b>	<u>Conform to IIA Global Internal Audit Standards</u>  Proposed amendment reflects updates made to the Institute of Internal Auditors' professional standards, to which the City Auditor's Office conforms.

Page 4 Schedule 'A' Section 2(f)  <u>Professionalism and Independence</u>	<p>The City Auditor and any staff reporting to the City Auditor will:</p> <ul style="list-style-type: none"><li>(a) conduct all audit and advisory services through adherence to The Institute of Internal Auditors' mandatory guidance including the Core Principles for the Professional Practice of Internal Auditing, the Definition of Internal Auditing, the Code of Ethics, and the International Standards for the Proccessional Practice of Internal Auditing (Standards);</li><li>(b) conduct all investigative services through adherence to Association of Certified Fraud Examiner's Code of Professional Standards. These standards of professional conduct will be adhered to as they pertain to integrity and objectivity, professional compliance, due professional care, communication and confidentiality;</li><li>(c) remain free from interference by any element in the organization in the conduct of assurance, advisory and investigative services to permit maintenance of a necessary independent and objective mental attitude;</li><li>(d) have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgement; and</li><li>(e) exhibit the highest level of professional objectivity in gathering, evaluating, and communicating results. They will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgements.</li></ul>	<p>Add a new Section 2(f) as follows:</p> <p><b>(f) conform to relevant laws and regulations that are applicable to The City of Calgary.</b></p>	<p><u>Conform to IIA Global Internal Audit. Standards</u></p> <p>Proposed amendment reflects updates made to the Institute of Internal Auditors' professional standards, to which the City Auditor's Office has an explicit requirement to conform.</p>

<p>Page 5 Schedule 'A' Section 3</p> <p><u>Assurance Services</u></p>	<p>The City Auditor will:</p> <p>(a) utilize a risk-based approach, and communicate audit assurance activities to Audit Committee for approval through the development of an annual audit plan, which, without limiting the scope of the foregoing, includes:</p> <p>(i) <u>Compliance Audits</u></p> <p>Review the systems established to ensure compliance with policies, plans, procedures, ethical and business norms, as well as laws, regulations, and contracts which can have a significant impact on operations and reports and determining whether the organization is in compliance.</p> <p>(ii) <u>IT Audits</u></p> <p>Review and evaluation of automated information processing systems, related non-automated processes and the interfaces among them to ensure business risks are minimized appropriately.</p> <p>(iii) <u>Operational Audits</u></p> <p>Utilizing a risk-based approach, review operations, services, processes and/or systems to determine whether they are effective and implemented as planned to achieve their objectives. This type of audit may include assessing the efficiency with which resources are utilized.</p>	<p>Add a new Section 3(c) as follows:</p> <p><b>(c) deliver data analytics assurance projects, which will assess risk and controls through the use of data analytics to complement, support and extend activities in 3(a). Projects may include continuous auditing (ongoing assessment of risk, controls and policy compliance against rules and risk thresholds) along with other data driven exposures of specific risks. Data analytics priorities will be presented to Audit Committee on an annual basis.</b></p>	<p><u>Clarifying current practice</u></p> <p>Proposed amendment articulates the practice of the City Auditor's Office to conduct data analytics projects to compliment and extend the assurance provided through audits.</p> <p>This amendment solidifies current practice.</p>

	<p>(iv) <u>Follow-up Audits</u></p> <p>Review the effectiveness of the corrective action implemented in response to previous audit recommendations to ensure the underlying risk was mitigated as intended to support achievement of the objective. This type of audit is generally limited in scope, however, may identify efficiency opportunities resulting from operational changes and/or redundant control structures.</p> <p>(b) determine the appropriate methodologies, project scope, including utilization of data analytics to discharge the above, as well as considering the involvement and work performed by other assurance groups.</p>		
Page 6 Schedule 'A' Section 5(c)  <u>Investigative Services</u>	<p>The City Auditor will:</p> <p>(a) ensure sufficient professional staffing and technology are employed to support the Whistle-blower Program including intake, assessment, investigation, reporting and corrective action recommendation processes;</p> <p>(b) ensure all activities of the Whistle-blower Program are confidential and shared only on a need-to-know basis or as necessary to conclude on the investigation and/or recommended corrective action; and</p> <p>(c) establish processes in compliance with Council Whistle-blower Policy CC026.</p>	<p>Amend Section 5(c) as follows:</p> <p>(c) establish processes in compliance with <b>Whistle-blower Policy (Council Policy CP2022-06)</b>.</p>	<p><u>Housekeeping amendment</u></p> <p>Proposed amendment required to reflect the updated numbering of the Whistle-blower Council Policy.</p>

Page 6 Schedule 'A' Section 6(d)  <u>Activity Report</u>	The City Auditor will:  (a) provide a quarterly report to Audit Committee that includes trending and achievement of City Auditor's performance measures as established to reflect effective delivery of the City Auditor's mandate, status of Administration action on the current recommended action plan commitments agreed upon in previous audit reports, and status of deliverables against the approved annual audit plan;  (b) amend the annual audit plan as needed if the risk profile, on which the annual audit plan is based, significantly changes during any given year, by presenting proposed change to Audit Committee for approval;  (c) provide an annual report to Audit Committee that provides a retrospective summary of highlights and achievements of the year, reflecting the assurance, advisory and investigation services provided.	Add a new Section 6(d) as follows:  <b>(d) be responsible for the development, implementation, and maintenance of a quality assurance program, and report on the results of the program to Audit Committee.</b>	<u>Conform to IIA Global Internal Audit Standards</u>  Proposed amendment reflects updates made to the Institute of Internal Auditors' professional standards, to which the City Auditor's Office conforms.



**OFFICE CONSOLIDATION**

**RED-LINE MARKUPS OF PROPOSED AMENDMENTS TO BYLAW 30M2004**

**BEING A BYLAW OF THE CITY OF CALGARY  
TO ESTABLISH  
THE POSITION OF CITY AUDITOR  
\*\*\*\*\***

(Amended by 42M2004, 4M2014, 26M2016, 34M2020)

**WHEREAS** S. 210 of the Municipal Government Act ("the Act") allows Council to pass a bylaw establishing a designated officer position to carry out specified powers, duties and functions;

DELETED BY 34M2020, 2020 SEPTEMBER 21.

**AND WHEREAS** Council wishes to establish a position of City Auditor;  
(4M2014, 2014 January 27)

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

1. The designated officer position of City Auditor is hereby created, with the powers, duties and functions as specified in this Bylaw or any other bylaw making reference to the City Auditor.
2. Council may, by resolution, appoint a person for a term not exceeding five (5) years, to hold the position of City Auditor and specify the terms and conditions of such appointment.
3. The person appointed to the position of City Auditor is eligible for reappointment.  
(34M2020, 2020 September 21)
4. The appointment of a person to the position of City Auditor may be made, suspended or revoked only if the majority of the whole Council vote to do so.
5. The City Auditor is **accountable to Council and reports to Council through Audit Committee. Supervision of the City Auditor is provided by the Chair of Audit Committee. The Chair of Audit Committee facilitates two-way communication of information on emerging risks, controls and governance between the City Auditor and Council members.**
6. DELETED BY 4M2014, 2014 JANUARY 27.  
(42M2004, 2004 June 21)
- 7 (1) **The City Auditor's primary mandate is to audit any area of City operations reporting to the Chief Administrative Officer.**
- 7 (2) **The City Auditor may also conduct audits of any entity that receives any type of benefit from The City, whether financial, assets, or in-kind, or any entity that The**

**City owns in part or in full, if there is the legal authority to conduct an audit, and if there are no other providers of assurance.**

- 7.1 The City Auditor shall be provided with unrestricted access to all municipal personnel, records, property, policies, procedures, processes, systems and data necessary to support the work conducted by the City Auditor in delivery of assurance, advisory and investigative services.  
(34M2020, 2020 September 21)
- 7.2 The City Auditor shall report the outcome of all audits to the Audit Committee (including Administration's response and corrective actions to be taken in regard to specific recommendations).  
(34M2020, 2020 September 21)
- 7.3 The responsibilities of the City Auditor are more fully set out in Schedule "A".  
(34M2020, 2020 September 21)
8. DELETED BY 4M2014, 2014 JANUARY 27.
9. The City Auditor shall have sole administrative authority and control over staff reporting to that position, including the establishment of management and salary structures and administrative policies. The hiring, evaluation, discipline and dismissal of staff is subject to any existing legislation, contracts or corporate employment guidelines.  
(34M2020, 2020 September 21)
- 9.1 The City Auditor, through the Chief Administrative Officer, shall be provided enabling support services as required including:
- (a) corporate security;
  - (b) facility management;
  - (c) financial support;
  - (d) human resource support;
  - (e) IT solutions and support;
  - (f) legal counsel and advisory;
  - (g) organizational health, safety and wellness;
  - (h) procurement and warehousing; and
  - (i) strategic marketing and communications.
- (34M2020, 2020 September 21)
10. The City Auditor may retain consultants and make other expenditures as supported by the City Auditor's budget approved by Council.  
(34M2020, 2020 September 21)
11. The City Auditor may further delegate powers, duties and functions to any person reporting directly or indirectly, to the City Auditor.

- 11.1 The City Auditor will review this Bylaw 30M2004 every three years (or more frequently if required), in conjunction with the Audit Committee's review of the Audit Committee Bylaw, and present any proposed changes to the Audit Committee and Council for approval.

(34M2020, 2020 September 21)

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

READ A FIRST TIME THIS 17<sup>th</sup> DAY OF MAY, 2004.

READ A SECOND TIME THIS 17<sup>th</sup> DAY OF MAY, 2004.

READ A THIRD TIME THIS 17<sup>th</sup> DAY OF MAY, 2004.

(Sgd.) D. Bronconnier  
MAYOR

(Sgd.) D. Garner  
CITY CLERK

## SCHEDULE “A”

### CITY AUDITOR’S OFFICE STRUCTURES AND POLICIES

The City Auditor will ensure management structures and administration policies are sufficient to support:

#### 1. MANDATE

The City Auditor will:

- (a) assist Council, through the Audit Committee, in its oversight of the Chief Administrative Officer’s administration and accountability for stewardship over public funds and achievement of value for money in City operations; and
- (b) provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust.

For clarity, the City Auditor does not have a mandate to audit Council decisions.

#### 2. PROFESSIONALISM AND INDEPENDENCE

The City Auditor and any staff reporting to the City Auditor will:

- (a) conduct all audit and advisory services through adherence to The Institute of Internal Auditors’ **Global Internal Audit Standards**. ~~mandatory guidance including the~~
- (b) conduct all investigative services through adherence to Association of Certified Fraud Examiner’s Code of Professional Standards. These standards of professional conduct will be adhered to as they pertain to integrity and objectivity, professional compliance, due professional care, communication and confidentiality;
- (c) remain free from interference by any element in the organization in the conduct of assurance, advisory and investigative services to permit maintenance of a necessary independent and objective mental attitude;
- (d) have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgement; ~~and~~
- (e) exhibit the highest level of professional objectivity in gathering, evaluating, and communicating results. They will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgements; and.
- (f) conform to relevant laws and regulations that are applicable to The City of

**Calgary.**  
**ASSURANCE SERVICES**

The City Auditor will:

- (a) utilize a risk-based approach, and communicate audit assurance activities to Audit Committee for approval through the development of an annual audit plan, which, without limiting the scope of the foregoing, includes:
  - (i) Compliance Audits

Review the systems established to ensure compliance with policies, plans, procedures, ethical and business norms, as well as laws, regulations, and contracts which can have a significant impact on operations and reports and determining whether the organization is in compliance.
  - (ii) IT Audits

Review and evaluation of automated information processing systems, related non-automated processes and the interfaces among them to ensure business risks are minimized appropriately.
  - (iii) Operational Audits

Utilizing a risk-based approach, review operations, services, processes and/or systems to determine whether they are effective and implemented as planned to achieve their objectives. This type of audit may include assessing the efficiency with which resources are utilized.
  - (iv) Follow-up Audits

Review the effectiveness of the corrective action implemented in response to previous audit recommendations to ensure the underlying risk was mitigated as intended to support achievement of the objective. This type of audit is generally limited in scope, however, may identify efficiency opportunities resulting from operational changes and/or redundant control structures.
- (b) determine the appropriate methodologies, project scope, including utilization of data analytics to discharge the above, as well as considering the involvement and work performed by other assurance groups; **and**

- (c) **deliver data analytics assurance projects, which will assess risk and controls through the use of data analytics to complement, support and extend activities in 3(a). Projects may include continuous auditing (ongoing assessment of risk, controls and policy compliance against rules and risk thresholds) along with other data driven exposures of specific risks. Data analytics priorities will be presented to Audit Committee on an annual basis.**

#### **4. ADVISORY SERVICES**

The City Auditor will:

- (a) provide advisory services on an issue or project specific basis as requested by Administration which may include financial advisory, risk management, information technology systems security and control, data analytics and general management advisory services;
- (b) ensure requests received from Administration will be resourced based on a risk assessment basis similar to the determination on audit assurance work;
- (c) provide an independent view and insight on current, new or emerging risks and opportunities facing The City based on City Auditor's knowledge of best practice on risks, controls and governance frameworks;
- (d) ensure advisory services work must not impede the City Auditor's ability to conduct objective audits at a future date;
- (e) determine whether capacity exists to complete advisory requests against the priorities set on the approved audit plan; and
- (f) determine the appropriate methodologies, project scope, including utilization of data analytics to discharge the above.

#### **5. INVESTIGATIVE SERVICES**

The City Auditor will:

- (a) ensure sufficient professional staffing and technology are employed to support the Whistle-blower Program including intake, assessment, investigation, reporting and corrective action recommendation processes;
- (b) ensure all activities of the Whistle-blower Program are confidential and shared only on a need-to-know basis or as necessary to conclude on the investigation and/or recommended corrective action; and
- (c) establish processes in compliance with Whistle-blower Policy (**Council Policy CP2022-06**).



## 6. ACTIVITY REPORT

The City Auditor will:

- (a) provide a quarterly report to Audit Committee that includes trending and achievement of City Auditor's performance measures as established to reflect effective delivery of the City Auditor's mandate, status of Administration action on the current recommended action plan commitments agreed upon in previous audit reports, and status of deliverables against the approved annual audit plan;
- (b) amend the annual audit plan as needed if the risk profile, on which the annual audit plan is based, significantly changes during any given year, by presenting proposed change to Audit Committee for approval;
- (c) provide an annual report to Audit Committee that provides a retrospective summary of highlights and achievements of the year, reflecting the assurance, advisory and investigation services provided; **and**  
(34M2020, 2020 September 21)
- (d) **be responsible for the development, implementation, and maintenance of a quality assurance program, and report on the results of the program to Audit Committee.**



**OFFICE CONSOLIDATION**

**BYLAW NUMBER 30M2004**

**BEING A BYLAW OF THE CITY OF CALGARY  
TO ESTABLISH  
THE POSITION OF CITY AUDITOR  
\*\*\*\*\***

(Amended by 42M2004, 4M2014, 26M2016, 34M2020)

**WHEREAS** S. 210 of the Municipal Government Act ("the Act") allows Council to pass a bylaw establishing a designated officer position to carry out specified powers, duties and functions;

DELETED BY 34M2020, 2020 SEPTEMBER 21.

**AND WHEREAS** Council wishes to establish a position of City Auditor;  
(4M2014, 2014 January 27)

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS  
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2. Council may, by resolution, appoint a person for a term not exceeding five (5) years, to hold the position of City Auditor and specify the terms and conditions of such appointment.
3. The person appointed to the position of City Auditor is eligible for reappointment.  
(34M2020, 2020 September 21)
4. The appointment of a person to the position of City Auditor may be made, suspended or revoked only if the majority of the whole Council vote to do so.
5. The City Auditor shall be subject to the supervision of and accountable to Council and report to Council through Audit Committee.
6. DELETED BY 4M2014, 2014 JANUARY 27.  
(42M2004, 2004 June 21)
7. The City Auditor's mandate is to audit:
  - (a) any area of City operations reporting to the City Manager;
  - (b) any entity that receives any type of benefit from The City, whether financial, assets or in-kind, or
  - (c) any entity that The City owns, in whole or in part;

where The City has the legal authority to conduct an audit.

- 7.1 The City Auditor shall be provided with unrestricted access to all municipal personnel, records, property, policies, procedures, processes, systems and data necessary to support the work conducted by the City Auditor in delivery of assurance, advisory and investigative services.  
(34M2020, 2020 September 21)
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(Sgd.) D. Bronconnier  
MAYOR

(Sgd.) D. Garner  
CITY CLERK

## **SCHEDULE “A”**

### **CITY AUDITOR’S OFFICE STRUCTURES AND POLICIES**

The City Auditor will ensure management structures and administration policies are sufficient to support:

#### **1. MANDATE**

The City Auditor will:

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The City Auditor and any staff reporting to the City Auditor will:

- (a) conduct all audit and advisory services through adherence to The Institute of Internal Auditors’ mandatory guidance including the Core Principles for the Professional Practice of Internal Auditing, the Definition of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing (Standards);
- (b) conduct all investigative services through adherence to Association of Certified Fraud Examiner’s Code of Professional Standards. These standards of professional conduct will be adhered to as they pertain to integrity and objectivity, professional compliance, due professional care, communication and confidentiality;
- (c) remain free from interference by any element in the organization in the conduct of assurance, advisory and investigative services to permit maintenance of a necessary independent and objective mental attitude;
- (d) have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgement; and
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The City Auditor will:



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Review the systems established to ensure compliance with policies, plans, procedures, ethical and business norms, as well as laws, regulations, and contracts which can have a significant impact on operations and reports and determining whether the organization is in compliance.
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Review and evaluation of automated information processing systems, related non-automated processes and the interfaces among them to ensure business risks are minimized appropriately.
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Utilizing a risk-based approach, review operations, services, processes and/or systems to determine whether they are effective and implemented as planned to achieve their objectives. This type of audit may include assessing the efficiency with which resources are utilized.
  - (iv) Follow-up Audits

Review the effectiveness of the corrective action implemented in response to previous audit recommendations to ensure the underlying risk was mitigated as intended to support achievement of the objective. This type of audit is generally limited in scope, however, may identify efficiency opportunities resulting from operational changes and/or redundant control structures.
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#### **4. ADVISORY SERVICES**

The City Auditor will:

- (a) provide advisory services on an issue or project specific basis as requested by Administration which may include financial advisory, risk management, information technology systems security and control, data analytics and general management advisory services;
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a risk assessment basis similar to the determination on audit assurance work;

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- (e) determine whether capacity exists to complete advisory requests against the priorities set on the approved audit plan; and
- (f) determine the appropriate methodologies, project scope, including utilization of data analytics to discharge the above.

## **5. INVESTIGATIVE SERVICES**

The City Auditor will:

- (a) ensure sufficient professional staffing and technology are employed to support the Whistle-blower Program including intake, assessment, investigation, reporting and corrective action recommendation processes;
- (b) ensure all activities of the Whistle-blower Program are confidential and shared only on a need-to-know basis or as necessary to conclude on the investigation and/or recommended corrective action; and
- (c) establish processes in compliance with Council Whistle-blower Policy CC026.

## **6. ACTIVITY REPORT**

The City Auditor will:

- (a) provide a quarterly report to Audit Committee that includes trending and achievement of City Auditor's performance measures as established to reflect effective delivery of the City Auditor's mandate, status of Administration action on the current recommended action plan commitments agreed upon in previous audit reports, and status of deliverables against the approved annual audit plan;
- (b) amend the annual audit plan as needed if the risk profile, on which the annual audit plan is based, significantly changes during any given year, by presenting proposed change to Audit Committee for approval; and
- (c) provide an annual report to Audit Committee that provides a retrospective summary of highlights and achievements of the year, reflecting the assurance, advisory and investigation services provided.

(34M2020, 2020 September 21)

Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004,  
AC2024-0182

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Amendment to Report AC2024-0182, Page 3 of Attachment 1, Section 12 by deleting the words “The City’s” and by substituting with the words “External Auditor’s” as follows:

In **SCHEDULE “B”**, under **1. REGARDING THE EXTERNAL AUDITOR**, subsections (a) and (b) are deleted and replaced with the following:

- “(a) prior to the commencement of the annual external financial audit, reviews the audit plan and estimated audit fees with the *External Auditor* and discusses the timing and extent of audit procedures, materiality, significant audit risk and areas of audit focus and overall audit strategy. **The *External Auditor’s* preliminary base audit fee estimates based on information available at the time of the *External Auditor’s* audit plan mailout and subject to change based on the full scoping of and progression of work on the audits for *The City’s* government business enterprise, related authorities and the ancillary audits are to be included in *External Auditor’s* audit plan for information purposes only.** The audit plan is forwarded to *Council* for information;



**Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 July 03**

**ISC: UNRESTRICTED  
IP2024-0682**

**Multiple Municipal Historic Resource Designations – Summer 2024**

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**PURPOSE**

The purpose of this report is to recommend Council approval to designate multiple historic buildings as Municipal Historic Resources.

**PREVIOUS COUNCIL DIRECTION**

C2018-1158 directed Administration to “continue to legally protect heritage assets and directly support landowners”.

**RECOMMENDATION:**

That Infrastructure and Planning Committee recommend Council give three readings to each of the following proposed bylaws, to designate as Municipal Historic Resources:

- a) the Jones Residence (Attachment 2);
- b) the Magarrell Residence (Attachment 3).

**RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE,  
2024 JULY 3:**

That Council give three readings to each of the following proposed bylaws, to designate as Municipal Historic Resources:

- a. the Jones Residence (**Proposed Bylaw 20M2024** – Attachment 2); and
- b. the Magarrell Residence (**Proposed Bylaw 21M2024** – Attachment 3).

**CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

Acting General Manager Debra Hamilton concurs with this report. The proposed designations will meaningfully contribute to Calgary’s commitment to protecting our historic places.

**HIGHLIGHTS**

- Designation as Municipal Historic Resources ensures these buildings are conserved for all Calgarians, protecting against demolition or unapproved alterations to heritage elements. It also makes private owners eligible for conservation grant funding from The City of Calgary and Government of Alberta.
- Conservation and rehabilitation of Calgary’s historic buildings and sites is important to Calgary’s culture, history and identity. It supports investment in the local economy through skilled trades and reduces environmental impacts through the reuse of existing buildings and materials.
- The two properties in this report represent the Pre-World War 1 Boom / Age of Optimism (1906 – 1913).
- The owners/stewards of the properties have formally requested designation.
- Approval of the two (2) designations in this report would bring the total number of sites designated by bylaw in Calgary to 163.

**Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 July 03**

**ISC: UNRESTRICTED  
IP2024-0682**

**Multiple Municipal Historic Resource Designations - Summer 2024**

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**DISCUSSION**

The following sites are proposed for Municipal Historic Resource designation. They have been evaluated by Heritage Calgary using the Council-approved Historic Resource Evaluation System, which assesses sites against nine value areas. Historic resources that have undergone evaluation and demonstrate adequate physical integrity may qualify for protection under a Designation Bylaw.

Jones Residence

- Built in 1911 – pre-World War 1 Boom / Age of Optimism Era (1906 – 1913)
- 1302 Prospect AV SW [Upper Mount Royal]
- Valued as a well-crafted, picturesque example of the Tudor Revival style with prominent façades fronting both 12th Street and Prospect Avenue and symbolic of early development in Mount Royal.

Magarrell Residence

- Built in 1912 – Pre-World War 1 Boom / Age of Optimism (1906 – 1913).
- 1501 25 AV SW [Bankview]
- The Magarrell Residence possesses symbolic significance as an early, extant representation of pre-First World War housing stock that contributed to the development of the new Bankview district as a middle-class neighbourhood distant from the city centre but well-connected via the new street railway system.

Proposed Bylaw Schedules

The proposed designation bylaws are provided as Attachments 2 and 3.

Each proposed bylaw provides conditions for the treatment of that property. Schedule A is the building's location. Schedule B outlines specific 'Regulated Portions' that cannot be removed, altered or destroyed without approval from The City of Calgary. Schedule C is a list of key standards from the Standards and Guidelines for the Conservation of Historic Places in Canada, a national best-practice manual.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

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

Property owners have expressly requested and agreed to designation of their properties as Municipal Historic Resources. Each property owner was circulated their proposed bylaw and provided agreement in writing to it being presented to Infrastructure and Planning Committee and to City Council. Per the Alberta Historical Resources Act, a 'Notice of Intention' to designate each property was issued to the property owners with the 60-day notice as required by the Act.

Heritage Calgary, the Civic Partner tasked with advising Council on all matters relating to Calgary's heritage, has expressed support for these proposed designations as outlined in Attachment 4 to this report.



## Multiple Municipal Historic Resource Designations - Summer 2024

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### IMPLICATIONS

#### Social

Protection of Calgary's heritage resources through designation is an essential part of conserving our history, culture and identity. A 2020 Citizen Perspective Survey indicates a majority of Calgarians agree that conservation of Calgary's historic buildings and sites is important to them personally (83%), to Calgary's culture (94%) and for future generations to enjoy (86%).

#### Environmental

Conservation of heritage resources contributes to reducing carbon emissions through avoidance of new material use and diverted landfill waste. Historic buildings have 'inherent sustainability' through their long lifecycle, reparability and traditional building design. Demolition of buildings in Canada generates approximately 25% of all landfill waste, so conservation of historic buildings offers a significant opportunity to reduce unnecessary landfill usage and material loss. Additionally, conserving cultural landscapes retains mature trees and associated microclimates.

#### Economic

The conservation of heritage resources has economic benefits, including job growth and retention in skilled trades and construction, increased tourism through attractive streets, demonstrated economic lift to surrounding areas and attracting innovative/start-up businesses by offering distinctive commercial/industrial spaces.

#### Service and Financial Implications

##### No anticipated financial impact

There are no anticipated financial impacts associated with this report. Legal protection provided through Municipal Historic Resource designation enables property owners to apply for grants under The City of Calgary's Municipal Heritage Conservation program.

### RISK

No risks have been identified in designating the proposed sites as Municipal Historic Resources. The property owners agree with the proposed designations, which do not prescribe activities in the buildings or on the properties. Designation allows each owner to retain all rights to the individual enjoyment of their property and does not prevent a property from being sold.

### ATTACHMENTS

1. Previous Council Direction, Background
2. **Proposed Bylaw 20M2024**
3. **Proposed Bylaw 21M2024**
4. Heritage Calgary Letters of Support
5. Presentation

Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 July 03

ISC: UNRESTRICTED  
IP2024-0682

**Multiple Municipal Historic Resource Designations - Summer 2024**

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Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Debra Hamilton	Planning & Development Services	Approve

Authors:  
Kimberly Haskell and Amy Stevens, City and Regional Planning

**City Clerks: C. Doi / J. Booth**

# Background

## Context

Protecting heritage sites through legal designation is an internationally recognized best practice in planning and is supported by City of Calgary policy. The two (2) proposed Municipal Historic Resource Designations in this report follow the Calgary Heritage Strategy mandate to 'Identify', 'Protect' and 'Manage' sites of heritage significance.

Detailed information on the qualifications and processes for designation as a Municipal Historic Resource, and incentives (including grants) can be found online at [www.calgary.ca/heritage](http://www.calgary.ca/heritage) (see 'About Heritage Designation').

Designations are owner-driven and can be affected by influences outside of Heritage Planning's purview.

## Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
11/8/2022	C2022-1051	2023-2026 Service Plans and Budgets One of the City Planning and Policy Service service's goals is to build a resilient city of attractive, inclusive, and equitable communities that meet the various lifestyle choices of Calgarians, and employment areas that support diversity in our economy. This work directly supports the preservation of irreplaceable heritage buildings.
11/7/2016	CPS2016-0867	Culture Plan for Calgary Heritage Conservation is identified as one of the 5 Strategic Priorities of the Plan.
2/4/2008	LPT2007-0064	Calgary Heritage Strategy (2008) The Strategy states that significant historic resources "can and should be protected through designation bylaws".



# PROPOSED

IP2024-0682  
ATTACHMENT 2

## BYLAW NUMBER 20M2024

### BEING A BYLAW OF THE CITY OF CALGARY TO DESIGNATE THE JONES RESIDENCE AS A MUNICIPAL HISTORIC RESOURCE

\*\*\*\*\*

**WHEREAS** the *Historical Resources Act*, R.S.A. 2000 c. H-9, as amended (the “*Act*”) permits The City of Calgary Council (“City Council”) to designate any historic resource within the municipality whose preservation City Council considers to be in the public interest together with any specified land in or on which it is located, as a Municipal Historic Resource;

**AND WHEREAS** the owners of the Jones Residence have been given sixty (60) days written notice of the intention to pass this Bylaw in accordance with the *Act*;

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

#### **SHORT TITLE**

1. This Bylaw may be cited as “City of Calgary Bylaw to Designate the Jones Residence as a Municipal Historic Resource”.

#### **BUILDING AND LAND DESIGNATED AS A MUNICIPAL HISTORIC RESOURCE**

2. The building known as the Jones Residence, located at 1302 Prospect AV SW, and the land on which the building is located being legally described as PLAN CALGARY 2112AC BLOCK FORTY SEVEN "A" (47A) THOSE PORTIONS OF LOTS NINE (9) AND TEN (10) LYING SOUTH OF THE NORTHERLY FIFTY FIVE (55) FEET THEREOF EXCEPTING THEREOUT ALL MINES AND MINERALS (the “Historic Resource”), as shown in the attached Schedule “A”, are hereby designated as a Municipal Historic Resource.
3. The specific elements of the Historic Resource possessing heritage value are hereafter referred to as the Regulated Portions (the “Regulated Portions”). The Regulated Portions are identified in the attached Schedule “B”.

#### **PERMITTED REPAIRS AND REHABILITATION**

4. a) The Regulated Portions of the Historic Resource as described or identified in Schedule “B” shall not be removed, destroyed, disturbed, altered, rehabilitated, repaired or otherwise permanently changed, other than for routine preservation and maintenance work, without prior written approval from City Council, or the person appointed by City Council as the Approving Authority for the purposes of administration of Section 26 of the *Act*. Any alteration, rehabilitation, repair or change to the Regulated Portions must be in accordance with the terms of the Parks Canada 2010 publication Standards and Guidelines for the Conservation of Historic Places in Canada, (the “*Standards and Guidelines*”), as referenced and summarized in the attached Schedule “C”.
- b) All portions of the Historic Resource which are not described or identified as a Regulated Portion in Schedule “B” are hereby known as the Non-regulated Portions (the “Non-

# PROPOSED

**BYLAW NUMBER 20M2024**

regulated Portions"). The Non-regulated Portions are not subject to the *Standards and Guidelines* and may be rehabilitated, altered or repaired, provided that such rehabilitation, alteration, and repair does not negatively impact the Regulated Portions or adversely affect the historical, contextual or landmark character of the property, and that all other permits required to do such work have been obtained.

## COMPENSATION

5. No compensation pursuant to Section 28 of the *Act* is owing.

## EXECUTION OF DOCUMENTS

6. Any employees of The City of Calgary who exercise land use and heritage planning powers and duties are hereby authorized to execute such documents as may be necessary to give effect to this Bylaw.

## SCHEDULES

7. The schedules to this Bylaw form a part of it.
8. This Bylaw comes into force on the day it was passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_



# PROPOSED

BYLAW NUMBER 20M2024

## SCHEDULE "A"



1302 PROSPECT AV SW



# PROPOSED

BYLAW NUMBER 20M2024

## SCHEDULE "B"

### REGULATED PORTIONS

#### 1.0 Context, Orientation and Placement

The following elements are regulated:

- a) The building's existing location and placement on the land (attached Schedule "A" and Image 1.1).



(Image 1.1: Building orientation and placement on parcel)

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## 2.0 Form, Scale, Massing and Roof

The following elements are regulated:

- a) Two and a half storey massing; L-shaped plan with two storey polygonal tower at the centre (attached Schedule “A”, Images 1.1 and 3.1);
- b) Primary steep pitched, cross-gable roof with jettied gable pediments (east and north) with narrow wood vergeboards; lower portion of gables with heavy wood vergeboards and wood tongue-and-groove eaves with exposed rafters; flared eave on south-facing roof plane; shed roof on east- and north-side wraparound enclosure (formerly conservatory) with wood tongue-and-groove eaves and exposed rafters; flat roof on polygonal tower (Images 3.1, 3.3, 3.6, 4.1, and 5.1);
- c) Secondary steep pitched roofs comprised of jettied gable pediments on paired dormers (south) and roof over two-story box bay window (west); all with narrow wood vergeboards (Images 4.1, 5.1 and 5.3); and
- d) Tall, red brick, internal chimney stacks (3) with decorative corbelled caps (Image 3.1).

## 3.0 East façade

The following elements are regulated:

- a) Random ashlar, cut sandstone foundation; red and brown banded, English-bond brick cladding topped with moulded wood cornice (1<sup>st</sup> storey); 2<sup>nd</sup> storey clad in rough-cast stucco with decorative wood half-timbering, shingles, belt course and corner boards (Image 3.1);
- b) Square plan, east- and north-side wraparound enclosure (formerly conservatory) random ashlar, cut sandstone foundation with battered (sloped) profile on north corner; multi-pane-over-single pane wood window profile; wood window casings (Images 3.1 and 3.3);
- c) Two storey, polygonal tower with original wood multi-pane-over-single pane windows (2) and paired assembly (1); wood casings, sills and trim; moulded frieze and cornice (Images 3.1, 3.3 and 3.9);
- d) Original fenestration with wood windows including the following configurations: single (5), paired (1) and triple (1) assemblies of multi-pane-over-single pane; paired multi-light casement window profile; wood casing; soldier course brick headers and both rowlock and header course bricks sills (1<sup>st</sup> storey), wood sills, trim and mullions (2<sup>nd</sup> storey) (Images 3.1 – 3.3 and 3.7 – 3.9);
- e) Primary entry way tabbed with cut sandstone stone set into the brick cladding (Images 3.1 and 3.3); and
- f) Above grade, rounded terrace comprised of random ashlar, cut sandstone retaining wall with decorative blind arcade topped by rusticated even course, cut sandstone balustrade and coping (Images 3.1 – 3.5).

Note: A return to the original wood shingle cladding on the jettied gable pediments (see Image 3.1) would not be precluded. The shingle cladding was replaced with horizontal wood cladding and is not regulated.

A return to the original fenestration and wood shingle cladding on the east- and north-side wraparound enclosure (formerly conservatory – see Image 3.1) would not be precluded. Both were altered at an unknown date and are not regulated.

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(Image 3.1: East and north façades ca. 1930 showing form, roof profile, cladding, fenestration and above grade, rounded terrace retaining wall - courtesy of Glenbow Library and Archives Collection (CU 1234217))



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(Image 3.2: Portion of east façade showing typical random ashlar, cut sandstone foundation, banded brick cladding (1<sup>st</sup> storey) and decorative wood half-timbering and shingles (2<sup>nd</sup> storey).



(Image 3.3: East façade ca. 1995 showing battered (sloped) north corner of sandstone foundation and main entry way tabbed with cut sandstone)

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(Image 3.4: Interior of above grade, rounded terrace with cut sandstone balustrade and coping)



Image 3.5: Detail of red and brown banded, English-bond brick cladding.



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(Image 3.6: Close up of moulded wood cornice above brick cladding, decorative wood half-timbering and eaves with exposed rafters)



Image 3.7: Example of original fenestration with multi-light-over-single pane wood window with soldier course brick header and rowlock brick sill. Note: Storm window is not regulated.



Image 3.8: Example of original fenestration with multi-light-over-single pane wood window with soldier course brick header and header course brick sill. Note: Storm window is not regulated.

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BYLAW NUMBER 20M2024



(Image 3.9: Example of original fenestration of multi-light-over-single pane wood windows and casings. Note: Storm windows are not regulated)



# PROPOSED

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## 4.0 South façade

The following elements are regulated:

- a) Random ashlar, cut sandstone foundation; red and brown banded, English-bond brick cladding (Image 4.1);
- b) Inset central porch with original wood multi-pane-over-single pane windows (4); paired six-panel wood doors (2) on both ends of the porch; paired square wood posts (Images 4.1 – 4.3);
- c) Paired dormers on side-gabled roof with original wood multi-pane-over-single pane windows in quad assemblies (2); wood window casings, sills, mullions and trim; wood corner boards, (Image 4.1); and
- d) Original fenestration of multi-pane-over-single pane, paired wood window assemblies (2); soldier course brick headers; rowlock brick sills, wood mullions (Image 4.1).

Note: A return to the open railing with square wood balusters on the inset porch (see Image 4.1) would not be precluded. The railing was altered after 1995 and is not regulated.



(Image 4.1: South façade ca. 1995 showing side-gable roof with flared bottom eave, inset porch and paired dormers)

# PROPOSED

BYLAW NUMBER 20M2024



Image 4.2: Example of the paired, six-panel wood doors in the inset central porch (west side).



Image 4.3: Example of original fenestration of multi-light-over-single pane window with soldier course brick header and rowlock course brick sill. Note: Storm window is not regulated.



# PROPOSED

BYLAW NUMBER 20M2024

## 5.0 West façade

The following elements are regulated:

- a) Random ashlar, cut sandstone foundation; red and brown banded, English-bond brick cladding (1<sup>st</sup> storey) topped with moulded wood cornice; 2<sup>nd</sup> storey clad in rough-cast stucco with decorative wood half-timbering, shingles, belt course and corner boards (Images 5.1 – 5.3);
- b) Two storey box bay window projection with random ashlar, cut sandstone foundation; red and brown banded, English-bond brick cladding; rough-cast stucco with decorative wood half-timbering; fenestration including original wood multi-pane-over-single pane windows in single (4) and triple (2) assemblies; rowlock course brick sill; wood frieze, cornice, sills, trim, mullions and corner boards (Images 5.1 and 5.3); and
- c) Original fenestration with wood windows including the following configurations: single (3) and paired (2) assemblies of multi-pane-over-single pane windows; soldier course brick headers; rowlock course brick sills (1<sup>st</sup> storey); wood sills, trim and mullions (2<sup>nd</sup> storey) (Images 5.1 and 5.3).



(Image 5.1: Northerly portion of west façade showing banded brick cladding (1<sup>st</sup> storey), moulded wood cornice, rough-cast stucco and decorative wood half-timbering (2<sup>nd</sup> storey) and fenestration. Note: Storm windows are not regulated)



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(Image 5.2: Southerly portion of west façade showing sandstone foundation, banded brick cladding (1<sup>st</sup> storey), moulded wood cornice, rough-cast stucco and decorative wood half-timbering and shingles (2<sup>nd</sup> storey) and fenestration. Note: Storm windows are not regulated)



# PROPOSED

BYLAW NUMBER 20M2024



(Image 5.3: Close up of two-storey box bay window projection. Note: Storm windows are not regulated)

# PROPOSED

BYLAW NUMBER 20M2024

## SCHEDULE “C”

The primary purpose of the *Standards and Guidelines* is to provide guidance to achieve sound conservation practice. They are used to assess proposed changes to designated Municipal Historical Resources and form the basis for review and assessment for the approved rehabilitation program.

The *Standards and Guidelines* were developed by Parks Canada and were formally adopted by The City of Calgary in 2005. They provide a philosophical consistency for project work; and while neither technical nor case-specific, they provide the framework for making essential decisions about those features of a historic place, which should be maintained and cannot be altered.

The *Standards* listed below and the referenced *Guidelines* shall apply to the Regulated Portions and any rehabilitation or maintenance work undertaken with respect to them at any time.

### The Standards

Definitions of the terms in italics below are set forth in the Introduction of the *Standards and Guidelines*. In the event of a conflict between the italicized terms below and those in the *Standards and Guidelines*, the latter shall take precedence. The Standards are not presented in a sequential or hierarchical order, and as such, equal consideration should be given to each. All Standards for any given type of treatment must therefore be applied simultaneously to a project.

### General Standards (all projects)

1. Conserve the *heritage value* of a *historic place*. Do not remove, replace, or substantially alter its intact or repairable *character-defining elements*. Do not move a part of a *historic place* if its current location is a *character-defining element*.
2. Conserve changes to a *historic place* which, over time, have become *character-defining elements* in their own right.
3. Conserve *heritage value* by adopting an approach calling for *minimal intervention*.
4. Recognize each *historic place* as a physical record of its time, place and use. Do not create a false sense of historical development by adding elements from other *historic places* or other properties or by combining features of the same property that never coexisted.
5. Find a use for a *historic place* that requires minimal or no change to its *character defining elements*.
6. Protect and, if necessary, stabilize a *historic place* until any subsequent *intervention* is undertaken. Protect and preserve archaeological resources in place. Where there is potential for disturbance of archaeological resources, take mitigation measures to limit damage and loss of information.
7. Evaluate the existing condition of *character-defining elements* to determine the appropriate *intervention* needed. Use the gentlest means possible for any *intervention*. Respect *heritage value* when undertaking an *intervention*.
8. Maintain *character-defining elements* on an ongoing basis. Repair *character-defining elements* by reinforcing their materials using recognized conservation methods. Replace in kind any

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## BYLAW NUMBER 20M2024

extensively deteriorated or missing parts of *character-defining elements*, where there are surviving prototypes.

9. Make any *intervention* needed to preserve *character-defining elements* physically and visually compatible and identifiable upon close inspection and document any *intervention* for future reference.

### **Additional Standards Relating to Rehabilitation**

10. Repair rather than replace *character-defining elements*. Where *character-defining elements* are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements. Where there is insufficient physical evidence, make the form, material and detailing of the new elements compatible with the character of the *historic place*.
11. Conserve the *heritage value* and *character-defining elements* when creating any new additions to a *historic place* or any related new construction. Make the new work physically and visually compatible with, subordinate to and distinguishable from the *historic place*.
12. Create any new additions or related new construction so that the essential form and integrity of a *historic place* will not be impaired if the new work is removed in the future.

### **Additional Standards Relating to Restoration**

13. Repair rather than replace *character-defining elements* from the restoration period. Where *character-defining elements* are too severely deteriorated to repair and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements.
14. Replace missing features from the restoration period with new features whose forms, materials and detailing are based on sufficient physical, documentary and/or oral evidence.

### **Guidelines**

The full text of the *Standards and Guidelines* is available online through [www.historicplaces.ca](http://www.historicplaces.ca), or from:

Parks Canada National Office  
25 Eddy Street  
Gatineau, Quebec K1A 0M5



# PROPOSED

IP2024-0682  
ATTACHMENT 3

## BYLAW NUMBER 21M2024

### BEING A BYLAW OF THE CITY OF CALGARY TO DESIGNATE THE MAGARRELL RESIDENCE AS A MUNICIPAL HISTORIC RESOURCE

\*\*\*\*\*

**WHEREAS** the *Historical Resources Act*, R.S.A. 2000 c. H-9, as amended (the “Act”) permits The City of Calgary Council (“City Council”) to designate any historic resource within the municipality whose preservation City Council considers to be in the public interest together with any specified land in or on which it is located, as a Municipal Historic Resource;

**AND WHEREAS** the owners of the Magarrell Residence have been given sixty (60) days written notice of the intention to pass this Bylaw in accordance with the *Act*;

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

#### SHORT TITLE

1. This Bylaw may be cited as “City of Calgary Bylaw to Designate the Magarrell Residence as a Municipal Historic Resource”.

#### BUILDING AND LAND DESIGNATED AS A MUNICIPAL HISTORIC RESOURCE

2. The building known as the Magarrell Residence, located at 1501 25 AV SW, and the land on which the building is located being legally described as PLAN 3910R BLOCK 2 THE EASTERLY 40 FEET THROUGHOUT LOTS 2, 3 AND 4 (the “Historic Resource”), as shown in the attached Schedule “A”, are hereby designated as a Municipal Historic Resource.
3. The specific elements of the Historic Resource possessing heritage value are hereafter referred to as the Regulated Portions (the “Regulated Portions”). The Regulated Portions are identified in the attached Schedule “B”.

#### PERMITTED REPAIRS AND REHABILITATION

4. a) The Regulated Portions of the Historic Resource as described or identified in Schedule “B” shall not be removed, destroyed, disturbed, altered, rehabilitated, repaired or otherwise permanently changed, other than for routine preservation and maintenance work, without prior written approval from City Council, or the person appointed by City Council as the Approving Authority for the purposes of administration of Section 26 of the *Act*. Any alteration, rehabilitation, repair or change to the Regulated Portions must be in accordance with the terms of the Parks Canada 2010 publication Standards and Guidelines for the Conservation of Historic Places in Canada, (the “*Standards and Guidelines*”), as referenced and summarized in the attached Schedule “C”.
- b) All portions of the Historic Resource which are not described or identified as a Regulated Portion in Schedule “B” are hereby known as the Non-regulated Portions (the “Non-regulated Portions”). The Non-regulated Portions are not subject to the *Standards and Guidelines* and may be rehabilitated, altered or repaired, provided that such rehabilitation,

# PROPOSED

## BYLAW NUMBER 21M2024

alteration, and repair does not negatively impact the Regulated Portions or adversely affect the historical, contextual or landmark character of the property, and that all other permits required to do such work have been obtained.

### COMPENSATION

5. No compensation pursuant to Section 28 of the *Act* is owing.

### EXECUTION OF DOCUMENTS

6. Any employees of The City of Calgary who exercise land use and heritage planning powers and duties are hereby authorized to execute such documents as may be necessary to give effect to this Bylaw.

### SCHEDULES

7. The schedules to this Bylaw form a part of it.
8. This Bylaw comes into force on the day it was passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_



**BYLAW NUMBER 21M2024**

## SCHEDULE "A"



**1501 25 AV SW**



# PROPOSED

BYLAW NUMBER 21M2024

## SCHEDULE “B”

### REGULATED PORTIONS

#### 1.0 Context, Orientation and Placement

The following elements are regulated:

- a) The building’s existing location and placement on the property (attached Schedule “A”)

#### 2.0 Exterior

The following elements are regulated:

- a) Two and a half storey form, scale and massing as expressed by the rectangular plan with short front façade (Images 2.1-2.4);
- b) Medium pitched hipped roof with bell-cast eaves with closed wooden tongue-and-groove soffits and moulded frieze (Image 2.1 and 2.2);
- c) Centered upper storey bay (north) and two storey bay (east) both with gabled dormer roofs with bell-cast pedimented eaves and decorative barge boards (Images 2.1 and 2.2).
- d) Red brick cladding in running bond at first storey; upper storey clad in painted wood square shingles, flared above a plain wood continuous band; stucco finish above triple assembly window east façade bay (Image 2.1–2.5);
- e) Enclosed porch with low-pitched hipped roof and offset entrance; closed wooden balustrade and soffits; tapered posts atop concrete and brick pedestals with sandstone caps (Images 2.1 and 2.6);
- f) Two storey open porch with shed roof (south); closed wooden tongue-and-groove soffits; plain frieze above tapered posts atop concrete and brick pedestals with stone caps at first storey; wooden posts and square shingle clad balustrade at upper portion (Image 2.4);
- g) Original fenestration on main floor and second storey comprised of 1-over-1 and single sash windows, with decorative diamond patterned multi-pane sashes on north and east facades except the porch and upper storey bay; segmental arch brick headers topped with rusticated course and protruding double course brick sills on first storey; wooden casings with protruding drip molds and sills on upper storey (Images 2.1–2.4 and 2.7 – 2.9); and
- h) East facing red-brick chimney with corbeling at top (Images 2.1 and 2.2).

# PROPOSED

BYLAW NUMBER 21M2024



(Image 2.1: North façade)



# PROPOSED

BYLAW NUMBER 21M2024



(Image 2.2: East façade)



# PROPOSED

BYLAW NUMBER 21M2024



(Image 2.3: West façade)

# PROPOSED

BYLAW NUMBER 21M2024



(Image 2.4: South façade – main floor window is not regulated)



# PROPOSED

BYLAW NUMBER 21M2024



(Image 2.5: example of closed wooden tongue-and-groove soffits)



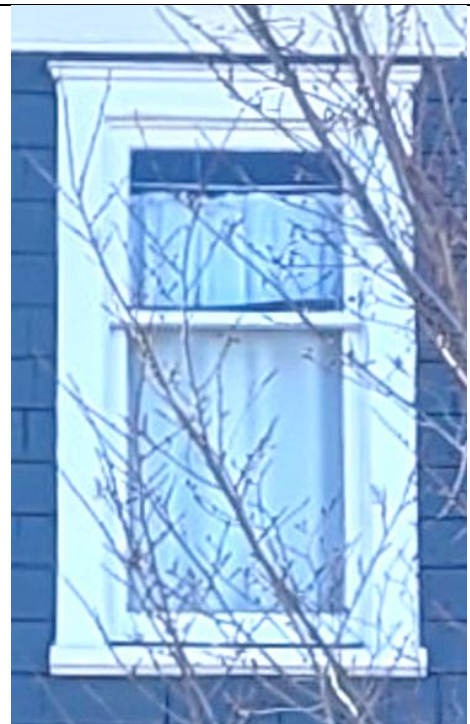
(Image 2.6: concrete and brick pedestals with stone caps)



(Image 2.7: example of single sash window with decorative diamond patterned)



(Image 2.8: example of 1-over-1 window with decorative diamond patterned upper sash; segmental arch brick headers topped with rusticated course and protruding double course brick sills)



(Image 2.9: example of wooden casings with protruding drip molds and sills on upper storey)

# PROPOSED

BYLAW NUMBER 21M2024

## SCHEDULE “C”

The primary purpose of the *Standards and Guidelines* is to provide guidance to achieve sound conservation practice. They are used to assess proposed changes to designated Municipal Historical Resources and form the basis for review and assessment for the approved rehabilitation program.

The *Standards and Guidelines* were developed by Parks Canada and were formally adopted by The City of Calgary in 2005. They provide a philosophical consistency for project work; and while neither technical nor case-specific, they provide the framework for making essential decisions about those features of a historic place, which should be maintained and cannot be altered.

The *Standards* listed below and the referenced *Guidelines* shall apply to the Regulated Portions and any rehabilitation or maintenance work undertaken with respect to them at any time.

### The Standards

Definitions of the terms in italics below are set forth in the Introduction of the *Standards and Guidelines*. In the event of a conflict between the italicized terms below and those in the *Standards and Guidelines*, the latter shall take precedence. The Standards are not presented in a sequential or hierarchical order, and as such, equal consideration should be given to each. All Standards for any given type of treatment must therefore be applied simultaneously to a project.

### General Standards (all projects)

1. Conserve the *heritage value* of a *historic place*. Do not remove, replace, or substantially alter its intact or repairable *character-defining elements*. Do not move a part of a *historic place* if its current location is a *character-defining element*.
2. Conserve changes to a *historic place* which, over time, have become *character-defining elements* in their own right.
3. Conserve *heritage value* by adopting an approach calling for *minimal intervention*.
4. Recognize each *historic place* as a physical record of its time, place and use. Do not create a false sense of historical development by adding elements from other *historic places* or other properties or by combining features of the same property that never coexisted.
5. Find a use for a *historic place* that requires minimal or no change to its *character defining elements*.
6. Protect and, if necessary, stabilize a *historic place* until any subsequent *intervention* is undertaken. Protect and preserve archaeological resources in place. Where there is potential for disturbance of archaeological resources, take mitigation measures to limit damage and loss of information.
7. Evaluate the existing condition of *character-defining elements* to determine the appropriate *intervention* needed. Use the gentlest means possible for any *intervention*. Respect *heritage value* when undertaking an *intervention*.
8. Maintain *character-defining elements* on an ongoing basis. Repair *character-defining elements* by reinforcing their materials using recognized conservation methods. Replace in kind any

# PROPOSED

## BYLAW NUMBER 21M2024

extensively deteriorated or missing parts of *character-defining elements*, where there are surviving prototypes.

9. Make any *intervention* needed to preserve *character-defining elements* physically and visually compatible and identifiable upon close inspection and document any *intervention* for future reference.

### **Additional Standards Relating to Rehabilitation**

10. Repair rather than replace *character-defining elements*. Where *character-defining elements* are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements. Where there is insufficient physical evidence, make the form, material and detailing of the new elements compatible with the character of the *historic place*.
11. Conserve the *heritage value* and *character-defining elements* when creating any new additions to a *historic place* or any related new construction. Make the new work physically and visually compatible with, subordinate to and distinguishable from the *historic place*.
12. Create any new additions or related new construction so that the essential form and integrity of a *historic place* will not be impaired if the new work is removed in the future.

### **Additional Standards Relating to Restoration**

13. Repair rather than replace *character-defining elements* from the restoration period. Where *character-defining elements* are too severely deteriorated to repair and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements.
14. Replace missing features from the restoration period with new features whose forms, materials and detailing are based on sufficient physical, documentary and/or oral evidence.

### **Guidelines**

The full text of the *Standards and Guidelines* is available online through [www.historicplaces.ca](http://www.historicplaces.ca), or from:

Parks Canada National Office  
25 Eddy Street  
Gatineau, Quebec K1A 0M5







May 31, 2024

**Infrastructure and Planning Committee  
City of Calgary**

PO Box 2100 Stn M  
Calgary AB, T2P 2M5

Dear Members of Infrastructure and Planning Committee:

**Re: Designation of the Jones Residence as a Municipal Historic Resource**

Heritage Calgary, in accordance with its role to advise Council and Administration on heritage matters in the City of Calgary, would like to take this opportunity to support the designation of the Jones Residence, located in the community of Upper Mount Royal, as a Municipal Historic Resource.

The Jones Residence possesses style value as an exceptional example of the Tudor Revival style, with prominent facades fronting both 12 Street and Prospect Avenue, creating a picturesque quality. The Jones Residence is representative of early development of Upper Mount Royal, a garden suburb initially developed by Canadian Pacific Railway. The Tudor Revival elements can be seen in the Residence's hexagonal tower centred symmetrically between two large side-gable wings with half-timbering, multi-assembly windows, and large corbelled chimneys.



Jones Residence, ca. 1930. Photo credit: Glenbow Library and Archives

The 1911 Jones Residence is associated with early Calgary lawyer and Alderman Clifford Jones, who was an active contributor to local professional and political organizations. Jones's wife, Elizabeth Whyte, was a member of the Whyte family, known for their role in the development of Banff.

Jones, born in Nova Scotia, moved to Banff in 1895, where he taught for two years before moving to Calgary where he studied law. Clifford involved himself in archaeological circles and is the namesake of Jones Beach on Gull Lake.

The resource is a community landmark due to its prominence within the community, its architecture, and its namesake. Heritage Calgary is happy to support the designation of this important community landmark as a Municipal Historic Resource. Thank you for your thoughtful consideration on this matter.

Sincerely,

A handwritten signature in blue ink that reads 'Josh Traptow'.

**Josh Traptow  
Chief Executive Officer  
Heritage Calgary**

May 31, 2024

**Infrastructure and Planning Committee****City of Calgary**

PO Box 2100 Stn M

Calgary, AB, T2P 2M5

Dear Members of the Infrastructure and Planning Committee:

**Re: Designation of the Magarrell Residence as a Municipal Historic Resource**

Heritage Calgary, in accordance with its role to advise Council and Administration on heritage matters in the City of Calgary, would like to take this opportunity to support the designation of the Magarrell Residence, located in the community of Bankview, as a Municipal Historic Resource.

The Magarrell Residence possesses symbolic significance as an early, extant representation of pre-First World War housing stock that contributed to the development of the new Bankview district as a middle-class neighbourhood distant from the city centre but well-connected via the new street railway system. It also possesses style value as a fine example of an Edwardian Gable-Front house that retains a high degree of exterior integrity, featuring a wide enclosed verandah and a prominent upper bay with bellcast eaves at the attic gable dormer.



Magarrell Residence, Calgary, Alberta, via City of Calgary

The Magarrell Residence is symbolic of Bankview, as both are a product of Calgary's enormous pre-First World War economic boom. Calgary's development was characterized by rapid growth, incorporation of adjacent farms and settlements within the city's boundaries, and the extension of Calgary's streetcar network. Bankview was developed by William Nimmons, who had acquired 320 acres of land on this hill from the Hudson's Bay Company in 1882. Nimmons farmed, ranched, and quarried this land until 1905, when he subdivided the land for development. The Residence was built by James R. Magarrell of Port Perry, Ontario, who constructed three contiguous and notable two-and-a-half storey brick and shingle houses on the former Nimmons lands.

Heritage Calgary is happy to support the designation of this important community landmark as a Municipal Historic Resource. Thank you for your thoughtful consideration on this matter.

Sincerely,



**Josh Traptow**  
**Chief Executive Officer**  
**Heritage Calgary**



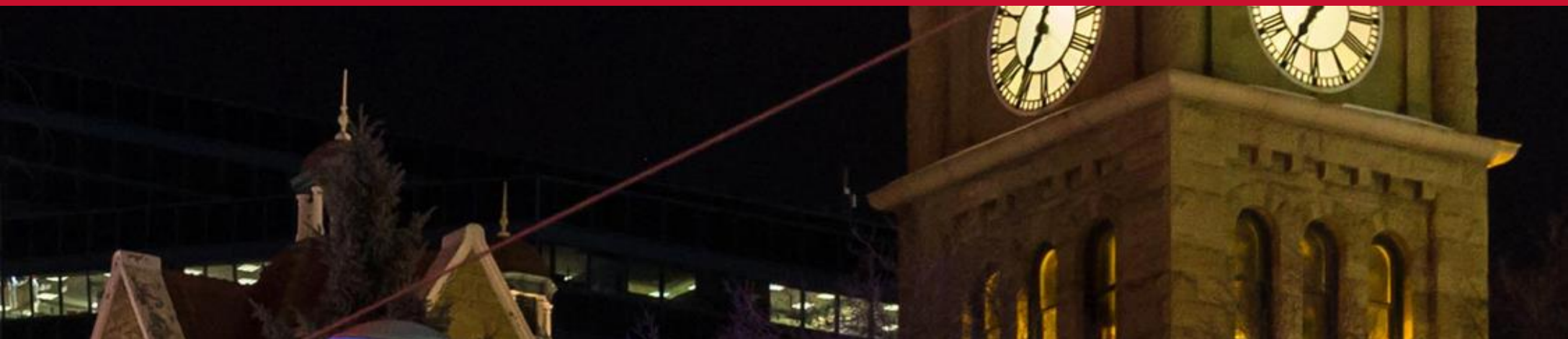
# Multiple Municipal Historic Resource Designations – Summer 2024

IP2024-0682

Infrastructure and Planning Committee

July 3, 2024

ISC: Unrestricted



That the Infrastructure and Planning Committee recommend that Council give three readings to each of the following proposed bylaws, to designate as a Municipal Historic Resource:

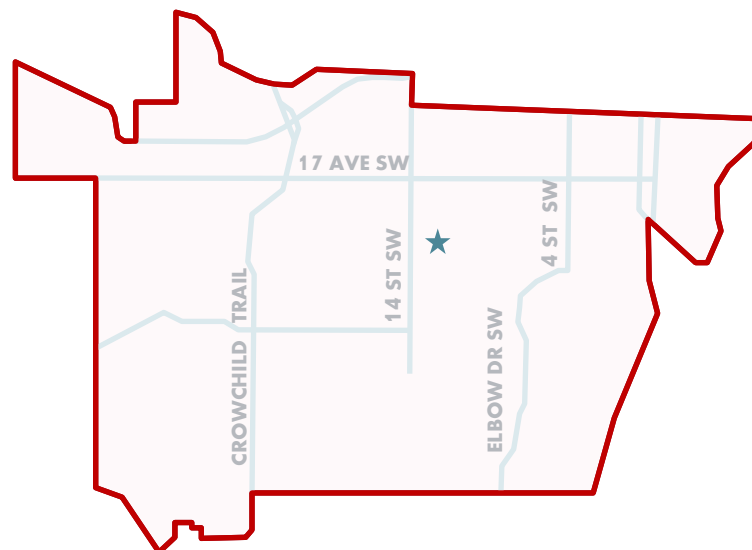
- a) the Jones Residence (Attachment 2) and
- b) the Magarrell Residence (Attachment 3).

## Jones Residence

Address – 1302 PROSPECT AV SW

Built - 1911

Heritage Status - First added to The City's  
Heritage Inventory in 1995



**WARD**  
**8**



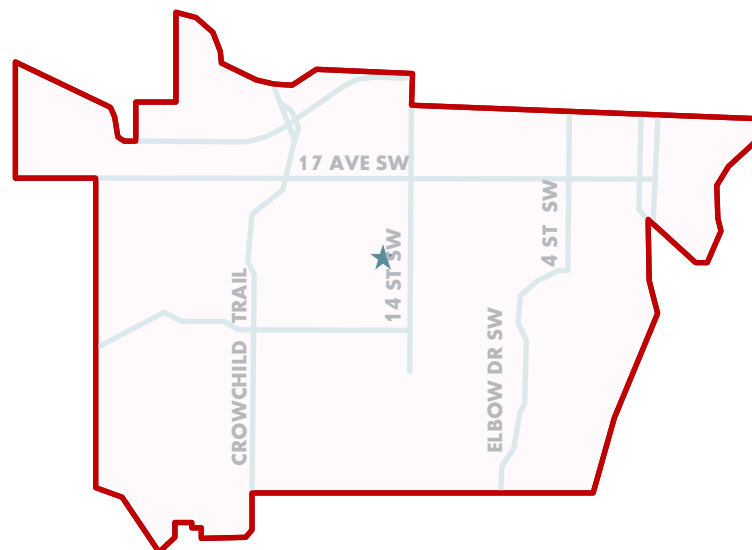


## Magarrell Residence

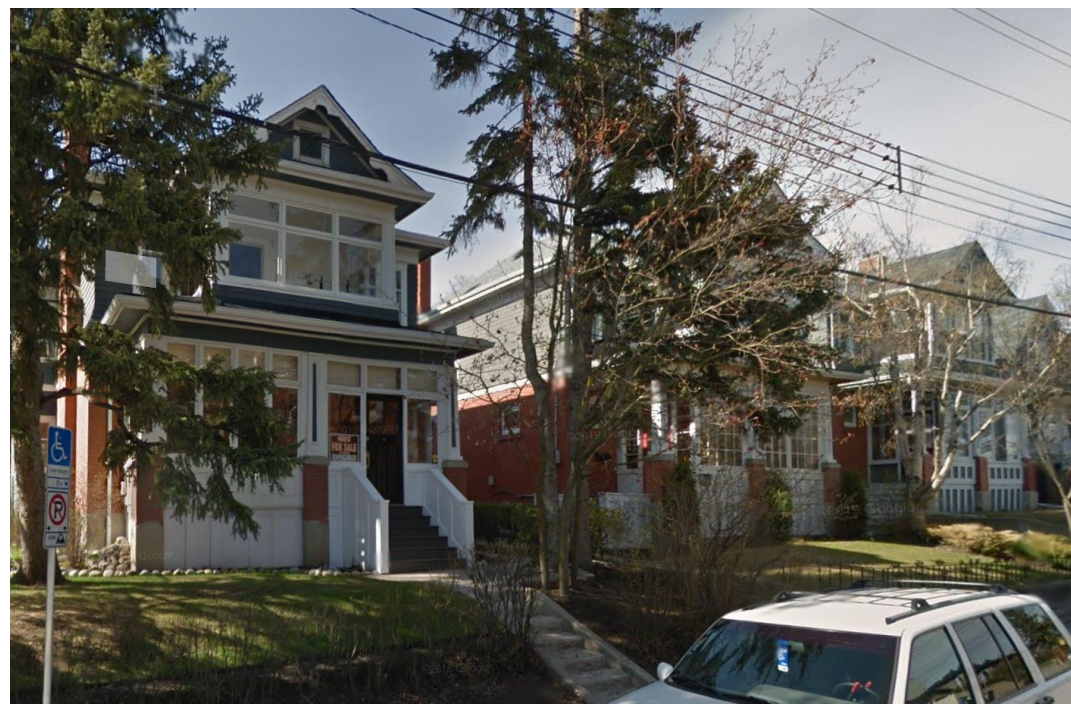
Address – 1501 25 AV SW

Built – 1912

Heritage Status - First added to The City's  
Heritage Inventory in 2022



**WARD**  
**8**



That the Infrastructure and Planning Committee recommend that Council give three readings to each of the following proposed bylaws, to designate as a Municipal Historic Resource:

- a) the Jones Residence (Attachment 2) and
- b) the Magarrell Residence (Attachment 3).





Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 July 03

ISC: UNRESTRICTED  
IP2024-0784

## Calgary Planning Commission Governance Review and Amendments to the Calgary Planning Commission Bylaw 28P95

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### PURPOSE

The purpose of this report is to provide an update on the governance review of Calgary Planning Commission (CPC) and to seek approval of a first phase of updates.

### PREVIOUS COUNCIL DIRECTION

None.

#### RECOMMENDATION:

That Infrastructure and Planning Committee recommends that Council:

1. Give three readings to Proposed Bylaw 64P2024 to amend the Calgary Planning Commission Bylaw 28P95.

#### RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE, 2024 JULY 3:

That Council give three readings to Proposed Bylaw 64P2024 (Attachment 1) to amend the Calgary Planning Commission Bylaw 28P95.

Excerpt from the Minutes of the Regular Meeting of the Infrastructure and Planning Committee,  
2024 July 3:

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“The following documents were distributed with respect to Report IP2024-0784:

- A presentation entitled "Calgary Planning Commission Governance Review IP2024-0784; and
- Revised Attachment 1.”

### CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Debra Hamilton concurs with this report. This first phase of updating the Calgary Planning Commission Bylaw will strengthen the Commission's role as a technical review body and broaden its membership, which in turn will support Council in making well-informed decisions that enable quality development outcomes for Calgarians city-wide.

### HIGHLIGHTS

- The proposed CPC Bylaw amendments include removing Council Members from CPC, removing the Mayor as an ex officio member, increasing the number of public members by four and moving the start date for members to January.
- In 2023, Administration began a governance review of Calgary Planning Commission with the support of an external consultant.
- A comprehensive review of the CPC Bylaw has not been undertaken since its adoption in 1995.

## Calgary Planning Commission Governance Review and Amendments to the Calgary Planning Commission Bylaw 28P95

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- The governance review explored opportunities to strengthen processes and structures for interested parties, increase the value in the decision-making process for all application types and ensure efficiencies and value add from CPC meetings.
- The proposed changes will help support the modernization of CPC, allow for a diversity of members and perspectives to be provided and ensure it is functioning effectively as a technical review body when carrying out its mandate.
- The second phase of work will be completed by Q4 2024 and includes additional updates to governance structures, process improvements and revisions to what applications go to CPC for decision.

### DISCUSSION

In 2023, Administration engaged an external consultant to conduct a comprehensive governance review of Calgary Planning Commission (CPC). The scope of the review included evaluating the recruitment process and composition of Commission members, ensuring efficiencies in CPC meetings, improving governance and strengthening processes to ensure that the decisions of CPC are leading to better planning outcomes through their technical review on land use and planning items.

Targeted engagement with Council, CPC members, frequent applicants, community representatives and Administration began in late 2023. In addition to the interviews conducted, a jurisdictional review was undertaken to determine how planning commissions were functioning throughout other similar sized municipalities in North America.

The Governance Review Report (Attachment 2) considered a variety of options for the future of CPC. Ultimately, weighing the feedback received throughout the process, an evaluation of the different options presented and the results of the jurisdictional review, Administration is recommending the modernization of CPC as a technical review body. Administration is undertaking a two phased approach to implement the proposed changes.

Phase one, which is being undertaken this summer, is focused on strengthening the governance of CPC through adjustments to the membership of CPC, particularly member composition. Amendments to the CPC Bylaw (Attachment 1) are proposed to implement this first phase of work prior to the Fall recruitment for Boards, Commissions and Committees (BCCs). The main updates to the Bylaw include:

- **Removing Members of Council from Calgary Planning Commission.** Through the review it was noted by interviewees that including Councillors on CPC can politicize the work of CPC, shift discussion away from the technical review of applications and that the technical skills required for CPC may not be aligned to the member assigned to the Commission. The amendments also include the removal of the Mayor as an ex officio member of CPC. These changes will align with other similar technical review bodies, namely the Subdivision and Development Appeal Board, which deals with planning matters. All members of Council would still be available to attend CPC meetings for items of particular interest and ask questions but would not be voting members.
- **Adding four new CPC members for a total of 10 public members.** The additional members will increase the variety of skills that are available on CPC, increase the diversity of opinions and will likely help manage the workload associated with CPC.

Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 July 03

ISC: UNRESTRICTED  
IP2024-0784

## Calgary Planning Commission Governance Review and Amendments to the Calgary Planning Commission Bylaw 28P95

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Though no changes are proposed to quorum, the additional members will ensure that quorum is met when conflicts arise or during scheduled absences of members.

- **Changing the start date for new CPC members to a January commencement.** The current practice is that members of CPC begin to serve on Commission immediately following their appointment at the Organizational Meeting of Council. Adjusting this date will allow for proper training and onboarding opportunities and provide the opportunity for new members to observe meetings prior to becoming full voting members.

These amendments are complemented by two other approved pieces of work related to BCCs. First, a Council Policy to establish remuneration for Public Members, including Public Members of CPC, was endorsed at the 19 March 2024 Regular Meeting of Council. Providing remuneration is anticipated to help to address barriers to membership on CPC due to the heavy workloads, number of meetings and preparation time associated with the materials. It is also anticipated to help provide access for greater membership leading to increased equity and diversity during recruitment. Details of this work are expected to return to Council later in 2024 for implementation in 2026. Second, the use of an external recruiter for specific BCCs, which includes CPC, will help to ensure a diverse membership with the skills required to review a variety of application types. At its 18 June 2024 Regular Meeting, Council directed that the costs of an external recruiter be included for its consideration during Mid-Cycle Adjustments to Service Plans and Budgets.

Administration will return to Committee in Q4 2024 with the second phase of recommendations related to the CPC governance review. Further amendments to the Bylaw, along with a governance manual, will be brought forward to support changes to established process, clear articulation of the role and value of CPC for different application types, finalization of a skills matrix and development of additional onboarding materials.

Following implementation of these recommendations, it is expected that CPC will be comprised of a greater variety of skills, experience and perspectives, there will be a sound understanding of roles and responsibilities for internal and external parties, there will be improvements to timelines and process and that clear value is being added to the decision-making process to support the work of Council.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

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

During this project a total of 44 interviews were conducted by the external consultant. The interviewees included:

- The Mayor and Members of Council;
- Current Calgary Planning Commission Members;
- Past Calgary Planning Commission Members;
- Members of Administration;

**Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 July 03**

**ISC: UNRESTRICTED  
IP2024-0784**

**Calgary Planning Commission Governance Review and Amendments to the  
Calgary Planning Commission Bylaw 28P95**

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- Frequent applicants; and
- Federation of Calgary Communities and Community Association representatives.

Interviews were focused on their past and/ or current experiences with CPC as well as expectations as to what the future of Commission should be. Comments received from the interviews were summarized in a What We Heard Report (Attachment 3) and informed the recommendations as presented.

## **IMPLICATIONS**

### **Social**

Improved recruitment, addition of four public members and development of a skills matrix will allow for a greater variety of backgrounds, experience and expertise that will help to make the planning of developments more representative of the diverse needs of Calgarians.

### **Environmental**

Including additional members on CPC and developing a skills matrix will ensure that a variety of experience is represented, including environmental and climate considerations.

### **Economic**

There is no anticipated economic impact on the proposed changes to the CPC Bylaw.

### **Service and Financial Implications**

No anticipated financial impact.

## **RISK**

Should the recommendations not be supported, no changes to membership or recruitment for Calgary Planning Commission will occur prior to the Organizational Meeting of Council in October, delaying the implementation of the recommendations to recruitment in 2025 Q4.

## **ATTACHMENTS**

- 1. Proposed Bylaw 64P2024**
2. Governance Review Report
3. What We Heard Report
- 4. Presentation**

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Debra Hamilton	Planning & Development Services	Approve

Author: Steve Jones, Community Planning  
**City Clerks: C. Doi / J. Booth**

# PROPOSED

IP2024-0784  
ATTACHMENT 1

## BYLAW NUMBER 64P2024

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 28P95 CALGARY PLANNING COMMISSION BYLAW

\*\*\*\*\*

**WHEREAS** Council considers it necessary to amend Bylaw 28P95, the Calgary Planning Commission Bylaw;

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

1. Bylaw 28P95, the Calgary Planning Commission Bylaw, as amended, is hereby further amended as follows:
  - (a) Delete Section 4 in its entirety, replace with the following, and update all cross references affected by this replacement.
    - “4. The Calgary Planning Commission is established as a municipal planning commission by this bylaw to consist of the following:
      - (a) (i) Ten public members.
      - (ii) Public members shall be appointed at the annual Organizational Meeting of Council and shall serve for a period of two years or until their successors are appointed, whichever occurs last. Public members first appointed pursuant to these provisions may be appointed for a period of one year so as to provide for staggered appointments.
      - (iii) Members of the Commission shall be appointed for either one or two year terms that commence on January 1 and end on December 31.
      - (iv) Public members appointed to the Commission shall be required to disclose any pecuniary interest in the same manner as required of an elected representative pursuant to Sections 169, 170 and 172 of the Municipal Government Act.
      - (v) No citizen shall be appointed to serve more than three consecutive two year terms.
    - (b) (i) Two employees of the City, each of whom must be a General Manager, Director or Manager appointed by the *Chief Administrative Officer*. The *Chief Administrative Officer* shall appoint one of the two employees as Chairperson of the Commission.

# PROPOSED

## BYLAW NUMBER 64P2024

- (ii) The employees appointed pursuant to subsection 4(b)(i) shall each remain a member of the Commission for so long as such person holds the position of General Manager, Director or Manager as applicable, or until such appointment is revoked by the *Chief Administrative Officer*.
  - (iii) In the event of the temporary absence of a member appointed pursuant to subsection 4(b)(i), the member shall, in writing, appoint an employee of the City to act in his or her place.
  - (iv) In the event of the temporary absence of a member where the member has not appointed an employee of the City to act in his or her place pursuant to subsection 4(b)(iii), the *Chief Administrative Officer* shall appoint an employee of the City to act in place of the absent member on an interim basis.
- (c)
  - (i) Members of Council may not be appointed to the Commission.
  - (ii) Notwithstanding Section C.8 of Procedure Bylaw 35M2017, the Mayor shall not be an ex-officio member of the Commission."
- (b) Delete subsection 7(d) in its entirety and replace with the following:
  - "(d) The City Clerk's Office will provide legislative services for the Commission."
- (c) Delete Section 9 in its entirety, update all cross references affected by this replacement and replace with the following:
  - "9. Notwithstanding Section 4 all members of the Commission, including Members of Council, holding office immediately prior to July 30, 2024 shall continue as members of the Commission until December 31 of the year their appointment is set to expire."



# PROPOSED

BYLAW NUMBER 64P2024

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_



# Governance Review Summary Report



## Calgary Planning Commission Governance Review

JUNE 2024

# SUMMARY REPORT

## Overview

In 2023, the City of Calgary Planning and Development Services engaged Colliers Project Leaders to conduct an external governance review of the Calgary Planning Commission (CPC). The review process included 44 interviews with individuals engaged with CPC including from political, administrative and community perspectives. Comparator jurisdictions were also examined.

Based on this work, four options were explored for the future of CPC:

1. Make incremental improvements over time;
2. Modernize CPC as a technical review body;
3. Delegate more approval authority to CPC and limit the role of Council in planning matters; and
4. Phase out CPC.

This report recommends, in principle, the second approach: **modernize CPC as a technical review body, with a specific focus on strengthening its purpose, improving governance, and increasing the value-add from the resources invested in CPC.**

To strengthen the purpose of CPC, the role of CPC must be clarified in a collaborative way between those who are directly involved in planning and development at the City of Calgary, with a refocused purpose. This more focused approach can be operationalised through a comprehensive review and rewrite of the bylaw. Improving governance practices can involve changing the composition of CPC as well as ensuring the necessary perspectives and expertise are represented in the group. Finally, to ensure that value is being added, CPC's role should shift and be clarified specific to the types of applications being reviewed.

## Recommendations

The Calgary Planning Commission has played a role in the planning process in Calgary for 113 years, a time of remarkable growth and progress producing a highly livable city and desirable place to live.

The purpose of this governance review, informed by interviews with those directly engaged with CPC as well as an examination of CPC in the context of the planning process in other municipalities, is to:

1. Ensure efficiencies and value add from CPC meetings;
2. Provide opportunities to increase value in decision-making processes, particularly for Outline Plans, Land-use Redesignations, and Development Permits; and
3. Explore opportunities to strengthen processes and structure for all interested parties.

Several options and alternatives were considered in producing this review. Options were evaluated against the following questions:

- What is the problem(s) that this option would address?
- What problem(s) would this option not be able to address?
- What would be some of the anticipated improvements of this option compared to CPC as it exists today?
- What would be some of the anticipated challenges of this option compared to CPC as it exists today?
- How many resources would need to be invested in the transition to this option – and is it worth it for the anticipated improvement from the status quo?
- Would shifting to this model reduce or increase conflict between individuals and groups engaged in the planning process?
- What would be different, if anything, about the built form or life in the City of Calgary if this option was implemented compared to today?

Broadly the options considered are expressed here in four categories:

<b>Option 1: Incremental improvements</b>	<p>This option imagines that CPC continues to function in Calgary as it does today, but with a continued effort to incrementally improve the operation of CPC, as has already been underway for some time.</p> <p>Specific areas where relatively straightforward changes could be made include:</p> <ul style="list-style-type: none"><li>• Increasing the diversity of members as a focus in future recruitment processes, with defined targets for gender and cultural diversity on CPC</li><li>• Increase the number of members on CPC</li><li>• Moving to an external recruitment process</li><li>• Improve the definition of the Chair and Vice Chair roles, and adopt a selection process which minimized real or perceived conflicts of interest</li><li>• Define a process for capturing input from CPC members during discussions for the purpose of sharing with Council; this could include identifying a “scribe” for CPC members to produce more detailed summaries of discussions at CPC meetings, eliminating the need for members to write comments but likely requiring added resources from staff</li><li>• Continue with process changes which can limit or eliminate time spent on largely routine matters</li><li>• Continue with consent agenda and evolve the scope over time</li></ul>
<b>Option 2: Refocus CPC as a Technical Review Body</b>	<p>This option imagines making changes to CPC to reorient the purpose, focus and form of CPC as a strictly technical review committee rather than a decision-making body. The definition of what is</p>



“technical” will also need a much stronger and more widely understood definition, ideally including a wider range of expertise.

This scenario could involve a number of important changes, including those mentioned under Option 1 with the addition of

- Changing the role of Council and Administration as voting members on CPC
- Engaging an external recruitment firm to assist with identifying and selecting CPC members, informed by a developed matrix of perspectives and areas of expertise required on CPC – noting that this should be interpreted as being more than just different types of professional expertise, but also ensure a range of perspectives brought forward to decisions by the members themselves with experiential expertise as residents of Calgary
- Adjust decision-making authority, and whether this is aligned with the idea of a technical review body, and this consideration should take place on an ongoing basis as the broader legislative context, planning process, and volume and types of applications being received by the City of Calgary evolve

**Option 3:  
Increase  
Decision  
Authority at  
CPC**

Local governments can create bodies with delegated decision-making authority on a focused scope of topics or issues (eg. municipal agencies, boards, and commissions). For CPC, movement in this direction could take many forms. It could mean delegating more decision-making authority to CPC where items do not need to come to Council (or perhaps, only come to

	<p>Council on appeal). Decision making authority could be delegated from City Council altogether and vest it in a new elected version of CPC, more akin to planning commissions in some cities in the United States.</p>
<b>Option 4: Phase out CPC</b>	<p>A final option considered would involve a planned phase out of CPC. This would require a thoughtful redistribution of CPC's current responsibilities and the planning process more broadly.</p> <p>In this scenario, it is likely that applications would go directly to Council (or to a new committee of Council) after review and decision by Administration. The expectations and experience of both the internal staff review as well as the public Council deliberations may need to change.</p> <p>In the long term, this may free up resources which could be redistributed elsewhere.</p>

### Recommendations

The City of Calgary, like major cities across Canada, faces major pressures when it comes to planning and development. City building has always been a complex effort, but contemporary challenges – from population growth, to climate change, to the national housing crisis – make this work even more difficult, and important.

This governance review has highlighted a few important findings. First, **CPC has and continues to play an important role in city building in Calgary.** It is a rather unique feature to the planning and development governance process in Calgary, embodying an “all hands on deck” ethos where expertise from the community is engaged to broaden perspectives involved in the decision-making process. CPC, in its current form, has real

authority, as Council has delegated authority to them because of the expertise represented. Eliminating the role of community experts from the planning process would mark a step backwards, not forward; it would make some planning decisions an entirely political rather than expert or community-informed process and would decrease the level of review for important planning decisions. **For this reason, Option 4 to phase out CPC is not being recommended.**

Second, **there is ample opportunity to improve on the operation of CPC to ensure that value is being added.** This is consistent with the decades of CPC's existence where improvements have been made, while inconsistent in timing. This and other work ongoing at the City of Calgary may also make positive improvements for CPC (namely, the remuneration review, the expression of interest across the corporation of the CPC Vice-Chair, and overall improvements to the management of the agenda). CPC is in an era of improvement and should be viewed through the lens of the next evolution of the Commission. The task, then, to evolve over time to meet the challenges of the moment. The City of Calgary owns this process and has significant opportunity to improve it over time. Increasing alignment with the rest of the planning process is a necessary part of this evolution. **For this reason, Option 3 to detach CPC from the City of Calgary Council and larger planning and development processes is not recommended.**

The remaining two options – Option 1 and Option 2 – both imagine a continuation of CPC, including continued interface with Calgary City Council. Option 1 is a more limited possibility, essentially continuing what is already an established practice of making minor changes and improvements over time. Option 2 is a more intentional departure from current practice, taking deliberate steps to redesign the mandate, composition, authority, and other fundamental elements of CPC. Given the number and range of concerns voiced during the interviews, the more ambitious option – Option 2 – seems more appropriate and well suited to address the concerns raised during the interviews.

In sum, **this report recommends a specific variant of Option 2: modernize CPC as a technical review body. with a focus on strengthening its purpose, improving governance, and increasing the value-add from the resources invested in CPC.** We offer three specific recommendations on how to do this.

<b>Recommendation</b>	<b>Reform CPC as a technical review body, with emphasis in three areas:</b>  <b>1. Strengthen the purpose of CPC</b> <b>2. Improve governance</b> <b>3. Focus on opportunity for higher value add</b>
-----------------------	---

***Recommendation #1: Strengthen Purpose of CPC***

The most important opportunity emerging from this review is to **clarify, strengthen and focus the purpose of CPC** – including the definition of CPC’s role and relationships – and of CPC members.

<b>Today</b>	<b>Future</b>
The role and purpose of CPC is not well understood.	CPC’s role and purpose is clear and concise.

The following **four actions** are recommended as a way of strengthening the purpose and focus of CPC:

- a. Develop a new **Purpose Statement**, beginning with a workshop process focused on defining the role of CPC with as much clarity and precision as possible. This process should first engage those most directly involved with CPC (Administration, followed by City Council, and then opportunity for other interested parties). This work should take place before the drafting of a new bylaw, as a way to inform the content of the bylaw.

- b. Develop a clear definition of **CPC Members' Roles and Responsibilities** to be included in new bylaw, with careful consideration of the unique role of each member. These roles will evolve over time and so too should the definition of roles, requiring regular review and periodic updates. A matrix of expertise and perspectives needed at CPC should be developed as part of this process (see Recommendation 2b).
- c. Undertake a **comprehensive Bylaw Review Process**, to provide a clear and concise expression of the role and responsibilities of CPC as well as relationships to other bodies including Calgary City Council and the Urban Design Review Panel.
- d. Improve **onboarding and training offerings** to CPC members, both at the time of joining CPC and throughout the duration of each members' term. This can ensure CPC members are well supported and equipped to address the large scope and complexity of the work associated with serving on CPC.

Clarifying and building consensus around the role of CPC as a whole, followed by a much better-defined understanding of the role of each CPC member, may address some of the differences in expectations (which leads to differences in evaluation of how CPC functions). Engaging interested parties in this process can build support and understanding. Bylaw changes can then formalize these more precise expectations and operationalize the strengthened purpose.

### ***Recommendation #2: Improve Governance***

Governance generally refers to the arrangements and norms associated with making decisions, for the purposes of overseeing a system or organization. When done well, good governance practices bring out the very best in a group: the individual contributions of members are optimized,

and the collective product is maximized. Good government fundamentals such as a strong and shared sense of purpose, well established and agreed upon norms of how to work together, trust and transparency both internally and externally, are all important. When not done well, weak governance practices can create less functional groups and poorer outcomes. Governance is not a fixed state (“good” or “bad”) but instead a continuum where efforts towards continuous improvement are in themselves an expression of good governance.

In addition to a strengthened purpose, CPC would benefit from these **intentional efforts to improve governance practices including recruitment, composition, and operational processes.**

Today	Future
Concerns from CPC members and others about governance matters	Ongoing, intentional efforts to improve governance at CPC

The following three actions are recommended, as an important part of putting the strengthened purpose statement into practice. This should include:

- a. **Review the recruitment process**, with a particular focus on nominations, the selection process, onboarding and training (particularly improved training for members on the appropriate legislative and procedural tools). This work should be aligned to the City of Calgary’s broader efforts to strengthen governance bodies, including the remuneration review.
- b. **Complete a composition review** which includes a focus on equity, diversity and inclusion (EDI), defining expertise needed on CPC, the role of Council and community members, and the potential of adding



a member of the Urban Design Review Panel to CPC for development permits.

- c. Review the **workload and workflow of CPC** once the new bylaw is developed. This will need to involve examining meeting formats, scheduling, procedures and the flow of applications to CPC as a means of addressing current challenges and aligning the operation of CPC to the new bylaw.

Improving the governance practices of CPC will operationalise the strengthened purpose of CPC and ensure that CPC has the needed composition and range of perspectives to make well informed decisions.

***Recommendation #3: Add Value***

Finally, there are opportunities **for improvements to the value that CPC adds for specific types of applications**. This will require clearer articulation of the authority and processes.

Today	Future
Uneven sense of value added by CPC; in some cases, value is contested	Value of CPC in planning process is well understand; decision making authorities and processes well defined

The following are recommended in terms of level of authority and specific changes with respect to development permits, land-use items (consent), land-use items, Outline Plans and planning policies:

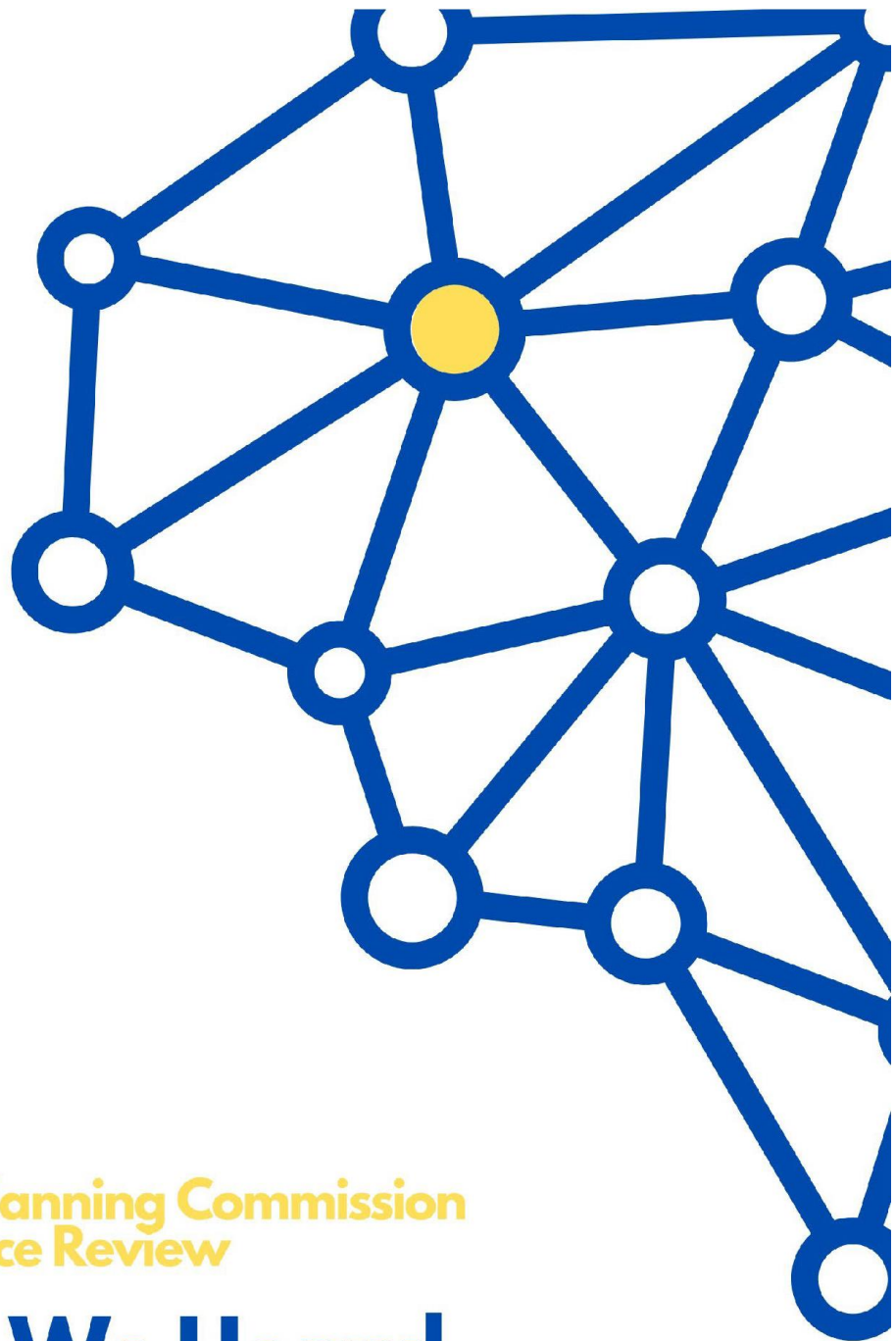
<b>Development Permits (DPs)</b>	<ul style="list-style-type: none"> <li>• <b>Authority: Development Authority</b></li> </ul>
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	<ul style="list-style-type: none"><li>• <b>Current State:</b> Varying value but for most applications it is too late in the process with duplication of comments already shared at UDRP; opportunity to increase value add by changing the process</li><li>• <b>Opportunity:</b><ul style="list-style-type: none"><li>○ Update and more clearly define what DPs come to CPC, with continued Administrative discretion for any DP to go to CPC and with refusals going to CPC (noting that not all refusals should go to CPC, as for minor applications this may not be required)</li><li>○ For larger DPs, create opportunities for early feedback at pre-app stage, such as applicant coming to a closed session to present and to receive feedback</li><li>○ As part of reporting and discussions on DPs at CPC, more clearly articulate in reports and presentations the steps taken as part of the design review process including UDRP</li><li>○ Define the rationale for Closed Session and make consideration for the inclusion of the applicant on private applications</li></ul></li></ul>
Land Use Items (Consent)	<ul style="list-style-type: none"><li>• <b>Authority:</b> Makes Recommendations to Council</li><li>• <b>Current State:</b> Very little value</li><li>• <b>Opportunity:</b></li></ul>

	<ul style="list-style-type: none"> <li>○ Create an updated Consent Item listing, including Child Care Service Direct Control Districts and H-GO applications</li> <li>○ Take all low-density residential land use applications directly to Council, saving considerable time for the applicant, administration and CPC</li> </ul>
<p><b>Land Use Items (Planning Items)</b></p>	<ul style="list-style-type: none"> <li>● <b>Authority: Makes Recommendations to Council</b></li> <li>● <b>Current State:</b> Very little value</li> <li>● <b>Opportunity:</b> <ul style="list-style-type: none"> <li>○ Items with an approved Local Area Plan (LAP) could go directly to Council</li> <li>○ Land-use items that have to go to CPC should have a synopsis of the discussion included in Council package</li> <li>○ Consider improvements and clarifications for the Master Plan process</li> </ul> </li> </ul>
<p><b>Outline Plans</b></p>	<ul style="list-style-type: none"> <li>● <b>Authority: Approving Authority</b></li> <li>● <b>Current State:</b> Provides a strong basis for subdivision for the applicant and provides the design of the infrastructure framework for the entire community. Need to develop a more consistent approach and process.</li> <li>● <b>Opportunity:</b> <ul style="list-style-type: none"> <li>○ Changes to approved Outline Plans would not require CPC approval, depending on the scope of change</li> </ul> </li> </ul>

Planning Policies	<ul style="list-style-type: none"><li>○ Limit number of Outline Plans coming to CPC by developing criteria on what Outline Plans should come to CPC</li><li>○ Create opportunity for early feedback on draft Outline Plans (prior to first detailed review)</li><li>○ Referrals back could be to Administration, adding Conditions of Approval to be implemented at the Subdivision stage</li></ul>
	<ul style="list-style-type: none"><li>● <b>Authority: Providing Feedback and Comments to Council</b></li><li>● <b>Current State:</b> Offers a closed session opportunity for debate, review and consideration from multiple perspectives to offer advice to City Council</li><li>● <b>Opportunity:</b><ul style="list-style-type: none"><li>○ Adjust authority to make recommendations to Council</li></ul></li></ul>

# What We Heard Report



**Calgary Planning Commission  
Governance Review**

## **What We Heard**

## What We Heard

A total of 44 interviews were conducted to inform the Calgary Planning Commission (CPC) Governance Review. The interviews lasted between 30-60 minutes each and were conducted virtually between October and December 2023. The interviewees included:

- 13 members of Calgary City Council
- 16 members of the City of Calgary Administration
- 15 community representatives, including current and past members of CPC, as well as experienced applicants and representatives of community associations

Interviewees were invited to share their perspectives, experiences, expectations, and future ambitions for CPC – and were advised that their comments would inform this review but would be presented in an anonymized way to prevent comments and direct quotations from being reasonably attributed to any specific individual.

This **What We Heard** summary makes careful effort to deliver on this commitment of anonymity, while also presenting the comments of interviewees in a fulsome and comprehensive manner. Attention is paid to places where different perspectives emerged between the three groups of interviewees (political, administrative and community – each reflecting approximately one third of the interviewees), as well as where there was clear consensus.

Acknowledgement with gratitude is extended to each interviewee for making time to contribute to this review.



## Looking Back: What's worked?

Before examining the current day operations of CPC, interviewees were asked to first look back on the historical contributions of CPC to Calgary's planning process. As more than a century-old institution in Calgary, what is the value-add that explains this longevity? Of course, most interviewees could only comment on the most recent part of this history (the average duration of engagement with CPC among interviewees was 10.75 years).

Most interviewees readily identified positive contributions that CPC has made to the planning process in Calgary. Common phrases<sup>1</sup> included “*adding technical expertise*” to the process, being a “*second set of eyes*” on applications, offering a “*sober second thought*” before applications move forward to Council. Many interviewees identified a specific role that CPC has played, in design and in practice, in terms of elevating the expectations and quality of applications:

- *“When people know their work is going to be publicly scrutinized by others with technical knowledge, it improves the work they put forward.”*
- *“CPC has improved the quality of applications by giving a technical review of applications by peers, in addition to the staff review.”*
- *“CPC is a big hammer. It communicates to applicants that there will be scrutiny and a rigorous level of technical review.”*
- *“The very existence of CPC urges applicants to do better.”*
- *“Sure, sometimes applicants get a tongue-lashing – but it shows other developers that they can't just glide by and put in the bare minimum.”*

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<sup>1</sup> Quotes have been edited for clarity and readability, and sometimes to remove content which might reasonably be attributed to a specific individual.

Several interviewees spoke about specific types of expertise that individual CPC members, past and present, have contributed and the value that has brought for specific applications. Others identified steps that have been taken to improve CPC over time, notably including efforts to expand the definition of what constitutes “expertise” to include a wider range of perspectives and the recent shift to a consent agenda format to increase the efficiency of meetings. In the view of many, CPC is – and should always be – in a state of continual improvement and evolution.

Perhaps most importantly, Calgary as a community and city has grown tremendously over the past 113 years– and CPC has played a role in this development. In the words of one interviewee: *“CPC has played an important role in having planned a really good city – one of the best planned cities in Canada. That matters.”*

## Looking Back: What hasn’t worked?

Interviewees were also asked to comment on any longstanding, historical challenges with CPC. Are there any lingering, persistent challenges with the CPC model, in design or in practice?

Interviewees raised many different challenges in response to this question, but three main themes emerged – raised by interviewees from political, administrative and community perspectives alike.

### ***Being “Too Political”***

First, interviewees expressed concerns with CPC being “*too political*.” For some, the inclusion of Council members on CPC shifted the dynamics away from a technical review into a more politicized discussion. Other spoke about politicization in reference to the (sometimes extensive) lobbying efforts targeted towards members of CPC – or the dynamics that can exist among CPC members themselves, particularly those within the

development industry sitting on CPC and also sometimes as applicants (or close colleagues of applicants). For others, this concern was more ideological: whether CPC had a particular political orientation towards development and growth; whether the appointment process meant that CPC was becoming more of a political extension of Council preferences; or, whether CPC (as a group, and as individual members) engaged in virtue signalling, advocacy and lobbying towards Council.

### ***Time and Effort***

Second, it seems well understood that CPC requires a significant investment of time and effort. Members of the City of Calgary Administration spoke often of the hours invested in preparing for, presenting at, and attending CPC meetings – sometimes duplicating efforts already required for going forward to Council. Members of Council who have sat on CPC spoke of the extensive time demands of their Council role, and the challenge of adding CPC. For citizen members who sit on CPC, including those who work in the industry, the time commitment required is also significant. Interviewees also acknowledged the time that CPC adds to the planning process, and the tension this can produce – particularly in periods where there is intense pressure for growth. CPC members are not compensated for their time by the City of Calgary (other than members of Council or Administration, where CPC engagement could be considered a part of their role; and, noting that some citizen members are employed in the development industry where time invested in CPC may be considered part of the role).

### ***The Approval Role***

Third, interviewees seemed to share a sense that most of what is presented to CPC is approved by CPC. Varied perspectives about whether this is a positive or negative feature of CPC emerged through the discussions. For some, this was a mark of efficiency. Common approvals reflects the work that is done by applicants and Administration in advance of coming to CPC towards preparing an application that is ready for CPC's

review and meets requirements. Others questioned whether CPC has mostly served as a “*rubber stamp*” for administration’s recommendations (“*is CPC just an extension of the review that already happens with Administration?*”). The very idea of convening a group that includes political, administrative and community representation – as well as new areas of expertise – suggests for some that the CPC process should heighten the level and scope of review beyond the work that happens between the applicant and Administration. In other words, this question about the approval role of CPC is a question of whether CPC has added sufficient value to the planning process when technical review is already taking place within the City of Calgary’s Administration.

Other historical challenges identified by interviewees included the lack of diversity of members, periods of poor attendance or uneven contributions from members, too much time invested in routine matters (with acknowledgement that the shift to a consent agenda has addressed some of this problem), difficulty finding and retaining new members, and general issues with role clarity – for CPC, or for others about CPC.

## What is the purpose of CPC?

The *Calgary Planning Commission Bylaw* expressed the duties of CPC – but what do those engaged with CPC see as the most important function of CPC? Interviewees were asked to express the main purpose and contribution of CPC in as few words as possible. The range of answers to this question was wider than anticipated. **Table 1** captures the answers shared by respondents to this question, sorted by the perspective of the interviewee:

**Table 1: Summary of Comments on the Purpose of CPC**

<b>Political</b> <i>Members of</i> <i>Calgary City</i> <i>Council</i>	<ul style="list-style-type: none"> <li>• “<i>technical oversight</i>”</li> <li>• “<i>technical review</i>”</li> <li>• “<i>advocacy role to Council</i>”</li> <li>• “<i>bridge between staff and Council</i>”</li> </ul>
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<i>(including those on CPC and not currently on CPC)</i>	<ul style="list-style-type: none"> <li>• “saves Council time”</li> <li>• “takes debate time out of Council”</li> <li>• “to elevate the planning process”</li> <li>• “non-biased decision-making”</li> <li>• “expert opinion check”</li> <li>• “to give Council advice”</li> </ul>
<b>Administrative</b> <i>Staff at the City of Calgary</i>	<ul style="list-style-type: none"> <li>• “technical review”</li> <li>• “reviewing applications for consistency”</li> <li>• “to advise Council”</li> <li>• “a quality assurance device”</li> <li>• “an approval authority”</li> <li>• “to offer technical advice”</li> <li>• “to engage a broader expertise in reviewing applications”</li> </ul>
<b>Community</b> <i>Applicants, community associations, citizen members</i>	<ul style="list-style-type: none"> <li>• “to de-politicize planning matters”</li> <li>• “to give the appearance of arms-length decision making”</li> <li>• “to provide alternative points of view”</li> <li>• “to engage experts in shaping our city”</li> <li>• “to improve quality”</li> <li>• “to evaluate staff’s recommendations”</li> <li>• “technical, but more of a professional advisory kind of role than a ‘will the water flow?’ form of technical advice”</li> <li>• “to mediate public and private interests”</li> <li>• “a city building commission”</li> <li>• “to check the Is and cross the Ts on applications”</li> <li>• “a fact check”</li> <li>• “to put some distance between the file manager and the decision maker”</li> </ul>

- *“to be a public forum for decisions, so the public can see how decisions are made and why”*
- *“to be a backstop for the planners”*
- *“to ensure we are getting the best applications for Calgary”*
- *“I don’t know”*

This simple question proved to be an insightful one. As demonstrated in the chart above, interviewees did not share uniform perspectives – across or within groups – about the central purpose of CPC. Importantly, these different ideas about the core *function* of CPC were often coupled with different ideas about the *form* that CPC should take (who should sit on CPC, what kinds of applications CPC should see, etc.).

## Composition of CPC

Interviewees were asked to comment about how well various aspects of CPC function today in practice today, asked: is this something that is going well, or not so well? The following table presents a summary of the responses, sorted into political, administrative and community perspectives. If an interviewee responded with “going well” or some other positive affirmation, the response was coded as “good.” If they said “not so well” or a negative response, it was coded as “poor.” If the response was something in the middle, it was coded as “fair.” This same table and methodology are repeated in several of the following sections.

As identified in **Table 2**, when asked about the current composition of who sits as members of CPC – including the specific perspectives members bring to CPC as representatives of broader groups, the recruitment process, and the diversity of individuals represented – interviewees identified this as an area for improvement.



**Table 2: Evaluations of the Composition of CPC Today**

	Political	Administrative	Community
<b>Good</b>	0%	13%	0%
<b>Fair</b>	31%	19%	20%
<b>Poor</b>	62%	63%	73%
<b>Don't know / no answer</b>	7%	5%	7%

Three specific concerns were frequently raised. First, the **lack of diversity of members** (specifically gender, ethnicity and age diversity), and at times the lack of diversity of expertise (specific professional groups being underrepresented or lived experience related to the application) was raised as an ongoing issue. In the words of one interviewee, *“for too long, it’s been an old boys club.”* Some interviewees identified that increasing diversity has already been an area of focus, and some improvement has been made – but a more concerted and consistent effort in this area is needed.

Second, **challenges with the recruitment process**, ranging from difficulty finding applicants to the political nature of Council appointments. Experiences with past recruitments were shared, with interviewees from Administration and from Council often sharing how difficult it is to find qualified individuals in the community who are willing to make the extensive time commitment given the busy demands of their professional lives. Finding qualified individuals who also represent a diversity of backgrounds and perspectives is also challenging. Several interviewees felt the recruitment process and/or selection process should be conducted by an external recruiter rather than Calgary City Council.

Third, **concerns about the composition** including City Councillors, members of Administration, and individuals from the development

community who also present at CPC as applicants (or work with or have close relationships with applicants). In all three cases, interviewees identified both positive and negative aspects of membership in CPC:

- **Members of Council**

- *Positives*: can improve alignment with Council; opportunity for more information sharing between CPC and Council; broadens the discussion and consideration; great vantage point into the broader agenda at the City of Calgary
- *Negatives*: politicizes CPC; shifts discussions away from technical review; not necessarily technical expertise

- **Members of Administration**

- *Positives*: high level of technical knowledge; strongest familiarity with the planning process; brings significant resources and insight to discussions
- *Negatives*: difficult to dissent with recommendations of colleagues; possibly duplicates or increases the influence administration already has over applications; conflict of interest (real or perceived)

- **Members who work in development industry**

- *Positives*: high level of technical knowledge; ability to increase the range of professional expertise consulted in the review of an application; peer to peer dynamics brought to the review process; higher familiarity with practical dynamics of implementing new developments
- *Negatives*: can create perceived (or potentially real) conflicts of interest; may be competitive dynamics between members and applicants which either make the approval process much easier or much harder, depending on the dynamics

The question of compensation also came up several times. Some interviewees felt that the time commitment was significant enough to

warrant – or even need – compensation for citizen members. Some postulated that payment may increase the number of interested candidates, improve retention, or address inequities among CPC members. Others were concerned about the large number of groups and committees at the City of Calgary where public members do not receive compensation, and that CPC members are usually drawn from a group of people holding paid professional positions, so there may be less need than with other groups. Several interviewees were aware of the larger efforts to examine remuneration of community members on various City of Calgary bodies.

Contributions from CPC Members

Interviewees were much more positive about the contributions and engagement of CPC members, with many expressions of gratitude for the time invested in this work. Across perspectives, feedback seemed to be that engagement levels are either fair or good. The higher level of non-responses to this question (reflecting individuals who felt they did not have a clear enough vantage point on CPC to comment on this question) is reflected in **Table 3** below.

A few notable positives raised by interviewees included: strong leadership and organization of meetings from the CPC Chair and Administration team supporting the work of CPC; the significant time invested from all members, with recognition that many have demanding workloads and still make time for CPC work; and, a sense that attendance has been an issue at times for CPC but this has been resolved by the consistent attendance from the current CPC membership.

Table 3: Evaluations of the Engagement of CPC Members

	Political	Administrative	Community
Good	23%	44%	33%

<b>Fair</b>	38%	25%	20%
<b>Poor</b>	15%	6%	0%
<b>Don't know / no answer</b>	24%	25%	47%

The only repeated concern raised on this topic was the imbalance that can exist in terms of how much each individual member can contribute, largely due to variation in terms of availability and other demands. Preparing comments after meetings for members of Council, for example, was recognized as a time-consuming expectation that some members have more or less ability to manage in practice. Some interviewees were very concerned about this, others less so. In the words of one interviewee, “*I have no sympathy here. If you're too busy, that's OK. Move on and give someone else a chance.*”

## CPC Meetings

Generally, the operation of CPC meetings received another positive review. Interviewees were asked about the frequency, duration, and general rhythm of CPC meetings, and most agreed that this was working reasonably well.

**Table 4: Evaluations of the Operation of CPC Meetings**

	<b>Political</b>	<b>Administrative</b>	<b>Community</b>
<b>Good</b>	31%	13%	33%
<b>Fair</b>	31%	50%	20%
<b>Poor</b>	0%	6%	0%
<b>Don't know / no answer</b>	38%	31%	47%

Members of Administration were most likely to raise concerns about the frequency of meetings, usually raising important considerations about the time crunch involved to prepare materials for meetings rather than the meetings themselves. The frequency of meetings can be demanding for everyone engaged with CPC; but, interviewees also shared a clear motivation and understanding of the growth pressures in Calgary and need for as efficient of a process as possible. Long wait times between meetings seemed to most to be a larger problem than the more minor concern about meeting frequency. Finally, the consent agenda format was also raised with very positive comments by several interviewees, reflecting a more efficient meeting structure. Interviewees across perspectives felt this marked a significant improvement, reducing time spent on minor items and providing greater clarity on the process for both applicants and CPC members alike.

## Scope of Applications

Interviewees were asked about the scope of applications at CPC. The responses were mixed, as captured in **Table 5**: some felt this was working reasonably well; others felt it was mostly working with a few exceptions; others identified this as an area which needs improvement.

**Table 5: Evaluations of the Scope of Applications at CPC**

	Political	Administrative	Community
<b>Good</b>	8%	13%	7%
<b>Fair</b>	62%	31%	47%
<b>Poor</b>	15%	19%	33%
<b>Don't know / no answer</b>	15%	37%	13%

There seemed to be a general consensus that CPC offers the most value for more complex projects, particularly where the mix of technical expertise represented at CPC would be needed. Similarly, a common issue raised was “*seeing too many simple applications*” – but with recognition that adding further items to the consent agenda will help address this concern.

Interviewees responded to this question about the scope of applications with a variety of perspectives:

- *“We need to determine what goes to consent and what has a public hearing. The public doesn’t have any idea what it means to be on the consent agenda, and this needs to be known earlier for applicants too.”*
- *“Planning matters should not go to Council as often. Council should increase the delegating authority to CPC, with the ability to make final decisions on basic things. If something shows up on the consent agenda and everyone agrees it is valid, I don’t know why it goes to Council. We should re-evaluate how many things can actually be approved at the development authority stage without coming to Council.”*
- *“Some things don’t need to go to CPC, especially when there are political issues around density. We end up with two projects across the street from one another, and one is approved, and the other is not. Maybe some things should just stay with Administration and not got to CPC.”*
- *“The scope could be reduced. Every land use application goes to CPC, and Administration has to write the reports anyway. Perhaps development permits could be reduced at CPC. It’s hard to say.”*
- *“CPC should no longer review land use or policy amendments and should reduce the number of development approvals that are reviewed.”*

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- *"It's not working well for outline plans. CPC is the authority but there doesn't seem to be an appeal process."*
- *"Certain types of land uses don't need CPC. There should be some development permits that go to CPC, but not all."*
- *"This is an area for improvement. There was a fair bit of discussion about the consent agenda as a way to deal with some of these applications, but then it starts to look like a rubber stamp committee. Land use and outline plans should be seen by CPC. In some cases, there should be a cycle through of applications to come back later. We need more rigor around this process of what goes to CPC and what does not."*
- *"If we change what goes to CPC, it just has to be extremely consistent. It's tempting to scale back, but it's very important that we apply equal rigor to plans at all levels."*

## Timing of Applications

Interviewees were asked if applications generally go to CPC at the right time in the process. This is another area interviewees felt was going reasonably well while also noting some opportunities for improvement, as captured in **Table 6**.

**Table 6: Evaluations of the Timing of Applications at CPC**

	Political	Administrative	Community
Good	15%	6%	7%
Fair	46%	50%	33%

Poor	8%	19%	13%
Don't know / no answer	31%	25%	47%

The most common opportunity for improvement raised was for **major, complex, contentious, or unusual applications to come to CPC earlier in the process** for technical input rather than only when it is ready for a decision – on all application types, with priority for those with unique complexities or characteristics. Members of Administration noted that this has already taken place on a few occasions, yielding useful discussion and feedback for the applicant.

Current members of CPC were also more likely to note that engaging with the more complex and strategic projects is where they felt they as CPC members could add the most value.

- *“If an application has a major impact on city planning or city building, CPC should see it at an earlier stage.”*
- *“This is not working well, especially when complexities are encountered at the tail end where it’s too late in the game and the application has already been in the works for months. If it came in earlier, then there is more of an opportunity to influence.”*
- *“For timing, it really depends on what it is. For Local Area Plans, CPC sees them early and then doesn’t see them again before Council. Some things should go to CPC more than once – like complex local area plans, which should have multiple versions going to CPC.”*
- *“If complex applications came in earlier, it could be more of a collaborative process rather than a show and tell.”*
- *“For some applications, it can be a really long process, negotiating for a year with the landowner – so then it’s hard to make changes. At CPC then it becomes more of a cross examination.”*

## Communications & Reports

Interviewees were asked about the communications, information, and reports both used for CPC purposes but also that may emanate from CPC to external bodies or other parties. Generally, this appears to be an area with room for improvements.

Importantly, the source of discontentment was a bit different depending on the perspective of the interviewee. City of Calgary staff often spoke about the report format, including the volume of work associated with preparing CPC reports. Two individuals remarked that there are some conflicts between the City of Calgary's standardized report format and the CPC style planning guide. While the value of consistency was recognized, the inflexibility sometimes meant that too much information – or less important information – can reduce the impact of the written reports on planning matters. Senior Administrators also noted the volume of time associated with reviewing all the reports while also keeping up with CPC's biweekly schedule.

**Table 7: Evaluations of Communications and Reports**

	Political	Administrative	Community
<b>Good</b>	15%	13%	13%
<b>Fair</b>	38%	31%	20%
<b>Poor</b>	15%	19%	27%
<b>Don't know / no answer</b>	32%	27%	40%

Members of Calgary City Council tended to speak more about the comments written by CPC members. Several members spoke very positively about the value of these comments – and a recognition of the

time involved in preparing them: *"I would like to have all members provide comments, but I understand that it is a large time commitment for volunteers. But we don't have time to re-watch or attend all the meetings. I rely on these comments to understand CPC's decisions."* The nature of the comments also came up in the interviews: *"we need to see comments that are objective and not biased, but if they are advocating or justifying decisions then it's walking on thin ice. Are they truly making a technical decision or promoting themselves as a technical body?"*

For members from the public, the expectations of communications and reports varied most significantly. Some would like shorter, more direct, and more visual report formats (*"more maps and drawings, and I'd like to get to the punch line sooner."*); others felt there were important pieces of information (specific reference to environmental assessments or other background reports; another interviewee wanted standard variables such as number of schools within Xkm of the site included in reports) that would provide more context and reduce the number of questions raised at CPC.

A few interviewees spoke about the less-visible forms of communications between CPC members or used in the lobbying of CPC members: text message chats, the *"meeting before the meeting."* It seemed well known that CPC members often hear from applicants in advance of CPC meetings, sometimes for informational or clarification purposes; sometimes this was described as lobbying, aimed to influence the perspectives of CPC in advance of an application being reviewed. The boundaries on what is considered appropriate informal communications seemed undefined to some interviewees, and this may be an opportunity for clarification.

## Decision Making Processes

The discussions about decision making were fairly consistent across perspectives: generally, interviewees felt that meetings were well run, the decisions were clearly structured, and the process is working well. This is captured in **Table 8**.

Several people spoke about the value of a strong chair, and specifically how the chairing capabilities of the current CPC chair has improved the flow of meetings.

**Table 8: Evaluations of the Decision-Making Process at CPC**

	Political	Administrative	Community
<b>Good</b>	15%	19%	7%
<b>Fair</b>	38%	38%	33%
<b>Poor</b>	15%	6%	33%
<b>Don't know / no answer</b>	32%	37%	27%

The reason cited for most interviewees ranking this area as “fair” was question whether CPC's value is really in the decision making vs. discussions and deliberations.

- *“It’s labelled as a debate but it’s not a debate. We go around and ask questions and people make statements and then we vote. I think SDAB and UDRP do this a bit better, where it’s more of a discussion and comprehensive conversation.”*
- *“I’d like to see more robust discussion around the horseshoe, and less rubber stamping.”*
- *“Sometimes we ask a lot of questions, and sometimes there are none. The format and discussion felt different when we changed rooms. So, I guess it varies.”*

## Alignment with Council & Other Bodies

Interviewees were asked: **how well are the connections and linkages between CPC and Calgary City Council working? What about CPC and other key groups engaged in the planning process?** Interviewees were asked to comment on these questions, and again the response was mixed as captured in **Table 9**.

**Table 9: Evaluations of Alignment Between CPC and Other Bodies**

	Political	Administrative	Community
<b>Good</b>	15%	6%	7%
<b>Fair</b>	38%	13%	33%
<b>Poor</b>	15%	25%	13%
<b>Don't know / no answer</b>	32%	56%	47%

A range of specific concerns and opportunities for improvement were cited by interviewees, specific to the intersection between CPC and Council:

- *“There’s a tension there because we use a different lens. CPC makes technical decisions, and Council must look at the broader picture including what constituents are saying. [...] Maybe CPC members and Council members should meet and talk more often. I don’t think there is much of a relationship there, in many cases.” (political perspective)*
- *“Not working. They should leave the politics to us. It’s a purely technical decision for them, and some commissioners are making political decisions.” (political perspective)*



- *"I want to hear more about the ones that are contentious at CPC. I would like to know more about when CPC has trouble approving rather than about the rubber-stamping ones." (political perspective)*
- *"I know we're encouraged to write comments, but what's the point? I don't think they are really valued by Council. When it goes to Council it just becomes about political views, not the technical stuff." (community perspective)*
- *"Some Councillors appreciate CPC input, others less so. Perhaps there needs to be better awareness of roles and responsibilities between Council and CPC." (administrative perspective)*
- *"Going to CPC and Council is a lot of work for staff, between preparing the reports, going through the reviews, doing presentations, and then being grilled by CPC. It has to add value, otherwise it's just a lot of time spent just doing process. It impacts staff retention. I've had exit interviews where the person says they are burned out and taking a job with the same pay but less stress, less workload, and they can work as a planner in another position with the City or outside and not have to go to CPC." (administrative perspective)*

A few interviewees spoke about other bodies, particularly the Urban Design Review Panel, and opportunities for more information sharing between these groups – but most interviewees focused their comments on the point of intersection with Council.

## Future Ambitions: Changes to CPC

Interviewees were asked: ***if you had a magic wand and could make three specific changes to CPC today, what would you change?*** The opportunity to imagine improvements without concern for the practical constraints proved to be a fruitful exercise, generally well over 100 specific ideas shared by interviewees about things they would like to see change at

CPC. The list below captures the ideas that were shared, sorted with those with the highest frequency at the top:

- **Improve the role clarity of CPC, including the scope of work, and clarify the role and relationship between CPC and Council**
  - *“Clearer definition of CPC’s role”*
  - *“It’s not clear what the role of CPC is, so fix that”*
  - *“Shift the role to be less about technical ‘expertise’ and more about city building; add more citizen experts”*
  - *“Take the politics out and get clearer role of CPC to give technical advice”*
  - *“Clearer scope of what goes to CPC and what does not”*
- **Improve the nominations and recruitment process and address the persistent lack of diversity at CPC**
  - *“Not just white men!”*
  - *“Hire an external recruiter to find the right mix of people and perspectives”*
  - *“Increase the pool of applicants with a better recruitment process”*
- **Better information sharing between CPC and Council**
  - *“More frequent comments”*
  - *“Improved comments”*
  - *“Have Clerks document more of the discussion so Council has more insight into discussions at CPC”*
  - *“Better documentation about dissenting opinions”*
- **Remove members of Council and/or Administration from CPC**  
(each of these ideas were raised by at least three people)
  - *“Focus just on community members and experts”*
  - *“Less political, less tied to Administration”*

The following ideas were also shared, but less frequently (with bolded items raised by at least three people):

- **Better training or onboarding for CPC**
- **Review CPC compensation**
- **“Ditch the lobbying!”**
- **Expand the consent agenda**
- Have reserve list of members / have multiple panels for CPC
- “Abolish or extremely strip down” / “take as much off the table as possible”
- “Mash up UDRP and CPC – create a stronger body with more teeth”
- Make role more advisory rather than approval authority
- More than 6 citizen members
- No more unnecessary grilling of Administration
- More big picture focus; more emphasis on policy and city building
- Work on bigger files, not small files
- Get engaged earlier in process
- Better public awareness of CPC
- Narrow scope of applications in terms of what CPC does
- Take away CPC’s ability to kill Outline Plans, have them go to Council
- Better messaging to the public
- More members and more meetings
- More meetings so there are fewer items on each meeting
- Address conflicts of interest issue
- Have selection of Chair and Vice Chair be done by CPC as a whole
- More information shared in reports
- Earlier conversations, bigger picture city shaping stuff
- Simplify the reports
- Change the Land Use Bylaw

These ideas represent several opportunities to strengthen CPC, with a focus on greater role clarity and improving composition emerging at the top of the list among this group of interviewees.





# Calgary Planning Commission Governance Review IP2024-0784

July 3, 2024

# Recommendation

That the Infrastructure and Planning Committee recommend that Council:

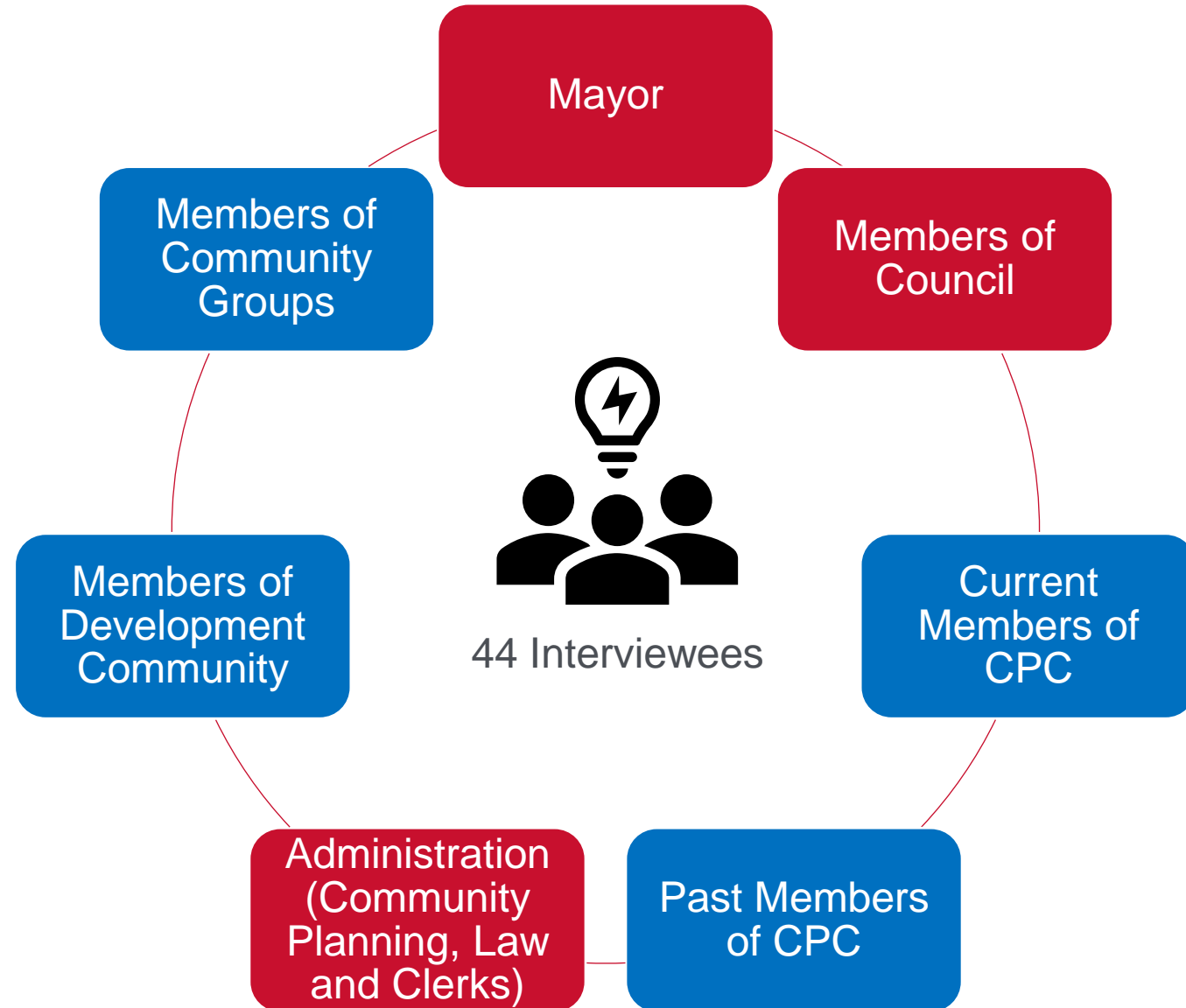
1. Give three readings to Proposed Bylaw 64P2024 to amend the Calgary Planning Commission Bylaw 28P95.



# Project Overview

- In 2023, Planning and Development Services engaged an external consultant to conduct a governance review of the Calgary Planning Commission (CPC).
- The purpose of the review was to:
  - **Ensure efficiencies and value add from CPC meetings.**
  - **Provide opportunities to increase value in decision-making processes.**
  - **Explore opportunities to strengthen processes and structures.**

# Engagement



# Options Considered

Four options around the future of CPC were explored during the review and include:

- 1. Making incremental improvements over time**
- 2. Modernizing CPC as a technical review body**
- 3. Delegating more approval authority to CPC and limit the role of Council in planning matters**
- 4. Phasing out CPC**

# Recommended Option

## Modernization of Calgary Planning Commission

- Strengthen Purpose
- Improve Governance
- Add Value

## Phase One

- Focus on membership and composition
- Includes updates to the CPC Bylaw
- Completion in summer 2024

## Phase Two

- Focus on solidifying CPC's role as a technical review body
- Further updates to the CPC Bylaw are expected
- Completion at end of 2024



# Phase One Implementation

Current State	Future State
Two Members of Council	No Members of Council
Six Public Members	Ten Public Members
Mayor included as ex-officio	Mayor not included
New members begin in October	New members begin in January
Clerks provides support	Clerks provides support
Mayor and Councillors able to attend as non-voting members	Mayor and Councillors able to attend as non-voting members



# Phase Two Implementation

## Strengthen Purpose

- Finalization of new purpose statement
- Clear definition of members' roles and responsibilities
- Finalization of skills matrix
- Improved onboarding and training
- Comprehensive Bylaw review

## Improve Governance

- Review of the recruitment process
- Completion of a composition review
- Review of workload and workflow

## Add Value

- Better definition of the role of CPC on various application types
- Creation of more opportunities for early feedback

# Recommendation

That the Infrastructure and Planning Committee recommend that Council:

1. Give three readings to Proposed Bylaw 64P2024 to amend the Calgary Planning Commission Bylaw 28P95.



Report Number: EC2024-0887

Meeting: Executive Committee

Meeting Date: 2024 July 23

## NOTICE OF MOTION

**RE: WITH RESPECT TO CONFIDENTIAL VERBAL REPORT IGA2023-0794, COUNCIL CONSIDERS RECOMMENCING NEGOTIATIONS WITH FOOTHILLS COUNTY TO ANNEX THE PROPOSED ANNEXATION AREA - 415.15 acres/168.01 ha**

**Sponsoring Member(s) of Council:** Dan McLean

**WHEREAS** The City of Calgary is in a housing crisis and one of the desired outcomes of The City of Calgary's Housing Strategy 2024-2030 is to increase the supply of housing to meet demand and increase affordability;

**AND WHEREAS** in approving the amended recommendations for IGA2020-1153 on March 15, 2021, City of Calgary Council ("Council") authorized City of Calgary administration ("Administration") to formally initiate the annexation process with Foothills County for the lands described as "Potential Annexation Area" (Report IGA2020-1153, Attachment 2), including consideration of opportunities for resolving road issues with Foothills County as part of the annexation;

**AND WHEREAS** The City of Calgary notified Foothills County, the Land and Property Rights Tribunal, the Minister of Municipal Affairs and relevant local authorities on May 20, 2022 of The City of Calgary's intent to annex lands from Foothills County identified in Appendix 1 as "Proposed Annexation Area - 415.15 acres/168.01 ha"

**AND WHEREAS** The City of Calgary and 2007 United Lands Corp. executed a Developer Funded Annexation Agreement dated April 1, 2022 whereby 2007 United Lands Corp. would fund the entire actual cost of the proposed annexation of the Proposed Annexation Area;

**AND WHEREAS** on May 25, 2023 Foothills County advised 2007 United Lands Corp. and Administration of a proposed compensation amount in respect of the annexation and 2007 United Lands Corp. agreed to pay such amount.

**AND WHEREAS** The City of Calgary has spent \$262,627.17 of funds paid by 2007 United Lands Corp. as of December 13, 2023 pursuant to the Developer Funded Annexation Agreement;

**AND WHEREAS** annexation of the Proposed Annexation Area would allow for construction and maintenance of 210<sup>th</sup> Avenue and 64<sup>th</sup> Street from the existing rural standard to urban standard roadways with sufficient capacity to operate safely for regional traffic patterns serving residents of both the City of Calgary and Foothills County by completing the road network with connections to Macleod Trail and Stoney Trail;

**AND WHEREAS** Administration has already completed a Description of City of Calgary Servicing of the Proposed Annexation Area dated June 19, 2023 and stated there are no major concerns for sanitary, stormwater and fire/emergency servicing;

**AND WHEREAS** the Yorkville West Pump Station that services lands already within the City of Calgary and is required for only a small portion of the Proposed Annexation Area can be funded, built and cost-shared by the benefitting landowners in accordance with standard industry practice;

**AND WHEREAS** there are no additional capital infrastructure costs to The City of Calgary to service the Proposed Annexation Area beyond what is already required and/or built for the approved West Macleod Area Structure Plan;

**AND WHEREAS** development of the Proposed Annexation Area will generate \$90 million in Off-Site Levies which includes over \$22 million specific to the Transportation Levy based on the approved Off-Site Levy Bylaw using current off-site levy rates effective March 1, 2024;

**AND WHEREAS** the existing Intermunicipal Development Plan for Foothills County and The City of Calgary is a statutory planning document that states the long term vision for the lands in the Calgary Growth Area is for the area to eventually be annexed, planned and then developed within Calgary's jurisdiction;

**AND WHEREAS** annexation of the Proposed Annexation Area would not preclude or prejudice any comprehensive growth planning or future annexation of lands within The City of Calgary Growth Area;

**AND WHEREAS** the Proposed Annexation Area is immediately developable relative to leading infrastructure and will provide an estimated 3,376 residential units for a population of 9,656 Calgarians in a diversity of housing types in accordance with The City of Calgary Municipal Development Plan;

**NOW THEREFORE BE IT RESOLVED** that City Council

- 1) Notify Foothills County, the Land and Property Rights Tribunal, the Minister of Municipal Affairs and relevant local authorities of the intent to recommence the annexation application for the Proposed Annexation Area (415.15 acres/168.01 ha);
- 2) Direct Administration to contact and work with Foothills County to reinstate and appoint members to the Foothills County – City of Calgary Annexation Negotiation Committee;
- 3) Direct Administration to identify additional lands, if any, to the Proposed Annexation Area (415.15 acres/168.01 ha) that provide for logical planning boundaries and can be serviced by the infrastructure already required and/or built for the approved West Macleod Area Structure Plan (the “Additional Lands”) and present a report to the members of the Foothills County – City of Calgary Annexation Negotiation Committee;
- 4) Direct Administration to resume negotiations with Foothills County to annex the Proposed Annexation Area (415.15 acres/168.01 ha) and any Additional Lands in accordance with the current policies of the Intermunicipal Development Plan; and
- 5) Present a draft annexation agreement to Council no later than Q1 2025 in respect of the Proposed Annexation Area (415.15 acres/168.01 ha) and any Additional Lands.

## NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

### **Title of the Motion: Recommencing Negotiations with Foothills County to Annex the Proposed Annexation Area – 415.15 acres/168.01 ha**

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

☐

Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

#### Financial and Other Resource Capacity

The development of the Proposed Annexation Area will generate \$90 million in Off-Site Levies which includes over \$22 million specific to the Transportation Levy based on the approved Off-Site Levy Bylaw using current off-site levy rates effective March 1, 2024.

There are no additional capital infrastructure costs to the City of Calgary to service the Proposed Annexation Area of 415.15 acres/168.01 ha beyond what is already required and/or built for the approved West Macleod Area Structure Plan.

The City of Calgary executed a Developer Funded Annexation Agreement whereby the developer would fund the entire actual cost of the proposed annexation of the Proposed Annexation Area including, but not limited to, time, resources and disbursements of City staff and consultants, administrative contract planner (as required), public engagement and compensation.

#### Legal / Legislative

The Development Funded Annexation Agreement was executed April 1, 2022.

#### Technical Content

- Notify Foothills County, the Land and Property Rights Tribunal, the Minister of Municipal Affairs and relevant local authorities of the intent to recommence the annexation application for the Proposed Annexation Area (415.15 acres/168.01 ha);
- Reinstate and appoint its members of the Foothills County – City of Calgary Annexation Negotiation Committee;
- Direct Administration to identify additional lands, if any, immediately adjacent to the Proposed Annexation Area (415.15 acres/168.01 ha) that provide for logical planning boundaries and can be serviced by the infrastructure already required and/or built for the approved West Macleod Area Structure Plan (the “Additional Lands”) and present a report to the members of the Foothills County – City of Calgary Annexation Negotiation Committee;
- Resume negotiations with Foothills County to annex the Proposed Annexation Area (415.15 acres/168.01 ha) and any Additional Lands in accordance with the current policies of the Intermunicipal Development Plan; and
- Present a draft annexation agreement to Council no later than November 30, 2024 in respect of the Proposed Annexation Area (415.15 acres/168.01 ha) and any Additional Lands.

#### Procedural (Including reasons for confidentiality)

Proposed to be forwarded to the July 23, 2024 Executive Committee Meeting, followed by the July 30, 2024 Regular Meeting of Council.

#### Other Considerations

We are currently in a housing crisis and this proposed annexation is located on land that is immediately developable, relative to leading infrastructure, and will provide an estimated 3,376 residential units for a population of 9,656 Calgarians in a diversity of housing types in accordance with The City of Calgary Municipal Development Plan.

The Proposed Annexation Area of 415.15 acres/168.01 ha and any Additional Lands are a contiguous extension of the growth patterns in West Macleod and allow for completion of the arterial road network (210<sup>th</sup> Avenue and 64<sup>th</sup> Street) with connections to Macleod Trail and Stoney Trail.



The Proposed Annexation Area of 415.15 acres/168.01 ha and any Additional Lands will provide for logical planning boundaries and maximize the return on investment for infrastructure already required and/or built for the approved West Macleod Area Structure Plan with no additional capital costs borne by the City of Calgary.

Urgency Rationale

Not applicable





**Report Number:** EC2024-0893

**Meeting:** Executive Committee

**Meeting Date:** 2024 July 23

## NOTICE OF MOTION

**RE: Notice of Motion - Grant Request for Silvera for Seniors to Construct Sidewalk**

**Sponsoring Member(s) of Council:** Councillor Andre Chabot, Councillor Terry Wong

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**WHEREAS** the Vista Apartments property and building is owned and operated by Silvera for Seniors;

**AND WHEREAS** the creation of Vista Apartments was funded by the Canada Mortgage & Housing's Rapid Housing Initiative 1.0 (through the City of Calgary), the City of Calgary's Housing Incentive Program, and equity from Silvera for Seniors;

**AND WHEREAS** the Vista Apartments property provides subsidized rental housing for some of the lowest-income and most vulnerable seniors in Calgary;

**AND WHEREAS** given the subsidized nature of Vista Apartments and the vulnerability of its tenants, the vast majority of tenants residing in Vista Apartments rely on public transit to get around the city;

**AND WHEREAS** the closest existing bus stop to Vista Apartments is bus route #57 located at the intersection of 37th Ave NE and 26th Street NE;

**AND WHEREAS** currently, there are no continuous routes of sidewalks providing easy and accessible access from Vista Apartments to bus route #57;

**AND WHEREAS** currently, there is no bus stop on the Vista Apartments property or within 100 meters of the property;

**AND WHEREAS** currently, there is no sidewalk on 26th Street NE providing safe access from Vista Apartments to bus route #57;

**AND WHEREAS** Silvera is required by DP2020-7178 to construct a new sidewalk along 26 Street between 37 and 39 Avenue NE;

**AND WHEREAS** the approximate cost to construct a new sidewalk along 26th Street NE is required to serve the development, connecting Vista Apartments to bus route #57, would be \$300,000.00;

**AND WHEREAS** Calgary Transit has reviewed requests to divert bus route #57 to the Vista Apartments site but will not re-route due to the reduced service impact to customers, increased operating costs and that it would not align with RouteAhead direction;

**AND WHEREAS** given the subsidized nature of Vista Apartments and its initial funding through CMHC's Rapid Housing Initiative 1.0, the property does not produce a surplus to pay for major off-site capital projects such as the new 26th Street NE sidewalk;

**AND WHEREAS** a grant, collection of grants, or other form of forgivable funding is needed for Silvera to be able to pay for construction of a new sidewalk on 26th Street NE;

**AND WHEREAS** construction of a sidewalk on 26th Street NE will not only benefit the vulnerable seniors residing at Vista Apartments, but will also benefit the nearby Akram Jomaa Islamic Centre and Islamic School;

**AND WHEREAS** the 26th Street NE sidewalk would improve overall access to the Vista Apartments property and assist Silvera in future affordable housing pursuits;

**AND WHEREAS** Silvera has been in contact with the Akram Jomaa Islamic Centre and Islamic School and made both aware of Silvera's need for a sidewalk on 26th Street NE;

**NOW THEREFORE BE IT RESOLVED:**

That Council approve a grant to be provided to Silvera for Seniors in the amount of \$300,000.00 in order for Silvera to pay for and facilitate the construction of a sidewalk on 26th Street NE.

**Attachments:**

1. Notice of Motion Checklist
2. Vista Apartments Sidewalk Backgrounder

## NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: Grant Request for Silvera for Seniors to Construct Sidewalk

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

☐

Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

### Financial and Other Resource Capacity

Silvera for Seniors Vista Apartments project was funded by the CMHC Rapid Housing Initiative 1.0, the City of Calgary Housing Incentive Program, and Silvera Equity. Given the low-income clients whom the housing services, the project does not provide a surplus to fund the construction of a sidewalk. Silvera planned to use grants to fund the sidewalk construction.

### Legal / Legislative

DP 2020-7178 Requirements

Technical Content
Calgary Transit Route Analysis – Route 57
Procedural (Including reasons for confidentiality)
Allocate funds in the form of a capital grant or forgivable funds
Other Considerations
The construction of the sidewalk will benefit the surrounding community, businesses, and Akram Jomaa Islamic Centre and Islamic School. The sidewalk will provide safe access for the low-income seniors at Silvera's Vista Apartments to connect to the public transportation that they rely on.
Urgency Rationale
N/A



## Vista Apartments Sidewalk Backgrounder

### BACKGROUND:

Silvera for Seniors owns and Operates Vista Apartments (previously known as Lakeview) – a 120-unit Independent Living affordable rental apartment building for seniors that is located at 2622 39<sup>th</sup> Avenue NE, Calgary. Rents for all units in Vista Apartments are subsidized and classified as Rents Geared to Income (RGI). Vista Apartments houses some of the lowest-income and most vulnerable seniors in the city.

Silvera acquired the Vista Apartments building and property in 2020. Initially, the building was a 120-unit suite-style hotel. During 2020 and 2021, Silvera converted the hotel into an Independent Living seniors rental apartment building. The conversion was funded by the Canada Mortgage & Housing Corporation’s Rapid Housing Initiative (RHI) 1.0, through the City of Calgary, and Silvera equity. The conversion was completed in late 2021 with first tenants moving in in December 2021.

<b>Table 1.0: Breakdown of Funding for Vista Hotel Conversion Project</b>	
<b>Funding Source</b>	<b>Amount (\$million)</b>
CMHC Rapid Housing Initiative 1.0	\$15.5
CMHC Seed Funding Contribution	\$0.2
City of Calgary Housing Incentive Program (HIP)	\$0.1
Silvera Equity	\$4.3
<b>TOTAL</b>	<b>\$20.1</b>

In 2020, as part of the building conversion, Silvera submitted a Change of Use Development Permit application to the City to allow for an Assisted Living use in Vista. The Change of Use Development Permit number is DP2020-7178. In 2021, the DP was approved by the City. Within the Advisory Comments of the Conditions of Approval was a comment stating that City Administration “will require the developer (*Silvera*) to construct a new sidewalk connection along 26<sup>th</sup> Street NE...any time up to the end of 2023 or when there is a subsequent new development permit application proposing an expansion to the Assisted Living facility.” The full condition is below. The purpose of the sidewalk connection is to make it easier for Vista residents to walk to the existing bus stop #57 on 37<sup>th</sup> Ave NE. The City initially indicated that this cost could likely be funded through a neighbourhood improvement grant for which Silvera could apply.

19. Based on the meeting between Silvera For Seniors and Community Planning North Team management that occurred on January 20, 2021, Silvera For Seniors accepts the findings of the final TIA (prepared by Watt, 24 November 2020) and understand that Administration will require the developer construct a new sidewalk connection along 26 ST NE (between 37 and 39 AV NE) any time up to the end of the 2023 or when there is a subsequent new development permit application proposing an expansion to the Assisted Living facility.

In Spring 2023, the sidewalk was publicly tendered in order to allow Silvera to better understand what would be actual costs of construction. Two bids were received. After obtaining clarifications from the bidders, the bids came in at approx. \$400,000. These amounts did not include contingency or soft costs. With contingency and soft costs, the total would be approx. \$460,000-\$500,000. Silvera, given this substantial cost, inquired to the City of Calgary's Partnerships & Housing Solutions Group to see if there were any grant opportunities available through the City, such as the neighbourhood improvement grant indicated earlier, that Silvera could apply for to offset the high cost of the sidewalk. The City confirmed that there were no available grants.

Given the \$460,000-\$500,000 cost and no availability of grants, Capital Development decided not to award to one of the two bidders and either defer the sidewalk to a future phase or seek other funding alternatives as these expenses were not included in the original budget.

In Fall 2023 / Winter 2024, Capital Development re-tendered the sidewalk utilizing the exact same drawings as the initial tender. Four bids were received.

In reviewing these bids and addressing additional required work to move a signaling cabinet, as well as contingency and escalation, the total cost of the sidewalk would to approximately \$300,000.00 . Given the time since bids were received and the lack of available funding to award these contracts, it is likely that this would require retendering.

Alternatively, Silvera explored the possibility of changing the existing bus route that runs on the 39<sup>th</sup> Ave NE to extend west bound on 39<sup>th</sup> NE to Barlow Trail and then head south to 37<sup>th</sup> Ave as opposed to connecting to 37<sup>th</sup> on 32<sup>nd</sup> Street NE as it currently does. Calgary Transit was not receptive to exploring this possibility. A March 31<sup>st</sup>, 2023, report by Manager of Transit Service Desing Chris Jordan made the following conclusion:

**“Alternative Route Summary:**

The Silvera Lakeview site meets current Council approved walk distance standards. The deficiencies that exist can be addressed through improving a single pedestrian crossing and adding a sidewalk on 26 St NE.

Both realignment scenarios provide a moderate walk distance improvement for the Silvera site. However, both come with significant trade-offs either for operations (Partial Realignment *Scenario*) or broader community service coverage and customer access

(Full Realignment *Scenario*). Thus it was recommended that efforts focus instead on addressing the walk distance deficiencies from the site rather than realign bus service.”

**FORMAL REQUEST:**

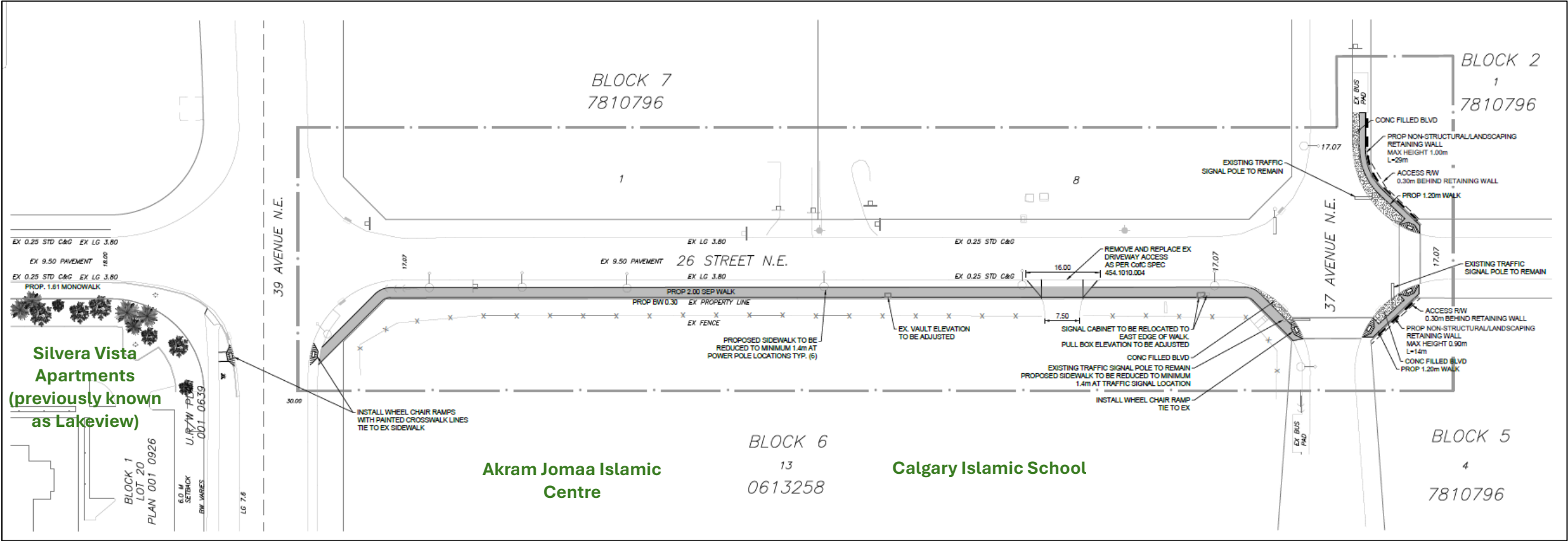
Given the subsidized nature of Vista Apartments, the vast majority of tenants residing in the building rely on public transit to get around the city. At the moment, the closest existing bus stop to the property is the west-bound stop #57 located at the intersection of 37<sup>th</sup> Avenue NE and 26<sup>th</sup> Street NE. Currently, there are no existing sidewalks that safely and accessibly connect Vista Apartments to Bus Stop #57. The closest and direct route of connecting Vista Apartments to Bus Stop #57 would be constructing a sidewalk along the western edge of 26<sup>th</sup> Street NE.

Given the subsidized nature of Vista Apartments and the initial RHI funding that brought Vista Apartments to fruition, Silvera is not in a position to pay for construction of the sidewalk. Furthermore, the structure of the RHI funding model is not conducive for properties to create a surplus large enough to pay for major off-site capital projects. The sidewalk and improved transit access would also provide better connectivity to students and staff of the Islamic School and Islamic Centre, as well as businesses in the area. Please see Attachment A on the back page showing details of the sidewalk.

Silvera is formally requesting a grant, collection of grants, or some form of forgivable funding in the amount of \$300,000.00 to pay for constructing the 26<sup>th</sup> Street NE sidewalk.

Construction of the 26<sup>th</sup> Street NE sidewalk would not only benefit the tenants of Vista Apartments, but also the nearby Akram Jomaa Islamic Centre, the Calgary Islamic School, and the surrounding Horizon community. Silvera has already been in contact with both the Islamic Centre and Islamic School and notified them of Silvera's need for the sidewalk.

Attachment A: Details of Sidewalk (included in tender packages)



**THE CITY OF CALGARY**  
**TABULATION OF BYLAWS**  
**TO BE PRESENTED TO COUNCIL ON**  
**TUESDAY, 2024 July 30**

---

BYLAW 38P2024  
Being a Bylaw of The City of Calgary to Amend the Bowness Area  
Redevelopment Plan (Land Use Amendment LOC2023-0349/CPC2024-  
0422)

BYLAW 163D2024  
Being a Bylaw of The City of Calgary to Amend the Land Use Bylaw  
1P2007 (Land Use Amendment LOC2023-0349/CPC2024-0422)

Second Reading  
Third Reading

**NOTE:** Second and third readings were withheld on 2024 June 04 and Administration was directed to return to Council pending the review and conditional approval of a development permit. This tabulation is to advise that the Development Permit (DP2023-07997) has been reviewed and is ready for approval, subject to Council giving second and third reading of proposed Bylaw 38P2024 and Bylaw 163D2024. Bylaw 38P2024 amends the Bowness Area Redevelopment Plan at the subject site from 'Neighbourhood Limited' to 'Neighbourhood Low-Rise.' Bylaw 163D2024 amends the Land Use from Residential – Grade-Oriented Infill (R-CG) District to Housing – Grade Oriented (H-GO) District. Through this Development Permit, a multi-residential development with 14 units has been reviewed and deemed acceptable. Details can be seen in Attachment 1, Development Permit (DP2023-07997) Summary.

---

Background: The Public Hearing and first reading of Bylaw 38P2024 and Bylaw 163D2024 was held on June 4, 2024.

Ineligible to Vote: Councillor Sharp

---

**Recommendation:**

That Council:

1. Give second and third reading to Proposed Bylaw 38P2024 for the amendment to the Bowness Area Redevelopment Plan, and
2. Give second and third readings to Proposed Bylaw 163D2024.

Excerpt from the Minutes of the Combined Meeting of Council, held 2024 June 04:

**Moved by** Councillor Spencer

**Seconded by** Councillor Mian

That with respect to Report CPC2024-0422, the following amendment be adopted:

1. That the words “three readings” in Recommendation 1 be deleted and replaced with the words “first reading”;
2. That the words “three readings” in Recommendation 2 be deleted and replaced with the words “first reading”;
3. That the period at the end of Recommendation 2 be replaced with “; and,”; and,
4. That a new Recommendation 3 be inserted, as follows:

“Withhold second and third readings of Proposed Bylaws 38P2024 and 163D2024 until a development permit is ready for approval.”

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

Against: (5): Councillor Demong, Councillor McLean, Councillor Wyness, Councillor Wong, and Councillor Dhaliwal

**MOTION CARRIED**

Moved by Councillor Carra

Seconded by Councillor Mian

That with respect to Report CPC2024-0422, the following be adopted, **as amended**:

That Council:

1. Give **first reading** to Proposed Bylaw 38P2024 for the amendment to the Bowness Area Redevelopment Plan (Attachment 2);
2. Give **first reading** to Proposed Bylaw 163D2024 for the redesignation of 0.07 hectares ± (0.17 acres ±) located at 6307 – 35 Avenue NW (Plan 4610AJ, Block 29, Lot 13) from Residential – Grade-Oriented Infill (R-CG) District to Housing – Grade Oriented (H-GO) District;
3. **Withhold second and third readings of Proposed Bylaws 38P2024 and 163D2024 until a development permit is ready for approval; and**



4. **Direct that the Confidential Distribution be held confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act*.**

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

Against: (5): Councillor Demong, Councillor McLean, Councillor Wyness, Councillor Chabot, and Councillor Wong

**MOTION CARRIED**

That Bylaw 38P2024 be introduced and read a first time.

Against: Councillor Demong, Councillor McLean, Councillor Wyness, Councillor Chabot, and Councillor Wong

**MOTION CARRIED**

That Bylaw 163D2024 be introduced and read a first time.

Against: Councillor Demong, Councillor McLean, Councillor Wyness, Councillor Chabot, and Councillor Wong

**MOTION CARRIED**

---

**ATTACHMENT:**

1. Development Permit (DP2023-07997) Summary
2. Proposed Bylaw 38P2024
3. Proposed Bylaw 163D2024



## Development Permit (DP2023-07997) Summary

The Public Hearing and first reading of Bylaw 163D2024 was held 2024 June 04. Due to traffic safety concerns at the intersection of Bowwood Drive NW and 35 Avenue NW that were raised during the Public Hearing, Council withheld second and third reading of the Bylaw until a Development Permit was conditionally approved by Administration.

### Administration's Reasons for Recommendation

Following Council's directive, Administration investigated the traffic and safety concerns raised at the Public Hearing and collaborated with the applicant on a Development Permit which is now is ready for approval.

Development Engineering (Mobility) and Mobility Safety reviewed the intersection of 35 Avenue NW and Bowwood Drive NW and the surrounding area. Based on the assessment, there are no identified safety issues at the intersection and as such it is not identified as a priority location for immediate action and improvements.

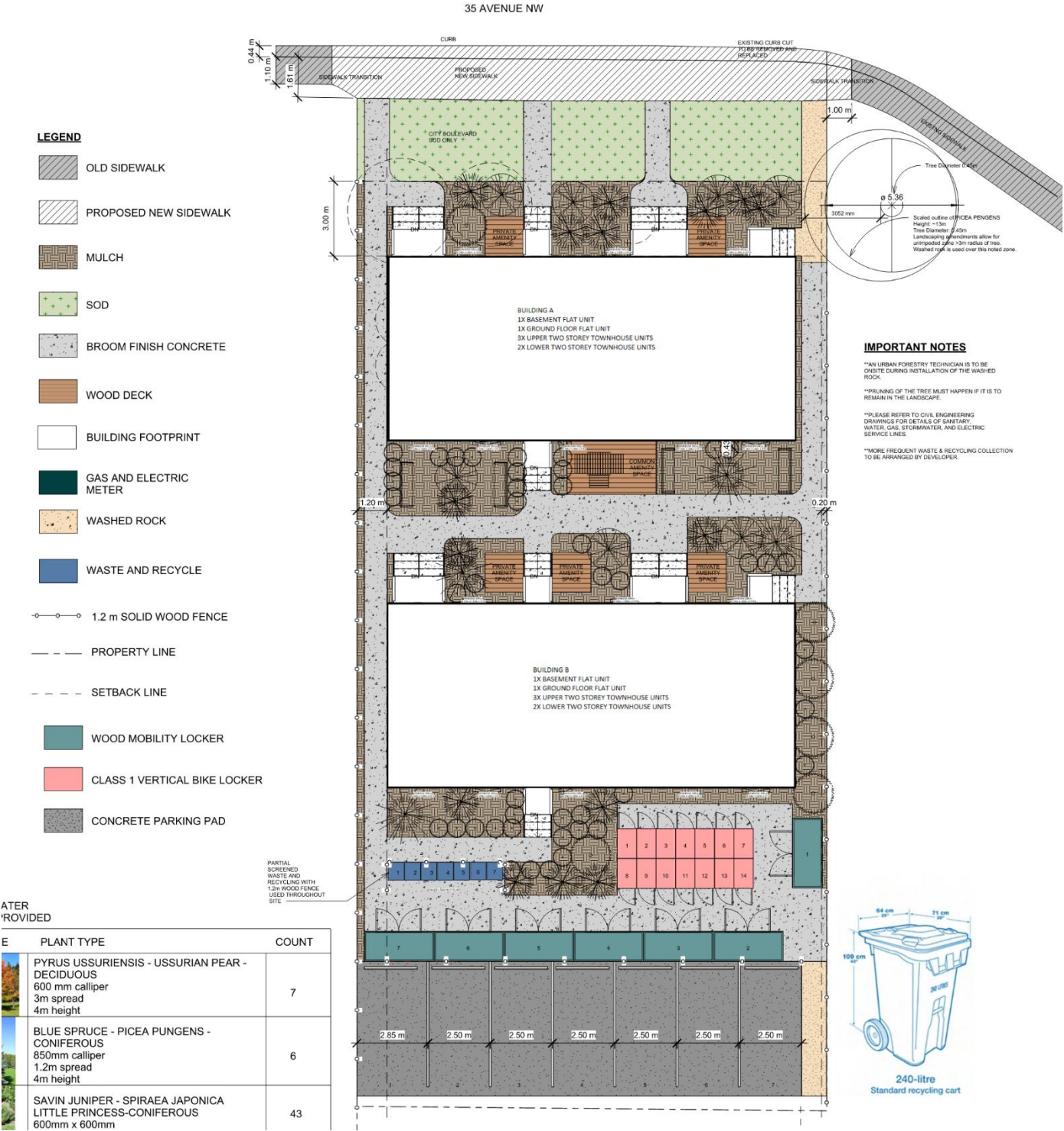
**Figure 1: Development Permit Rendering (35 Avenue NW)**



AERIAL VIEW

STREET VIEW

Figure 2: Site Plan



# PROPOSED

C2024-0890  
ATTACHMENT 2

## BYLAW NUMBER 38P2024

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE BOWNESS AREA REDEVELOPMENT PLAN BYLAW 7P95 (LOC2023-0349/CPC2024-0422)

\*\*\*\*\*

**WHEREAS** it is desirable to amend the Bowness Area Redevelopment Plan Bylaw 7P95, as amended;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

1. The Bowness Area Redevelopment Plan attached to and forming part of Bylaw 7P95, as amended, is hereby further amended as follows:
  - (a) Amend Map 2 entitled 'Land Use Policy Areas' by changing 0.07 hectares  $\pm$  (0.17 acres  $\pm$ ) located at 6307 – 35 Avenue NW (Plan 4610AJ, Block 29, Lot 13) from 'Neighbourhood Limited' to 'Neighbourhood Low-Rise' as generally illustrated in the sketch below:

#### Bowness Area Redevelopment Plan

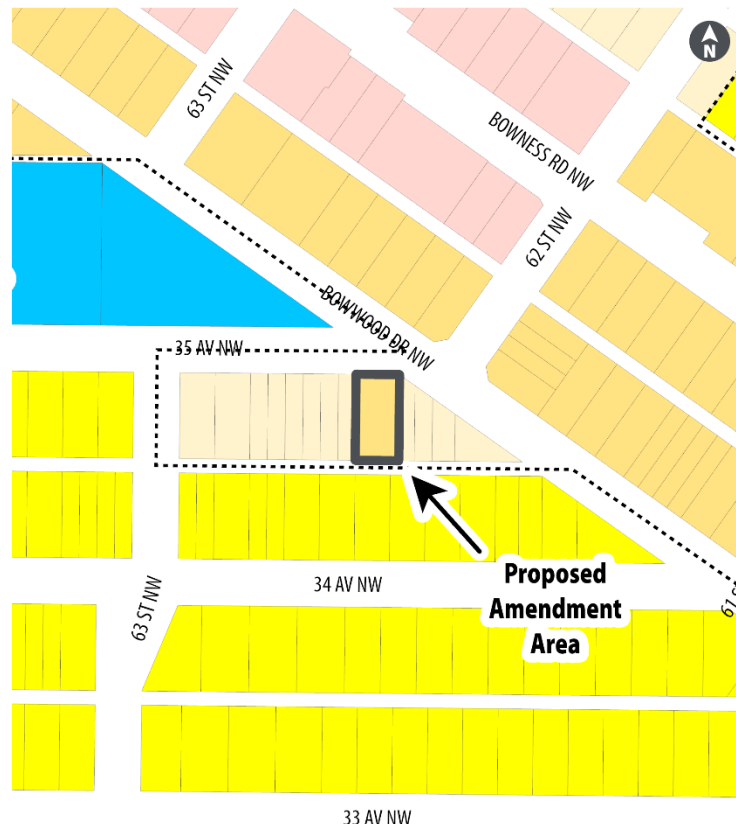
Map 2  
Land Use  
Policy Areas

##### Legend

- Main Street Transition Area
- Developed Area Guidebook
- Neighbourhood Limited
- Neighbourhood Low-Rise
- Community Mid-Rise
- Residential: Low Density, Conservation & Infill
- Institutional

0 20 40 60 80 100 120  
Metres

This map is conceptual only. No measurements of distances or areas should be taken from this map.



# PROPOSED

**BYLAW NUMBER 38P2024**

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON JUNE 04, 2024

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
DEPUTY CITY CLERK

SIGNED ON \_\_\_\_\_



# PROPOSED

C2024-0890  
ATTACHMENT 3

## BYLAW NUMBER 163D2024

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE LAND USE BYLAW 1P2007 (LAND USE AMENDMENT LOC2023-0349/CPC2024-0422)

\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON JUNE 04, 2024

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

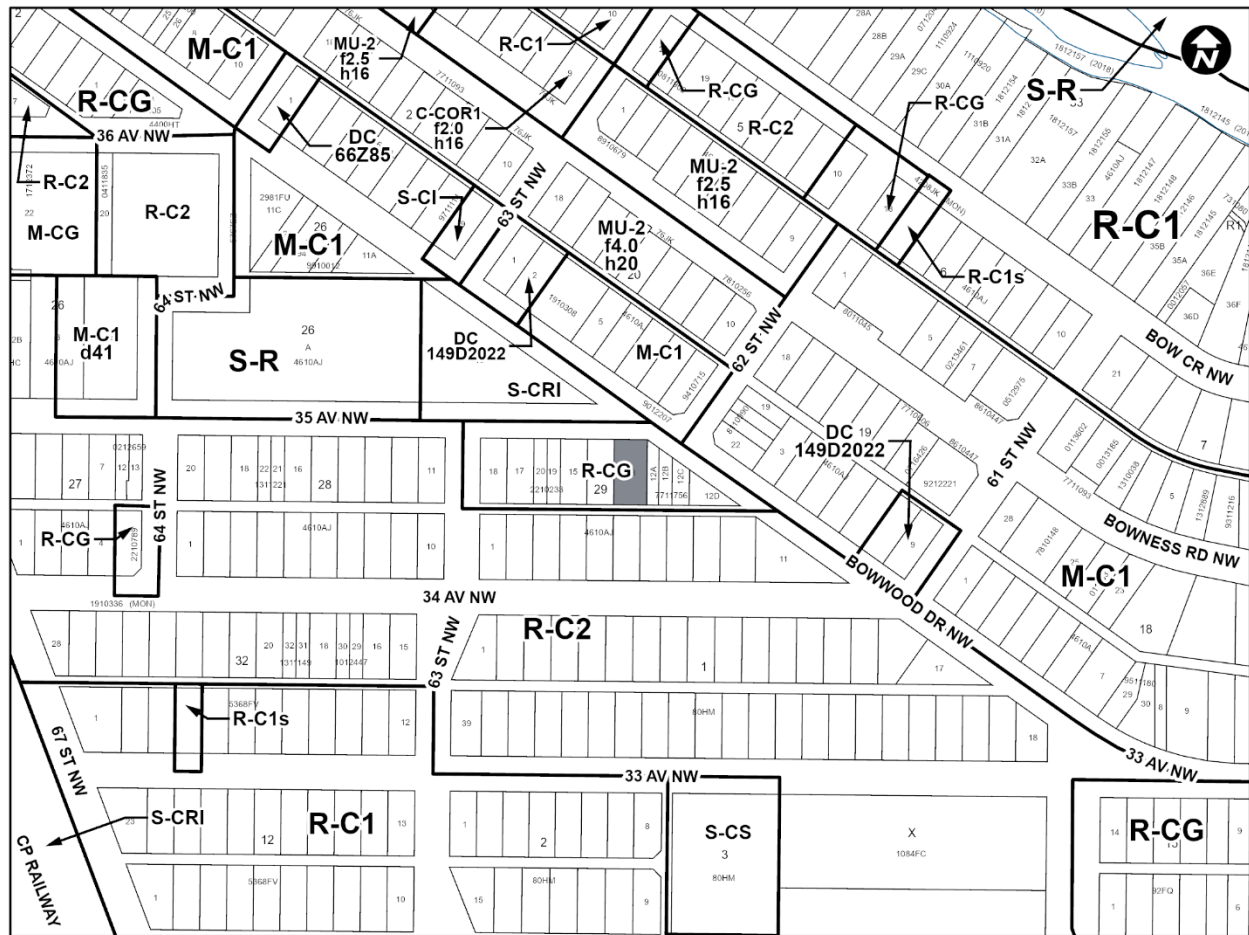
SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
DEPUTY CITY CLERK

SIGNED ON \_\_\_\_\_

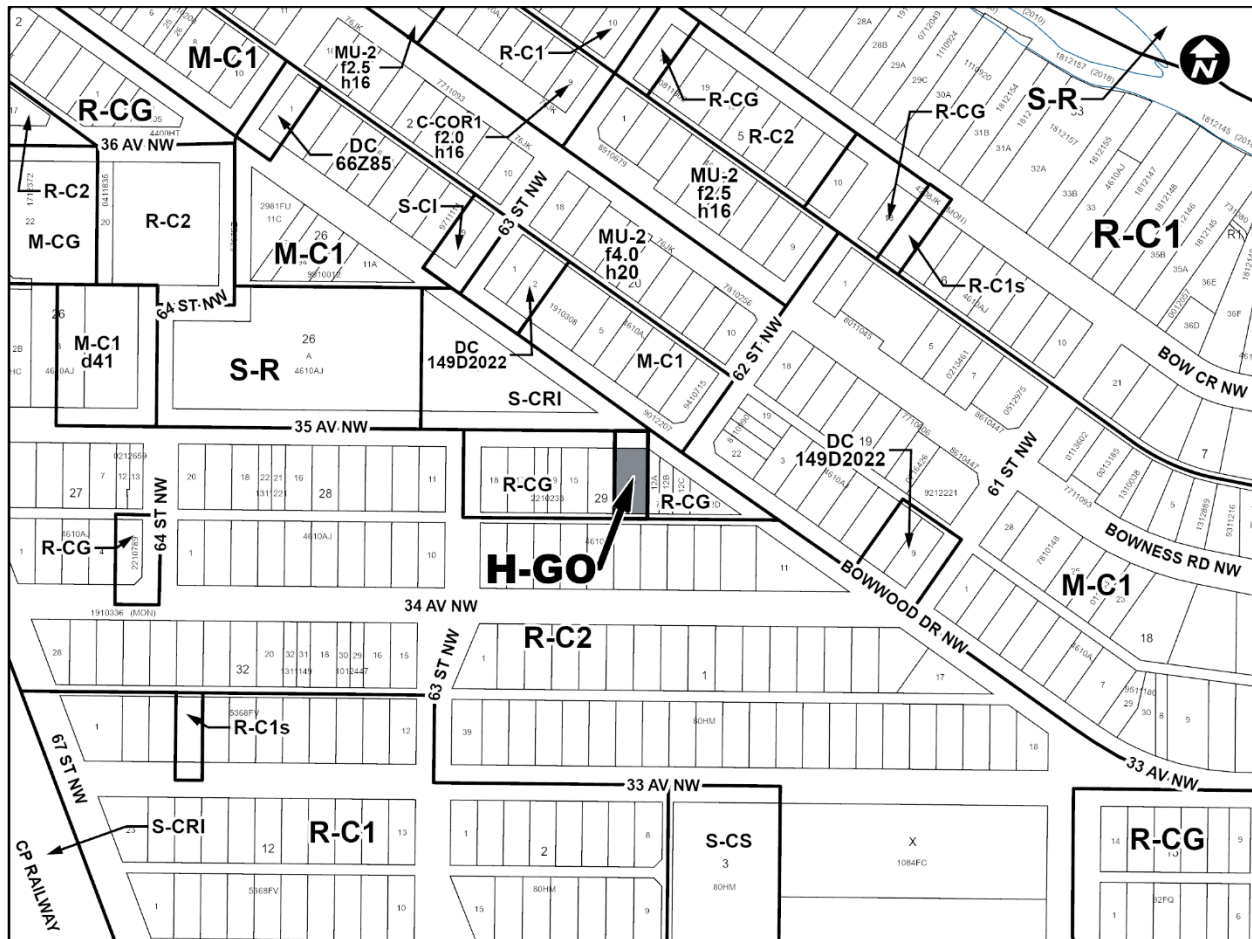
**AMENDMENT LOC2023-0349/CPC2024-0422  
BYLAW NUMBER 163D2024**

## **SCHEDULE A**



**AMENDMENT LOC2023-0349/CPC2024-0422  
BYLAW NUMBER 163D2024**

**SCHEDULE B**





**THE CITY OF CALGARY**  
**TABULATION OF BYLAWS**  
**TO BE PRESENTED TO COUNCIL ON**  
**TUESDAY, 2024 JULY 30**

---

**BYLAW 34P2024**

Being a Bylaw of The City of Calgary to amend the Municipal Development Plan and Calgary Transportation Plan Bylaw 24P2009

And

**BYLAW 35P2024**

Being a Bylaw of The City of Calgary to amend the Heritage Communities Local Area Plan Bylaw 32P2023

And

**BYLAW 4C2024**

Being a Bylaw of The City of Calgary for the closure of Fisher Road SE with 0.88 hectares  $\pm$  (2.17 acres  $\pm$ ) of road (Plan 2410555)

And

**BYLAW 5C2024**

Being a Bylaw of The City of Calgary for the closure of 73 Avenue SE with 0.18 hectares  $\pm$  (0.44 acres  $\pm$ ) of road (Plan 2410556)

And

**BYLAW 155D2024**

Being a Bylaw of The City of Calgary for redesignation of 14.02 hectares  $\pm$  (34.65 acres  $\pm$ ) located at 7330 Macleod Trail SE, 6712, 6940, 7012, 7110, 7130, 7132, and 7220 Fisher Street SE, 130 – 71 Avenue SE, 7203 Flint Place SE and the closed roads (Plan 5607GG, Block 4, Lots 7 to 10; Plan 1435LK, Lot 1; Plan 6894JK, Block 2, Lot 1; Plan 9211008, Block 6, Lot 3A; Plan 6894JK, Block 2; Lot 1; Plan 6894JK, Block 3, Lots 2 to 4; Plan 6647JK, Block 3, Lot 1; Plan 4149JK, Block 17, Lot 8; Plan 2410555; Plan 2410556) from Commercial – Corridor 3 f1.0h12 (C-COR3 f1.0h12) District, Industrial – General (I-G) District and Undesignated Road Right-of Way to Special Purpose – School, Park and Community Reserve (S-SPR) District and Direct Control (DC) District to accommodate mixed use developments with guidelines.

Second Reading  
Third Reading

**NOTE:** Second and third readings were withheld on 2024 May 07 and Administration was directed to return to Council pending approval of the proposed amendments to the Municipal Development Plan, Calgary Transportation Plan and Heritage Communities Local Area Plan by the Calgary Metropolitan Region Board (CMRB). This tabulation is to advise that the CMRB has reviewed and approved the proposed amendments (Attachment 1). The CMRB deemed the proposed amendments to be consistent with the policies and objectives of the Calgary Metropolitan Regional Growth Plan and approved the proposed amendments on 2024 July 11.

---

Background: The Public Hearing and first readings of Bylaws 34P2024 35P2024, 4C2024, 5C2024 and 155D2024 were held on 2024 May 07.

Ineligible to Vote: None.

---

**Recommendation:**

That Council give second and third readings to Proposed Bylaws 34P2024, 35P2024, 4C2024, 5C2024 and 155D2024

Excerpt from the Minutes of the Public Hearing Meeting of Council, held 2024 May 07:

**Moved by** Councillor Penner  
**Seconded by** Councillor Carra

That with respect to Report CPC2024-0288, the following be adopted:

That Council:

1. Give first reading to Proposed Bylaw 34P2024 to amend the Municipal Development Plan and Calgary Transportation Plan (Attachment 5);
2. Withhold second and third readings of the proposed bylaw until amendments to the Municipal Development Plan and Calgary Transportation Plan have been approved by the Calgary Metropolitan Region Board;
3. Give first reading to Proposed Bylaw 35P2024 to amend the Heritage Communities Local Area Plan (Attachment 6);
4. Withhold second and third readings of the proposed bylaw until amendments to the Heritage Communities Local Area Plan have been approved by the Calgary Metropolitan Region Board;



5. Give first reading to Proposed Bylaws 4C2024 for the closure of Fisher Road SE with 0.88 hectares  $\pm$  (2.17 acres  $\pm$ ) of road (Plan 2410555), and Proposed Bylaw 5C2024 for the closure of 73 Avenue SE with 0.18 hectares  $\pm$  (0.44 acres  $\pm$ ) of road (Plan 2410556) with conditions (Attachment 3);
6. Withhold second and third readings of the proposed closure until amendments to the Municipal Development Plan, Calgary Transportation Plan, and Heritage Communities Local Area Plan have been approved by the Calgary Metropolitan Region Board;
7. Give first reading to the Proposed Bylaw 155D2024 for redesignation of 14.02 hectares  $\pm$  (34.65 acres  $\pm$ ) located at 7330 Macleod Trail SE, 6712, 6940, 7012, 7110, 7130, 7132, and 7220 Fisher Street SE, 130 – 71 Avenue SE, 7203 Flint Place SE and the closed roads (Plan 5607GG, Block 4, Lots 7 to 10; Plan 1435LK, Lot 1; Plan 6894JK, Block 2, Lot 1; Plan 9211008, Block 6, Lot 3A; Plan 6894JK, Block 2; Lot 1; Plan 6894JK, Block 3, Lots 2 to 4; Plan 6647JK, Block 3, Lot 1; Plan 4149JK, Block 17, Lot 8; Plan 2410555; Plan 2410556) from Commercial – Corridor 3 f1.0h12 (C-COR3 f1.0h12) District, Industrial – General (I-G) District and Undesignated Road Right-of Way to Special Purpose – School, Park and Community Reserve (S-SPR) District and Direct Control (DC) District to accommodate mixed use developments with guidelines (Attachment 4); and
8. Withhold second and third readings of the proposed bylaw until amendments to the Municipal Development Plan, Calgary Transportation Plan, and Heritage Communities Local Area Plan have been approved by the Calgary Metropolitan Region Board.

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

**MOTION CARRIED**

**ATTACHMENTS:**

1. Calgary Metropolitan Region Board Approval Letter
2. Proposed Bylaw 34P2024
3. Proposed Bylaw 35P2024
4. Proposed Bylaw 4C2024
5. Proposed Bylaw 5C2024
6. Proposed Bylaw 155D2024



# Calgary Metropolitan Region Board Approval Letter



July 11, 2024

**Planning & Development Services, City and Regional Planning**  
**The City of Calgary**  
PO Box 2100 Stn. M  
Calgary, Alberta | T2P 2M5

**Attn:** Kristine Cave, Planner 2, Regional Planning

**Re: REF Application 2024-05 Heritage Communities Local Area Plan Amendment**

Dear Ms. Cave,

Thank you for your recent application submitted under the Regional Evaluation Framework (REF). A Calgary Metropolitan Region Board (CMRB) Administration recommendation to approve the subject application was issued on June 19, 2024. In accordance with the CMRB REF administrative procedures, the recommendation of approval was subject to a 21-day review period ending on July 10, 2024.

We are pleased to advise that a challenge to CMRB Administration's recommendation was not submitted. Please accept this letter as the CMRB's approval of the subject REF application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Greg Clark", with a large, stylized loop at the end.

**Greg Clark**  
Chair  
Calgary Metropolitan Region Board

cc: CMRB Board Members  
CMRB CAOs  
Stantec (Edmonton)

*The Calgary Metropolitan Region Board is the first provincially mandated growth management board for the Calgary Region. It consists of representatives from 8 municipalities who are working together to develop a long-term plan for managed, sustainable growth in the Calgary Region. The CMRB was officially established in January 2018, and its members municipalities include: Airdrie, Calgary, Chestermere, Cochrane, Foothills County, High River, Okotoks, and Rocky View County.*

Suite 430, 340 – 12<sup>th</sup> Ave SW • Calgary, Alberta | T2R 1L5 • 403 213 6875 • calgarymetroregion.ca



# PROPOSED

C2024-0913  
ATTACHMENT 2

## BYLAW NUMBER 34P2024

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE MUNICIPAL DEVELOPMENT  
PLAN BYLAW 24P2009  
(LOC2019-0082/CPC2024-0288)**

\*\*\*\*\*

**WHEREAS** it is desirable to amend the Municipal Development Plan Bylaw 24P2009, as amended;

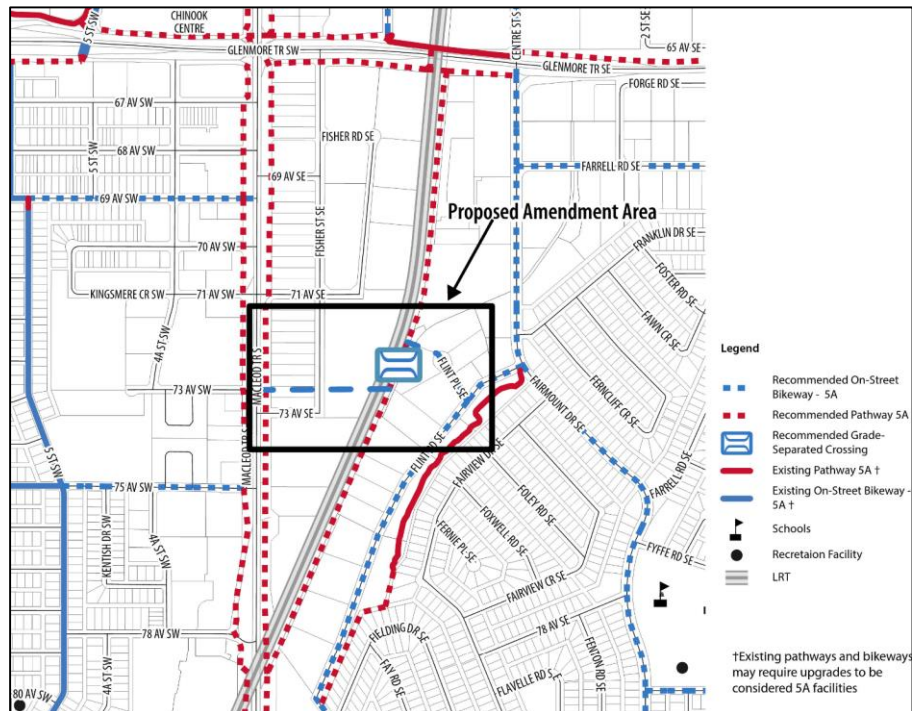
**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

1. The Municipal Development Plan attached to and forming part of Bylaw 24P2009, as amended, is hereby further amended as follows:
  - (a) Delete the existing Municipal Development Plan: Volume 1, Map 1 entitled 'Urban Structure', and replace it with the revised Map 1 entitled 'Urban Structure' as shown in Schedule 'A'.
  - (b) Delete the existing Municipal Development Plan: Volume 1, Map 2 entitled 'Primary Transit Network', and replace it with the revised Map 2 entitled 'Primary Transit Network' as shown in Schedule 'B'.
  - (c) Delete the existing Municipal Development Plan: Volume 1, Map 3 entitled 'Road and Street Network', and replace it with the revised Map 3 entitled 'Road and Street Network' as shown in Schedule 'C'.
  - (d) Amend the existing Municipal Development Plan: Volume 3 (Calgary Transportation Plan), Map 1 entitled "Always Available for All Ages and Abilities (5A) Network" to add 'Recommended On-Street Bikeway – 5A on the new 73 Avenue SE', 'Recommended Grade-Separated Crossing at the infill LRT station site to connect across the tracks', and 'Recommended On-Street Bikeway – 5A on Flint Place SE to connect to the existing recommended bikeway on Flint Road SE' as generally illustrated in the sketch below:

# PROPOSED

BYLAW NUMBER 34P2024



- (e) Delete the existing Municipal Development Plan: Volume 3 (Calgary Transportation Plan), Map 2 entitled 'Primary Transit Network', and replace it with the revised Map 2 entitled 'Primary Transit Network' as shown in Schedule 'D'.
- (f) Delete the existing Municipal Development Plan: Volume 3 (Calgary Transportation Plan), Map 5 entitled 'Primary Goods Movement Network', and replace it with the revised Map 5 entitled 'Primary Goods Movement Network' as shown in Schedule 'E'.
- (g) Delete the existing Municipal Development Plan: Volume 3 (Calgary Transportation Plan), Map 6 entitled 'Primary HOV Network', and replace it with the revised Map 6 entitled 'Primary HOV Network' as shown in Schedule 'F'.
- (h) Delete the existing Municipal Development Plan: Volume 3 (Calgary Transportation Plan), Map 7 entitled 'Road and Street Network', and replace it with the revised Map 7 entitled 'Road and Street Network' as shown in Schedule 'G'.



# PROPOSED

BYLAW NUMBER 34P2024

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON MAY 07, 2024

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

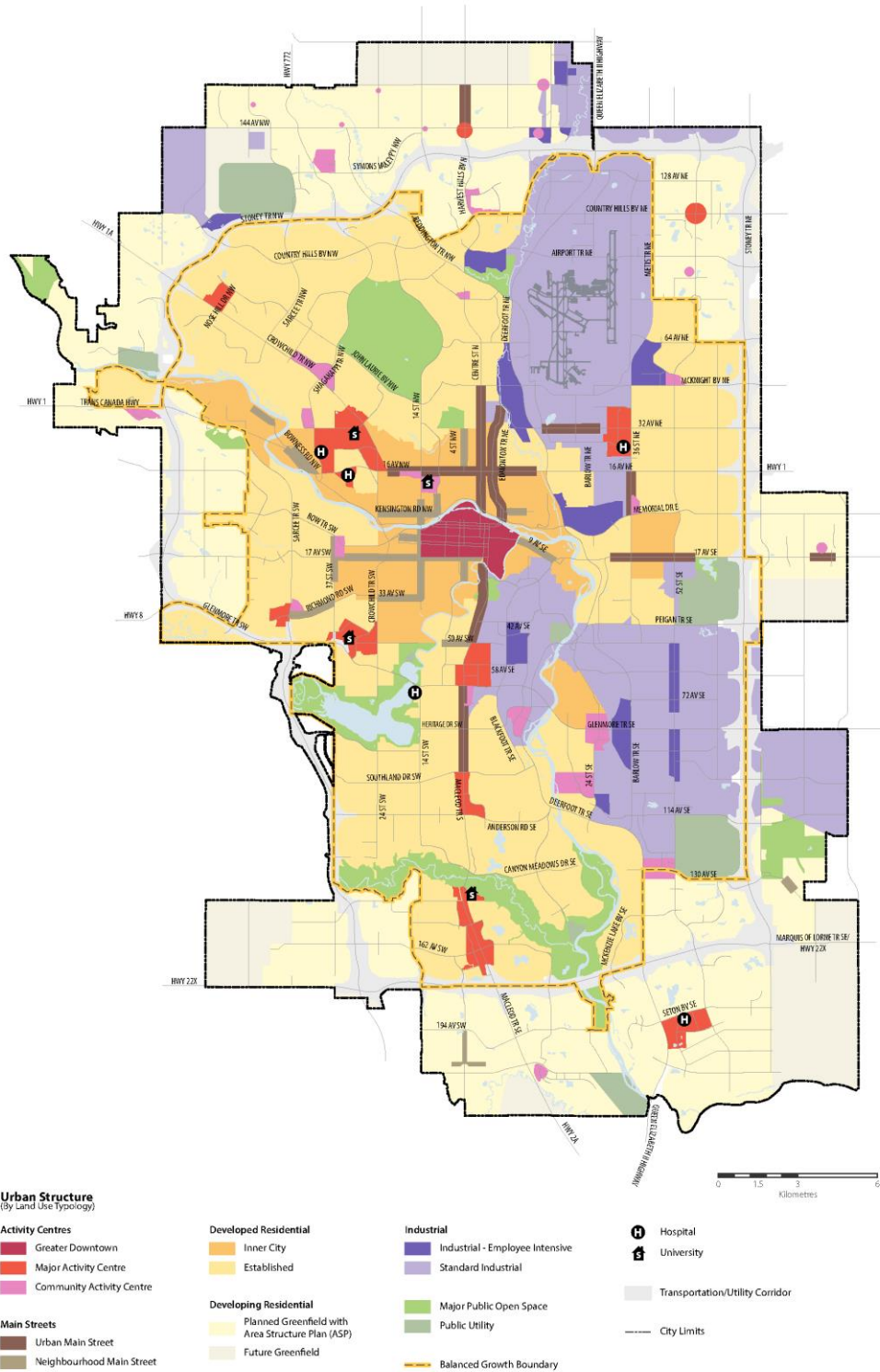
SIGNED ON \_\_\_\_\_

# PROPOSED

BYLAW NUMBER 34P2024

## SCHEDULE A

Municipal Development Plan: Volume 1, Map 1: Urban Structure

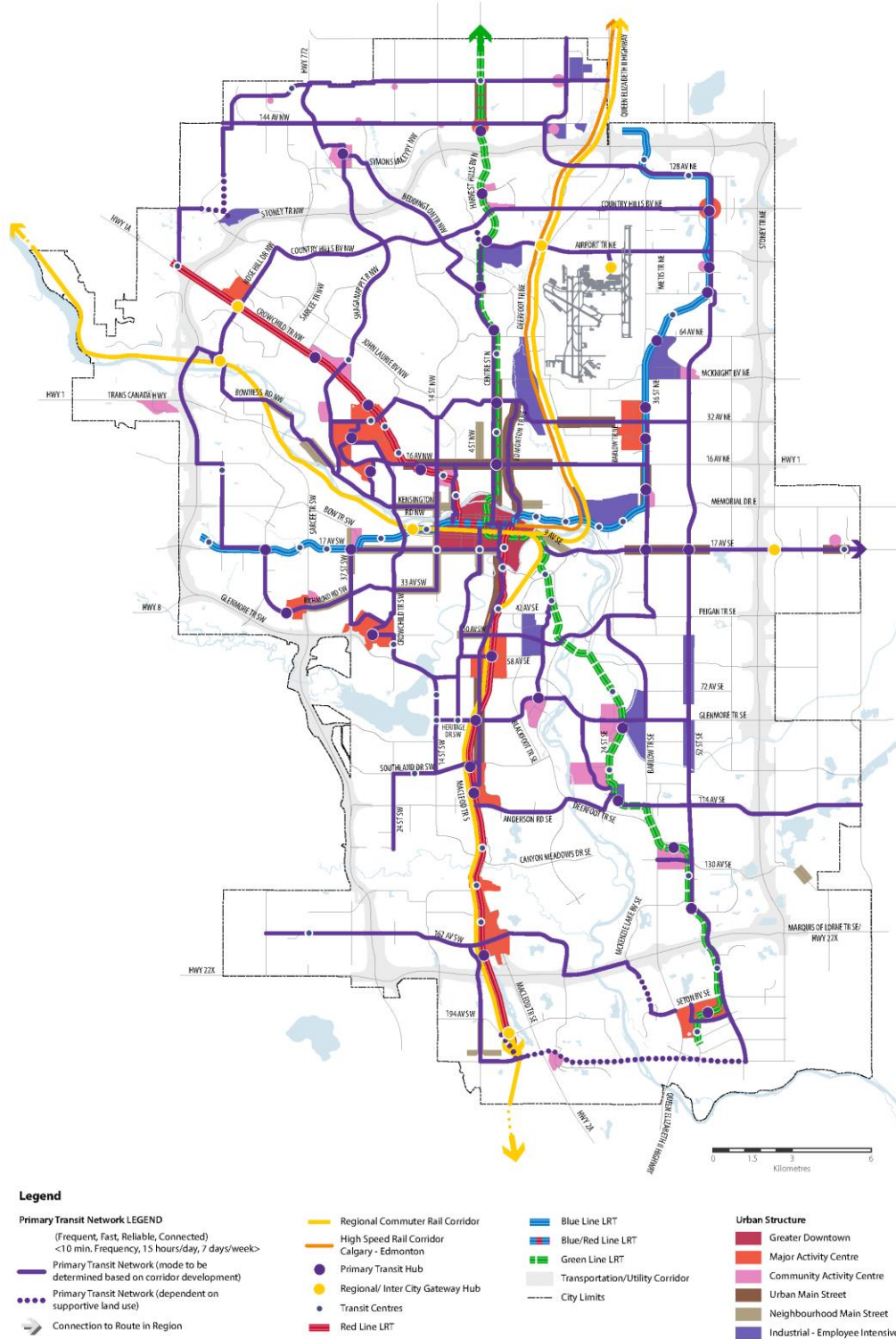


# PROPOSED

BYLAW NUMBER 34P2024

## SCHEDULE B

Municipal Development Plan: Volume 1, Map 2: Primary Transit Network

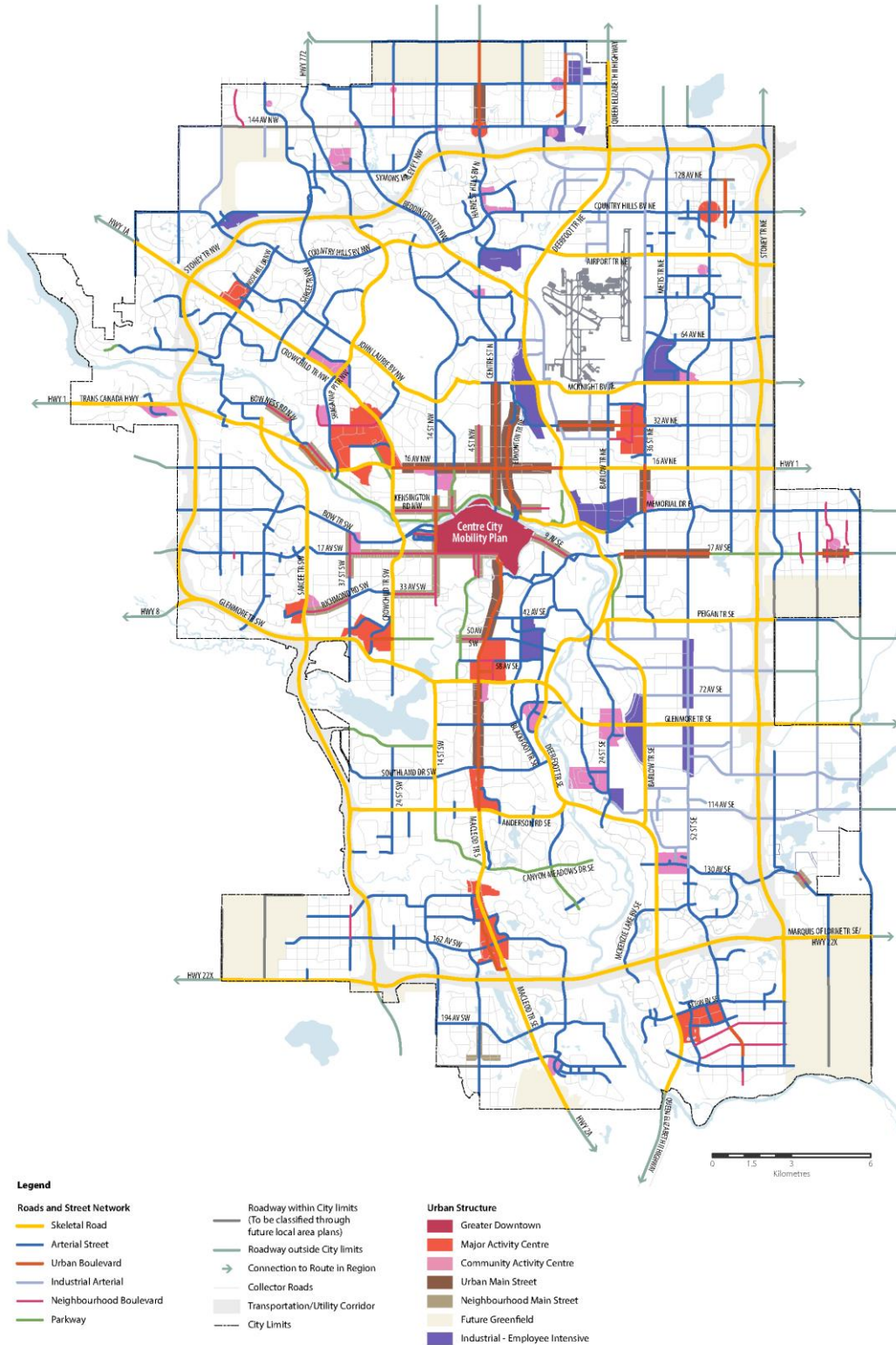


# PROPOSED

BYLAW NUMBER 34P2024

## SCHEDULE C

Municipal Development Plan: Volume 1, Map 3: Road and Street Network



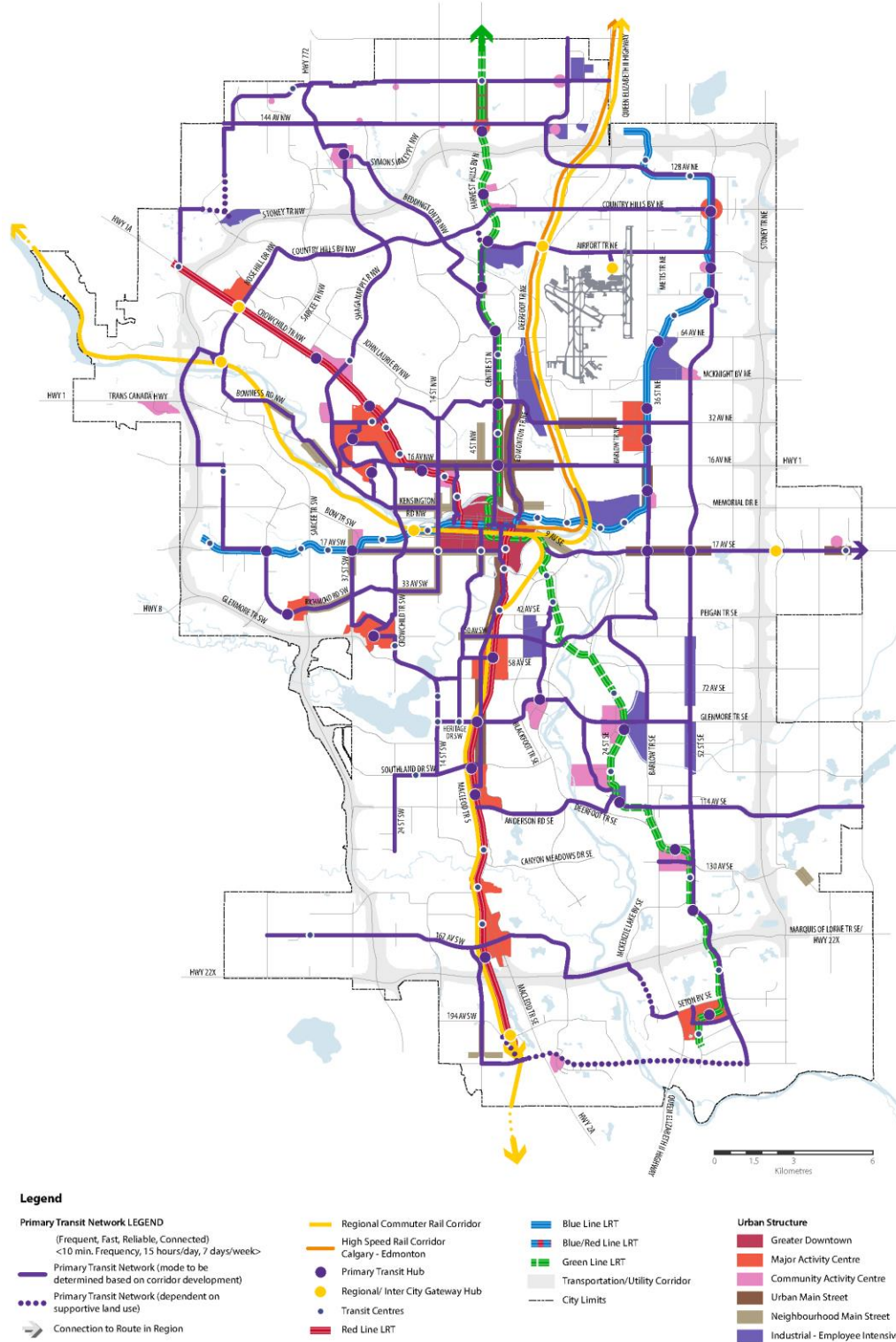


# PROPOSED

BYLAW NUMBER 34P2024

## SCHEDULE D

Municipal Development Plan: Volume 3 (Calgary Transportation Plan),  
Map 2: Primary Transit Network

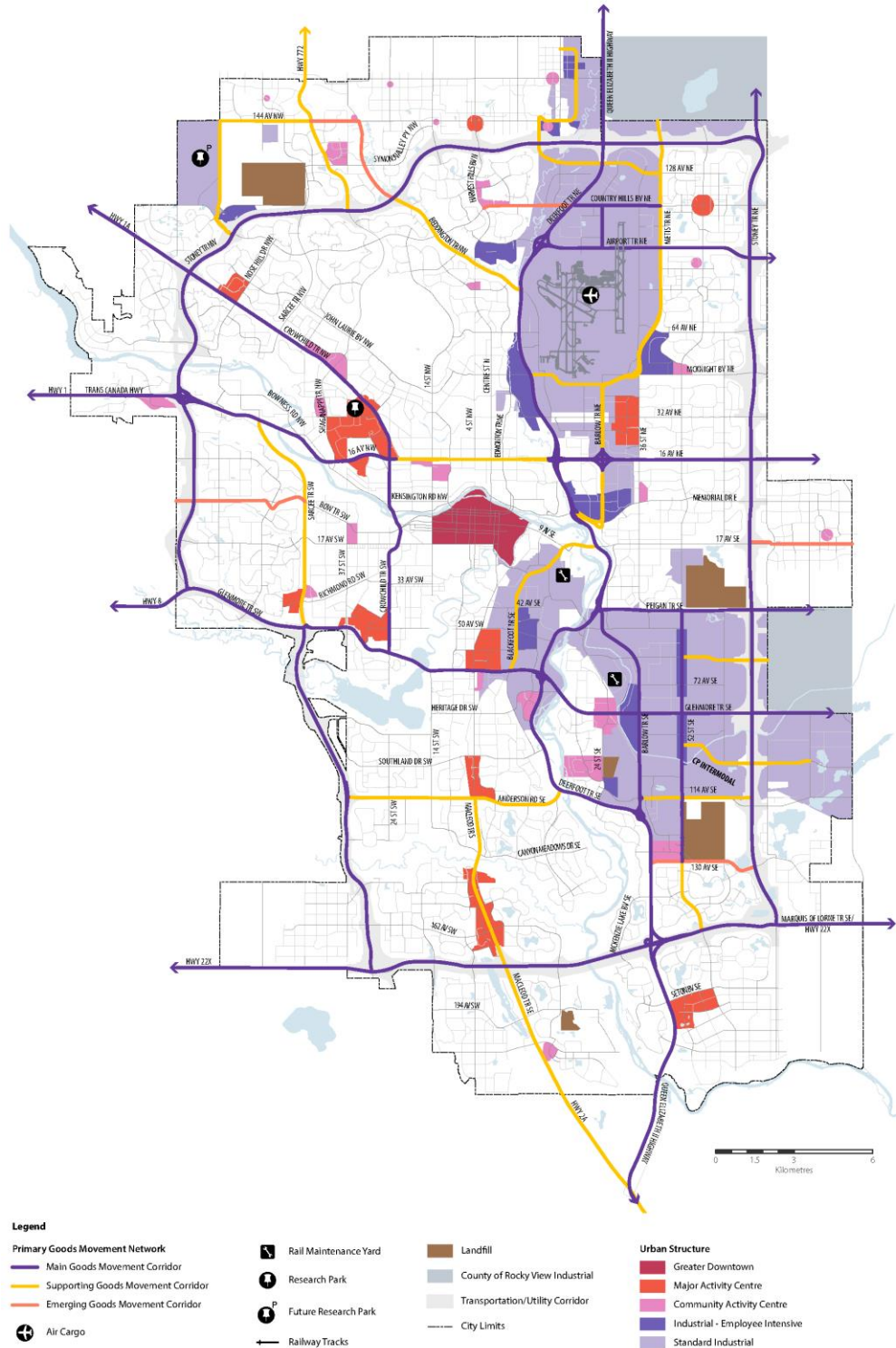


# PROPOSED

BYLAW NUMBER 34P2024

## SCHEDULE E

Municipal Development Plan: Volume 3 (Calgary Transportation Plan),  
Map 5: Primary Goods Movement Network



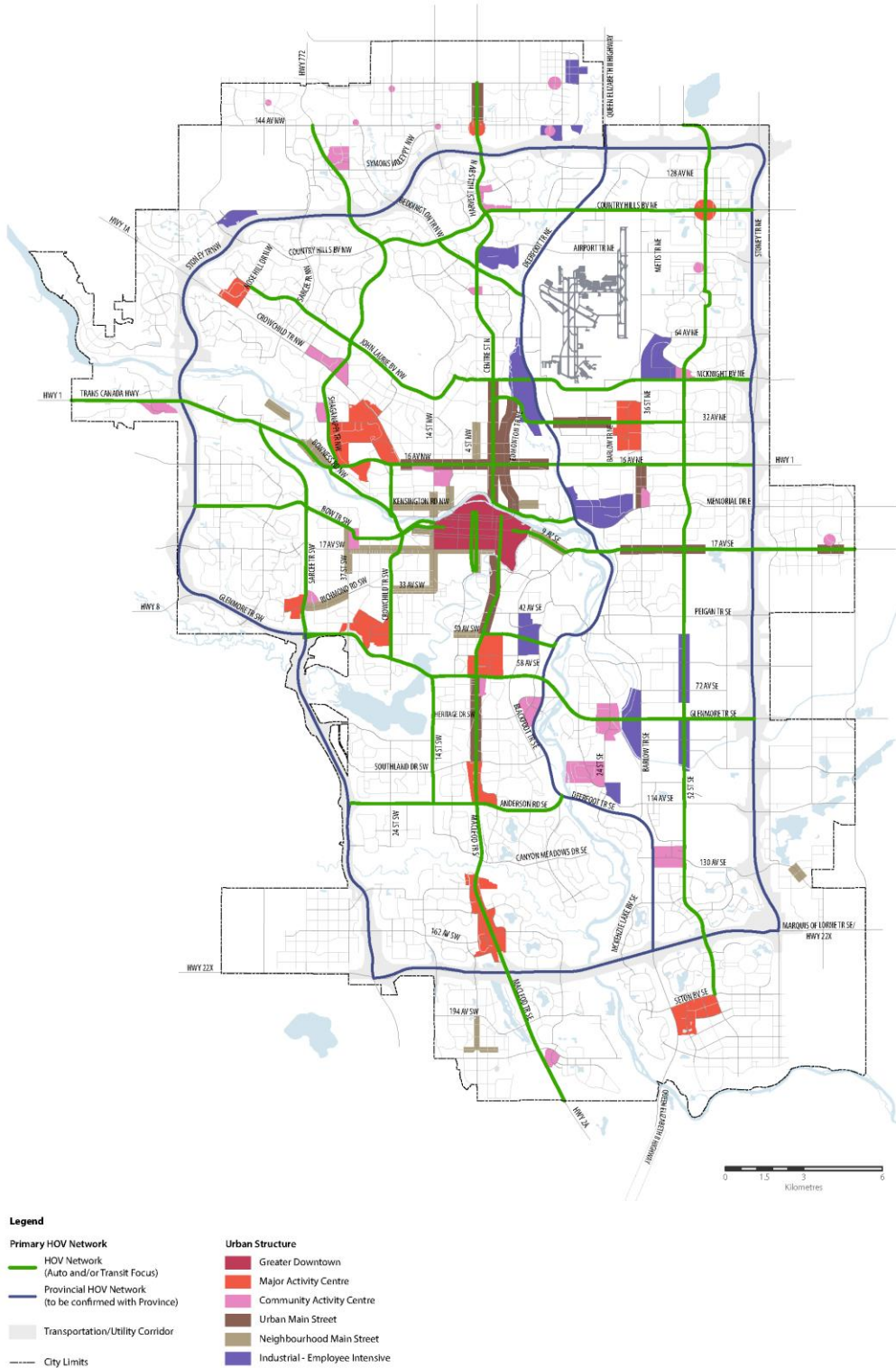


# PROPOSED

BYLAW NUMBER 34P2024

## SCHEDULE F

Municipal Development Plan: Volume 3 (Calgary Transportation Plan),  
Map 6: Primary HOV Network

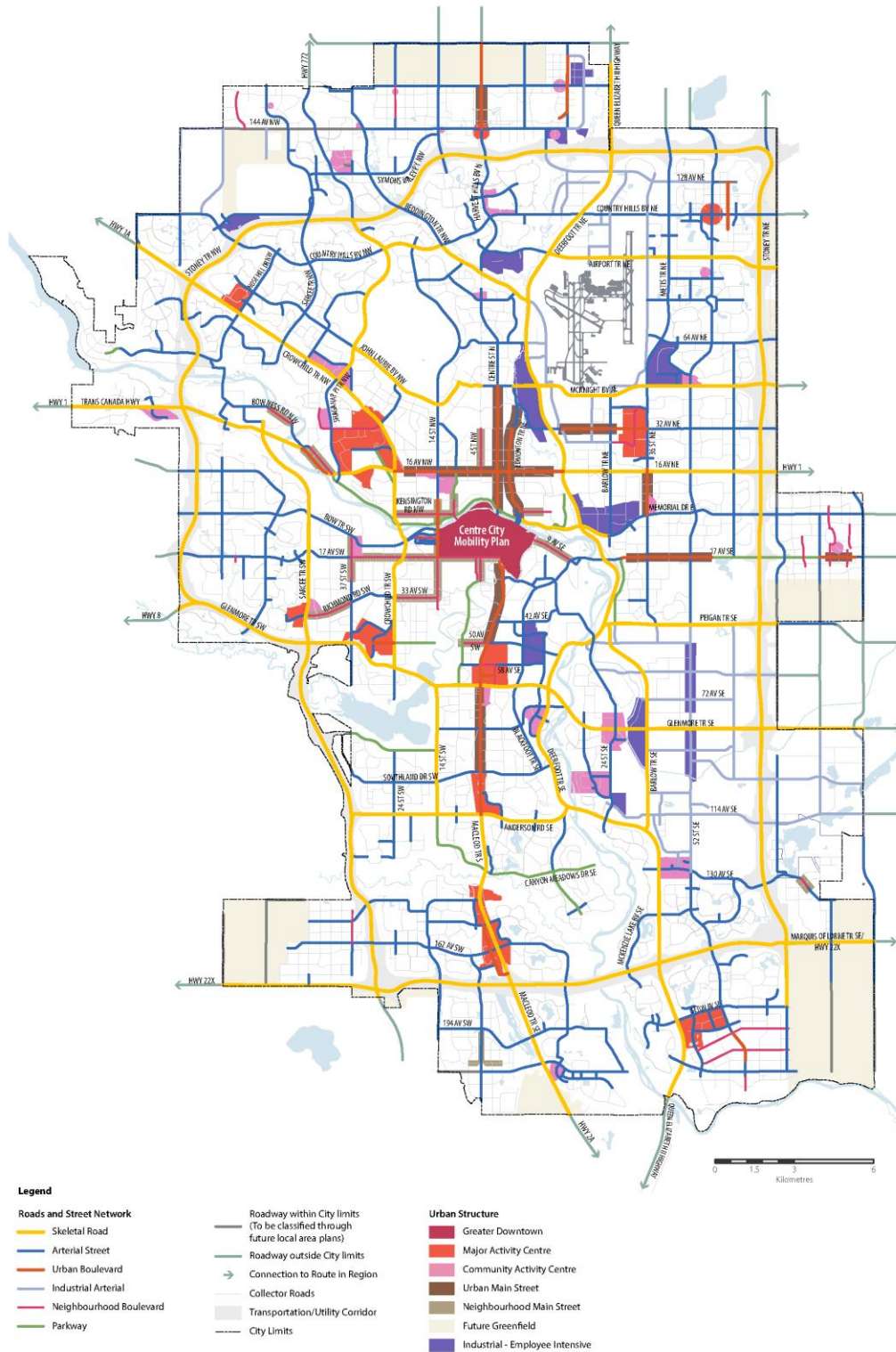


# PROPOSED

BYLAW NUMBER 34P2024

## SCHEDULE G

Municipal Development Plan: Volume 3 (Calgary Transportation Plan),  
Map 7: Road and Street Network



# PROPOSED

C2024-0913  
ATTACHMENT 3

## BYLAW NUMBER 35P2024

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE HERITAGE COMMUNITIES LOCAL AREA PLAN BYLAW 32P2023 (LOC2019-0082/CPC2024-0288)

\*\*\*\*\*

**WHEREAS** it is desirable to amend the Heritage Communities Local Area Plan Bylaw 32P2023;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

1. The Heritage Communities Local Area Plan attached to and forming part of Bylaw 32P2023 is hereby amended as follows:
  - (a) In Section 1.3 Community Context, under the heading 'Community Characteristics' and subheading 'Activity Centres', delete the paragraph and replace with the following.

“There are several **Activity Centres** located in the Plan Area including a Major **Activity Centre**, two Community **Activity Centres**, and thirteen Neighbourhood **Activity Centres**. The **Municipal Development Plan** identifies the area around the Anderson LRT Station, the Southland LRT Station and Southcentre Mall as a Major **Activity Centre**. A portion of the East Fairview Industrial area, often referred to as Deerfoot Meadows, and a portion of the Fairview Industrial area, also known as Midtown, are also identified as Community **Activity Centres**. This Plan identifies a series of Neighbourhood **Activity Centres** located at key intersections along Elbow Drive SW, Fairmount Drive SE and Acadia Drive SE. The **Municipal Development Plan** includes general policies for **Activity Centres**”.
  - (b) Delete the existing Map 2 entitled 'Community Characteristics' and replace with the revised Map 2 entitled 'Community Characteristics' attached as Schedule 'A'.
  - (c) In Section 2.1.1 Future Growth Concept, in the second paragraph, delete the first sentence and replace with the following.

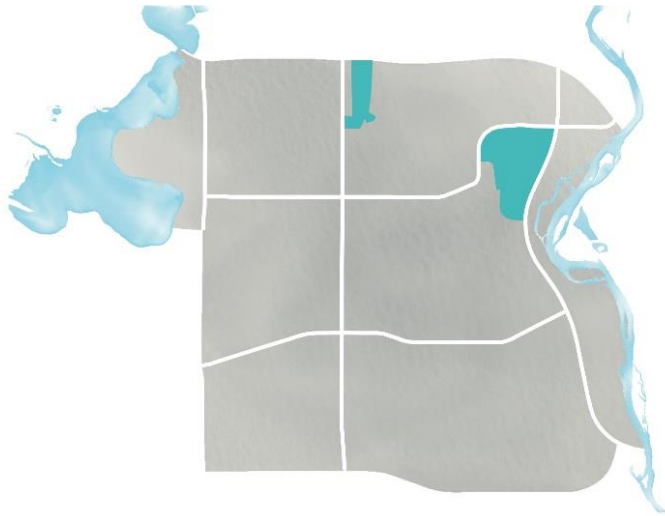
“The Plan envisions the highest densities and activities along the Macleod Trail S Urban **Main Street** area, the Major **Activity Centre** located around the Anderson LRT Station, Community **Activity Centres** located in East Fairview Industrial (Deerfoot Meadows) and Fairview Industrial (Midtown), and in **transit station areas**.”

# PROPOSED

## BYLAW NUMBER 35P2024

- (d) Delete the existing Map 3 entitled 'Urban Form' and replace with the revised Map 3 entitled 'Urban Form' attached as Schedule 'B'.
- (e) Delete the existing Map 4 entitled 'Building Scale' and replace with the revised Map 4 entitled 'Building Scale' attached as Schedule 'C'.
- (f) In Section 2.2.6 Comprehensive Planning Sites, delete policy 'e' in its entirety and renumber subsequent policy accordingly.
- (g) Delete Section 2.5.3.2 Community Activity Centre in its entirety, replace with the following, and renumber the subsequent figures accordingly:

“



### 2.5.3.2 Community Activity Centres

In the Heritage Communities, the Community **Activity Centres** are located within the East Fairview Industrial area, often referred to as Deerfoot Meadows, and within the Fairview Industrial area, also known as Midtown, as identified on Map 2: Community Characteristics. Deerfoot Meadows is largely developed as a regional shopping destination and Midtown is envisioned to accommodate higher density mixed-use development.

#### **Deerfoot Meadows**

Deerfoot Meadows is largely developed as a regional shopping destination that is easily accessed by private vehicles and transit, including the MAX Yellow Bus Rapid Transit route. The area is intended to transition towards a better connected and more **pedestrian**-friendly destination that serves regional and local needs.

#### **Policy**

- a. New development should locate buildings to frame 11 Street SE and Heritage Meadows Way SE.

# PROPOSED

## BYLAW NUMBER 35P2024

- b. Large format **retail** and commercial buildings should be designed to include detail and articulation to create a distinct **street wall**.
- c. New development should identify a hierarchy of **pedestrian** routes that connect destinations on and adjacent to the site, including MAX Yellow Bus Rapid Transit stops.
- d. New development should provide publicly-accessible amenity spaces.
- e. New development should support an enhanced **public realm**, including but not limited to:
  - i. **pedestrian** crossings internal and external to a site;
  - ii. **pedestrian**-scaled lighting;
  - iii. streetscape elements including, but not limited to, public art, wayfinding signage and street furniture;
  - iv. weather protection elements;
  - v. enhanced landscaping and trees;
  - vi. sidewalks wide enough for the anticipated volume of **pedestrians**;
  - vii. green stormwater **infrastructure**, where feasible;
  - viii. incorporating renewable energy features, such as solar collector canopies; and,
  - ix. enhanced cycling **infrastructure**, including secure and covered bicycle parking, where feasible.
- f. New loading and servicing areas should not front onto 11 Street SE or Heritage Meadows Way SE.
- g. New drive-throughs should not be permitted where they impede pedestrian circulation along 11 Street SE and Heritage Meadows Way SE.
- h. Landscaping and street trees beyond the minimum requirements of the **Land Use Bylaw** should enhance the **public realm**, provide defined edges along 11 Street SE and Heritage Meadows Way SE and be used to screen existing loading and servicing areas from adjacent streets.

### Midtown

Midtown is located in the community of Fairview Industrial. Midtown has access from Macleod Trail S, which is identified as an Urban **Main Street**. The area is currently characterized by primarily commercial and light industrial activities.

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Midtown is envisioned to be a street-oriented urban village that will accommodate higher density mixed-use developments with park space and pedestrian oriented streetscapes. Midtown is also envisioned to accommodate additional density if an LRT station is located within the area. If an LRT station exists and affordable housing units are provided, Midtown will be able to support additional housing and employment intensities.

Street and pathway connections in Midtown will be designed to improve the overall mobility network for the Fairview Industrial area, the Macleod Trail **Main Street** and the surrounding communities. Fisher Road SE is intended to be closed to allow for a north-south **pedestrian** and cycling pathway, and 73 Avenue SE is envisioned to move north to align with 73 Avenue SW, on the west side of Macleod Trail S, to serve as a gateway into the Midtown area. A park space will be centrally located in Midtown to foster social integration and create a vibrant urban village. The north-south **pedestrian** and cycling pathway is strategically located east of the park and close to the potential LRT station to provide residents and visitors the ability to travel conveniently throughout Midtown.

### Policy

- i. In addition to the following policies, the policies in Section 2.5.1 Macleod Trail S Urban **Main Street** Area apply to the Midtown Community Activity Centre.
- j. If an LRT station is provided and provisions for **affordable housing** are determined acceptable by the Development Authority at the development permit stage, development may exceed the scale modifiers shown on Map 4: Building Scale, up to extent establish on Figure 14: Midtown Building Scale with LRT Station and Affordable Housing.



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Figure 14: Midtown Building Scale with LRT Station and Affordable Housing



## Legend

	High (up to 26 Storeys)		Parks, Civic and Recreation
	Highest (over 26 Storeys)		Plan Area Boundary

- k. If an LRT station is located in Midtown, amendments to applicable policies in the Plan are required as outlined in Section 3.2.3.c.
- l. If an LRT station is provided, the station should be designed to:
  - i. provide key transit amenities including but not limited to transit platforms, plaza(s), on-street bus stops, bicycle parking, and a **pedestrian** and cycling bridge across the LRT right-of-way; and,
  - ii. include **pedestrian**-oriented transit amenities such as heated waiting areas, street furniture, benches, landscaping, and lighting.
- m. The portion of 73 Avenue SE within the Midtown area should be moved north to align with 73 Avenue SW on the west side of Macleod Trail S to create an entranceway into Midtown.
- n. Sites adjacent to 73 Avenue SE and Macleod Trail S are prominent sites in Midtown and development should be designed to accommodate high-quality building forms and an attractive **public realm** with enhanced streetscape elements including, but not limited to, enhanced surface materials, wider sidewalks, landscaping, lighting, and signage.

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- o. Fisher Road SE should be closed to allow for construction of a publicly accessible active mobility connection for **pedestrians** and cyclists. This connection should be designed to create a safe, convenient, and accessible space for all age and abilities.
- p. Development adjacent to the active mobility connection for pedestrians and cyclists should:
  - i. include a mix of ground floor commercial and residential uses;
  - ii. provide appropriate built form and building height transitions, including variations in building heights, massing, stepbacks; and
  - iii. provide high-quality at-grade amenities between the building and the publicly accessible active mobility connection, including but not limited to lighting, trees, shrubs, soft and hard surfaced landscaping, street furniture, and seating areas.
- q. Where **affordable housing** is provided, development should be designed to provide a high-quality **built form**, including energy efficient elements and durable building materials, as well as attractive, safe, and universally accessible amenity spaces.
- r. Development next to the LRT right-of-way and Freight Rail Corridor should:
  - i. incorporate sound attenuation and other mitigation measures for outdoor amenity spaces; and
  - ii. provide site and building design solutions to mitigate potential noise, vibration, and visual impact from the LRT right-of-way and Freight Rail Corridor such as orienting noise susceptible uses away from the Freight Rail Corridor, and/or employing enhanced construction methods.”

# PROPOSED

**BYLAW NUMBER 35P2024**

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON MAY 07, 2024

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

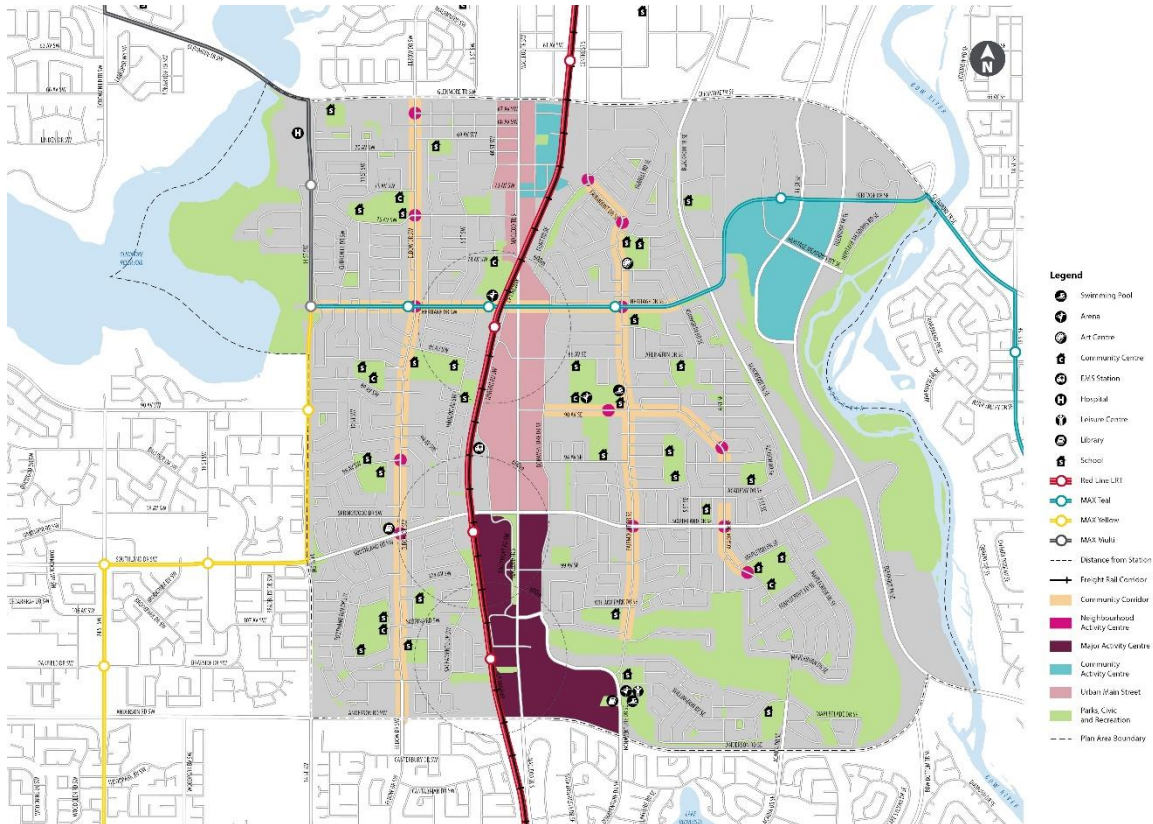
SIGNED ON \_\_\_\_\_

# PROPOSED

BYLAW NUMBER 35P2024

## SCHEDULE A

**Map 2: Community Characteristics**

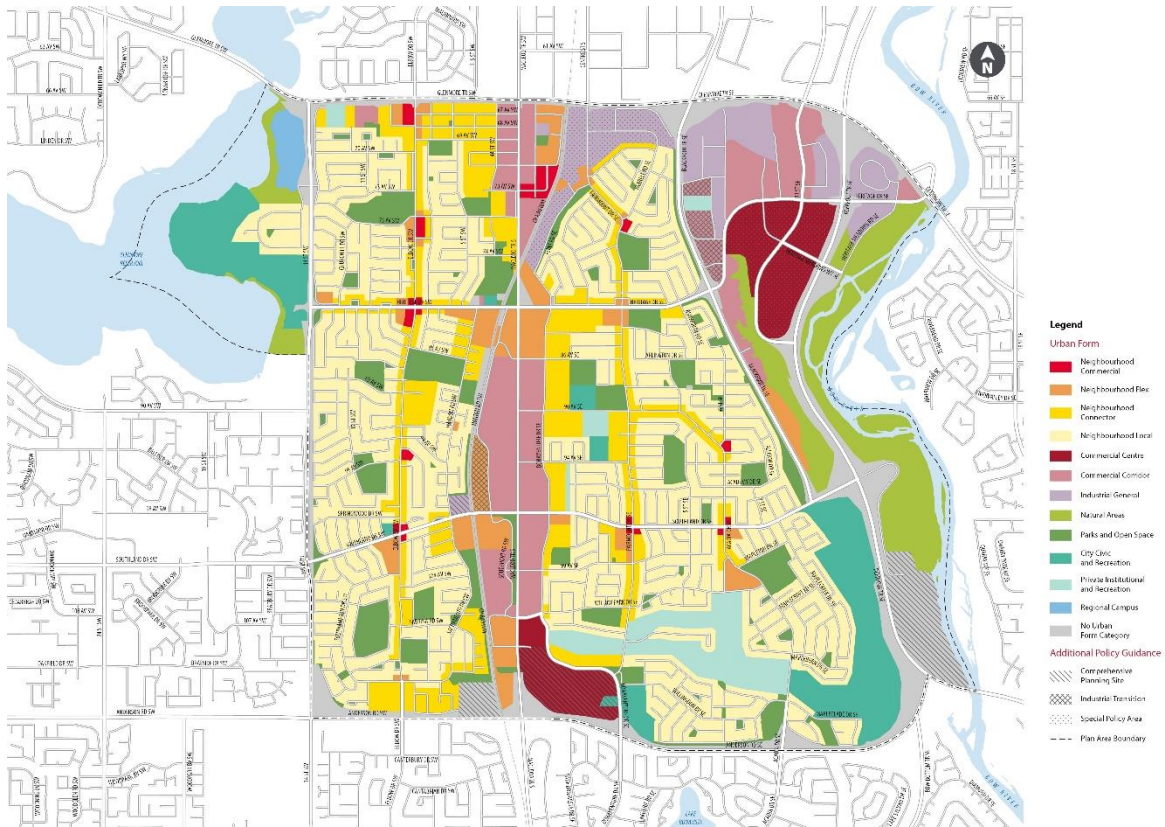


# PROPOSED

BYLAW NUMBER 35P2024

## SCHEDULE B

Map 3: Urban Form



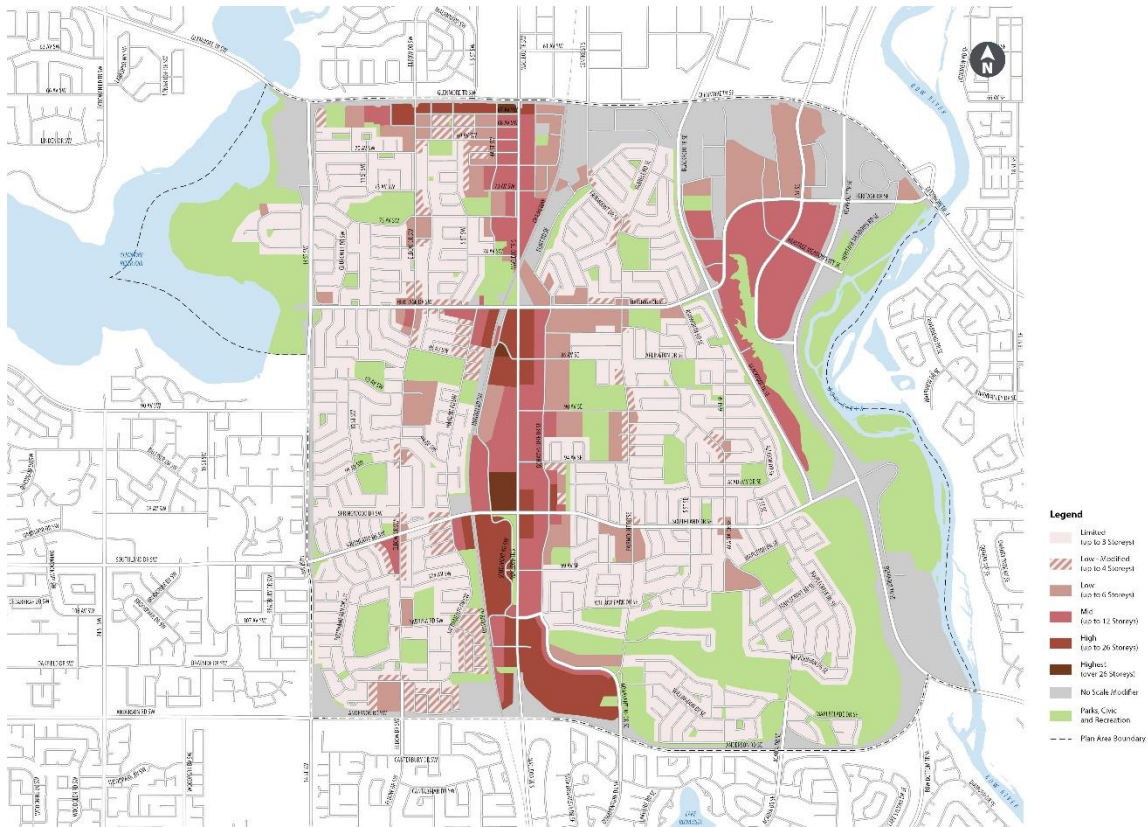


# PROPOSED

BYLAW NUMBER 35P2024

## SCHEDULE C

**Map 4: Building Scale**





# PROPOSED

C2024-0913  
ATTACHMENT 4

## BYLAW NUMBER 4C2024

**BEING A BYLAW OF THE CITY OF CALGARY  
FOR A CLOSURE OF A ROAD  
(PLAN 2410555)  
(CLOSURE LOC2019-0082/CPC2024-0288)**  
\*\*\*\*\*

**WHEREAS** The City of Calgary has decided to close from public use as a public street and to sell or to hold those portions of street described below;

**AND WHEREAS** the provisions of Sections 22 and 606 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended, with respect to notice of intention of Council to pass such a Bylaw have been complied with;

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

1. Immediately upon passage of this Bylaw, the following described street shall be closed from use as a public highway:

PLAN 2410555  
EXCEPTING THEREOUT ALL MINES AND MINERALS

2. The proper officers of The City of Calgary are hereby authorized to execute such instruments as may be necessary to effect the purpose of the Bylaw.
3. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON MAY 07, 2024

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_



# PROPOSED

C2024-0913  
ATTACHMENT 5

## BYLAW NUMBER 5C2024

**BEING A BYLAW OF THE CITY OF CALGARY  
FOR A CLOSURE OF A ROAD  
(PLAN 2410556)  
(CLOSURE LOC2019-0082/CPC2024-0288)**  
\*\*\*\*\*

**WHEREAS** The City of Calgary has decided to close from public use as a public street and to sell or to hold those portions of street described below;

**AND WHEREAS** the provisions of Sections 22 and 606 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended, with respect to notice of intention of Council to pass such a Bylaw have been complied with;

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

1. Immediately upon passage of this Bylaw, the following described street shall be closed from use as a public highway:

PLAN 2410556  
EXCEPTING THEREOUT ALL MINES AND MINERALS

2. The proper officers of The City of Calgary are hereby authorized to execute such instruments as may be necessary to effect the purpose of the Bylaw.
3. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON MAY 07, 2024

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_



# PROPOSED

C2024-0913  
ATTACHMENT 6

## BYLAW NUMBER 155D2024

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE LAND USE BYLAW 1P2007 (LAND USE AMENDMENT LOC2019-0082/CPC2024-0288)

\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and replacing it with that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON MAY 07, 2024

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

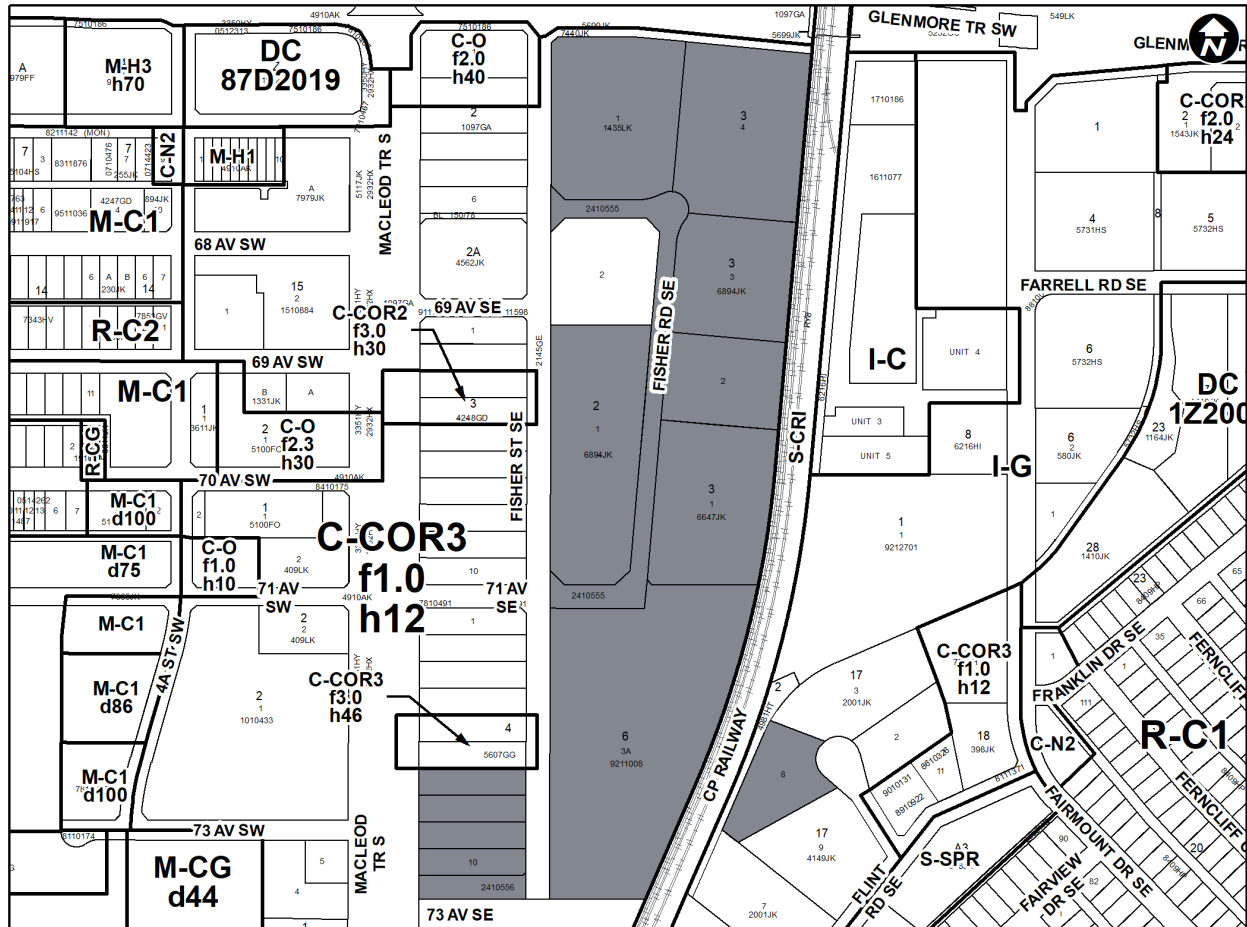
SIGNED ON \_\_\_\_\_

\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

**AMENDMENT LOC2019-0082/CPC2024-0288  
BYLAW NUMBER 155D2024**

**SCHEDULE A**

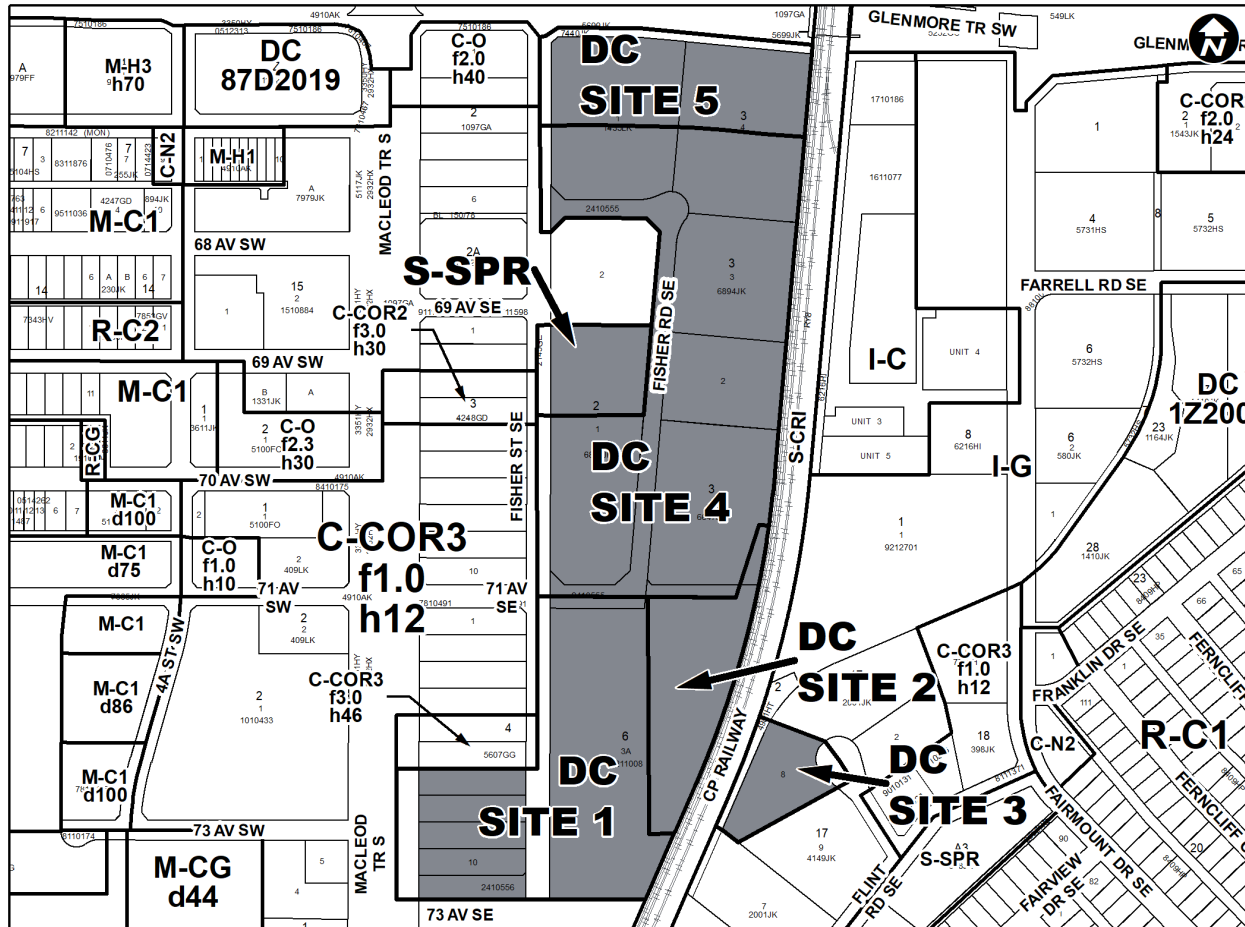




# PROPOSED

AMENDMENT LOC2019-0082/CPC2024-0288  
BYLAW NUMBER 155D2024

## SCHEDULE B



### DIRECT CONTROL DISTRICT

#### Purpose

1 This Direct Control District Bylaw is intended to:

- (a) provide a mix of residential and commercial uses with improved pedestrian and cyclist connections;
- (b) accommodate a high-quality public realm design intended to foster social integration and create a vibrant urban streetscape; and
- (c) allow for additional density and building height when an LRT station exists, and affordable housing units are provided within this Direct Control District.

#### Compliance with Bylaw 1P2007

2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Direct Control District Bylaw.

#### Reference to Bylaw 1P2007

# PROPOSED

## AMENDMENT LOC2019-0082/CPC2024-0288 BYLAW NUMBER 155D2024

- 3 Within this Direct Control District Bylaw, a reference to a section of Bylaw 1P2007 is deemed to be a reference to the section as amended from time to time.

### General Definitions

- 4 In this Direct Control District:

- (a) “**LRT station**” means a Light Rail Transit (LRT) station located in this Direct Control District and includes the following key transit amenities: transit platforms, plaza(s), on-street bus stops, bicycle parking, and a pedestrian and cycling bridge across the LRT right-of-way.
- (b) “**Affordable housing unit**” means non-market housing units that are owned and operated by The City of Calgary or a bona fide non-market housing provider recognized by The City of Calgary.
- (c) “**Active Mobility Connection**” means a minimum six (6) metre wide publicly accessible north-south pathway providing pedestrian and cycling connections in this Direct Control District in the location generally shown on Schedule C to this Bylaw and included in a public access easement.

### Site 1 (± 3.45 hectares)

#### Application

- 5 The provisions in Sections 6 through 11 apply only to Site 1.

#### Permitted Uses

- 6 The **permitted uses** of the Mixed Use – Active Frontage (MU-2) District of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

#### Discretionary Uses

- 7 The **discretionary uses** of the Mixed Use – Active Frontage (MU-2) District of Bylaw 1P2007 are the **discretionary uses** in this Direct Control District.

#### Bylaw 1P2007 District Rules

- 8 Unless otherwise specified, the rules of the Mixed Use – Active Frontage (MU-2) District of Bylaw 1P2007 apply in this Direct Control District.

#### Floor Area Ratio

- 9 (1) Unless otherwise referenced in subsection (2), the maximum **floor area ratio** is 2.0.
- (2) The maximum **floor area ratio** is 8.0 if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

#### Building Height

- 10 (1) Unless otherwise referenced in subsection (2), the maximum **building height** is

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AMENDMENT LOC2019-0082/CPC2024-0288  
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20.0 metres.

- (2) The maximum **building height** is 125.0 metres if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

## Floor Plate Restrictions

- 11 (1) Each floor of a **building** located partially or wholly above 36.0 metres above **grade** has a maximum:
- (a) **floor plate area** of 650.0 square metres; and
  - (b) horizontal dimension of 37.0 metres.

## Site 2 (± 1.33 hectares)

### Application

- 12 The provisions in Sections 13 through 18 apply only to Site 2.

### Permitted Uses

- 13 The **permitted uses** of the Mixed Use – Active Frontage (MU-2) District of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

### Discretionary Uses

- 14 The **discretionary uses** of the Mixed Use – Active Frontage (MU-2) District of Bylaw 1P2007 are the **discretionary uses** in this Direct Control District.

### Bylaw 1P2007 District Rules

- 15 Unless otherwise specified, the rules of the Mixed Use – Active Frontage (MU-2) District of Bylaw 1P2007 apply in this Direct Control District.

## Floor Area Ratio

- 16 (1) Unless otherwise referenced in subsection (2), the maximum **floor area ratio** is 2.0.
- (2) The maximum **floor area ratio** is 9.0:
- (a) if an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

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AMENDMENT LOC2019-0082/CPC2024-0288  
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## Building Height

- 17 (1) Unless otherwise referenced in subsection (2), the maximum **building height** is 20.0 metres.
- (2) The maximum **building height** is 150.0 metres if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

## Floor Plate Restrictions

- 18 (1) Each floor of a **building** located partially or wholly above 36.0 metres above **grade** has a maximum:
- (a) **floor plate area** of 930.0 square metres; and
  - (b) horizontal dimension of 44.0 metres.

## Site 3 (± 0.52 hectares)

### Application

- 19 The provisions in Sections 20 through 25 apply only to Site 3.

### Permitted Uses

- 20 The **permitted uses** of the Mixed Use – General (MU-1) District of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

### Discretionary Uses

- 21 The **discretionary uses** of the Mixed Use – General (MU-1) District of Bylaw 1P2007 are the **discretionary uses** in this Direct Control District with the addition of:
- (a) **Specialized Industrial**.

### Bylaw 1P2007 District Rules

- 22 Unless otherwise specified, the rules of the Mixed Use – General (MU-1) District of Bylaw 1P2007 apply in this Direct Control District.

## Floor Area Ratio

- 23 (1) Unless otherwise referenced in subsection (2), the maximum **floor area ratio** is 2.0.
- (2) The maximum **floor area ratio** is 5.0 if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

## Building Height

# PROPOSED

## AMENDMENT LOC2019-0082/CPC2024-0288 BYLAW NUMBER 155D2024

- 24 (1) Unless otherwise referenced in subsection (2), the maximum **building height** is 20.0 metres.
- (2) The maximum **building height** is 91.0 metres if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

### Floor Plate Restrictions

- 25 (1) Each floor of a **building** located partially or wholly above 36.0 metres above **grade** has a maximum:
- (a) **floor plate area** of 650.0 square metres; and
  - (b) horizontal dimension of 37.0 metres.

### Site 4 (± 6.46 hectares)

#### Application

- 26 The provisions in Sections 27 through 34 apply only to Site 4.

#### Permitted Uses

- 27 The **permitted uses** of the Mixed Use – General (MU-1) District of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

#### Discretionary Uses

- 28 The **discretionary uses** of the Mixed Use – General (MU-1) District of Bylaw 1P2007 are the **discretionary uses** in this Direct Control District.

#### Bylaw 1P2007 District Rules

- 29 Unless otherwise specified, the rules of the Mixed Use – General (MU-1) District of Bylaw 1P2007 apply in this Direct Control District.

### Floor Area Ratio

- 30 (1) Unless otherwise referenced in subsection (2), the maximum **floor area ratio** is 2.0.
- (2) The maximum **floor area ratio** is 7.0 if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

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AMENDMENT LOC2019-0082/CPC2024-0288  
BYLAW NUMBER 155D2024

## Building Height

- 31 (1) Unless otherwise referenced in subsections (2) and (3), the maximum **building height** is 20.0 metres.
- (2) The maximum **building height** is 91.0 metres if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.
- (3) Whether subsection (1) or (2) applies, where the **parcel** shares an edge with the **Active Mobility Connection**, the maximum **building height** is:
- (a) 16.0 metres within 10.0 metres from the edge shared with the **Active Mobility Connection**;
  - (b) 28.0 metres within 30.0 metres from the edge shared with the **Active Mobility Connection**;
  - (c) 45.0 metres within 40.0 metres from the edge shared with the **Active Mobility Connection**; and
  - (d) 91.0 metres beyond 40.0 metres from the edge shared with the **Active Mobility Connection**.

## Floor Plate Restrictions

- 32 (1) Each floor of a **building** located partially or wholly above 36.0 metres above **grade** has a maximum:
- (a) **floor plate area** of 930.0 square metres; and
  - (b) horizontal dimension of 44.0 metres.

## Rules for **Active Mobility Connection**

- 33 (1) An **Active Mobility Connection**:
- (a) must be located in Site 4 to provide a publicly accessible north-south pedestrian and cycling pathway;
  - (b) may provide emergency vehicle access but must not allow motor vehicle access to adjacent **buildings** or **uses**; and
  - (c) may include lighting, trees, shrubs, soft and hard surfaced landscaping, street furniture, and seating areas.



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BYLAW NUMBER 155D2024

- (2) In addition to any other conditions the **Development Authority** may impose on a **discretionary use** development permit pursuant to Bylaw 1P2007, the **Development Authority** may condition a **discretionary use** development permit in Site 4 to require the **Active Mobility Connection**.

## Rules for Developments adjacent to the **Active Mobility Connection**

- 34 (1) **Units** and individual **uses** located at **grade** with an exterior wall facing the **Active Mobility Connection** must provide:
- (a) individual, separate, direct access to **grade**;
  - (b) an entrance that is visible from the **Active Mobility Connection**; and
  - (c) a pathway from the **Active Mobility Connection** that provides direct exterior access to the **unit** or the **use**.
- (2) The length of the **building** façade adjacent to the **Active Mobility Connection** must be a minimum of 70.0 per cent of the length of the edge it faces.
- (3) The **building setback** from the edge of the **Active Mobility Connection** is a minimum of 6.0 metres and a maximum of 10.0 metres.
- (4) A minimum of 1.0 trees and 2.0 shrubs shall be provided for every 45.0 square metres and shall be located in the **building setback** from the edge of the **Active Mobility Connection**.
- (5) Unless otherwise referenced in subsection (6), the façade of a **building** on the floor closest to **grade** facing the **Active Mobility Connection** must provide windows with unobscured glass that:
- (a) occupies a minimum of 65.0 per cent of the façade between a height of 0.6 metres and 2.4 metres; and
  - (b) allows views of the indoor space in the area described in subsection (a).
- (6) Where the façade of a **building** contains a **Dwelling Unit**, that portion of the façade is not required to meet the requirements of subsection (5).
- (7) **Motor vehicle parking stalls** and **loading stalls** must not be located within the **building setback** from the edge of the **Active Mobility Connection**.
- (8) The following **uses** must not be located on the ground floor of a **building** facing the **Active Mobility Connection**:
- (a) **Addiction Treatment**;
  - (b) **Catering Service – Minor**;
  - (c) **Custodial Care**;
  - (d) **Financial Institution**;
  - (e) **Office**;
  - (f) **Parking Lot – Structure**;

# PROPOSED

AMENDMENT LOC2019-0082/CPC2024-0288  
BYLAW NUMBER 155D2024

- (g) **Pawn Shop;**
  - (h) **Payday Loan;**
  - (i) **Vehicle Rental – Minor; and**
  - (j) **Vehicle Sales – Minor.**
- (9) Unless otherwise referenced in subsections (10) and (11), the length of the **building** façade that faces the **Active Mobility Connection** containing an individual **use** on the floor closest to **grade** is a maximum of 15.0 metres.
- (10) For an individual **Drinking Establishment – Medium, Drinking Establishment – Small, Restaurant: Food Service Only, Restaurant: Licensed, Retail and Consumer Service** or **Supermarket use** located on the floor closest to **grade**, the length of the **building** façade that faces the **Active Mobility Connection** may be increased to 30.0 metres where all of the other **uses** that share the same façade meet the requirements of subsection (9).
- (11) The length of the **building** façade that faces the **Active Mobility Connection** containing an individual **Health Care Service use** on the floor closest to **grade** is a maximum of 9.0 metres.

## Site 5 (± 1.63 hectares)

### Application

35 The provisions in Sections 36 through 41 apply only to Site 5.

### Permitted Uses

36 The **permitted uses** of the Mixed Use – General (MU-1) District of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

### Discretionary Uses

37 The **discretionary uses** of the Mixed Use – General (MU-1) District of Bylaw 1P2007 are the **discretionary uses** in this Direct Control District.

### Bylaw 1P2007 District Rules

38 Unless otherwise specified, the rules of the Mixed Use – General (MU-1) District of Bylaw 1P2007 apply in this Direct Control District.

### Floor Area Ratio

- 39 (1) Unless otherwise referenced in subsection (2), the maximum **floor area ratio** is 2.0.
- (2) The maximum **floor area ratio** is 11.0 if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

### Building Height

40 (1) Unless otherwise referenced in subsection (2), the maximum **building height** is

# PROPOSED

AMENDMENT LOC2019-0082/CPC2024-0288  
BYLAW NUMBER 155D2024

20.0 metres.

- (2) The maximum **building height** is 160.0 metres if:
- (a) an **LRT station** is located in this Direct Control District; and
  - (b) a minimum of 10.0 per cent of the total number of **units** within the **development** are **affordable housing units**.

## Floor Plate Restrictions

- 41 (1) Each floor of a **building** located partially or wholly above 36.0 metres above **grade** has a maximum:
- (a) **floor plate area** of 930.0 square metres; and
  - (b) horizontal dimension of 44.0 metres.

## Development Authority Powers

- 42 Notwithstanding Sections 9(1), 10(1), 16(1) and 17(1) the **Development Authority** may approve one **development permit** within Site 1 or Site 2 with the maximum **floor area ratio** and maximum **building heights** allowed in Sections 9(2), 10(2), 16 (2), and 17(2) without an LRT station being located in this Direct Control District where:
- (a) the **Development Authority** determines there is sufficient certainty regarding the construction of the LRT station; and
  - (b) the **development permit** is conditioned such that occupancy of the **development** cannot be granted until construction of the LRT station is complete.

## Relaxations

- 43 The **Development Authority** may relax the rules contained in Sections 8, 11, 15, 18, 22, 25, 29, 31(3), 32, 33, 34, 38, 41 of this Direct Control District Bylaw in accordance with Sections 31 and 36 of Bylaw 1P2007.
- 44 The **Development Authority** may relax the **floor area ratio** rules contained in Sections 9(2)(b), 16(2)(b), 23(2)(b), 30(2)(b), 39(2)(b) of this Direct Control District Bylaw in accordance with Sections 31 and 36 of Bylaw 1P2007.
- 45 The **Development Authority** may relax the **building height** rules contained in Sections 10(2)(b), 17(2)(b), 24(2)(b), 31(2)(b), 40(2)(b) of this Direct Control District Bylaw in accordance with Sections 31 and 36 of Bylaw 1P2007.

# PROPOSED

AMENDMENT LOC2019-0082/CPC2024-0288

BYLAW NUMBER 155D2024

## SCHEDULE C



**Clerk's Note to  
Regular Meeting of Council  
2024 July 30**

**ISC: UNRESTRICTED  
EC2024-0722**

**RE: Chief Administrative Officer (Verbal), EC2024-0722**

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 JULY 23:**

That Council:

1. Adopt Confidential Recommendations 1-4 contained in Confidential Distribution 5; and
2. Direct that the Closed Meeting discussions and confidential distributions be held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2024 July 23:

"The following documents were distributed with respect to Confidential Verbal Report EC2024-0722:

- Confidential Distribution 1;
- Confidential Distribution 2;
- Confidential Distribution 3;
- Confidential Distribution 4; and
- Confidential Distribution 5."

**Attachments:**

1. Confidential Attachments





**Clerk's Note to  
Regular Meeting of Council  
2024 July 30**

**ISC: UNRESTRICTED  
EC2024-0871**

**RE: Green Line Development Phase Update, EC2024-0871**

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 JULY 23:**

That Council:

1. Adopt the Revised Confidential Recommendations 1 through 7 contained in Confidential Distribution 1; and
2. Direct that the Confidential Report, Attachments, Distribution, and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2024 July 23:

“The following documents were distributed with respect to Confidential Report EC2024-0871:

- Confidential Cover Report;
- Confidential Attachment 1;
- Confidential Attachment 2; and
- Confidential Distribution 1

...

**Moved by** Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be approved:

That the Executive Committee recommend that Council:

1. Adopt the Revised Confidential Recommendations 1 through 7 contained in Confidential Distribution 1; and

For: (6): Mayor Gondek, Councillor Carra, Councillor Mian, Councillor Spencer, Councillor Walcott, and Councillor Pootmans

Against: (3): Councillor Sharp, Councillor Chabot, and Councillor Wong

**MOTION CARRIED**

**Moved by** Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be approved:

That the Executive Committee recommend that Council:

2. Direct that the Confidential Report, Attachments, Distribution, and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

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

**MOTION CARRIED”**

**Attachments:**

1. Confidential Report and Attachments

Clerk's Note to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
EC2024-0886

**RE: Green Line Related Bylaw Amendments (Verbal), EC2024-0886**

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 JULY 23:**

That Council:

1. Approve Confidential Recommendations 1 to 5 contained in Confidential Report EC2024-0886; and
2. a. Direct that Closed Meeting discussions, Confidential Report, and Confidential Attachments be held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, until Council rises and reports; and  
b. Notwithstanding Recommendation 2a, direct that Confidential Attachment 1 remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2026 July 20.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2024 July 23:

"The following documents were distributed with respect to Confidential Verbal Report EC2024-0886:

- Confidential Cover Report;
- Confidential Attachment 1;
- Confidential Attachment 2; and
- Confidential Attachment 3

...

**Moved by Councillor Mian**

That with respect to Confidential Verbal Report EC2024-0886, the following be approved:

That the Executive Committee recommend that Council:

1. Approve Confidential Recommendations 1 to 5 contained in Confidential Report EC2024-0886;
2. a. Direct that Closed Meeting discussions, Confidential Report, and Confidential Attachments be held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, until Council rises and reports; and

b. Notwithstanding Recommendation 2a, direct that Confidential Attachment 1 remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2026 July 20.

For: (8): Mayor Gondek, Councillor Carra, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Pootmans, and Councillor Wong

Against: (1): Councillor Chabot

**MOTION CARRIED”**

**Attachments:**

1. Confidential Report and Attachments

# RESPONSE TO ADMINISTRATIVE INQUIRY

Page 1 of 2

Item # 13.1

**Community Services Response to  
Regular Meeting of Council  
2024 July 30**

**ISC: UNRESTRICTED  
C2024-0910**

## **Community Association and Social Recreation-operated facilities**

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This is a response to the Administrative Inquiry submitted by Councillor Penner at the 2024 March 19 Regular Meeting of Council requesting an update on a new and sustainable approach for Community Association and Social Recreation Organization operated facilities on City-owned land. The Administrative Inquiry requested updates in three areas: the work plan, next steps for community engagement, and future budget considerations.

### **Background**

Community Associations and Social Recreation Organizations are valued partners, delivering programs and services to Calgarians that promote inclusion and animate community. There are over 120 Community Associations and almost 60 Social Recreation Organizations operating a portfolio of City-owned facilities through leases or licenses of occupation on City-owned land.

Administration currently supports Community Associations and Social Recreation Organizations in two key ways: through City liaisons who collaborate with and support these partners to increase their capacity and deliver their mandates; and through the Capital Conservation Grant, a facility lifecycle grant funding program.

While each Community Association and Social Recreation Organization is unique, nearly all are challenged by aging facilities requiring more investment. In addition, board members, staff, and volunteers may have limited capacity. Financial and operational risks for The City and these partners increase as facilities age and capacity is constrained, and program and service delivery is negatively impacted.

### **Work plan**

A multi-disciplinary team is developing a community spaces investment program, a comprehensive new approach that balances current budget constraints with The City's risk management and engineering oversight requirements for the facility portfolio, and the unique and important function these 180+ partners provide to their communities. This program demonstrates The City's responsible and coordinated approach to managing and maintaining infrastructure assets.

Work to develop this program is complex and multi-phased, and immediate action is required. The short-term focus is continuing to support Community Associations and Social Recreation Organizations with their facility needs by strategically investing limited funds to manage risks. Administration will do this by prioritizing the Community Capital Conservation Grant on higher risk assets, starting in early 2025.

The long-term focus is a new model for the relationship between The City and these partners. This model will ensure the structural integrity and sustainability of capital assets to best use these facilities to animate community and promote inclusion. New processes, decision-making authorities, financial structures, and revisions to policies and agreements will be required, and

there will be budget implications for the next Budget Cycle. Key actions are summarized in the table below:

Phase 1: Discover (2022-2024).
<ul style="list-style-type: none"><li>• Compile and analyze:<ul style="list-style-type: none"><li>○ The City's ownership, responsibilities and risks associated with the facility portfolio.</li><li>○ Relevant and related strategies, policies, and agreements requiring updates.</li><li>○ Learnings from the Community Hubs Initiative and conduct an environmental scan of the social value of investments in public spaces in comparable jurisdictions.</li><li>○ Data on the condition of the facility portfolio to inform The City's understanding of facility risks.</li><li>○ Data on number and types of programs and services delivered by Community Associations and Social Recreation Organizations.</li><li>○ Related work to ensure corporate alignment, promote communications, and share leading practices.</li></ul></li></ul>
Phase 2: Develop (2024-2027).
<ul style="list-style-type: none"><li>• <u>Key short-term action:</u> Update the Community Capital Conservation Grant Guidelines to prioritize funding for strategic or critical lifecycle maintenance.</li><li>• <u>Key long-term action:</u> Develop, cost and evaluate new models of investment and responsibility, and seek input from Community Associations and Social Recreation Organizations on these models.</li><li>• Develop a strategic framework to articulate principles, vision, and outcomes.</li><li>• Develop a decision-making framework for proactive facility and risk management.</li><li>• Update policies, procedures and/or agreements, including the CSPA006 Community Capital Conservation Grant, CP2017-01 Investing in Partnerships Policy, CSPA011 Lease / License of Occupation to Community Organizations.</li><li>• Prepare an implementation plan and an evidence-based budget request for the approved model for the 2027 – 2030 Budget Cycle.</li></ul>
Phase 3: Implement (2027 – beyond).
<ul style="list-style-type: none"><li>• Implement and refine the community spaces investment program.</li><li>• Implement related policies, agreements, practices, and processes.</li><li>• Assess and review results.</li></ul>

## Next steps for community engagement

Administration will regularly communicate progress and seek input from Community Associations and Social Recreation Organizations through their City staff liaisons.

Administration will also leverage existing mechanisms to define Calgarians' vision and aspirations for these community partners, facilities and programs and services.

## Future budget considerations

Funding will be required to implement the community spaces investment program. A budget request will be brought forward as part of the 2027 – 2030 Budget cycle for Council consideration.

Submitted by Katie Black.



## Community Services Briefing to

Regular Meeting of Council

2024 July 30

ISC: UNRESTRICTED

C2024-0344

## 2023 Audited Financial Statements for Business Improvement Areas

### PURPOSE OF BRIEFING

This Briefing fulfills the requirement under the *Municipal Government Act* (Alberta) (MGA) and the Business Improvement Area Regulation (the Regulation) for Calgary's 15 Business Improvement Areas (BIAs) to submit annual audited financial statements to Council.

### SUPPORTING INFORMATION

Under the MGA, municipalities can establish BIAs for the purposes of improving, beautifying and maintaining property in the area; developing, improving and maintaining public parking; and promoting the area as a business or shopping area. The Regulation also outlines the responsibilities of the BIA and the municipality including the requirement for BIAs to submit their annual budgets, board member appointments and audited financial statements to Council.

This year, Administration is bringing the 2023 BIA audited financial statements to Council in the form of a Briefing to support efficiency in reporting. The City's Law Department has confirmed this Briefing satisfies the requirements under the Regulation. This Briefing supports transparency and accountability by reporting how each BIA spent taxpayer funds collected through the BIA tax and other revenue sources in 2023.

For the 2023 fiscal year, all BIAs received an unqualified audit opinion from a third-party auditor of their choice. This means that, in the opinion of the auditors, the financial statements present fairly, in all material respects, the financial position of each individual BIA in accordance with Canadian Accounting standards for not-for-profit organizations.

BIAs provide valuable local economic development programs and services and support the vibrancy and success of their local business areas and communities. In addition to the revenue collected from the BIA tax, revenues declared by the BIAs include City of Calgary grants targeting areas such as bylaw compliance, safety, cleanliness, festivals and events, and improvements to the public realm. This additional funding supports both The City's priorities and BIA capacity to provide enhanced services to their member businesses and invest in their communities. BIAs also successfully leverage tax dollars and The City's investments by securing external grants and sponsorships, and engaging volunteers.

Each BIA's 2023 audited financial statements are included as Attachments 1 through 15. A summary of each BIA's Statement of Operations (Attachment 16) and Statement of Financial Position (Attachment 17) are also attached for reference. Caution should be exercised if comparing one BIA to another as each BIA maintains its accounting records based on its own business needs and accounting practices, and what is included in a particular category may differ from one BIA to another.

Administration has reviewed all financial statements from a risk management perspective to evaluate the financial health and ongoing ability of each BIA to meet their financial obligations, and each BIA was assigned a rating of low, elevated or high risk. This process helps manage The

City's exposure to third-party risks that are inherent in partnering. Based on this analysis, fourteen BIAs were rated as low risk, one BIA was rated as elevated risk, and no BIAs were rated as high risk.

For BIAs that are rated as elevated or high risk, Administration works with them to understand their mitigation strategies and provide support where appropriate. In the case of the one BIA that had an elevated risk rating, Administration has communicated with them, and the BIA Board and staff have already begun to take steps to mitigate their risks. Administration has also informed the respective Councillor's office.

Administration will continue to work with and support all the BIAs throughout the year, including the ongoing governance and capacity building project which will offer additional supports to enhance BIA governance and risk management practices.

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## ATTACHMENTS

1. 4<sup>th</sup> Street South West BIA
2. 17<sup>th</sup> Avenue Retail & Entertainment District BIA
3. Beltline BIA
4. Bridgeland BIA
5. Calgary Downtown Association BIA
6. Chinatown BIA
7. Crescent Heights Village BIA
8. Greenview Industrial BIA
9. Inglewood BIA
10. International Avenue BRZ
11. Kensington BRZ
12. Mainstreet Bowness BIA
13. Marda Loop BIA
14. Montgomery on the Bow BIA
15. Victoria Park BIA
16. 2023 Statement of Operations Summary
17. 2023 Statement of Financial Position Summary

Author: Partnerships business unit

General Manager Katie Black concurs with the information in this Briefing.

**4TH STREET SOUTH WEST  
BUSINESS IMPROVEMENT AREA  
Financial Statements  
Year Ended December 31, 2023**

**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA**  
**Index to Financial Statements**  
**Year Ended December 31, 2023**

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of 4th Street South West Business Improvement Area

### *Opinion*

We have audited the financial statements of 4th Street South West Business Improvement Area (the 'Organization'), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations ('ASNPO').

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

(continues)

Independent Auditor's Report to the Members of 4th Street South West Business Improvement Area  
(continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta  
April 24, 2024

*Buchanan Barry LLP*  
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with associated offices  
across Canada and affiliated  
internationally





**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 193,683	\$ 303,591
Accounts receivable	145,096	469
Goods and services taxes recoverable	29,093	15,792
Prepaid expenses	3,008	2,958
	<u>370,880</u>	<u>322,810</u>
<b>CAPITAL ASSETS (Note 3)</b>	<u>34,075</u>	<u>44,789</u>
	<u><b>\$ 404,955</b></u>	<u><b>\$ 367,599</b></u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 37,769	\$ 26,424
<b>DEFERRED CONTRIBUTIONS (Note 4)</b>	<u>23,782</u>	<u>29,068</u>
	<u>61,551</u>	<u>55,492</u>
<b>NET ASSETS</b>		
<b>UNRESTRICTED NET ASSETS</b>	333,112	296,387
<b>INVESTED IN CAPITAL ASSETS</b>	<u>10,292</u>	<u>15,720</u>
	<u>343,404</u>	<u>312,107</u>
	<u><b>\$ 404,955</b></u>	<u><b>\$ 367,599</b></u>
<b>COMMITMENTS (Note 7)</b>		

**APPROVED ON BEHALF OF THE BOARD**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA**  
**Statement of Operations**  
**Year Ended December 31, 2023**

	2023	2022
<b>REVENUE</b>		
Business tax levy	\$ 185,200	\$ 185,200
Grants	143,763	15,000
Recognition of deferred contributions (Note 4)	5,286	5,286
	<u>334,249</u>	<u>205,486</u>
<b>EXPENSES</b>		
Consulting fees (Note 5)	84,800	42,667
Marketing (Note 6)	83,681	77,716
Streetscape repairs and maintenance	82,699	19,499
Professional fees	18,267	17,048
Rent, parking, and utilities (Note 5)	14,400	14,400
Amortization of capital assets	10,714	11,918
Office and administration	4,137	4,763
Insurance	2,676	2,631
Annual and general meetings	1,578	237
	<u>302,952</u>	<u>190,879</u>
<b>EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	31,297	14,607
<b>LOSS ON DISPOSITION OF CAPITAL ASSETS</b>	-	(1,072)
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<u>\$ 31,297</u>	<u>\$ 13,535</u>

**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2023**

	Unrestricted	Invested in Capital Assets	2023	2022
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 296,387	\$ 15,720	\$ 312,107	\$ 298,572
Excess of revenue over expenses	36,725	(5,428)	31,297	13,535
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 333,112</u>	<u>\$ 10,292</u>	<u>\$ 343,404</u>	<u>\$ 312,107</u>

**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA**  
**Statement of Cash Flows**  
**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses	\$ 31,297	\$ 13,535
Items not affecting cash:		
Amortization of capital assets	10,714	11,918
Recognition of deferred contributions (Note 6)	(5,286)	(5,286)
Loss on disposition of capital assets	-	1,072
	<u>36,725</u>	<u>21,239</u>
Changes in non-cash working capital:		
Accounts receivable	(144,627)	(469)
Goods and service taxes recoverable	(13,301)	(2,995)
Prepaid expenses	(50)	(1,620)
Accounts payable and accrued liabilities	11,345	(20,755)
	<u>(146,633)</u>	<u>(25,839)</u>
	<u>(109,908)</u>	<u>(4,600)</u>
<b>INVESTING ACTIVITY</b>		
Acquisition of capital assets	-	(1,106)
<b>DECREASE IN CASH</b>	<u>(109,908)</u>	<u>(5,706)</u>
<b>CASH - Beginning of year</b>	<u>303,591</u>	<u>309,297</u>
<b>CASH - End of year</b>	<u>\$ 193,683</u>	<u>\$ 303,591</u>

## 4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA

### Notes to Financial Statements Year Ended December 31, 2023

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#### 1. PURPOSE OF THE ORGANIZATION

4th Street South West Business Improvement Area (the "Organization") is a non-profit organization established under the Municipal Government Act of the Province of Alberta on November 2, 1990.

The purpose of the Organization is to beautify the 4th Street South West business area between Thirteenth Avenue and Elbow Drive. The majority of the funds are derived from the incremental business tax being levied by the City of Calgary on all businesses in the above mentioned area. Continued operation of the Organization is dependent on this ongoing financial support. The Organization is a tax exempt non-profit organization under section 149 of the Income Tax Act.

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#### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Organization have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO") and include the significant accounting policies summarized below.

##### **Cash and cash equivalents**

Cash includes cash on hand and bank deposits only. Highly liquid investments with maturities of one year or less at date of purchase are classified as cash equivalents.

##### **Capital assets**

Capital assets are stated at cost less accumulated amortization and are amortized over their estimated useful lives using the following rates and methods:

Computer equipment	30%	declining balance
Furniture and equipment	20%	declining balance
Street benches	10 years	straight-line
Street flags	5 years	straight-line
Street lights	2 years	straight-line

The Organization regularly reviews its capital assets to eliminate obsolete items.

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

##### **Revenue recognition**

4th Street South West Business Improvement Area follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(continues)

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**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

**Financial instruments**

*Measurement*

The Organization initially measures its financial assets and liabilities at fair value, except for certain related party transactions which are measured at the carrying value or exchange amount. The Organization subsequently measures all financial assets and liabilities at amortized cost, except for equity instruments quoted in an active market, which are reported at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets subsequently measured at amortized cost include cash and accounts receivable.

Financial liabilities subsequently measured at amortized cost include accounts payable and accrued liabilities.

*Impairment*

Financial assets subsequently measured at amortized cost are tested for impairment when there are indications that an impairment exists. The amount of write-down is recognized as an impairment loss in excess of revenue over expenses. A previously recognized impairment loss may be reversed to the extent of an improvement, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

*Transaction costs*

The Organization recognizes transaction costs in the statement of operations in the period incurred for financial instruments subsequently measured at fair value. Financial instruments subsequently measured at amortized cost are adjusted for financing fees and transaction costs which are directly attributable to that origination and acquisition of the financial instrument.

**Contributed services**

The operations of the Organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair values of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

**Measurement uncertainty**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Estimates and assumptions include the recoverability of accounts receivable, the estimated useful life of capital assets for amortization purposes and net recoverable amount of capital assets. By their nature, these estimates are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates in future periods could be significant.

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**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA****Notes to Financial Statements  
Year Ended December 31, 2023****3. CAPITAL ASSETS**

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Computer equipment	\$ 1,107	\$ 448	\$ 659	\$ 941
Furniture and equipment	1,030	906	124	156
Street benches	52,855	29,070	23,785	29,070
Street flags	19,014	9,507	9,507	13,310
Street lights	40,853	40,853	-	1,312
	<u>\$ 114,859</u>	<u>\$ 80,784</u>	<u>\$ 34,075</u>	<u>\$ 44,789</u>

**4. DEFERRED CONTRIBUTIONS**

	2023	2022
Beginning balance	\$ 29,068	\$ 34,354
Recognition of grant	(5,286)	(5,286)
	<u>\$ 23,782</u>	<u>\$ 29,068</u>

During the year ended December 31, 2018, the City of Calgary provided a grant in the amount of \$52,855 for the purchase of street benches by the Organization. The grant is being amortized on the same basis as the street benches. Revenue recognized for the period ended December 31, 2023 from the grant was \$5,286 (2022 - \$5,286).

**5. RELATED PARTY TRANSACTIONS**

Transactions with the following related parties are considered to be in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. The amounts below have been approved by the board of directors.

Rent and occupancy costs of \$14,400 (2022 - \$14,400) were paid to a company managed by a director of the Organization.

Consulting and administration fees of \$84,800 (2022 - \$42,667) were paid to a company managed by the executive director of the Organization. Included in accounts payable and accrued liabilities as at December 31, 2023 is \$7,420 (2022 - \$4,375) in relation to these fees.

Expense reimbursements totalling \$34,540 (2022 - \$Nil), relating to planning and execution of the Lilac Festival are to be reimbursed by a society related by virtue of common directors. This amount is included in accounts receivable and grants revenue at December 31, 2023.

Accounts payable and accrued liabilities also include reimbursement of expenses of \$1,794 (2022 - \$2,848) payable to the executive director of the Organization.

**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

**6. MARKETING EXPENSES**

	<u>2023</u>	<u>2022</u>
Christmas production	\$ 2,685	\$ 5,029
Graphic design	3,825	6,391
Social media	11,940	11,170
Public relations	42,000	35,500
Pancake showdown	9,180	-
Other	14,051	19,626
	<u>\$ 83,681</u>	<u>\$ 77,716</u>

**7. COMMITMENTS**

The Organization has a long-term lease with respect to its premises which expires on December 31, 2027. The future lease obligations for occupied premises, exclusive of taxes and other occupancy charges are as follows:

2024	\$ 14,400
2025	14,400
2026	14,400
2027	14,400
	<u>\$ 57,600</u>

**4TH STREET SOUTH WEST BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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**8. FINANCIAL INSTRUMENTS**

The Organization is exposed to various risks through its financial instruments. The following analysis provides information about the Organization's risk exposure and concentration as of December 31, 2023.

***Credit risk***

Credit risk arises from the potential that third parties may default on their financial obligations. The Organization is exposed to credit risk on cash and accounts receivable.

The Organization's credit risk exposure on cash is minimized substantially by ensuring that cash is held with credible financial institutions.

The Organization's credit risk exposure on accounts receivable is minimized substantially as amounts are owing from two customers and they have no previous issues with the customers defaulting on their obligations.

***Liquidity risk***

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. The Organization's approach to managing liquidity risk is to prepare and follow annual budgets, as well as ensuring there are sufficient revenues to cover expenses. The Organization's liquidity risk is considered to be low as the Organization aims to retain sufficient cash positions to manage liquidity risk.

***Market risk***

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Organization is not currently exposed to these types of risks.

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**9. COMPARATIVE FIGURES**

Some of the comparative figures have been reclassified to conform to the current year's presentation.

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**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT  
BUSINESS IMPROVEMENT AREA**

**Financial Statements**

**Year Ended December 31, 2023**



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## INDEPENDENT AUDITOR'S REPORT

### To the Members of 17<sup>th</sup> Avenue Retail & Entertainment District Business Improvement Area

#### Opinion

We have audited the financial statements of 17<sup>th</sup> Avenue Retail & Entertainment District Business Improvement Area (the Organization) which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with Accounting standards for not-for-profit organizations (ASNPO).

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error,



as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Sihota Taylor*

Calgary, Alberta  
May 22, 2024

Chartered Professional Accountants

**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**As at December 31, 2023**

	2023	2022
<b>ASSETS</b>		
CURRENT		
Cash and cash equivalents	\$ 82,573	\$ 189,366
Accounts receivable	4,125	11,865
Prepaid expenses	2,006	12,334
GST recoverable	22,878	70,727
	111,582	284,292
CAPITAL ASSETS (Note 3)	674,064	775,061
	\$ 785,646	\$ 1,059,353
<b>LIABILITIES</b>		
CURRENT		
Accounts payable and accrued liabilities	\$ 46,828	\$ 216,299
DEFERRED GRANTS FOR CAPITAL ASSETS (Note 4.)	667,924	771,529
	714,752	987,828
<b>NET ASSETS</b>		
INVESTED IN CAPITAL ASSETS	6,140	3,532
UNRESTRICTED NET ASSETS	64,754	67,993
	70,894	71,525
	\$ 785,646	\$ 1,059,353

ON BEHALF OF THE BOARD

 Director

\_\_\_\_\_  
Director

See notes to financial statements

**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**As at December 31, 2023**

	2023	2022
<b>ASSETS</b>		
CURRENT		
Cash and cash equivalents	\$ 82,573	\$ 189,366
Accounts receivable	4,125	11,865
Prepaid expenses	2,006	12,334
GST recoverable	22,878	70,727
	111,582	284,292
CAPITAL ASSETS (Note 3)	674,064	775,061
	\$ 785,646	\$ 1,059,353
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	70,894	71,525
	\$ 785,646	\$ 1,059,353

ON BEHALF OF THE BOARD

 Director

\_\_\_\_\_  
Director

See notes to financial statements

**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT BUSINESS IMPROVEMENT AREA**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2023**

	Invested in Capital assets	Unrestricted Net assets	2023	2022
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 3,532	\$ 67,993	\$ <b>71,525</b>	\$ 51,065
(Deficiency) Excess of revenues over expenditures	(2,139)	1,508	<b>(631)</b>	20,460
Purchase of capital assets	4,747	(4,747)	-	-
<b>NET ASSETS - END OF YEAR</b>	\$ 6,140	\$ 64,754	\$ <b>70,894</b>	\$ 71,525

See notes to financial statements

**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT BUSINESS IMPROVEMENT AREA**  
**Statement of Operations**  
**Year Ended December 31, 2023**

	2023	2022
<b>REVENUE</b>		
Business tax levy	\$ 636,900	\$ 579,000
Other City of Calgary funding	108,007	249,560
Amortization of deferred grants ( <i>Note 4.</i> )	103,605	103,605
Other revenue	59,625	28,301
Interest income	316	646
	<b>908,453</b>	961,112
<b>EXPENDITURES</b>		
Advertising, projects, marketing and events	469,133	535,120
Wages and benefits	209,721	162,987
Amortization	105,744	104,643
Streetscape beautification and improvements	32,900	29,310
Rent	31,556	34,027
Professional fees	22,194	25,547
Insurance	20,601	15,947
Office and administrative	10,977	25,064
Telecommunications	2,839	2,672
Meals and entertainment	2,780	4,466
Bank charges	639	869
	<b>909,084</b>	940,652
<b>(DEFICIENCY) EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>\$ (631)</b>	<b>\$ 20,460</b>

See notes to financial statements

**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT BUSINESS IMPROVEMENT AREA**  
**Statement of Cash Flows**  
**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
(Deficiency) Excess of revenues over expenditures	\$ (631)	\$ 20,460
Items not affecting cash:		
Amortization of equipment	105,744	104,643
Amortization of deferred grants <i>(Note 4.)</i>	(103,605)	(103,605)
	1,508	21,498
Changes in non-cash working capital:		
Accounts receivable	7,740	(11,540)
GST recoverable	47,849	(58,160)
Prepaid expenses	10,328	(11,309)
Accounts payable and accrued liabilities	(169,471)	204,780
Deferred grants for capital assets <i>(Note 4.)</i>	-	875,134
	(103,554)	998,905
Cash flow (used by) from operating activities	(102,046)	1,020,403
<b>INVESTING ACTIVITY</b>		
Purchase of capital assets	(4,747)	(878,775)
<b>(DECREASE) INCREASE IN CASH</b>	(106,793)	141,628
Cash - beginning of year	189,366	47,738
<b>CASH - END OF YEAR</b>	\$ 82,573	\$ 189,366

See notes to financial statements



**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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1. NATURE OF OPERATIONS

17th Avenue Retail & Entertainment District Business Improvement Area (the "Organization") was established under the Business Revitalization Zone Regulation of the Municipal Government Act of the Province of Alberta.

The purpose of the Organization is to improve the appearance of the area in vicinity of 17th Avenue and to promote the zone as a business and shopping area. The majority of the funds are derived from the incremental business tax being levied by the City of Calgary on all businesses in the above mentioned area. Continued operation of the Organization is dependent on this ongoing financial support. The Organization is a tax exempt non-profit organization under section 149 of the Income Tax Act.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Handbook and includes the significant accounting policies summarized below.

a) Deferral Method of Accounting – Revenue Recognition

The Organization follows the deferral method of accounting for revenues. Restricted revenues are recognized as revenue in the period in which related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Grants and contributions for capital assets are deferred and recognized as revenue in the year the related amortization expense of the funded capital asset is recorded.

b) Financial Instruments

*Measurement of financial instruments*

The Organization initially measures its financial assets and liabilities at fair value.

The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments and other securities that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

*Impairment*

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

(continues)

**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

*Transaction costs*

The Organization recognizes its transaction costs in the statement of operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their obligation, issuance or assumption.

c) Contributed Materials and Services

Contributed materials are recognized as items of both revenue and expense when their fair market value can reasonably be estimated.

When volunteers contribute their time to assist the Organization in carrying out its events and promotions, the contributed services are not recognized in the financial statements due to the difficulty in determining their fair value.

d) Cash and cash equivalents

Cash includes cash and cash equivalents. Cash equivalents are investments in treasury bills with maturities of less than ninety days from the date of purchase.

e) Equipment

Purchased equipment is recorded at cost. Contributed equipment is recorded at fair market value at the date of contribution. Amortization is provided over the assets' estimated useful lives as follows:

Computer equipment	36 months	Straight line
Furniture and equipment	60 months	Straight line
Boardwalks	120 months	Straight line
Streetscape assets	36 months	Straight line

f) Management uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates include the useful life of capital assets which are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. CAPITAL ASSETS

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Computer equipment	\$ 7,723	\$ 2,650	\$ 5,073	\$ 2,109
Furniture and equipment	25,428	10,171	15,257	20,342
Boardwalks	792,655	158,531	634,124	713,390
Streetscape assets	58,830	39,220	19,610	39,220
	<b>\$ 884,636</b>	<b>\$ 210,572</b>	<b>\$ 674,064</b>	<b>\$ 775,061</b>

**17TH AVENUE RETAIL & ENTERTAINMENT DISTRICT BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

4. DEFERRED GRANTS FOR CAPITAL ASSETS

Deferred grants for capital assets consists of grants relating to:

	2023	2022
Boardwalks	\$ 792,655	\$ 792,655
Furniture and equipment	23,649	23,649
Streetscape assets	58,830	58,830
	875,134	875,134
Accumulated amortization of deferred grants for capital assets	(207,210)	(103,605)
	\$ 667,924	\$ 771,529

Deferred grants for capital assets are grants provided by the City of Calgary for the acquisition of capital assets. The deferred grants are being amortized and recognized as revenue in the same amount and on the same basis as the related asset is being amortized and recognized as amortization expense.

5. COMMITMENTS

The Organization has a long term lease with respect to its premises ending April 30, 2025 with annual minimum rent of \$35,775.

6. FINANCIAL INSTRUMENTS RISKS

The Organization has exposure to credit and liquidity risk from its use of financial instruments.

Credit risk

Credit risk is the risk that the Organization will incur a financial loss because a contributor or counterparty has failed to discharge an obligation. This risk is mitigated due to the fact that accounts receivable are minimal and revenue is largely derived from the municipal government. The Organization is also exposed to credit risk as all of the Organization's cash is held at one chartered bank.

Liquidity risk

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they become due. The Organization's approach to managing liquidity risk is to prepare and follow annual budgets, as well as ensuring there are sufficient revenues to cover expenditures. The Organization's liquidity risk is considered to be low as the Organization aims to retain sufficient cash positions to manage liquidity risk.



**BELTLINE BUSINESS IMPROVEMENT AREA**  
**Financial Statements**  
**Year Ended December 31, 2023**

**BELTLINE BUSINESS IMPROVEMENT AREA**  
**Index to Financial Statements**  
**Year Ended December 31, 2023**

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Statement of Revenues and Expenditures and Changes in Net Assets	4
Statement of Cash Flows	5
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## INDEPENDENT AUDITOR'S REPORT

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To the Members of Beltline Business Improvement Area

### *Opinion*

I have audited the financial statements of Beltline Business Improvement Area (the "organization"), which comprise the statement of financial position as at December 31, 2023, and the statements of revenues and expenditures and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### *Basis for Opinion*

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the organization in accordance with ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

(continues)



Independent Auditor's Report to the Members of Beltline Business Improvement Area (*continued*)

*Auditor's Responsibilities for the Audit of the Financial Statements*

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

*Magma*

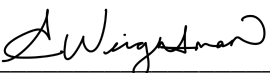
Calgary, Alberta  
June 3, 2024

PROFESSIONAL CORPORATION  
CHARTERED PROFESSIONAL ACCOUNTANT

**BELTLINE BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 9,445	\$ 71,256
Goods and services tax recoverable	38,371	24,789
Prepaid expenses	3,000	427
	50,816	96,472
PROPERTY, PLANT AND EQUIPMENT <i>(Net of accumulated amortization) (Note 4)</i>	151,109	144,672
	<b>\$ 201,925</b>	<b>\$ 241,144</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable	\$ 9,534	\$ 11,920
Deferred revenue	23,809	90,713
	33,343	102,633
<b>NET ASSETS</b>	168,582	138,511
	<b>\$ 201,925</b>	<b>\$ 241,144</b>

Approved on behalf of the Board

 Director

\_\_\_\_\_  
Director

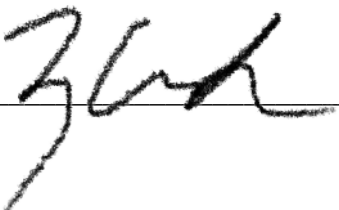
See notes to financial statements

**BELTLINE BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 9,445	\$ 71,256
Goods and services tax recoverable	38,371	24,789
Prepaid expenses	3,000	427
	50,816	96,472
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<b>LIABILITIES AND NET ASSETS</b>		
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Accounts payable	\$ 9,534	\$ 11,920
Deferred revenue	23,809	90,713
	33,343	102,633
<b>NET ASSETS</b>	168,582	138,511
	<b>\$ 201,925</b>	<b>\$ 241,144</b>

Approved on behalf of the Board

\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

See notes to financial statements

**BELTLINE BUSINESS IMPROVEMENT AREA**  
**Statement of Revenues and Expenditures and Changes in Net Assets**  
**Year Ended December 31, 2023**

	2023	2022
<b>REVENUES</b>		
City of Calgary grant	\$ 413,904	\$ 375,000
Other grants income	324,549	59,946
Sales	51,726	-
Interest income	3,899	1,508
	<u>794,078</u>	<u>436,454</u>
<b>EXPENSES</b>		
Projects and events	262,160	84,295
Advertising and promotion	167,328	180,533
Salaries and wages	165,590	115,068
Operating and administrative	120,471	38,491
Amortization	34,156	36,697
Sub-contracts	6,840	2,500
Telephone	4,229	2,938
Insurance	3,233	2,570
	<u>764,007</u>	<u>463,092</u>
<b>NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	<b>30,071</b>	<b>(26,638)</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>138,511</b>	<b>165,149</b>
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 168,582</b>	<b>\$ 138,511</b>

See notes to financial statements

**BELTLINE BUSINESS IMPROVEMENT AREA****Statement of Cash Flows**  
**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenses	\$ 30,071	\$ (26,638)
Item not affecting cash:		
Amortization of property, plant and equipment	34,156	36,697
	<u>64,227</u>	<u>10,059</u>
Changes in non-cash working capital:		
Goods and services tax recoverable	(13,582)	1,794
Accounts payable	(2,385)	7,005
Deferred revenue	(66,904)	(15,741)
Prepaid expenses	(2,573)	904
	<u>(85,444)</u>	<u>(6,038)</u>
Cash flow from (used by) operating activities	<u>(21,217)</u>	<u>4,021</u>
<b>INVESTING ACTIVITY</b>		
Purchase of property, plant and equipment	<u>(40,594)</u>	<u>(14,324)</u>
<b>DECREASE IN CASH FLOW</b>	<b>(61,811)</b>	<b>(10,303)</b>
Cash - beginning of year	<u>71,256</u>	<u>81,559</u>
<b>CASH - END OF YEAR</b>	<b>\$ 9,445</b>	<b>\$ 71,256</b>
<b>CASH CONSISTS OF:</b>		
Cash	<u>\$ 9,445</u>	<u>\$ 71,256</u>

See notes to financial statements

## BELTLINE BUSINESS IMPROVEMENT AREA

### Notes to Financial Statements

Year Ended December 31, 2023

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#### 1. PURPOSE OF THE ORGANIZATION

Beltline Business Improvement Area (the "organization") is a not-for-profit organization incorporated provincially under the Societies Act of Province. As a registered charity the organization is exempt from the payment of income tax under Section 149(1) of the Income Tax Act. In order to maintain its status as a not-for-profit organization under the Act, the Organization must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

The organization's mission is to improve beautify, develop and promote the Beltline zone as business and shopping area, and to advocate on behalf of businesses in that zone on issues that matter most to them.

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#### 2. BASIS OF PRESENTATION

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

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#### 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

##### Revenue recognition

Beltline Business Improvement Area follows the deferral method of accounting for contributions.

Restricted grant contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Deferred revenue represents funds for programs to be carried out in future periods. If these funds are not expended in accordance with the funding arrangement, the funder could request that the funds be repaid.

##### Cash and cash equivalents

The Organization's policy is to present bank balances and term deposits with a maturity period of twelve months or less from the date of acquisition under cash and cash equivalents.

##### Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date.

Financial assets subsequently measured at amortized cost include cash and cash equivalents, and goods and services tax receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities. Unless otherwise disclosed, there are no significant differences between the carrying value of these amounts and their estimated fair value.

##### Contributed services

The operations of the organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

(continues)

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**BELTLINE BUSINESS IMPROVEMENT AREA****Notes to Financial Statements****Year Ended December 31, 2023****3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**Property, plant and equipment

Property, plant and equipment is stated at cost or deemed cost less accumulated amortization and is amortized over its estimated useful life on a declining balance basis at the following rates:

Equipment	20%
Motor vehicles	30%
Computer equipment	55%

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from these estimates.

**4. PROPERTY, PLANT AND EQUIPMENT**

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Motor vehicles	\$ 15,279	\$ 8,925	\$ 6,354	\$ 9,085
Equipment	215,740	79,046	136,694	134,878
Computer equipment	4,826	4,507	319	709
Murals	8,602	860	7,742	-
	<u>\$ 244,447</u>	<u>\$ 93,338</u>	<u>\$ 151,109</u>	<u>\$ 144,672</u>

**5. ECONOMIC DEPENDENCE**

The organization operates programs which are funded by governments and agencies. These contracts are annually renewed and can be cancelled based on policy changes on redirection of funding.

**6. FINANCIAL INSTRUMENTS**

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of December 31, 2023.

Credit risk

A substantial portion of accounts receivable are with known and reliable funders, and are subject to normal credit risks.

*(continues)*



**BELTLINE BUSINESS IMPROVEMENT AREA**

**Notes to Financial Statements**

**Year Ended December 31, 2023**

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6. FINANCIAL INSTRUMENTS *(continued)*

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. Accounts payable and accrued liabilities are generally paid within 30 days. Programs are funded on an annual basis. The organization operates these programs within the budgets established. There is no certainty that the programs will be continued beyond the current year. Accordingly, the Organization's commitments with respect to these programs are of a short term nature.

Fair value risk

The carrying value of the Organization's financial instruments including cash and cash equivalents, goods and services tax recoverable, and accounts payable and accrued liabilities approximate their fair value due to their short term nature or existing terms similar to those that could be obtained currently.

Interest rate risk

The Organization is not subject to significant interest rate risk as it does not currently carry significant liabilities subject to interest.

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**BRIDGELAND BUSINESS IMPROVEMENT AREA**  
**Financial Statements**  
**Year Ended December 31, 2023**

**BRIDGELAND BUSINESS IMPROVEMENT AREA**  
**Index to Financial Statements**  
**Year Ended December 31, 2023**

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Statement of Changes in Net Financial Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 8

# NUMERIS LLP

Chartered Professional Accountants

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of Bridgeland Business Improvement Area

### *Opinion*

We have audited the financial statements of Bridgeland Business Improvement Area (the organization), which comprise the statement of financial position as at December 31, 2023, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAS)

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

(continues)

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Phone (403) 930-8090 Fax (403) 930-8089  
www.numerisllp.ca

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Independent Auditor's Report to the Members of Bridgeland Business Improvement Area (*continued*)

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta  
June 5, 2024

*Numeris LLP*  
Chartered Professional Accountants

**BRIDGELAND BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**December 31, 2023**

**ASSETS**

Cash	\$ 121,868	\$ 138,625
Accounts receivable	<u>20,000</u>	<u>642</u>
	<u>141,868</u>	<u>139,267</u>

**LIABILITIES**

Accounts payable and accrued liabilities	14,873	14,817
Deferred income	<u>10,000</u>	<u>10,000</u>
	<u>24,873</u>	<u>24,817</u>

**NET FINANCIAL ASSETS**

<u>116,995</u>	<u>114,450</u>
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**NON-FINANCIAL ASSETS**

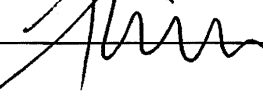
Inventory	3,789	3,789
Prepaid expenses	<u>10,500</u>	<u>10,500</u>
	<u>14,289</u>	<u>14,289</u>

**ACCUMULATED SURPLUS**

<u>\$ 131,285</u>	<u>\$ 128,742</u>
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**ON BEHALF OF THE BOARD**

  
\_\_\_\_\_  
*Director*

  
\_\_\_\_\_  
*Director*

See notes to financial statements



**BRIDGELAND BUSINESS IMPROVEMENT AREA**  
**Statement of Operations and Accumulated Surplus**  
**Year Ended December 31, 2023**

	Budget (unaudited) 2023	Total 2023	Total 2022
<b>REVENUES</b>			
BIA Levy	\$ 100,000	\$ 100,000	\$ 100,000
Grants	30,000	20,000	30,000
Merchandise sales	-	794	1,255
Interest	84	83	75
	<u>130,084</u>	<u>120,877</u>	<u>131,330</u>
<b>EXPENSES</b>			
Consulting and administrative services	44,500	42,025	38,690
Social events	20,000	3,200	15,680
Office	-	8,075	13,403
Advertising and promotion	20,000	15,304	5,494
Streetscape improvements	25,584	3,944	5,460
Professional fees	-	3,255	3,150
Insurance	-	1,280	1,283
Bank charges	-	-	1,191
Website	-	18,768	677
Memberships	-	933	109
Urban development and planning	20,000	-	-
Mural Expenses	-	21,550	-
	<u>130,084</u>	<u>118,334</u>	<u>85,137</u>
<b>ANNUAL SURPLUS</b>	<u>\$ -</u>	2,543	46,193
<b>ACCUMULATED SURPLUS - BEGINNING OF YEAR</b>		<u>128,742</u>	<u>82,549</u>
<b>ACCUMULATED SURPLUS - END OF YEAR</b>		<u>\$ 131,285</u>	<u>\$ 128,742</u>

See notes to financial statements

**BRIDGELAND BUSINESS IMPROVEMENT AREA**  
**Statement of Changes in Net Financial Assets**  
**Year Ended December 31, 2023**

	Budget 2023	2023	2022
<b>ANNUAL SURPLUS</b>	\$ -	\$ 2,543	\$ 46,193
Decrease (increase) in prepaid expenses	-	-	(10,500)
Decrease in inventory	-	2	1,431
	-	2	(9,069)
<b>INCREASE IN NET FINANCIAL ASSETS</b>	-	2,545	37,124
<b>NET FINANCIAL ASSETS - BEGINNING OF YEAR</b>	-	114,450	77,326
<b>NET FINANCIAL ASSETS - END OF YEAR</b>	\$ -	\$ 116,995	\$ 114,450

See notes to financial statements

**BRIDGELAND BUSINESS IMPROVEMENT AREA**

**Statement of Cash Flows**

**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Annual surplus	\$ 2,543	\$ 46,193
Changes in non-cash working capital:		
Accounts receivable	(19,358)	14,358
Inventory	2	1,431
Accounts payable and accrued liabilities	56	9,678
Deferred income	-	(5,000)
Prepaid expenses	-	(10,500)
	<u>(19,300)</u>	<u>9,967</u>
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>(16,757)</b>	<b>56,160</b>
Cash - beginning of year	<u>138,625</u>	<u>82,465</u>
<b>CASH - END OF YEAR</b>	<b>\$ 121,868</b>	<b>\$ 138,625</b>

See notes to financial statements

## BRIDGELAND BUSINESS IMPROVEMENT AREA

### Notes to Financial Statements

Year Ended December 31, 2023

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#### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Bridgeland Business Improvement Area (BBIA) was established and approved by the City of Calgary under Bylaw 33M2019 on January 1, 2020. The BBIA promotes the diversity and evolution of the Bridgeland Business community in Calgary through advocacy and community stewardship.

##### Basis of presentation

The financial statements of the BBIA are the representations of management. They were prepared in accordance with Canadian public sector accounting standards (PSAS).

##### Basis of accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

##### Cash and cash equivalents

Cash and cash equivalents consists of cash and short-term investments that have maturities at the date of purchase of less than ninety days.

##### Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

##### Deferred revenue

Deferred revenues are amounts received for a specified purpose that will occur after the year end. The revenue is recognized as revenue in the period when the related expenses are incurred.

##### Revenue recognition

Revenues are recognized as follows:

- The BIA Levy revenue is recorded on an annual basis using the proportionate share of the total number of businesses for the year and an annually established rate per business. Revenue is recognized when levied.
- Grants and other revenue are recognized in the financial statements as revenue in the period in which the transactions or events occurred that give rise to the revenue.

##### Measurement uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

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#### 2. FINANCIAL INSTRUMENTS

The organization's financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. The carrying value of the financial instruments approximates fair value. The following analysis provides information about the organization's risk exposure as of December 31, 2020.

(continues)

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**BRIDGELAND BUSINESS IMPROVEMENT AREA**

**Notes to Financial Statements**

**Year Ended December 31, 2023**

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**2. FINANCIAL INSTRUMENTS *(continued)***

**Credit risk**

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is exposed to credit risk from its ability to obtain funding from the City of Calgary and other grants as they become available. In order to reduce its credit risk, the organization reviews on an ongoing basis all potential grants as they become available.

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**CALGARY DOWNTOWN ASSOCIATION**  
**FINANCIAL STATEMENTS**  
**DECEMBER 31, 2023**

**CALGARY DOWNTOWN ASSOCIATION**  
**DECEMBER 31, 2023**

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## INDEPENDENT AUDITORS' REPORT

To the Members and the Board of Management for the Calgary Downtown Association:

### Opinion

We have audited the financial statements of Calgary Downtown Association ("CDA"), which comprise the statement of financial position as at December 31, 2023 and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of CDA as at December 31, 2023 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations. Prior year comparative figures were audited by another firm of Chartered Professional Accountants.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of CDA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing CDA's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the CDA or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing CDA's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

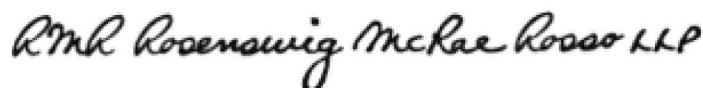
As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CDA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on CDA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause CDA to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Canada  
June 3, 2024



Chartered Professional Accountants  
Licensed Public Accountants

**CALGARY DOWNTOWN ASSOCIATION****STATEMENT OF FINANCIAL POSITION****DECEMBER 31, 2023**

	<u>2023</u>	<u>2022</u>
<b>ASSETS</b>		
Current		
Cash and cash equivalents (Note 3)	\$ 584,717	\$ 1,794,787
Accounts receivable	137,003	108,985
GST receivable	84,319	16,133
Prepaid expenses	<u>18,409</u>	<u>58,644</u>
	824,448	1,978,549
Property and equipment (Note 4)	599,034	886,268
Website (Note 5)	29,700	49,500
Art and sculptures (Note 6)	<u>326,547</u>	<u>326,547</u>
	<u>\$ 1,779,729</u>	<u>\$ 3,240,864</u>
<b>LIABILITIES</b>		
Current		
Accounts payable and accrued liabilities	\$ 246,669	\$ 91,203
Deferred revenues (Note 7)	<u>415,000</u>	<u>1,523,915</u>
	<u>661,669</u>	<u>1,615,118</u>
<b>NET ASSETS</b>		
Internally restricted (Note 8)	250,000	250,000
Unrestricted	<u>868,060</u>	<u>1,375,746</u>
	<u>1,118,060</u>	<u>1,625,746</u>
	<u>\$ 1,779,729</u>	<u>\$ 3,240,864</u>

Approved on behalf of the Board of Management:



, Chair

John Tyler  
VargaDigitally signed by John  
Tyler Varga  
Date: 2024.06.05 08:41:21  
-06'00'

, Director

**CALGARY DOWNTOWN ASSOCIATION****STATEMENT OF OPERATIONS****YEAR ENDED DECEMBER 31, 2023**

	<u>2023</u>	<u>2022</u>
Revenues		
Business improvement area levy	\$ 1,600,000	\$ 1,520,000
Government grants	1,275,080	343,892
9 block ambassador program	685,432	528,205
Maintenance fees	218,847	235,213
Patio fees	128,426	14,552
Permits	37,562	29,411
SASH	29,401	22,370
Miscellaneous	26,147	9,657
Parking reimbursement revenue fund	25,219	374,834
Interest	11,536	1,797
Special purpose sponsorship	-	5,000
DPM hoarding/construction revenue	<u>-</u>	<u>29,603</u>
	<u>4,037,650</u>	<u>3,114,534</u>
Expenses		
Administrative	1,314,075	1,246,604
Improvements	981,898	50,478
9 block ambassador program	591,946	562,060
Special projects	462,028	252,183
Maintenance	320,920	195,687
Marketing and communications	289,458	249,399
Sponsorship and events	248,342	103,845
SASH	29,635	32,663
Public safety	-	37,900
Beltline urban mural project	-	180,800
Amortization	<u>307,034</u>	<u>308,668</u>
	<u>4,545,336</u>	<u>3,220,287</u>
Deficiency of revenues over expenses	<u>\$ (507,686)</u>	<u>(105,753)</u>

# CALGARY DOWNTOWN ASSOCIATION

## STATEMENT OF CHANGES IN NET ASSETS

DECEMBER 31, 2023

	<u>Unrestricted</u>	<u>Internally restricted</u>	<u>2023</u>	<u>2022</u>
Net assets, beginning of year	\$ 1,375,746	\$ 250,000	\$ 1,625,746	\$ 1,731,499
Deficiency of revenues over expenses	<u>(507,686)</u>	<u>-</u>	<u>(507,686)</u>	<u>(105,753)</u>
Net assets, end of year	\$ <u><u>868,060</u></u>	\$ <u><u>250,000</u></u>	\$ <u><u>1,118,060</u></u>	\$ <u><u>1,625,746</u></u>

**CALGARY DOWNTOWN ASSOCIATION****STATEMENT OF CASH FLOWS****DECEMBER 31, 2023**

	<u>2023</u>	<u>2022</u>
Cash from operating activities		
Deficiency of revenues over expenses	\$ (507,686)	\$ (105,753)
Adjustments for:		
Amortization	<u>307,034</u>	<u>308,668</u>
	(200,652)	202,915
Changes in non-cash working capital:		
Accounts receivable	(28,018)	268,737
GST receivable	(68,186)	22,793
Prepaid expenses	40,235	8,035
Accounts payable and accrued liabilities	155,466	(651,520)
Deferred revenues	<u>(1,108,915)</u>	<u>1,475,130</u>
	<u>(1,210,070)</u>	<u>1,326,090</u>
Cash flows from investing activities		
Purchase of property and equipment	-	(1,390)
Purchase of art and sculptures	<u>-</u>	<u>(272,559)</u>
	<u>-</u>	<u>(273,949)</u>
(Decrease) increase in cash	(1,210,070)	1,052,141
Cash, beginning of year	<u>1,794,787</u>	<u>742,646</u>
Cash, end of year	<u>\$ 584,717</u>	<u>\$ 1,794,787</u>

# CALGARY DOWNTOWN ASSOCIATION

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2023

1. Nature of operations

The Calgary Downtown Association (A Business Improvement Area) ("CDA") was designated as a business improvement area through By-Law enacted on November 2, 1988. CDA is a not-for-profit organization responsible for the improvements, beautification, maintenance and promotion of downtown Calgary, representing over 2,500 members. CDA is exempt from income tax under Section 149(l) of the Income Tax Act.

2. Significant accounting policies

The financial statements of CDA are prepared by management in accordance with Part III of the CPA Canada Handbook, referred to as Canadian accounting standards for not-for-profit organizations ("ASNPO"). These financial statements have been prepared by management and the significant accounting policies are summarized as follows:

a) Basis of presentation

The financial statements have been prepared on a non-consolidated basis.

b) Accrual basis of accounting

Expenditures are recorded on the accrual basis, whereby they are reflected in the financial statements in the period in which they have been incurred, whether or not such transaction have been settled by payment of money.

c) Revenue recognition

CDA follows the deferral method of accounting for revenues:

- i) Restricted revenues are recognized as revenue in the year in which the related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable, if the amount can be reasonably estimated and collection is reasonably assured.
- ii) Business improvement area levy - revenue is recognized when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.
- iii) Government grants, maintenance fees, sponsorships, construction and 9 Block ambassador program - revenue is recognized when the related expenses are incurred.
- iv) All other revenue is recognized when earned.



# CALGARY DOWNTOWN ASSOCIATION

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2023

### 2. Significant accounting policies (continued)

#### d) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and savings accounts.

#### e) Use of estimates

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. These estimates are based on management's best knowledge of current events and actions that CDA may undertake in the future. Significant estimates include the useful life of property and equipment, art and sculptures and intangible assets as well as accrued liabilities. Due to the inherent uncertainty involved in making estimates, actual results could differ from those estimates.

#### f) Property, equipment, art, sculptures and website

Property, equipment, art, sculptures and website are recorded at cost less accumulated amortization. Amortization is calculated at a rate that, in the opinion of management, allocates the cost of such assets over their estimated useful lives. CDA records amortization using the following annual rates and methods:

Art and sculptures	-	Indefinite life
Furniture and equipment	-	5 year straight-line
Computer equipment	-	5 year straight-line
Website	-	5 year straight-line

In the year of acquisition, assets are amortized at 50% of applicable annual charge.

CDA tests these assets for impairment whenever events or changes in circumstances indicate the carrying value may no longer be recoverable. The impairment loss is measured as the amount by which the carrying amount of the asset exceeds the fair value of replacement cost. Management believes that no events or circumstances have indicated an impairment in assets.

#### e) Financial instruments

CDA accounts for financial instruments at fair value on initial recognition and are subsequently accounted for at cost or amortized cost.

**CALGARY DOWNTOWN ASSOCIATION****NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2023**

## 3. Cash and cash equivalents

\$415,000 (2022 - \$1,523,915) of cash and cash equivalents are restricted as described in Note 7.

## 4. Property and equipment

	<u>2023</u>			<u>2022</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Leasehold improvements	\$ 1,633	\$ 1,633	\$ -	\$ -
Furniture and equipment	2,022,871	1,429,108	593,763	877,093
Computer equipment	<u>86,552</u>	<u>81,281</u>	<u>5,271</u>	<u>9,175</u>
	<u>\$2,111,056</u>	<u>\$1,512,022</u>	<u>\$ 599,034</u>	<u>\$ 886,268</u>

Included in amortization expense is \$287,234 (2022 - \$288,868) related to property and equipment.

## 5. Website

	<u>2023</u>			<u>2022</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Website	<u>\$ 99,000</u>	<u>\$ 69,300</u>	<u>\$ 29,700</u>	<u>\$ 49,500</u>

CDA classifies the website as an intangible asset. Included in amortization expense is \$19,800 (2022 - \$19,800) related to the website.

## 6. Art and sculptures

	<u>2023</u>	<u>2022</u>
	<u>Net Book Value</u>	<u>Net Book Value</u>
Novus Textura	\$ 272,559	\$ 272,559
Other art and sculptures	<u>53,988</u>	<u>53,988</u>
	<u>\$ 326,547</u>	<u>\$ 326,547</u>

**CALGARY DOWNTOWN ASSOCIATION****NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2023**

## 7. Deferred revenues

Deferred revenues consist of:

	<u>Opening</u>	<u>Additions</u>	Recognized as <u>Revenue</u>	<u>Closing</u>
Provincial grant	1,000,000	-	(885,000)	115,000
Municipal grant	<u>523,915</u>	<u>-</u>	<u>(223,915)</u>	<u>300,000</u>
	<u>\$ 1,523,915</u>	<u>\$ -</u>	<u>\$ (1,108,915)</u>	<u>\$ 415,000</u>

The provincial grant relates to a contribution agreement between CDA and the Government of Alberta for a project to be completed in 2024.

The municipal grant relates to a contribution from the City of Calgary for a project to be completed in 2024.

## 8. Internally restricted net assets

CDA has an internally restricted reserve fund of \$250,000 (2022 - \$250,000) to be used only in the event of unforeseen circumstances impacting the ability of CDA to continue operations.

## 9. Contractual commitments

CDA has contractual commitments to minimum annual operating payments for their office premises, equipment and other contractual obligations as follows:

2024	\$ 133,700
2025	136,700
2026	<u>11,413</u>
	<u>\$ 281,813</u>

# CALGARY DOWNTOWN ASSOCIATION

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2023

### 10. Financial instruments risks

#### a) Fair value

The financial instruments recognized in the statement of financial position consist of cash and cash equivalents, accounts receivable, GST receivable, prepaid expenses, accounts payable and accrued liabilities and deferred revenues. The fair values of these financial instruments approximate their carrying amounts due to the short-term maturity of these instruments. Long-term investments are recorded at cost.

#### b) Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. CDA is not exposed to significant interest rate risk.

#### c) Liquidity risk

Liquidity risk is the risk that CDA will encounter difficulties in meeting obligations associated with financial liabilities. CDA manages its liquidity risk by maintaining sufficient readily available funds in order to meet its liquidity requirements at any point in time.

CDA is not exposed to any other significant risks. There has been no change in risk from the prior year.



**Chinatown Business Improvement Area**

**Financial Statements**

**December 31, 2023**

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**Chinatown Business Improvement Area**  
**PO Box 77001, Calgary RPO Chinatown, Alberta T2G 5J8**

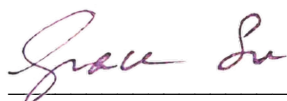
**Management's Responsibility for Financial Statements**

The accompanying financial statements of the Chinatown Business Improvement Area are the responsibility of management. The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations, using management's best estimates and judgments, where appropriate. In the opinion of management, these financial statements reflect fairly the financial position, results of its operations and changes in financial position of the Chinatown Business Improvement Area within reasonable limits of materiality.

A system of internal accounting and administrative controls is maintained by management to provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition and that the financial records are properly maintained to provide accurate and reliable financial statements.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls. The Board carries out this responsibility through regular meetings with management throughout the year to review significant accounting and auditing matters.

These financial statements have been audited, in accordance with Canadian generally accepted auditing standards, by Gangji and Associates, Chartered Professional Accountant, who were appointed by the Board of Directors. Gangji and Associates has full and unrestricted access to management and the Board of Directors to discuss their audit and their related findings as to the integrity of the organization's financial reporting. The Auditor's Report outlining the scope of their examination and their opinion on the financial statements is presented on the following page.



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Grace Su  
Chairperson  
June 4, 2024



Chartered Professional Accountant

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## Independent Auditor's Report

### To the Members of the Chinatown Business Improvement Area

#### Report on the Audit of the Financial Statements

#### Opinion

We have audited the accompanying financial statements of the Chinatown Business Improvement Area, which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Chinatown Business Improvement Area as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Chinatown Business Improvement Area in accordance with the ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Chinatown Business Improvement Area's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Chinatown Business Improvement Area organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Chinatown Business Improvement Area's financial reporting process.

### **Auditor's Responsibility for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta  
June 4, 2024

*Ali Gangji Professional Corporation*  
Chartered Professional Accountant

 **Gangji & Associates**  
Chartered Professional Accountant

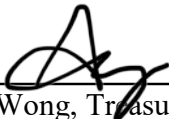
\*operating through Ali Gangji Professional Corporation

**Chinatown Business Improvement Area**  
**Statement of Financial Position**  
**As at December 31, 2023**

	<u>2023</u>	<u>2022</u>
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 73,740	\$ 66,800
Accounts receivable	-	5,000
GST receivable	18,196	17,450
Prepaid expenses	<u>467</u>	<u>685</u>
	92,403	89,935
 <b>Capital assets (note 3)</b>	 523	 682
	\$ <u><u>92,926</u></u>	\$ <u><u>90,617</u></u>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ <u>28,938</u>	\$ <u>3,357</u>
	28,938	3,357
<b>Net Assets</b>		
 <b>Capital Assets Fund</b>	 \$ 523	 \$ 682
<b>General Fund</b>	<u>63,465</u>	<u>86,578</u>
	63,988	87,260
	\$ <u><u>92,926</u></u>	\$ <u><u>90,617</u></u>

Approved on behalf of the Board

  
 \_\_\_\_\_  
 Grace Su, Chairperson

  
 \_\_\_\_\_  
 Anissa Wong, Treasurer

**Chinatown Business Improvement Area**  
**Statement of Changes in Net Assets**  
**Year ended December 31, 2023**

		Capital Assets <u>Fund</u>		<u>2023</u> General <u>Fund</u>		<u>Total</u>
Balance, beginning of year	\$	682	\$	86,578	\$	87,260
Excess (deficiency) of revenues over expenses		-		(23,272)		(23,272)
Amortization		(159)		159		-
Balance, end of year	\$	<u>523</u>	\$	<u>63,465</u>	\$	<u>63,988</u>

		Capital Assets <u>Fund</u>		<u>2022</u> General <u>Fund</u>		<u>Total</u>
Balance, beginning of year	\$	914	\$	70,494	\$	71,408
Excess (deficiency) of revenues over expenses		-		15,852		15,852
Amortization		(232)		232		-
Balance, end of year	\$	<u>682</u>	\$	<u>86,578</u>	\$	<u>87,260</u>

**Chinatown Business Improvement Area**  
**Statement of Operations**  
**Year ended December 31, 2023**

	<u>2023</u>	<u>2022</u>
<b>Revenues</b>		
BIA tax levy	\$ 235,000	\$ 215,000
Sponsorships, fundraising and other	<u>159,524</u>	<u>105,313</u>
	394,524	320,313
<b>Expenses</b>		
Administration and office	119,364	106,555
Advertising and promotion	36,007	29,571
Amortization	159	232
Bank charges	615	446
Events	195,451	111,318
Insurance	2,566	3,224
Professional fees	7,238	7,997
Rent	3,765	17,102
Street improvement	51,202	25,902
Travel	753	448
Telephone and utilities	<u>676</u>	<u>1,666</u>
	417,796	304,461
<b>Excess (deficiency) of revenues over expenses</b>	<u>\$ (23,272)</u>	<u>\$ 15,852</u>

**Chinatown Business Improvement Area**  
**Statement of Cash Flows**  
**Year ended December 31, 2023**

	<u>2023</u>	<u>2022</u>
<b>Operating activities:</b>		
Excess (deficiency) of revenues over expenses	\$ (23,272)	\$ 15,852
Adjustments to determine cash provided by operating activities:		
Amortization of capital assets	159	232
	<u>(23,113)</u>	<u>16,084</u>
Net changes in non-cash working capital items:		
Accounts receivable	5,000	10,000
GST receivable	(746)	1,447
Prepaid expenses and deposits	218	3,616
Accounts payable and accrued liabilities	<u>25,581</u>	<u>(5,748)</u>
Cash flows from operating activities	6,940	25,399
 <b>Net increase (decrease) in cash and cash equivalents during the year</b>	 6,940	 25,399
 <b>Cash and cash equivalents, beginning of year</b>	 66,800	 41,401
 <b>Cash and cash equivalents, end of year</b>	 \$ <u><u>73,740</u></u>	 \$ <u><u>66,800</u></u>



**Chinatown Business Improvement Area  
Notes to Financial Statements  
Year ended December 31, 2023**

**1. Purpose of the Business Improvement Area**

On November 10, 2015, the City of Calgary passed bylaw number 43M2015 to establish the Chinatown District Business Revitalization Zone (the “Chinatown BRZ”). This area is geographically located in the Chinatown Community District of the City of Calgary.

The name of the Chinatown BRZ was then amended to Chinatown Business Improvement Area (the “Chinatown BIA”).

The Chinatown BIA was established for the following purposes:

- (a) To advocate for improved safety, security, cleanliness and attractiveness of property in the Chinatown BIA;
- (b) To address parking, roads, transit, land use, buildings development, parks and riverfront infrastructure issues through discussion with the City of Calgary;
- (c) To develop, improve and maintain public parking within or adjacent to the Chinatown BIA;
- (d) To market the area as a visitor and cultural destination in collaboration with local tourist organizations, economic development authorities, and the arts and culture community;
- (e) To promote suitable development and business opportunities in the Chinatown area to new investors and business operators; and
- (f) To promote the Chinatown BIA as a business and shopping area.

**2. Summary of significant accounting policies**

Significant accounting policies are summarized as follows:

**(a) Basis of presentation**

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

**(b) Fund accounting**

The General Fund accounts for the Chinatown BIA’s program delivery and administration activities. This Fund reports unrestricted revenues and restricted operating grants.

The Capital Assets Fund reports the assets, liabilities, revenues and expenses related to the Chinatown BIA’s capital asset activities.

**(c) Revenue recognition**

BIA tax levy, sponsorships, fundraising and other revenue are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

**Chinatown Business Improvement Area**  
**Notes to Financial Statements**  
**Year ended December 31, 2023**

**2. Summary of significant accounting policies (continued)**

**(d) Cash and cash equivalents**

Cash and cash equivalents consist of cash and short-term balances with financial institutions.

**(e) Capital assets**

Capital assets are recorded at cost and are amortized over their estimated useful economic life using the declining balance method at the following annual rates:

Equipment and furniture	20%
Computer hardware	55%

In the year of acquisition, amortization on capital assets is recorded at one-half of the applicable normal rate.

**(f) Financial instruments**

The Chinatown BIA initially measures its financial assets and financial liabilities at their fair value. The Chinatown BIA subsequently measures its financial assets and financial liabilities at amortized cost. The financial assets subsequently measured at amortized cost include cash and cash equivalents as well as accounts receivable. The financial liabilities subsequently measured at amortized cost include accounts payable and accrued liabilities.

**Credit risk**

Credit risk is the possibility that other parties may default on their financial obligations. As the Chinatown BIA's main source of revenue stems from funding from the City of Calgary, the Chinatown BIA is not exposed to significant credit risk.

**Currency risk**

Currency risk is the risk that arises from the change in price of one currency against another. The Chinatown BIA is not exposed to any foreign exchange risk as all revenue and operating expenses are incurred in Canadian Dollars.

**Interest rate risk**

Interest rate risk is the risk that an investment or loan payment value will change due to a change in the absolute level of interest rates or a change in any interest rate relationship. Based on its assets and liabilities, the Chinatown BIA is not exposed to any significant interest rate risk.

**Chinatown Business Improvement Area**  
**Notes to Financial Statements**  
**Year ended December 31, 2023**

**2. Summary of significant accounting policies (continued)**

**(f) Financial instruments (continued)**

**Liquidity risk**

Liquidity risk is the risk that the Chinatown BIA will not be able to fund its obligations as they come due. Based on the financial position of the Chinatown BIA, the Chinatown BIA is not exposed to significant liquidity risk.

**Market and other price risk**

Market and other price risk is the risk that the fair value of financial instruments will fluctuate due to changes in market prices (other than those arising from interest rate or currency risk), whether those changes are caused by factors specific to an individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. Due to the nature of the financial instruments held by the Chinatown BIA, which are comprised of cash and accounts receivable (financial assets), and trade accounts payable / accrued liabilities (other financial liabilities), the Chinatown BIA is not exposed to significant market or other price risk.

There have been no significant changes in the Chinatown BIA's financial instrument risk exposures from the previous fiscal year.

**(g) Management estimates**

The preparation of these financial statements, in accordance with Canadian accounting standards for not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from the estimates made by the Chinatown BIA as additional information becomes available in the future.

**(h) Contributed services**

Volunteers contribute significant hours to assist the Chinatown BIA in carrying out its purpose. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements.

**3. Capital assets**

		<u>2023</u>		<u>2022</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Equipment and furniture	\$ 2,619	\$ 2,124	\$ 495	\$ 618
Computer hardware	3,403	3,375	28	64
	<u>\$ 6,022</u>	<u>\$ 5,499</u>	<u>\$ 523</u>	<u>\$ 682</u>

**Crescent Heights Village Business Improvement Area**  
**Financial Statements**  
**December 31, 2023**

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**Crescent Heights Village Business Improvement Area**  
**# 420, 1110 Centre Street NE**  
**Calgary, Alberta T2E 2R2**

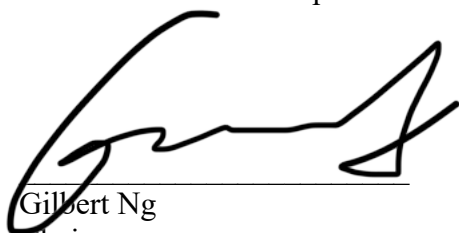
**Management's Responsibility for Financial Statements**

The accompanying financial statements of the Crescent Heights Village Business Improvement Area are the responsibility of management. The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations, using management's best estimates and judgments, where appropriate. In the opinion of management, these financial statements reflect fairly the financial position, results of its operations and changes in financial position of the Crescent Heights Village Business Improvement Area within reasonable limits of materiality.

A system of internal accounting and administrative controls is maintained by management to provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition and that the financial records are properly maintained to provide accurate and reliable financial statements.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls. The Board carries out this responsibility through regular meetings with management throughout the year to review significant accounting and auditing matters.

These financial statements have been audited, in accordance with Canadian generally accepted auditing standards, by Gangji and Associates, Chartered Professional Accountant, who were appointed by the Board of Directors. Gangji and Associates has full and unrestricted access to management and the Board of Directors to discuss their audit and their related findings as to the integrity of the organization's financial reporting. The Auditor's Report outlining the scope of their examination and their opinion on the financial statements is presented on the following page.

A handwritten signature in black ink, appearing to read 'Gilbert Ng', is written over a horizontal line.

Gilbert Ng  
Chairperson  
June 4, 2024

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**Independent Auditor's Report****To the Members of the Crescent Heights Village Business Improvement Area****Report on the Audit of the Financial Statements****Opinion**

We have audited the accompanying financial statements of the Crescent Heights Village Business Improvement Area, which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Crescent Heights Village Business Improvement Area as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Crescent Heights Village Business Improvement Area in accordance with the ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Crescent Heights Village Business Improvement Area's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Crescent Heights Village Business Improvement Area organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Crescent Heights Village Business Improvement Area's financial reporting process.



## Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

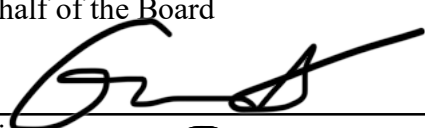
Calgary, Alberta  
June 4, 2024


*Ali Gangji Professional Corporation*  
Chartered Professional Accountant

**Crescent Heights Village Business Improvement Area**  
**Statement of Financial Position**  
**As at December 31, 2023**

	<u>2023</u>	<u>2022</u>
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 56,846	\$ 17,898
Accounts receivable	1,050	16,778
GST receivable	4,129	3,981
Prepaid expenses and deposits	<u>400</u>	<u>843</u>
	62,425	39,500
 <b>Capital assets (note 3)</b>	 510	 847
	\$ <u><u>62,935</u></u>	\$ <u><u>40,347</u></u>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ <u>16,974</u>	\$ <u>8,357</u>
	16,974	8,357
<b>Net Assets</b>		
 <b>Capital Assets Fund</b>	 \$ 510	 \$ 847
<b>General Fund</b>	<u>45,451</u>	<u>31,143</u>
	45,961	31,990
	\$ <u><u>62,935</u></u>	\$ <u><u>40,347</u></u>

Approved on behalf of the Board

  
 \_\_\_\_\_  
 Gilbert Ng, Chairperson

  
 \_\_\_\_\_  
 Yukio Cummings, Treasurer

**Crescent Heights Village Business Improvement Area**  
**Statement of Changes in Net Assets**  
**Year ended December 31, 2023**

		<u>Capital Assets</u>	<u>2023</u>		<u>General</u>		<u>Total</u>
		<u>Fund</u>			<u>Fund</u>		
Balance, beginning of year	\$	847	\$	31,143	\$	31,990	
Excess (deficiency) of revenues over expenses		-		13,971		13,971	
Amortization		(337)		337		-	
Balance, end of year	\$	<u>510</u>	\$	<u>45,451</u>	\$	<u>45,961</u>	

		<u>Capital Assets</u>	<u>2022</u>		<u>General</u>		<u>Total</u>
		<u>Fund</u>			<u>Fund</u>		
Balance, beginning of year	\$	1,523	\$	46,768	\$	48,291	
Excess (deficiency) of revenues over expenses		-		(16,301)		(16,301)	
Amortization		(676)		676		-	
Balance, end of year	\$	<u>847</u>	\$	<u>31,143</u>	\$	<u>31,990</u>	

**Crescent Heights Village Business Improvement Area**  
**Statement of Operations**  
**Year ended December 31, 2023**

	<u>2023</u>	<u>2022</u>
<b>Revenues</b>		
BIA tax levy	\$ 120,000	\$ 120,000
Sponsorships, fundraising and other	23,538	38,647
	<u>143,538</u>	<u>158,647</u>
<b>Expenses</b>		
Advertising and promotion	24,203	28,719
Amortization	337	676
Bank charges and interest	201	521
Events	2,701	30,198
Insurance	1,263	1,275
Office and administrative	68,725	70,007
Professional fees	7,301	6,470
Rent	5,340	4,920
Street improvement	18,972	31,652
Telephone and utilities	524	510
	<u>129,567</u>	<u>174,948</u>
<b>Excess (deficiency) of revenues over expenses</b>	\$ <u><u>13,971</u></u>	\$ <u><u>(16,301)</u></u>

**Crescent Heights Village Business Improvement Area**  
**Statement of Cash Flows**  
**Year ended December 31, 2023**

	<u>2023</u>	<u>2022</u>
<b>Operating activities:</b>		
Excess (deficiency) of revenues over expenses	\$ 13,971	\$ (16,301)
Adjustments to determine cash provided by operating activities:		
Amortization of capital assets	337	676
	<u>14,308</u>	<u>(15,625)</u>
Net changes in non-cash working capital items:		
Accounts receivable	15,728	(16,778)
GST receivable	(148)	(2,175)
Prepaid expenses and deposits	443	(245)
Accounts payable and accrued liabilities	8,617	1,007
Cash flows from (used in) operating activities	<u>38,948</u>	<u>(33,816)</u>
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	38,948	(33,816)
<b>Cash and cash equivalents, beginning of year</b>	17,898	51,714
<b>Cash and cash equivalents, end of year</b>	\$ <u><u>56,846</u></u>	\$ <u><u>17,898</u></u>

**Crescent Heights Village Business Improvement Area**  
**Notes to Financial Statements**  
**Year ended December 31, 2023**

**1. Purpose of the Business Improvement Area**

The Crescent Heights Village BIA (“BIA”) was established in 2020 for the following purposes:

- (a) To advocate for improved safety, security, cleanliness and attractiveness of property in the BIA;
- (b) To address streetscape improvements and infrastructure issues through discussion with the City of Calgary;
- (c) To market the district as a visitor destination in collaboration with local tourist organizations, economic development authorities, and the arts and culture community;
- (d) To promote suitable development and business opportunities in the BIA to new investors and business operators; and
- (e) To promote the BIA as a business and shopping area.

**2. Summary of significant accounting policies**

Significant accounting policies are summarized as follows:

**(a) Basis of presentation**

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

**(b) Fund accounting**

The General Fund accounts for the BIA’s program delivery and administration activities. This Fund reports unrestricted revenues and restricted operating grants.

The Capital Assets Fund reports the assets, liabilities, revenues and expenses related to the BIA’s capital asset activities.

**(c) Revenue recognition**

BIA tax levies and other revenue are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

**(d) Cash and cash equivalents**

Cash and cash equivalents consist of cash and short-term balances with financial institutions.

**(e) Capital assets**

Capital assets are recorded at cost and are amortized over their estimated useful economic life using the declining balance method at the following annual rates:

Equipment and furniture	20%
Computer hardware	55%

**Crescent Heights Village Business Improvement Area**  
**Notes to Financial Statements**  
**Year ended December 31, 2023**

**2. Summary of significant accounting policies (continued)**

**(e) Capital assets (continued)**

In the year of acquisition, amortization on capital assets is recorded at one-half of the applicable normal rate.

**(f) Financial instruments**

The BIA initially measures its financial assets and financial liabilities at their fair value. The BIA subsequently measures its financial assets and financial liabilities at amortized cost. The financial assets subsequently measured at amortized cost include cash and cash equivalents as well as accounts receivable. The financial liabilities subsequently measured at amortized cost include accounts payable and accrued liabilities.

**Credit risk**

Credit risk is the possibility that other parties may default on their financial obligations. As the BIA's main source of revenue stems from funding from the City of Calgary, the BIA is not exposed to significant credit risk.

**Currency risk**

Currency risk is the risk that arises from the change in price of one currency against another. The BIA is not exposed to any foreign exchange risk as all revenue and operating expenses are incurred in Canadian Dollars.

**Interest rate risk**

Interest rate risk is the risk that an investment or loan payment value will change due to a change in the absolute level of interest rates or a change in any interest rate relationship. Based on its assets and liabilities, the BIA is not exposed to any significant interest rate risk.

**Liquidity risk**

Liquidity risk is the risk that the BIA will not be able to fund its obligations as they come due. Based on the financial position of the BIA, the BIA is not exposed to significant liquidity risk.

**Market and other price risk**

Market and other price risk is the risk that the fair value of financial instruments will fluctuate due to changes in market prices (other than those arising from interest rate or currency risk), whether those changes are caused by factors specific to an individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. Due to the nature of the financial instruments held by the BIA, which are comprised of cash and receivables (financial assets), and trade accounts payable / accrued liabilities (other financial liabilities), the BIA is not exposed to significant market or other price risk.



**Crescent Heights Village Business Improvement Area**  
**Notes to Financial Statements**  
**Year ended December 31, 2023**

**2. Summary of significant accounting policies (continued)**

**(g) Management estimates**

The preparation of these financial statements, in accordance with Canadian accounting standards for not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from the estimates made by the BIA as additional information becomes available in the future.

**(h) Contributed services**

Volunteers contribute significant hours to assist the BIA in carrying out its purpose. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements.

**3. Capital assets**

		<u>2023</u>		<u>2022</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Equipment and furniture	\$ 641	\$ 346	\$ 295	\$ 369
Computer hardware	2,275	2,060	215	478
	<u>\$ 2,916</u>	<u>\$ 2,406</u>	<u>\$ 510</u>	<u>\$ 847</u>

# **GREENVIEW INDUSTRIAL BUSINESS IMPROVEMENT AREA**

## **Financial Statements**

**Year Ended December 31, 2023**



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## INDEPENDENT AUDITOR'S REPORT

### To the Members of Greenview Industrial Business Improvement Area

#### Opinion

We have audited the financial statements of Greenview Industrial Business Improvement Area (the Organization) which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with Accounting standards for not-for-profit organizations (ASNPO).

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error,

as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta  
June 4, 2024

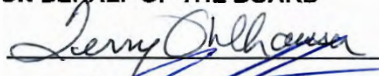
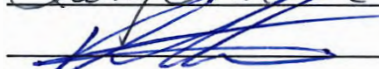
*Sihota Taylor*

Chartered Professional Accountants

**GREENVIEW INDUSTRIAL BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
CURRENT		
Cash	\$ 126,309	\$ 129,298
Accounts receivable (Note 3)	2,155	2,155
GST recoverable	6,602	2,799
	<u>135,066</u>	<u>134,252</u>
ADVANCES RECOVERABLE (Note 4)	13,845	-
	<u>\$ 148,911</u>	<u>\$ 134,252</u>
<b>LIABILITIES</b>		
CURRENT		
Accounts payable and accrued liabilities	\$ 8,274	\$ 10,144
Deferred grants (Note 5)	30,346	-
	<u>38,620</u>	<u>10,144</u>
<b>NET ASSETS</b>		
UNRESTRICTED NET ASSETS	<u>110,291</u>	<u>124,108</u>
	<u>\$ 148,911</u>	<u>\$ 134,252</u>

ON BEHALF OF THE BOARD

 Director  
 Director

See notes to financial statements

**GREENVIEW INDUSTRIAL BUSINESS IMPROVEMENT AREA**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2023**

	2023	2022
<b>UNRESTRICTED NET ASSETS - BEGINNING OF YEAR</b>	<b>\$ 124,108</b>	<b>\$ 116,497</b>
(Deficiency) Excess of revenues over expenditures	<b>(13,817)</b>	7,611
<b>UNRESTRICTED NET ASSETS - END OF YEAR</b>	<b>\$ 110,291</b>	<b>\$ 124,108</b>

See notes to financial statements

**GREENVIEW INDUSTRIAL BUSINESS IMPROVEMENT AREA**  
**Statement of Operations**  
**Year Ended December 31, 2023**

	2023	2022
<b>REVENUES</b>		
Business tax levy	\$ 70,000	\$ 50,000
Grants	31,131	58,420
Event income	3,449	10,035
	<u>104,580</u>	<u>118,425</u>
<b>EXPENDITURES</b>		
Special projects	40,232	32,942
Contracted services	35,327	24,530
Marketing and communications	14,505	10,540
Events	14,486	29,774
Office and administration	7,141	4,549
Professional fees	5,300	5,380
Insurance	1,406	3,099
	<u>118,397</u>	<u>110,814</u>
<b>(DEFICIENCY) EXCESS OF REVENUES OVER EXPENDITURES</b>	<u>\$ (13,817)</u>	<u>\$ 7,611</u>

See notes to financial statements



**GREENVIEW INDUSTRIAL BUSINESS IMPROVEMENT AREA**  
**Statement of Cash Flows**  
**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
(Deficiency) Excess of revenues over expenditures	<u>\$ (13,817)</u>	<u>\$ 7,611</u>
Changes in non-cash working capital:		
Accounts receivable	-	12,895
GST recoverable	(3,803)	(949)
Deferred grants	30,346	-
Prepaid expenses	-	15,000
Accounts payable and accrued liabilities	(1,870)	147
Advances recoverable	<u>(13,845)</u>	<u>-</u>
	<u>10,828</u>	<u>27,093</u>
<b>(DECREASE) INCREASE IN CASH</b>	<b>(2,989)</b>	<b>34,704</b>
Cash - beginning of year	<u>129,298</u>	<u>94,594</u>
<b>CASH - END OF YEAR</b>	<u><b>\$ 126,309</b></u>	<u><b>\$ 129,298</b></u>

See notes to financial statements

## GREENVIEW INDUSTRIAL BUSINESS IMPROVEMENT AREA

### Notes to Financial Statements

Year Ended December 31, 2023

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#### 1. NATURE OF OPERATIONS

Greenview Industrial Business Improvement Area (the "Organization") was established under the Business Revitalization Zone Regulation of the Municipal Government Act of the Province of Alberta.

The main purpose of the Business Improvement Area is to improve the appearance of the area and promote the zone as a business and shopping area. The majority of the funds are derived from the incremental business tax being levied by the City of Calgary on all businesses in the above mentioned area. Continued operation of the Organization is dependent on this ongoing financial support. The Organization is a tax exempt non-profit organization under section 149 of the Income Tax Act.

#### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Handbook and includes the significant accounting policies summarized below:

##### a) Deferral Method of Accounting – Revenue Recognition

The Organization follows the deferral method of accounting for revenues. Restricted revenues are recognized as revenue in the period in which related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

##### b) Financial Instruments

###### *Measurement of financial instruments*

The Organization initially measures its financial assets and liabilities at fair value.

The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments and other securities that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

###### *Impairment*

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

(continues)

**GREENVIEW INDUSTRIAL BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

*Transaction costs*

The Organization recognizes its transaction costs in the statement of operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their obligation, issuance or assumption.

**c) Contributed Materials and Services**

Contributed materials are recognized as items of both revenue and expense when their fair market value can reasonably be estimated.

When volunteers contribute their time to assist the Organization in carrying out its events and promotions, the contributed services are not recognized in the financial statements due to the difficulty in determining their fair value.

**d) Management uncertainty**

The preparation of statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

**3. ACCOUNTS RECEIVABLE**

Accounts receivable consists of:

	<u>2023</u>	<u>2022</u>
T2E Event income	\$ 2,155	\$ 2,155

**4. ADVANCES RECOVERABLE**

Payments were made to a vendor in duplicate. There is a written agreement in place for the funds to be repaid to the Organization by August 31, 2025. The recoverable amount is non interest bearing.

**5. DEFERRED GRANTS**

Deferred grants are amounts collected in the current year which will be recognized as revenue in fiscal 2024 and consist of:

	<u>2023</u>	<u>2022</u>
Community Standards Fund	\$ 20,346	\$ -
Calgary Arts Development	10,000	-
	<u>\$ 30,346</u>	<u>\$ -</u>

## **GREENVIEW INDUSTRIAL BUSINESS IMPROVEMENT AREA**

### **Notes to Financial Statements**

**Year Ended December 31, 2023**

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#### **6. ECONOMIC DEPENDENCE**

In common with other Business Improvement Areas, Greenview Industrial Business Improvement Area's primary source of revenue is from a business tax levy collected by the City of Calgary. The Organization's ability to continue viable operations is dependent on this funding.

#### **7. FINANCIAL INSTRUMENTS RISK MANAGEMENT**

The Organization has exposure to liquidity and credit risk from its use of financial instruments.

##### **a) Liquidity Risk**

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they become due. The Organization's approach to managing liquidity risk is to prepare and follow annual budgets, as well as ensuring there are sufficient revenues to cover expenses. The Organization's liquidity risk is considered to be low as the Organization aims to retain sufficient cash positions to manage liquidity risk.

##### **b) Credit Risk**

Credit risk is the risk that the Organization will incur a financial loss because a contributor or counterparty has failed to discharge an obligation. This risk is mitigated due to the fact that accounts receivable are minimal and revenue is largely derived from the municipal government.

**INGLEWOOD BUSINESS IMPROVEMENT AREA**  
**Financial Statements**  
**Year Ended December 31, 2023**

## INDEPENDENT AUDITOR'S REPORT

### To the Members of Inglewood Business Improvement Area

#### Opinion

We have audited the financial statements of Inglewood Business Improvement Area (the Organization) which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with Accounting standards for not-for-profit organizations (ASNPO).

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error,

as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Sihota Taylor*

Calgary, Alberta  
May 23, 2024

Chartered Professional Accountants



**INGLEWOOD BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
CURRENT		
Cash	\$ 81,706	\$ 23,811
GST recoverable	8,414	8,220
Prepaid expenses	1,218	977
	<b>91,338</b>	33,008
EQUIPMENT (Note 3)	20,911	2,133
	<b>\$ 112,249</b>	<b>\$ 35,141</b>
<b>LIABILITIES</b>		
CURRENT		
Accounts payable and accrued liabilities	\$ 17,657	\$ 14,946
Wages and vacation payable	1,824	2,742
Deferred grants (Note 4.)	55,677	-
	<b>75,158</b>	17,688
UNAMORTIZED EXTERNAL CAPITAL CONTRIBUTIONS (Note 5)	19,644	-
	<b>94,802</b>	17,688
<b>NET ASSETS</b>		
Invested in equipment	1,267	2,133
Unrestricted net assets	16,180	15,320
	<b>17,447</b>	17,453
	<b>\$ 112,249</b>	<b>\$ 35,141</b>

LEASE COMMITMENT (Note 7.)

**ON BEHALF OF THE BOARD**

\_\_\_\_\_  
Director

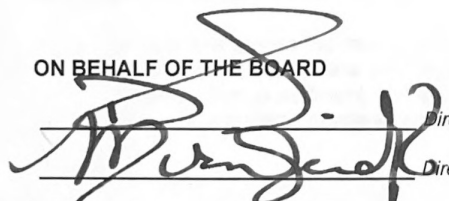
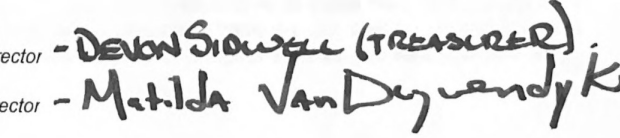
\_\_\_\_\_  
Director

**INGLEWOOD BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 81,706	\$ 23,811
GST recoverable	8,414	8,220
Prepaid expenses	1,218	977
	91,338	33,008
<b>EQUIPMENT (Note 3)</b>	20,911	2,133
	\$ 112,249	\$ 35,141
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 17,657	\$ 14,946
Wages and vacation payable	1,824	2,742
Deferred grants (Note 4.)	55,677	-
	75,158	17,688
<b>UNAMORTIZED EXTERNAL CAPITAL CONTRIBUTIONS (Note 5)</b>	19,644	-
	94,802	17,688
<b>NET ASSETS</b>		
Invested in equipment	1,267	2,133
Unrestricted net assets	16,180	15,320
	17,447	17,453
	\$ 112,249	\$ 35,141

LEASE COMMITMENT (Note 7.)

ON BEHALF OF THE BOARD

 Director - **DEVON SIOW (TREASURER)**  
 Director - **Matilda VanDy**

See notes to financial statements

**INGLEWOOD BUSINESS IMPROVEMENT AREA**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2023**

		Invested in Equipment	Unrestricted Net Assets	2023	2022
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$	2,133	\$ 15,320	\$ <b>17,453</b>	\$ 56,532
(Deficiency) Excess of revenues over expenditures		(866)	860	<b>(6)</b>	(39,079)
<b>NET ASSETS - END OF YEAR</b>	\$	1,267	\$ 16,180	\$ <b>17,447</b>	\$ 17,453

## INGLEWOOD BUSINESS IMPROVEMENT AREA

## Statement of Operations

Year Ended December 31, 2023

	2023	2022
<b>REVENUES</b>		
Business tax levy	\$ 290,000	\$ 265,000
Grant revenue	31,250	32,200
Amortization of unamortized capital contributions (Note 5)	2,806	-
	<b>324,056</b>	<b>297,200</b>
<b>EXPENDITURES</b>		
Salaries and wages	142,662	131,767
Advertising and promotion	47,008	58,564
Streetscape improvements	43,355	32,195
Special projects and events	39,997	66,068
Office and administration	39,477	38,135
Professional fees	6,500	6,500
Amortization	3,671	865
Memberships	1,392	2,185
	<b>324,062</b>	<b>336,279</b>
<b>DEFICIENCY OF REVENUES OVER EXPENDITURES</b>	<b>\$ (6)</b>	<b>\$ (39,079)</b>

**INGLEWOOD BUSINESS IMPROVEMENT AREA****Statement of Cash Flows****Year Ended December 31, 2023**

	<b>2023</b>	<b>2022</b>
<b>OPERATING ACTIVITIES</b>		
Deficiency of revenues over expenditures	\$ (6)	\$ (39,079)
Items not affecting cash:		
Amortization	3,671	865
Amortization of unamortized capital contributions	(2,806)	-
	<b>859</b>	<b>(38,214)</b>
Changes in non-cash working capital:		
Accounts receivable	-	16,288
Deferred grants	55,677	-
GST recoverable	(194)	206
Prepaid expenses	(241)	1,116
Accounts payable and accrued liabilities	2,712	(22,922)
Wages and vacation payable	(918)	918
	<b>57,036</b>	<b>(4,394)</b>
<b>INCREASE (DECREASE) IN CASH</b>	<b>57,895</b>	<b>(42,608)</b>
<b>CASH - BEGINNING OF YEAR</b>	<b>23,811</b>	<b>66,419</b>
<b>CASH - END OF YEAR</b>	<b>\$ 81,706</b>	<b>\$ 23,811</b>

**INGLEWOOD BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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1. NATURE OF OPERATIONS

Inglewood Business Improvement Area (the "Organization") was established under the Business Revitalization Zone Regulation of the Municipal Government Act of the Province of Alberta in 1988.

The purpose of the Organization is to improve the appearance of the area in vicinity of 9th Avenue South East and to promote the zone as a business and shopping area. The majority of the funds are derived from the incremental business tax being levied by the City of Calgary on all businesses in the above mentioned area. Continued operation of the Organization is dependent on this ongoing financial support. The Organization is a tax exempt non-profit organization under section 149 of the Income Tax Act.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Handbook and includes the significant accounting policies summarized below.

a) Deferral Method of Accounting – Revenue Recognition

Inglewood Business Improvement Area follows the deferral method of accounting for revenues. Restricted revenues are recognized as revenue in the period in which related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

b) Financial Instruments

*Measurement of financial instruments*

The Organization initially measures its financial assets and liabilities at fair value.

The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments and other securities that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, and wages and vacation payable.

*Impairment*

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

(continues)

**INGLEWOOD BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

*Transaction costs*

The Organization recognizes its transaction costs in the statement of operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their obligation, issuance or assumption.

**c) Contributed Materials and Services**

Contributed materials are recognized as items of both revenue and expense when their fair market value can reasonably be estimated.

When volunteers contribute their time to assist the Organization in carrying out its events and promotions, the contributed services are not recognized in the financial statements due to the difficulty in determining their fair value.

**d) Equipment**

Purchased equipment is recorded at cost. Contributed equipment is recorded at fair market value at the date of contribution. Amortization is provided using the following rates and methods over the assets' estimated useful life:

Office equipment	5 years	Straight-line
Computer equipment	4 years	Straight-line
Mural	8 years	Straight-line

**e) Management uncertainty**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

**3. EQUIPMENT**

	Cost	Accumulated amortization	<b>2023 Net book value</b>	2022 Net book value
Computer equipment	\$ 4,762	\$ 3,642	\$ 1,120	\$ 1,888
Mural	22,450	2,806	19,644	-
Office equipment	490	343	147	245
	<b>\$ 27,702</b>	<b>\$ 6,791</b>	<b>\$ 20,911</b>	<b>\$ 2,133</b>



**INGLEWOOD BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

**4. DEFERRED GRANTS**

Deferred grants are amounts collected in the current year which will be recognized as revenue in fiscal 2024 and consist of:

	2023	2022
Calgary Tourism Grant	\$ 5,000	\$ -
City of Calgary Micro Grant	46,627	-
Mural Grant for sign replacement	4,050	-
	<b>\$ 55,677</b>	<b>\$ -</b>

**5. UNAMORTIZED EXTERNAL CAPITAL CONTRIBUTIONS**

Unamortized external capital contributions relate to contributions received for the Mural which was completed in the current fiscal year. The contributions have been deferred and are being recognized as revenue on the same basis as the amortization of the Mural. For the year ending December 31, 2023, \$2,806 has been recognized as revenue with a closing balance of unamortized external capital contributions of \$19,644.

**6. ECONOMIC DEPENDENCE**

In common with other Business Improvement Areas, the Organization's primary source of revenue is from a business tax levy collected by the City of Calgary. The Organization's ability to continue viable operations is dependent on this funding.

**7. LEASE COMMITMENT**

The Organization has a long term lease with respect to its premises. The lease contains renewal options and provides for operating costs. Future minimum lease payments as at December 31, 2023, are as follows:

2024	\$ 24,000
2025	26,400
2026	27,600
2027	6,900

**8. FINANCIAL INSTRUMENTS RISKS**

The Organization has exposure to credit and liquidity risk from its use of financial instruments.

**Credit risk**

Credit risk is the risk that the Organization will incur a financial loss because a contributor or counterparty has failed to discharge an obligation. This risk is mitigated due to the fact that accounts receivable are minimal and revenue is largely derived from the municipal government. The Organization is also exposed to credit risk as all of the Organization's cash is held at one chartered bank.

(continues)

**INGLEWOOD BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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8. FINANCIAL INSTRUMENTS RISKS *(continued)*

Liquidity risk

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they become due. The Organization's approach to managing liquidity risk is to prepare and follow annual budgets, as well as ensuring there are sufficient revenues to cover expenditures. The Organization's liquidity risk is considered to be low as the Organization aims to retain sufficient cash positions to manage liquidity risk.

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# **INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE**

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## **FINANCIAL STATEMENTS DECEMBER 31, 2023**

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# **INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE**

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**DECEMBER 31, 2023**

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## INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE

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### MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying financial statements and other information contained in this Financial Report as of December 31, 2023 are the responsibility of the management of the International Avenue Business Revitalization Zone.

Management has prepared these financial statements. Financial statements are not precise since they include certain amounts based on estimated and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The Organization maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable, and accurate and that the Organization's assets are properly accounted for and adequately safeguarded.

The elected Board of the Organization is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements.

The Board meets regularly with management to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, and to satisfy itself that each party is properly discharging its responsibilities. The Board also approves the engagement or re-appointment of the external auditors. The Board reviews the financial reports.

The financial statements have been audited by Scase & Partner Chartered Professional Accountants, the external auditors, in accordance with Canadian generally accepted auditing standards on behalf of the Board. Scase & Partner Chartered Professional Accountants has full and free access to the Board.

*G. Boyd* - G. BOYD

Board member

*May 28, 2024*

Date



# SCASE & PARTNER

CHARTERED PROFESSIONAL ACCOUNTANTS

## INDEPENDENT AUDITORS' REPORT

**To the membership and the Board of Directors ,**

### **Opinion**

We have audited the financial statements of the International Avenue Business Revitalization Zone, which comprise the statement of financial position as at December 31, 2023, and the statements of operations and changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects the financial position at December 31, 2023, and its financial performance and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

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Scase & Partner

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Organization to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Organization audit. We remain solely responsible for our audit opinion.

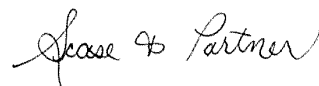


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Scase & Partner

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta  
May 24, 2024



Chartered Professional Accountants

## INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE

### STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2023

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 22,232	\$ 21,743
Accounts receivable (Note 3)	16,899	23,296
Prepaid expenses and deposits	3,093	3,422
	\$ 42,224	\$ 48,461
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities (Note 4)	\$ 18,764	\$ 30,379
Deferred revenue (Note 5)	4,800	-
	23,564	30,379
<b>NET ASSETS</b>		
<b>UNRESTRICTED</b>	\$ 18,660	\$ 18,082
	\$ 42,224	\$ 48,461

APPROVED ON BEHALF OF THE BOARD:

Boyd. G. BOO Director  
chair Marie Hoover Director

## INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE

### STATEMENT OF OPERATIONS and CHANGES IN NET ASSETS FOR THE YEAR ENDED DECEMBER 31, 2023

	Budget (Unaudited)		
	2023	2023	2022
<b>REVENUE</b>			
Business tax levy	\$ 401,600	\$ 401,600	\$ 411,800
Grants and associate fees	208,000	91,948	135,681
Other income	64,000	74,373	63,405
	673,600	567,921	610,886
<b>EXPENDITURES</b>			
Streetscape improvements	152,000	155,879	127,086
Public safety and social issues	138,500	110,942	139,178
Special projects and events	81,000	88,409	107,031
Office and administration	100,600	85,080	101,319
Marketing and communication	93,500	83,022	76,027
Urban development and planning	65,000	40,088	34,451
Heart of the New East Economic Development	-	3,923	2,554
Canada Healthy Communities	-	-	6,276
Contingency and others	43,000	-	-
	673,600	567,343	593,922
<b>NET EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ -</b>	<b>578</b>	<b>16,964</b>
<b>UNRESTRICTED NET ASSETS, beginning of year</b>		<b>18,082</b>	<b>1,118</b>
<b>UNRESTRICTED NET ASSETS, end of year</b>		<b>\$ 18,660</b>	<b>\$ 18,082</b>

## INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2023

	2023	2022
<b>CASH PROVIDED BY OPERATING ACTIVITIES</b>		
Excess of revenue over expenditures	\$ 578	\$ 16,964
<b>CHANGES IN WORKING CAPITAL BALANCES</b>		
Accounts receivable	6,397	929
Prepaid expenses	329	53
Accounts payable and accrued liabilities	(11,616)	12,561
Deferred revenue	4,801	(62,253)
<b>INCREASE (DECREASE) IN CASH for the year</b>	489	(31,746)
<b>CASH, beginning of year</b>	21,743	53,489
<b>CASH, end of year</b>	\$ 22,232	\$ 21,743

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# INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE

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## NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2023

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### INCORPORATION AND NATURE OF OPERATIONS

The International Avenue Business Revitalization Zone (referred to as 'the BRZ') is a not-for-profit organization established under the Municipal Government Act of the Province of Alberta. The main purposes of the organization are:

- a) to promote, improve and create a more pleasant community in which to shop and live, and
- b) to market BRZ as a shopping destination and to keep member businesses informed of the BRZ programs and activities.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared using the Canadian accounting standards for not-for-profit organizations. These financial statements have, in management's opinion, been properly prepared within the framework of the accounting policies summarized as follows:

(a) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant. Accounts specifically affected by estimates in these financial statements are accounts receivable, accounts payable and accrued liabilities and deferred revenue.

(b) Cash

Cash consists of balances with financial institutions. The organization's management does not invest the cash in any form that would limit its accessibility.

(c) Property and equipment

In accordance with the CPA handbook, not-for-profit organizations with average annual gross revenues recognized for the current and prior year of less than \$500,000 may choose not to capitalize and amortize tangible capital assets acquired in the year. During the fiscal years 2024 and 2023, the average gross revenue of BRZ was \$589,403 and there was no capital purchases made during the fiscal year.

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## INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE

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### NOTES TO THE FINANCIAL STATEMENTS AS AT DECEMBER 31, 2023

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#### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued

(d) Revenue recognition

The BRZ follows the deferral method of accounting for revenue. Restricted revenue is recognized in the year in which the related expenses are incurred. To date the organization has not established any restricted funds so there has been no requirement for additional schedules for reporting purposes.

Unrestricted revenue is recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Donations, grants and contributions in kind are recorded at fair value when such value can be reasonably determined and recorded as revenue in the year received.

(e) Contributed services

Volunteers contributed time to assist the BRZ in carrying out its operations, however due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

(f) Income Taxes

As allowed under existing Federal Income Tax Legislation, organizations which qualify as a not-for-profit are exempt from income tax. As such, no provision for income taxes has been recorded in the accompanying financial statements.

#### 2. FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognized on the balance sheet at the time the BRZ becomes a party to the contractual provisions. Upon initial recognition, financial instruments are measured at fair value.

Financial instruments that are traded on an exchange are adjusted to fair market value at each reporting period, with changes reported in the statement of operations as unrealized gains and losses.

All other financial assets are subsequently measured at amortized cost, include cash and accounts receivable.

The financial liabilities are subsequently measured at amortized cost, include accounts payable and accrued liabilities.

The risk exposures related to BRZ's financial instruments are outlined as follows:

(a) Interest rate risk

# INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE

## NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2023

### 2. FINANCIAL INSTRUMENTS, continued

#### (b) Credit risk

The Organization's credit risk relates to cash and accounts receivable. The Organization's cash balances are held with reputable Canadian financial institutions. Accounts receivable are primarily from individuals and private and government entities. Management believes the Organization's exposure to credit risk is not significant, as collections on individual debts are reasonably assured.

The carrying value of cash, accounts receivable, accounts payable and accrued liabilities approximate their fair value because of the short-term maturity of these items.

### 3. ACCOUNTS RECEIVABLE

	<u>2023</u>	<u>2022</u>
Trade receivable	\$ 7,328	\$ 8,541
Goods and service tax receivable	<u>9,571</u>	<u>14,755</u>
	<u>\$ 16,899</u>	<u>\$ 23,296</u>

### 4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2023</u>	<u>2022</u>
Trade payable	\$ 4,211	\$ 8,323
Accrued liabilities	4,000	11,618
Payroll deductions and other liabilities	<u>10,553</u>	<u>10,438</u>
	<u>\$ 18,764</u>	<u>\$ 30,379</u>

### 5. DEFERRED REVENUE

	<u>2023</u>	<u>2022</u>
Deferred grants beginning of year	\$ -	\$ -
Additions during the year	4,800	-
Expended on projects during the year	<u>-</u>	<u>-</u>
Deferred grants end of year	<u>\$ 4,800</u>	<u>\$ -</u>



## INTERNATIONAL AVENUE BUSINESS REVITALIZATION ZONE

### NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2023

#### 6. COMMITMENTS

International Avenue Business Revitalization Zone (International BRZ) renewed the lease agreement to rent office spaces and allocated parking stalls and storage space for a period of five years, beginning June 1, 2022 and ending May 31, 2027. Notice of intent to renew must be exercised 60 days before expiry of the current rental agreement. All terms of the lease renewal remains the same except for any signing incentive and or inducements.

The rent renewal has a base of \$3,213 per month plus applicable GST for both the office spaces and storage with the full amount payable at the beginning of each month. Costs of utilities, property taxes and required insurance will be born by International BRZ.

Annual commitment, not including operating costs

2024	\$ 38,556
2025	\$ 38,556
2026	\$ 38,556
2027	\$ 38,556
2028	\$ 16,065

BRZ hired the services of Ever Ready Solutions (E.R.S. Security) to provide for two security guards to patrol International Avenue and connecting businesses, look for and stop social disorder in area while working with community, local emergency departments and agencies. There is no formal agreement in place and the services can be terminated without giving notice to each party.

#### 7. ECONOMIC DEPENDENCE

The BRZ earned \$401,600 (2022 - \$411,800) of business tax levy and \$90,000 (2022 - \$80,700) of graffiti and innovation grants from the City of Calgary, which represents 87% (2022 - 81%) of its revenue.

Due to the nature of the business activities, the ongoing operations of the BRZ is dependent upon the continued co-operation with the City of Calgary.

#### 8. RESTRICTION ON NET ASSETS

There are no restrictions placed on the net assets of the BRZ during the fiscal year ended December 31, 2023.



**KENSINGTON BUSINESS REVITALIZATION ZONE**  
**Financial Statements**  
**Year Ended December 31, 2023**

## INDEPENDENT AUDITOR'S REPORT

### To the Members of Kensington Business Revitalization Zone

#### Opinion

We have audited the financial statements of Kensington Business Revitalization Zone (the Organization) which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with Accounting standards for not-for-profit organizations (ASNPO).

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error,

as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Sihota Taylor*


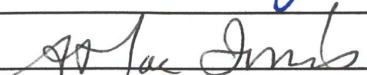
Calgary, Alberta  
May 29, 2024

Chartered Professional Accountants

**KENSINGTON BUSINESS REVITALIZATION ZONE**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
CURRENT		
Cash	\$ 183,038	\$ 118,998
Accounts receivable (Note 3)	-	27,483
GST recoverable	17,506	12,035
Prepaid expenses	2,793	1,636
	<b>203,337</b>	160,152
EQUIPMENT (Note 4)	18,992	27,864
	<b>\$ 222,329</b>	<b>\$ 188,016</b>
<b>LIABILITIES</b>		
CURRENT		
Accounts payable and accrued liabilities	\$ 8,755	\$ 7,827
Deferred revenue (Note 5)	5,000	-
	<b>13,755</b>	7,827
<b>NET ASSETS</b>		
INVESTED IN EQUIPMENT	18,992	27,864
UNRESTRICTED NET ASSETS	189,582	152,325
	<b>208,574</b>	180,189
	<b>\$ 222,329</b>	<b>\$ 188,016</b>

ON BEHALF OF THE BOARD

  
\_\_\_\_\_  
  
\_\_\_\_\_  
Director  
Director

See notes to financial statements

**KENSINGTON BUSINESS REVITALIZATION ZONE**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2023**

	Invested in Equipment	Unrestricted net assets	2023	2022
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 27,864	\$ 152,325	\$ 180,189	\$ 166,659
(Deficiency) Excess of revenues over expenditures	(10,273)	38,658	28,385	13,530
Net investment in Equipment	1,401	(1,401)	-	-
<b>NET ASSETS - END OF YEAR</b>	\$ 18,992	\$ 189,582	\$ 208,574	\$ 180,189

See notes to financial statements



**KENSINGTON BUSINESS REVITALIZATION ZONE**  
**Statement of Operations**  
**Year Ended December 31, 2023**

	2023	2022
<b>REVENUES</b>		
Business tax levy	\$ 285,000	\$ 220,000
Grants	13,000	-
Other income	6,069	-
Interest income	2,998	829
Sponsorships	1,400	22,168
Other City of Calgary	-	36,483
	<b>308,467</b>	<b>279,480</b>
<b>EXPENDITURES</b>		
Subcontracts, wages and benefits	117,174	103,029
Special projects, marketing and events	85,381	28,230
Public relations	30,000	79,975
Rent and parking	11,034	10,873
Amortization of equipment	10,272	11,208
Office supplies and services	7,755	4,594
Street beautification	7,148	9,249
Professional fees	6,551	14,116
Insurance	3,320	3,145
Board and other meetings	1,447	1,531
	<b>280,082</b>	<b>265,950</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>\$ 28,385</b>	<b>\$ 13,530</b>

See notes to financial statements

**KENSINGTON BUSINESS REVITALIZATION ZONE**  
**Statement of Cash Flows**  
**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenditures	\$ 28,385	\$ 13,530
Item not affecting cash:		
Amortization of equipment	10,272	11,208
	<b>38,657</b>	<b>24,738</b>
Changes in non-cash working capital:		
Accounts receivable	27,483	(12,483)
GST recoverable	(5,471)	(146)
Deferred revenue	5,000	-
Prepaid expenses	(1,157)	4,051
Accounts payable and accrued liabilities	929	(7,719)
	<b>26,784</b>	<b>(16,297)</b>
Cash flow from operating activities	<b>65,441</b>	<b>8,441</b>
<b>INVESTING ACTIVITY</b>		
Purchase of equipment	(1,401)	(25,395)
<b>INCREASE (DECREASE) IN CASH</b>	<b>64,040</b>	<b>(16,954)</b>
Cash - beginning of year	118,998	135,952
<b>CASH - END OF YEAR</b>	<b>\$ 183,038</b>	<b>\$ 118,998</b>

See notes to financial statements

**KENSINGTON BUSINESS REVITALIZATION ZONE**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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**1. NATURE OF OPERATIONS**

The Kensington Business Revitalization Zone (the "Organization") is a non-profit organization established under the Municipal Government Act of the Province of Alberta.

The main purpose of the Organization is to improve the appearance of the area and promote the zone as a business and shopping area. The majority of the funds are derived from the incremental business tax being levied by the City of Calgary on all businesses in the above mentioned area. Continued operation of the Organization is dependent on this ongoing financial support. The Organization is a tax exempt non-profit organization under section 149 of the Income Tax Act.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Handbook and includes the significant accounting policies summarized below.

**a) Deferral Method of Accounting – Revenue Recognition**

Kensington Business Revitalization Zone follows the deferral method of accounting for revenues. Restricted revenues are recognized as revenue in the period in which related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

**b) Financial Instruments**

*Measurement of financial instruments*

The Organization initially measures its financial assets and liabilities at fair value.

The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments and other securities that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

*Impairment*

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

(continues)

**KENSINGTON BUSINESS REVITALIZATION ZONE**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

*Transaction costs*

The Organization recognizes its transaction costs in the statement of operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their obligation, issuance or assumption.

**c) Contributed Materials and Services**

Contributed materials are recognized as items of both revenue and expense when their fair market value can reasonably be estimated.

When volunteers contribute their time to assist the organization in carrying out its events and promotions, the contributed services are not recognized in the financial statements due to the difficulty in determining their fair value.

**d) Equipment**

Purchased equipment is recorded at cost. Contributed equipment is recorded at fair market value at the date of contribution. Amortization is provided over the assets' estimated useful lives as follows:

Computer equipment	36 months	Straight line
Furniture and equipment	20%	Declining balance
Tree lights	36 months	Straight line

**e) Management uncertainty**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

**3. ACCOUNTS RECEIVABLE**

Accounts receivable consists of:

	<b>2023</b>	<b>2022</b>
City of Calgary funding	\$ -	\$ 21,483
Sponsorships	-	6,000
	<b>\$ -</b>	<b>\$ 27,483</b>

There were no accounts receivable at December 31, 2023.

**KENSINGTON BUSINESS REVITALIZATION ZONE**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

**4. EQUIPMENT**

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Computer equipment	\$ 1,401	\$ 467	\$ 934	\$ -
Furniture and equipment	48,826	43,465	5,361	6,702
Tree lights	41,395	28,698	12,697	21,162
	<b>\$ 91,622</b>	<b>\$ 72,630</b>	<b>\$ 18,992</b>	<b>\$ 27,864</b>

**5. DEFERRED REVENUE**

Deferred revenue are amounts collected in the current year which will be recognized as revenue in fiscal 2024 and consists of:

	2023	2022
Tourism Calgary grant - Chinook Blast	\$ 5,000	\$ -

**6. ECONOMIC DEPENDENCE**

In common with other Business Revitalization Zones, the Organization's primary source of revenue is from a business tax collected by the City of Calgary. The Organization's ability to continue viable operations is dependent on this funding.

**7. FINANCIAL INSTRUMENTS RISK MANAGEMENT**

The Organization is exposed to the following risks in respect of certain of the financial instruments held:

**a) Liquidity Risk**

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they become due. The Organization's approach to managing liquidity risk is to prepare and follow annual budgets, as well as ensuring there are sufficient revenues to cover expenses. The Organization's liquidity risk is considered to be low as the Organization aims to retain sufficient cash positions to manage liquidity risk.

**b) Credit Risk**

Credit risk is the risk that the Organization will incur a financial loss because a contributor or counterparty has failed to discharge an obligation. This risk is mitigated due to the fact that accounts receivable are minimal and revenue is largely derived from the municipal government. The Organization is also exposed to credit risk as all of the Organization's cash is held at one chartered bank.



**David L. Patrino**  
PROFESSIONAL CORPORATION  
CHARTERED PROFESSIONAL ACCOUNTANT

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of Mainstreet Bowness Business Improvement Area

I have audited the accompanying financial statements of Mainstreet Bowness Business Improvement Area, which comprise the statement of financial position as at December 31, 2023 and the statements of revenues and expenditures, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

(continues)

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Telephone (403)210-3900 Fax (403) 210-3901 Email: davep@patrino.ca

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Independent Auditor's Report to the Members of Mainstreet Bowness Business Improvement Area  
(continued)

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Mainstreet Bowness Business Improvement Area as at December 31, 2023 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Calgary, Alberta  
May 31, 2024

DAVID L PATRINO PROFESSIONAL CORPORATION  
CHARTERED PROFESSIONAL ACCOUNTANT



**MAINSTREET BOWNESS BUSINESS IMPROVEMENT AREA**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 53,730	\$ 62,870
Accounts receivable	14,220	-
Goods and services tax recoverable	-	2,650
Prepaid expenses	3,342	769
	71,292	66,289
EQUIPMENT <i>(Net of accumulated amortization)</i>	-	1,095
LONG TERM INVESTMENTS	5	5
	\$ 71,297	\$ 67,389
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable	\$ 3,001	\$ 3,001
Goods and services tax payable	386	-
	3,387	3,001
NET ASSETS	67,910	64,388
	\$ 71,297	\$ 67,389

ON BEHALF OF THE BOARD

 Director

 Director



**MAINSTREET BOWNESS BUSINESS IMPROVEMENT AREA**  
**Statement of Revenues and Expenditures**  
**Year Ended December 31, 2023**

	2023	2022
<b>REVENUES</b>		
Business revitalization zone levy	\$ 60,100	\$ 50,100
Street festival income	34,256	25,757
Grants	5,000	12,195
	<b>99,356</b>	<b>88,052</b>
<b>EXPENSES</b>		
Advertising and promotion	7,251	3,703
Amortization	1,095	365
Bank charges	8	5
Flowers and planters	7,017	2,860
General and administrative expenses	36,429	38,788
Insurance	1,546	1,571
Interest and bank charges	(1)	(1)
Meals and entertainment	290	225
Office	345	713
Plant care and watering	8,727	14,776
Professional fees	3,000	2,750
Sidewalk maintenance	3,250	7,885
Special projects and events	24,983	20,009
Telephone	820	900
Vehicle	36	33
Workers compensatopn	812	800
Wreathes	875	725
	<b>96,483</b>	<b>96,107</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FROM OPERATIONS</b>	<b>2,873</b>	<b>(8,055)</b>
<b>OTHER INCOME</b>		
Interest income	649	560
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	<b>\$ 3,522</b>	<b>\$ (7,495)</b>

**MAINSTREET BOWNESS BUSINESS IMPROVEMENT AREA**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2023**

	Unrestricted	2023	2022
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 64,388	\$ <b>64,388</b>	\$ 71,883
<b>EXCESS OF REVENUES OVER EXPENSES</b>	3,522	<b>3,522</b>	(7,495)
<b>NET ASSETS - END OF YEAR</b>	\$ 67,910	\$ <b>67,910</b>	\$ 64,388

**MAINSTREET BOWNESS BUSINESS IMPROVEMENT AREA**  
**Statement of Cash Flow**  
**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenses	\$ 3,522	\$ (7,495)
Item not affecting cash:		
Amortization of property, plant and equipment	1,095	365
	4,617	(7,130)
Changes in non-cash working capital:		
Accounts receivable	(14,220)	12,855
Accounts payable	-	(2,692)
Deferred income	-	(525)
Prepaid expenses	(2,573)	34
Goods and services tax payable	3,036	5,129
	(13,757)	14,801
Cash flow from (used by) operating activities	(9,140)	7,671
<b>INVESTING ACTIVITY</b>		
Purchase of property, plant and equipment	-	(1,460)
<b>INCREASE (DECREASE) IN CASH FLOW</b>	(9,140)	6,211
Cash - beginning of year	62,870	56,659
<b>CASH - END OF YEAR</b>	\$ 53,730	\$ 62,870
<b>CASH CONSISTS OF:</b>		
Cash	\$ 53,730	\$ 62,870

**MAINSTREET BOWNESS BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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**1. DESCRIPTION OF BUSINESS**

Mainstreet Bowness Business Improvement Area (formerly Bowness BRZ (1995)), ("Mainstreet Bowness BIA") is an Organization that is established and operated by the Municipal Government Act's business revitalization regulation of the City of Calgary. The BIA in the City of Calgary, established as a Business Revitalization Zone under Bylaw 38M95. BIAs are corporations by virtue of Section 51 of the Municipal Government Act. City Council passes bylaws to establish BIAs and to establish the not-for-profit BIA Associations.

The Organization was incorporated under the Societies Act of Alberta on December 31, 1995 without share capital.

The Municipal Government Act, R.S.A. 2000, c. M-26 was amended to change the "Business Revitalization Zone" designation to a "Business Improvement Area". On November 28, 2016, the Bowness Business Revitalization Zone was continued as the Mainstreet Bowness Business Improvement Area.

A BIA is governed by a board consisting of members appointed by resolution of Council. The board must consist of individuals who have been nominated by one or more taxpayers in the BIA. Members of the board shall be appointed for 1 year terms. The board is responsible for the administration of the Organization. The board develops the BIA's annual program and submits the program's budget estimates to city council. The BIA receives its revenue from local business owners in the Bowness business area in the City of Calgary. This revenue is collected by means of a special BIA levy added to each business owner's annual business tax bill.

BIA's role is:

- improving, beautifying and maintaining property in the BIA;
- developing, improving and maintaining public parking within and adjacent to the BIA; and
- promoting the BIA as a business or shopping area.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for notfor-profit organizations (ASNPO) in Part III of the CPA Canada Handbook and reflect the following significant accounting policies:

Cash and cash equivalents

Cash includes cash and cash equivalents. Cash equivalents are investments in treasury bills and are valued at cost plus accrued interest. The carrying amounts approximate fair value because they have maturities at the date of purchase of less than ninety days.

*(continues)*

**MAINSTREET BOWNESS BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Revenue recognition

1. Other revenue is recorded at the time the service is rendered in the normal course of operation and the collection is assured.
2. Business revitalization zone levy is recorded when there is a reasonable assurance that the Organization had complied with and will continue to comply with all the necessary conditions to obtain the levy.
3. The Organization follows the deferral method of accounting for contributions. Restricted contributions are initially deferred and then recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets in the year.
4. The Organization recognizes its interest using the accrual basis of accounting.

Contributed services

Volunteers contribute services to assist the Organization in carrying out its activities. Since these services are not normally purchased by the Organization, and because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Prepaid expenses

Prepaid expenses include costs paid in advance of the fiscal year to which the costs relate, such as prepaid maintenance, prepaid commercial general and professional liability insurance.

Use of estimates

When preparing financial statements according with Canadian accounting standards for not-for-profit organizations, management makes estimates and assumptions relating to:

- reported amounts of revenues and expenses
- reported amounts of assets and liabilities
- disclosure of contingent assets and liabilities.

The estimates are based on a number of factors, including historical experience, current events and actions that the Organization may undertake in the future, and other assumptions that are reasonable under the circumstances. By their nature, these estimates are subject to measurement uncertainty and actual results could differ.

*(continues)*

**MAINSTREET BOWNESS BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial instruments policy

The Organization measures its financial assets and financial liabilities at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Organization has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Organization determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Organization expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Going concern

These financial statements have been prepared on a going concern basis, which contemplates the realization of assets and the payment of liabilities in the ordinary course of business. Should the Organization be unable to continue as a going concern, it may be unable to realize the carrying value of its assets and to meet its liabilities as they become due.

The Organization's ability to continue as a going concern is dependent upon its ability to attain the BIA levy and generate funds therefrom, and, if required, to obtain funds sufficient to meet current and future obligations and/or restructure the existing payables. These financial statements do not reflect the adjustments or reclassification of assets and liabilities, which would be necessary if the Organization were unable to continue its operations.

3. INVESTMENTS

	Shares/units	2023	Shares/units	2022
Servus Credit Union common shares	4	\$ 4.50	4	\$ 4.55
	4	\$ 4.50	4	\$ 4.50



**MAINSTREET BOWNESS BUSINESS IMPROVEMENT AREA**  
**Notes to Financial Statements**  
**Year Ended December 31, 2023**

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**4. FINANCIAL INSTRUMENTS**

The Organization is exposed to various risks through its financial instruments.

Risk management relates to the understanding and active management of risks associated with all areas of the Organization's activities and the associated operating environment.

The following analysis presents the Organization's exposures to significant risk as at December 31, 2022.

**Credit Risk**

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Organization is not exposed to any significant credit risk in respect to the levy receivable, accounts receivable, and term deposits. The Organization mitigates this risk by selecting fixed income investments with high quality credit ratings assigned by a well-recognized credit agency.

**Fair Value Risk**

The Organization's carrying value of cash and cash equivalents, accounts receivable, and accounts payable and accrued liabilities approximates its fair value due to the immediate or short term maturity of these instruments.

**Interest Rate Risk**

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The Organization is exposed to interest rate risk on its fixed interest rate financial instruments. Fixed-interest instruments subject the Organization to a fair value risk, while the floating-rate instruments subject it to a cash flow risk.

**Liquidity Risk**

Liquidity risk is the risk that the Organization will not be able to meet a demand for cash or fund its obligations as they come due. The Organization meets its liquidity requirements by preparing and monitoring forecasts of cash flows from operations, anticipating investing and financing activities and holding assets that can be readily converted into cash.

**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Non-Consolidated Financial Statements**  
**Year Ended December 31, 2023**

## INDEPENDENT AUDITOR'S REPORT

### To the Members of Marda Loop Business Improvement Area

#### Opinion

We have audited the non-consolidated financial statements of Marda Loop Business Improvement Area (the Organization) which comprise the non-consolidated statement of financial position as at December 31, 2023, and the non-consolidated statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with Accounting standards for not-for-profit organizations (ASNPO).

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error,

as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Sihota Taylor*

Calgary, Alberta  
April 9, 2024

Chartered Professional Accountants

**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Non-Consolidated Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 7,876	\$ 1,620
Guaranteed investment certificates (Note 3)	130,251	182,259
Accounts receivable (Note 4)	25,535	10,002
GST recoverable	6,431	4,870
Prepaid expenses	4,005	3,960
Due from Festival Society of Marda Loop (Note 6)	100	-
	<u>174,198</u>	<u>202,711</u>
EQUIPMENT (Note 5)	8,648	9,164
LONG TERM GUARANTEED INVESTMENT CERTIFICATES (Note 3)	<u>50,000</u>	<u>-</u>
	<u><b>\$ 232,846</b></u>	<u><b>\$ 211,875</b></u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 24,153	\$ 13,872
Vacation payable	1,971	-
Employee deductions payable	4,134	3,988
	<u>30,258</u>	<u>17,860</u>
<b>NET ASSETS</b>		
INVESTED IN EQUIPMENT	8,648	9,164
UNRESTRICTED NET ASSETS	<u>193,940</u>	<u>184,851</u>
	<u>202,588</u>	<u>194,015</u>
	<u><b>\$ 232,846</b></u>	<u><b>\$ 211,875</b></u>

**ON BEHALF OF THE BOARD**

 Director

 Director

See notes to financial statements

**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Non-Consolidated Statement of Changes in Net Assets**  
**Year Ended December 31, 2023**

	Invested in Equipment	Unrestricted Net Assets	2023	2022
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 9,164	\$ 184,851	\$ 194,015	\$ 174,069
Excess (deficiency) of revenues over expenditures	(3,709)	12,282	8,573	19,946
Net investment in capital assets	3,193	(3,193)	-	-
<b>NET ASSETS - END OF YEAR</b>	\$ 8,648	\$ 193,940	\$ 202,588	\$ 194,015

See notes to financial statements

**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Non-Consolidated Statement of Operations**  
**Year Ended December 31, 2023**

	2023	2022
<b>REVENUES</b>		
Business tax levy	\$ 220,000	\$ 220,000
Marda Gras	79,310	75,804
Grants	33,035	22,500
Other income	-	5,003
	<u>332,345</u>	<u>323,307</u>
<b>EXPENDITURES</b>		
Contract wages and benefits	105,762	98,426
Marketing	108,267	82,892
Marda Gras	73,133	58,513
Streetscape maintenance	10,759	32,162
Rent	8,100	8,100
Office and administration	5,664	6,743
Insurance	7,245	6,204
Professional fees	5,775	5,500
Website and advertising	6,985	4,204
Amortization	3,709	3,545
Telecommunications	492	492
Bank charges	333	367
	<u>336,224</u>	<u>307,148</u>
<b>(DEFICIENCY) EXCESS OF REVENUES OVER EXPENDITURES FROM OPERATIONS</b>	<u>(3,879)</u>	<u>16,159</u>
<b>OTHER INCOME</b>		
Interest income	12,463	3,787
Loss on write down of equipment	(11)	-
	<u>12,452</u>	<u>3,787</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<u>\$ 8,573</u>	<u>\$ 19,946</u>

See notes to financial statements



**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Non-Consolidated Statement of Cash Flows**  
**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenditures	\$ 8,573	\$ 19,946
Items not affecting cash:		
Amortization	3,709	3,545
Loss on disposal of equipment	11	-
	<u>12,293</u>	<u>23,491</u>
Changes in non-cash working capital:		
Accounts receivable	(15,533)	7,758
GST recoverable	(1,561)	(50)
Prepaid expenses	(45)	1,203
Accounts payable and accrued liabilities	10,281	(6,331)
Vacation payable	1,971	-
Employee deductions payable	146	(697)
	<u>(4,741)</u>	<u>1,883</u>
Cash flow from operating activities	<u>7,552</u>	<u>25,374</u>
<b>INVESTING ACTIVITIES</b>		
Purchase of equipment	(3,204)	(7,343)
Withdrawal from (purchase of) guaranteed investment certificates	2,008	(36,795)
Due from the Festival Society of Marda Loop (Note 6)	(100)	-
Cash flow used by investing activities	<u>(1,296)</u>	<u>(44,138)</u>
<b>INCREASE (DECREASE) IN CASH</b>	<u>6,256</u>	<u>(18,764)</u>
Cash - beginning of year	<u>1,620</u>	<u>20,384</u>
<b>CASH - END OF YEAR</b>	<u>\$ 7,876</u>	<u>\$ 1,620</u>

See notes to financial statements

**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Notes to Non-Consolidated Financial Statements**  
**Year Ended December 31, 2023**

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**1. NATURE OF OPERATIONS**

The Marda Loop Business Improvement Area (the "Organization") is a non-profit organization established under the Municipal Government Act of the Province of Alberta.

The main purpose of the Business Improvement Area is to improve the appearance of the area and promote the zone as a business and shopping area. The majority of the funds are derived from the incremental business tax being levied by the City of Calgary on all businesses in the above mentioned area. Continued operation of the Organization is dependent on this ongoing financial support. The Organization is a tax exempt non-profit organization under section 149 of the Income Tax Act.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

These non-consolidated financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Handbook and includes the significant accounting policies summarized below:

**a) Deferral Method of Accounting – Revenue Recognition**

The Organization follows the deferral method of accounting for revenues. Restricted revenues are recognized as revenue in the period in which related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

**b) Financial Instruments**

*Measurement of financial instruments*

The Organization initially measures its financial assets and liabilities at fair value.

The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments and other securities that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the non-consolidated statement of operations.

Financial assets measured at amortized cost include cash, guaranteed investment certificates and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

*Impairment*

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the non-consolidated statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the non-consolidated statement of operations.

*(continues)*

**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Notes to Non-Consolidated Financial Statements**  
**Year Ended December 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

*Transaction costs*

The Organization recognizes its transaction costs in the non-consolidated statement of operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their obligation, issuance or assumption.

**c) Contributed Materials and Services**

Contributed materials are recognized as items of both revenue and expense when their fair market value can reasonably be estimated.

When volunteers contribute their time to assist the Organization in carrying out its events and promotions, the contributed services are not recognized in the non-consolidated financial statements due to the difficulty in determining their fair value.

**d) Equipment**

Purchased equipment is recorded at cost. Contributed equipment is recorded at fair market value at the date of contribution. Amortization is provided over the assets' estimated useful lives, as follows:

Equipment/Banners	5 Years	Straight line
Streetscape	5 Years	Straight line
Computer equipment	55%	Declining balance

**e) Presentation of the Controlled Society**

The Festival Society of Marda Loop (Note 6), which is controlled by the Organization, is not consolidated in these non-consolidated financial statements.

**f) Management uncertainty**

The preparation of non-consolidated financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the non-consolidated financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

**3. GUARANTEED INVESTMENT CERTIFICATES**

Four guaranteed investment certificates totaling \$130,251 with principal balances ranging from \$5,040 to \$60,000 and bearing interest at rates ranging from 1.75% to 4.55% per annum mature in 2024.

A guaranteed investment certificate of \$50,000 bearing interest at a floating rate between 4.5% and 12% per annum matures in 2025.

**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Notes to Non-Consolidated Financial Statements**  
**Year Ended December 31, 2023**

**4. ACCOUNTS RECEIVABLE**

Accounts receivable consists of:

	<b>2023</b>	<b>2022</b>
City of Calgary - grants	<b>\$ 20,000</b>	<b>\$ 7,500</b>
Other	<b>-</b>	<b>2,502</b>
Sponsorships	<b>5,535</b>	<b>-</b>
	<b>\$ 25,535</b>	<b>\$ 10,002</b>

**5. EQUIPMENT**

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Streetscape equipment	\$ 12,875	\$ 10,931	\$ 1,944	\$ 2,430
Streetscape decorations	6,925	3,045	3,880	4,900
Computer equipment	1,464	987	477	1,072
Equipment and banners	13,279	10,932	2,347	762
	<b>\$ 34,543</b>	<b>\$ 25,895</b>	<b>\$ 8,648</b>	<b>\$ 9,164</b>

**6. RELATED PARTY TRANSACTIONS**

The Festival Society of Marda Loop (the "Society") is a non-profit organization incorporated on December 6, 2016 under the Societies Act of Alberta. The Society is currently inactive. The main purpose of the Society was to deliver socially vibrant, community-oriented festivals, notably the annual Marda Gras Street Festival, events and other programming in the Marda Loop Business Improvement Area and environs. The Society is a tax exempt non-profit organization under section 149 of the Income Tax Act.

The Board of Directors of the Organization serve as the Board of the Directors of the Society. Accordingly, the Organization controls the Society.

Transactions with the Society are considered to be in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to between the Organization and Society.

The advance due from the Society of \$100 (2022 - \$Nil) is non interest bearing and has no fixed terms of repayment.

The Society had less than \$100 in total assets and less than \$100 in expenditures for the year ending December 31, 2023.

**7. ECONOMIC DEPENDENCE**

In common with other Business Improvement Areas, Marda Loop Business Improvement Area's primary source of revenue is from a business tax levy collected by the City of Calgary. The Organization's ability to continue viable operations is dependent on this funding.

**MARDA LOOP BUSINESS IMPROVEMENT AREA**  
**Notes to Non-Consolidated Financial Statements**  
**Year Ended December 31, 2023**

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**8. FINANCIAL INSTRUMENTS RISK MANAGEMENT**

The Organization has exposure to liquidity and credit risk from its use of financial instruments.

**a) Liquidity Risk**

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they become due. The Organization's approach to managing liquidity risk is to prepare and follow annual budgets, as well as ensuring there are sufficient revenues to cover expenses. The Organization's liquidity risk is considered to be low as the Organization aims to retain sufficient cash positions to manage liquidity risk.

**b) Credit Risk**

Credit risk is the risk that the Organization will incur a financial loss because a contributor or counterparty has failed to discharge an obligation. This risk is mitigated due to the fact that accounts receivable are minimal and revenue is largely derived from the municipal government. The Organization is also exposed to credit risk as the Organization's cash and guaranteed investment certificates are held at one chartered bank.



**MONTGOMERY BUSINESS REVITALIZATION ZONE**  
**(a Business Improvement Area)**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2023**



**MONTGOMERY BUSINESS REVITALIZATION ZONE**  
**(a Business Improvement Area)**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2023**

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*Werner Haag\**  
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## INDEPENDENT AUDITOR'S REPORT

To the Members of the  
Montgomery Business Revitalization Zone (a Business Improvement Area)

### OPINION

We have audited the financial statements of the Montgomery Business Revitalization Zone (a Business Improvement Area), "The Association", which comprise the statement of financial position as at December 31, 2023 and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Montgomery Business Revitalization Zone (a Business Improvement Area) as at December 31, 2023 and the results of its operations, and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.



## **Independent Auditor's Report to the MONTGOMERY BUSINESS REVITALIZATION ZONE (a Business Improvement Area) (Continued)**

### **AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta  
May 8, 2024

  
Werner Haag Professional Corporation  
Chartered Professional Accountants

**MONTGOMERY BUSINESS REVITALIZATION ZONE**  
**(a Business Improvement Area)**


STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2023

	<u>2023</u>	<u>2022</u>
<b>ASSETS</b>		
CURRENT		
Cash (Note 2)	\$ 51,335	\$ 67,285
Goods and services tax recoverable	2,268	9,405
Prepaid expenses	<u>1,038</u>	<u>823</u>
	<u>\$ 54,641</u>	<u>\$ 77,513</u>
<b>LIABILITIES</b>		
CURRENT		
Accounts payable and accrued liabilities	\$ 2,500	\$ 2,000
<b>NET ASSETS</b>		
Unrestricted	<u>52,141</u>	<u>75,513</u>
	<u>\$ 54,641</u>	<u>\$ 77,513</u>

APPROVED ON BEHALF OF THE BOARD:

 Director

 Director

**MONTGOMERY BUSINESS REVITALIZATION ZONE**  
**(a Business Improvement Area)**

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2023

	<u>2023</u>	<u>2022</u>
<b>REVENUE</b>		
Business Revitalization Zone Levies	\$ 80,000	\$ 80,000
City grants	<u>14,000</u>	<u>39,000</u>
	<u>94,000</u>	<u>119,000</u>
<b>EXPENSES</b>		
Administration (schedule)	43,283	41,270
Special projects and events	30,798	23,352
Streetscape improvements	27,850	53,238
Marketing	13,665	9,955
Public safety	901	741
Member services	<u>875</u>	<u>1,428</u>
	<u>117,372</u>	<u>129,984</u>
<b>DEFICIENCY OF REVENUE OVER EXPENSES</b>	( 23,372)	( 10,984)
Net Assets At Beginning Of Year	<u>75,513</u>	<u>86,497</u>
<b>NET ASSETS AT END OF YEAR</b>	<u>\$ 52,141</u>	<u>\$ 75,513</u>

**MONTGOMERY BUSINESS REVITALIZATION ZONE**  
**(a Business Improvement Area)**

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2023

	<u>2023</u>	<u>2022</u>
<b>CASH FLOWS FROM (USED IN)</b>		
<b>OPERATING ACTIVITIES</b>		
Deficiency of revenue over expenses	<u>\$ ( 23,372)</u>	<u>\$ ( 10,984)</u>
Changes in non-cash working capital		
Goods and services recoverable	7,137	( 3,649)
Prepaid expenses	( 215)	( 101)
Accounts payable and accrued liabilities	<u>500</u>	<u>-</u>
	<u>7,422</u>	<u>( 3,750)</u>
<b>DECREASE IN CASH</b>	<b>( 15,950)</b>	<b>( 14,734)</b>
Cash At Beginning Of Year	<u>67,285</u>	<u>82,019</u>
<b>CASH AT END OF YEAR</b>	<u><b>\$ 51,335</b></u>	<u><b>\$ 67,285</b></u>

**MONTGOMERY BUSINESS REVITALIZATION ZONE  
(a Business Improvement Area)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2023**

**PURPOSE OF THE ORGANIZATION**

The Montgomery Business Revitalization Zone (a Business Improvement Area), "the Association", is a not-for-profit Association operating to assist Calgary businesses in the Montgomery area.

**1. SIGNIFICANT ACCOUNTING POLICIES**

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations, using the assumption that the Association will continue as a going concern. Significant accounting policies are described below.

**REVENUE RECOGNITION**

The Association follows the restricted fund method of accounting for revenues. Revenues are recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

**CONTRIBUTED SERVICES**

Volunteers assist in carrying out certain activities. Because of the difficulty of determining the fair value of their assistance and because such assistance is generally not otherwise purchased, contributed services are not recognized in the financial statements.



**MONTGOMERY BUSINESS REVITALIZATION ZONE  
(a Business Improvement Area)**

NOTES TO FINANCIAL STATEMENTS (Continued)

DECEMBER 31, 2023

**1. SIGNIFICANT ACCOUNTING POLICIES**

**INCOME TAXES**

The Association is a not-for-profit organization under the Income Tax Act and therefore is not subject to either federal or provincial income taxes.

**2. CASH**

Cash is on deposit with a major financial institution and is therefore not subject to significant credit risk.

**3. FINANCIAL INSTRUMENTS**

Financial instruments included in these financial statements include cash, goods and services tax recoverable and accounts payable and accrued liabilities. All these financial instruments are recorded at their fair value. Any change between their fair value at the fiscal year end and the initially recorded cost is recorded as an unrealized gain or loss in the statement of operations.

The fair market value of these financial instruments approximates their carrying values at December 31, 2023 due to their relative short-term to maturity.

Unless otherwise noted, it is management's opinion that the Association is not exposed to significant currency, credit or liquidity risks arising from these financial instruments.

**4. ECONOMIC DEPENDENCE**

The ongoing operations of the Association are dependent on receipt of Business Improvement levies from the City of Calgary.

**MONTGOMERY BUSINESS REVITALIZATION ZONE**  
**(a Business Improvement Area)**

**SCHEDULE OF EXPENSES**

**YEAR ENDED DECEMBER 31, 2023**

	<u>2023</u>	<u>2022</u>
<b>ADMINISTRATION</b>		
Executive director remuneration	\$ 31,998	\$ 31,998
Rent	4,577	3,749
Insurance	2,900	2,368
Professional fees	2,500	2,000
Printing, postage, stationery and office	1,238	1,000
Bank charges	<u>70</u>	<u>155</u>
	<u>\$ 43,283</u>	<u>\$ 41,270</u>

**VICTORIA PARK BUSINESS IMPROVEMENT AREA**  
**FINANCIAL STATEMENTS**  
**DECEMBER 31, 2023**

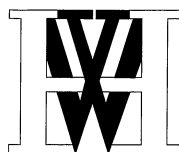
**VICTORIA PARK BUSINESS IMPROVEMENT AREA**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2023**

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## INDEPENDENT AUDITOR'S REPORT

To the Members of  
Victoria Park Business Improvement Area

### OPINION

We have audited the financial statements of Victoria Park Business Improvement Area, "The Association", which comprise the statement of financial position as at December 31, 2023 and the statements of operations and net assets and cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Victoria Park Business Improvement Area as at December 31, 2023 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.



## **Independent Auditor's Report To The Members Of Victoria Park Business Improvement Area (Continued)**

### **AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta  
May 24, 2024



  
Werner Haag Professional Corporation  
Chartered Professional Accountants

**VICTORIA PARK BUSINESS IMPROVEMENT AREA****STATEMENT OF FINANCIAL POSITION**

DECEMBER 31, 2023

	<u>2023</u>	<u>2022</u>
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash and cash equivalents (Note 2)	\$ 255,219	\$ 478,113
Accounts receivable	3,667	5,127
Goods and services tax recoverable	19,307	-
Prepaid expenses	<u>4,394</u>	<u>4,181</u>
	282,587	487,421
<b>EQUIPMENT (Note 3)</b>	<u>103,555</u>	<u>96,418</u>
	<u>\$ 386,142</u>	<u>\$ 583,839</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 17,213	\$ 7,551
Government remittances payable	<u>2,496</u>	<u>4,416</u>
	19,709	11,967
<b>NET ASSETS</b>		
Invested in equipment	103,555	96,418
Unrestricted	<u>262,878</u>	<u>475,454</u>
	<u>366,433</u>	<u>571,872</u>
	<u>\$ 386,142</u>	<u>\$ 583,839</u>

APPROVED ON BEHALF OF THE BOARD:

 Director  
 Director



**VICTORIA PARK BUSINESS IMPROVEMENT AREA****STATEMENT OF OPERATIONS AND NET ASSETS**

YEAR ENDED DECEMBER 31, 2023

	<u>2023</u>	<u>2022</u>
<b>REVENUE</b>		
Business Revitalization Zone Levies	\$ 374,369	\$ 364,369
Other government grants	93,544	141,338
Interest income	<u>4,215</u>	<u>1,468</u>
	<u>472,128</u>	<u>507,175</u>
<b>EXPENSES</b>		
Festival and project expenses	262,908	113,265
Administration (schedule)	183,006	165,855
Marketing (schedule)	124,435	116,017
Urban development and planning	36,710	76,635
Public safety	36,582	37,449
Streetscape improvements	28,135	20,182
Member services (schedule)	<u>5,791</u>	<u>16,672</u>
	<u>677,567</u>	<u>546,075</u>
<b>DEFICIENCY OF REVENUE OVER EXPENSES</b>	(205,439)	( 38,900)
Net Assets At Beginning Of Year	<u>571,872</u>	<u>610,772</u>
<b>NET ASSETS AT END OF YEAR</b>	<u>\$ 366,433</u>	<u>\$ 571,872</u>

**VICTORIA PARK BUSINESS IMPROVEMENT AREA****STATEMENT OF CASH FLOWS**

YEAR ENDED DECEMBER 31, 2023

	<u>2023</u>	<u>2022</u>
<b>CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES</b>		
Deficiency of revenue over expenses	\$ ( 205,439)	\$ ( 38,900)
Adjustment for amortization	<u>44,381</u>	<u>43,247</u>
	<u>( 161,058)</u>	<u>4,347</u>
 Changes in non-cash working capital		
Accounts receivable	1,460	174,066
Goods and services tax recoverable	( 19,307)	14,516
Prepaid expenses	( 213)	( 374)
Accounts payable	9,662	1,767
Government remittances payable	<u>( 1,920)</u>	<u>2,506</u>
	<u>( 10,318)</u>	<u>192,481</u>
	<u>(171,376)</u>	<u>196,828</u>
 <b>CASH FLOWS USED IN INVESTING ACTIVITIES</b>		
Purchase of equipment	<u>( 51,518)</u>	<u>( 12,406)</u>
 <b>NET INCREASE (DECREASE) IN CASH</b>	 (222,894)	 184,422
 Cash At Beginning Of Year	 <u>478,113</u>	 <u>293,691</u>
 <b>CASH AT END OF YEAR</b>	 <u>\$ 255,219</u>	 <u>\$ 478,113</u>

## **VICTORIA PARK BUSINESS IMPROVEMENT AREA**

### **NOTES TO FINANCIAL STATEMENTS**

YEAR ENDED DECEMBER 31, 2023

#### **PURPOSE OF THE ORGANIZATION**

The Victoria Park Business Improvement Area - (the "Association") is a not-for-profit Association operating to assist Calgary businesses in the Victoria Park area.

#### **1. SIGNIFICANT ACCOUNTING POLICIES**

These financial statements have been prepared in accordance with Canadian accounting standards for Not-for-Profit organizations in Part III of the CICA Handbook, using the assumption that the Association will continue as a going concern. Significant accounting policies are described below.

#### **REVENUE RECOGNITION**

The Association follows the restricted fund method of accounting for revenues. Revenues are recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

#### **CONTRIBUTED SERVICES**

Volunteers assist in carrying out certain activities. Because of the difficulty of determining the fair value of their assistance and because such assistance is generally not otherwise purchased, contributed services are not recognized in the financial statements.

#### **INCOME TAXES**

The Association is a not-for-profit organization under the Income Tax Act and therefore is not subject to either federal or provincial income taxes.

**VICTORIA PARK BUSINESS IMPROVEMENT AREA****NOTES TO FINANCIAL STATEMENTS (Continued)**

YEAR ENDED DECEMBER 31, 2023

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)****EQUIPMENT**

Equipment is recorded at cost. Amortization is provided on the diminishing balance basis at an annual rate of 30%.

**USE OF ESTIMATES**

The preparation of financial statements requires management to make estimates and assumptions that affect the amounts reported in the financial statements. Significant areas requiring the use of estimates include estimated useful lives of equipment. Although these estimates are based on management's best knowledge of current events and actions that the Association may undertake in the future, actual results could differ from those estimates.

**2. CASH AND CASH EQUIVALENTS**

	<u>2023</u>	<u>2022</u>
Cash	\$ 53,203	\$ 278,113
Guaranteed Investment Certificate, bearing interest at 2.50%, maturing April 2024	<u>202,016</u>	<u>200,000</u>
	<u>\$ 255,219</u>	<u>\$ 478,113</u>

Cash and guaranteed investment certificate are on deposit with a major financial institution and are therefore not subject to significant credit risk. Cash is defined as cash and short term guaranteed investment certificate.

**VICTORIA PARK BUSINESS IMPROVEMENT AREA****NOTES TO FINANCIAL STATEMENTS (Continued)**

YEAR ENDED DECEMBER 31, 2023

**3. EQUIPMENT**

	<u>2023</u>		<u>2022</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>
Computer	\$ 19,884	\$ 9,949	\$ 9,935
Office equipment	<u>244,861</u>	<u>151,241</u>	<u>93,620</u>
	<u>\$ 264,745</u>	<u>\$ 161,190</u>	<u>\$ 103,555</u>
			<u>\$ 96,418</u>

**4. FINANCIAL INSTRUMENTS**

Financial instruments, which consist of cash and cash equivalents, accounts receivable, goods and services tax recoverable, accounts payable and accrued liabilities and government remittances payable are recorded at fair value on initial recognition.

Transaction costs incurred on the acquisition of financial instruments are expensed as incurred.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Association determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Association expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

It is Management's opinion that the Association is not exposed to significant interest, credit or liquidity risk.

**5. ECONOMIC DEPENDENCE**

The ongoing operations of the Association are dependent on receipt of Business Improvement levies from the City of Calgary.

**VICTORIA PARK BUSINESS IMPROVEMENT AREA****SCHEDULE OF EXPENSES**

YEAR ENDED DECEMBER 31, 2023

	<u>2023</u>	<u>2022</u>
<b>EXPENSES</b>		
<b>Administration</b>		
Salaries	\$ 63,168	\$ 57,516
Rent	39,190	35,659
Professional fees	12,264	6,246
Printing, postage, stationery and other	8,517	9,709
Communication	8,092	6,833
Insurance	5,117	5,749
Bank charges	2,277	896
Amortization	<u>44,381</u>	<u>43,247</u>
	<u>\$ 183,006</u>	<u>\$ 165,855</u>
 <b>Member Services</b>		
Board and other meetings	\$ 3,838	\$ 2,582
Annual meeting	1,953	4,397
Workshops and training	<u>-</u>	<u>9,693</u>
	<u>\$ 5,791</u>	<u>\$ 16,672</u>
 <b>Marketing</b>		
Salaries and contract	\$ 80,563	\$ 82,661
Advertising	23,505	16,065
Promotional material	<u>20,367</u>	<u>17,291</u>
	<u>\$ 124,435</u>	<u>\$ 116,017</u>





## Business Improvement Areas 2023 Statement of Operations Summary

BUSINESS IMPROVEMENT AREA (BIA)  
2023 FINANCIAL STATEMENTS  
SUMMARY OF STATEMENT OF OPERATIONS  
(DOLLARS)

	4th Street South West	17th Avenue Retail & Ent. District	Beltline	Bridgeland	Calgary Downtown Association	Chinatown	Crescent Heights Village	Greenview Industrial	Inglewood	International Avenue	Kensington	Mainstreet Bowness	Marda Loop	Montgomery on the Bow	Victoria Park
<b>REVENUES</b>															
BIA Levy	185,200	636,900	413,904	100,000	1,600,000	235,000	120,000	70,000	290,000	401,600	285,000	50,100	220,000	80,000	374,369
Grants	143,763	108,007	324,549	20,000	1,275,080	-	-	31,131	31,250	91,948	13,000	15,000	33,035	14,000	93,544
Events Income	-	-	-	-	685,432	-	-	3,449	-	-	1,400	34,256	79,310	-	-
Interest	-	316	3,899	83	11,536	-	-	-	-	-	2,998	649	12,463	-	4,215
Other Income	5,286	163,230	51,726	794	465,602	159,524	23,538	-	2,806	74,373	6,069	-	-	-	-
<b>Total Revenues</b>	<b>334,249</b>	<b>908,453</b>	<b>794,078</b>	<b>120,877</b>	<b>4,037,650</b>	<b>394,524</b>	<b>143,538</b>	<b>104,580</b>	<b>324,056</b>	<b>567,921</b>	<b>308,467</b>	<b>100,005</b>	<b>344,808</b>	<b>94,000</b>	<b>472,128</b>
<b>EXPENDITURES</b>															
Administration/Office	125,858	91,586	134,773	74,336	1,314,075	134,977	83,354	49,174	47,369	85,080	30,107	42,473	27,609	44,158	125,629
Marketing/Comm./Promotions & Ad	80,996	469,133	167,328	15,304	289,458	36,007	24,203	14,505	47,008	83,022	-	7,251	115,252	13,665	124,435
Urban Dev. & Planning	-	-	-	-	-	-	-	-	-	40,088	-	-	-	-	36,710
Streetscape Improvements	82,699	32,900	-	3,944	981,898	51,202	18,972	-	43,355	155,879	7,148	19,869	10,759	27,850	28,135
Special Projects/Events	2,685	-	262,160	24,750	710,370	195,451	2,701	54,718	39,997	88,409	85,381	24,983	-	30,798	262,908
Public Safety & Social Issues	-	-	-	-	-	-	-	-	-	110,942	30,000	-	-	901	36,582
Capital Assets & Amortization	10,714	105,744	34,156	-	307,034	159	337	-	3,671	-	10,272	1,095	3,709	-	-
Maintenance Costs	-	-	-	-	320,920	-	-	-	-	-	-	-	-	-	-
Salaries & Benefits	-	209,721	165,590	-	-	-	-	-	142,662	-	117,174	812	105,762	-	63,168
Other - BRZ Specific	-	-	-	-	621,581	-	-	-	-	3,923	-	-	73,133	-	-
<b>Total Expenditures</b>	<b>302,952</b>	<b>909,084</b>	<b>764,007</b>	<b>118,334</b>	<b>4,545,336</b>	<b>417,796</b>	<b>129,567</b>	<b>118,397</b>	<b>324,062</b>	<b>567,343</b>	<b>280,082</b>	<b>96,483</b>	<b>336,224</b>	<b>117,372</b>	<b>677,567</b>
Other Non-Operating (Loss)/Gain	-	-	-	-	-	-	-	-	-	-	-	-	(11)	-	-
<b>Surplus/(Deficit)</b>	<b>31,297</b>	<b>(631)</b>	<b>30,071</b>	<b>2,543</b>	<b>(507,686)</b>	<b>(23,272)</b>	<b>13,971</b>	<b>(13,817)</b>	<b>(6)</b>	<b>578</b>	<b>28,385</b>	<b>3,522</b>	<b>8,573</b>	<b>(23,372)</b>	<b>(205,439)</b>



# Business Improvement Areas

## 2023 Statement of Financial Position Summary

C2024-0344  
Attachment 17

### BUSINESS IMPROVEMENT AREA (BIA) 2023 FINANCIAL STATEMENTS SUMMARY OF STATEMENT OF FINANCIAL POSITION (DOLLARS)

	4th Street South West	17th Avenue Retail & Ent. District	Beltline	Bridgeland	Calgary Downtown Association	Chinatown	Crescent Heights Village	Greenview Industrial	Inglewood	International Avenue	Kensington	Mainstreet Bowness	Marda Loop	Montgomery on the Bow	Victoria Park
<b>ASSETS</b>															
<b>CURRENT</b>															
Cash and cash equivalents	193,683	82,573	9,445	121,868	584,717	73,740	56,846	126,309	81,706	22,232	183,038	53,730	7,876	51,335	53,203
Sponsorships Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term Investment/ Term Deposits	-	-	-	-	-	-	-	-	-	-	-	-	130,251	-	202,016
Inventory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Advances receivable from related entity	-	-	-	-	-	-	-	-	-	-	-	-	100	-	-
Term Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid expenses	3,008	2,006	3,000	-	18,409	467	400	-	1,218	3,093	2,793	3,342	4,005	1,038	4,394
Security Deposit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts receivables	145,096	4,125	-	20,000	137,003	-	1,050	2,155	-	16,899	-	14,220	25,535	-	3,667
GST recoverable	29,093	22,878	38,371	-	84,319	18,196	4,129	6,602	8,414	-	17,506	-	6,431	2,268	19,307
	370,880	111,582	50,816	141,868	824,448	92,403	62,425	135,066	91,338	42,224	203,337	71,292	174,198	54,641	282,587
<b>INVESTMENTS</b>															
EQUIPMENT	34,075	674,064	151,109	-	599,034	523	510	-	20,911	-	18,992	-	8,648	-	103,555
LONG TERM RECEIVABLES	-	-	-	-	-	-	-	13,845	-	-	-	-	-	-	-
ART AND SCULPTURES	-	-	-	-	326,547	-	-	-	-	-	-	-	-	-	-
INTANGIBLE ASSETS	-	-	-	-	29,700	-	-	-	-	-	-	-	-	-	-
<b>TOTAL ASSETS</b>	<b>404,955</b>	<b>785,646</b>	<b>201,925</b>	<b>141,868</b>	<b>1,779,729</b>	<b>92,926</b>	<b>62,935</b>	<b>148,911</b>	<b>112,249</b>	<b>42,224</b>	<b>222,329</b>	<b>71,297</b>	<b>232,846</b>	<b>54,641</b>	<b>386,142</b>
<b>LIABILITIES AND NET ASSETS</b>															
<b>CURRENT</b>															
Bank Indebtedness	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts payable and accrued liabilities	37,769	46,828	9,534	14,873	246,669	28,938	16,974	8,274	17,657	18,764	8,755	3,387	24,153	2,500	17,213
Employee deductions payable	-	-	-	-	-	-	-	-	-	-	-	-	4,134	-	2,496
Unamortized external capital contribution	-	-	-	-	-	-	-	-	19,644	-	-	-	-	-	-
Wages Payable	-	-	-	-	-	-	-	-	1,824	-	-	-	1,971	-	-
Deferred contributions/Income	23,782	667,924	23,809	10,000	415,000	-	-	30,346	55,677	4,800	5,000	-	-	-	-
	61,551	714,752	33,343	24,873	661,669	28,938	16,974	38,620	94,802	23,564	13,755	3,387	30,258	2,500	19,709
<b>NET ASSETS</b>															
Accumulated Surplus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Assets Fund	-	-	-	-	-	523	510	-	-	-	-	-	-	-	-
General Fund	-	-	-	-	-	63,465	45,451	-	-	-	-	-	-	-	-
Net assets	-	-	-	116,995	-	-	-	-	-	-	-	67,910	-	-	-
Internally restricted	-	-	-	-	250,000	-	-	-	-	-	-	-	-	-	-
Unrestricted	333,112	64,754	168,582	-	868,060	-	-	110,291	16,180	18,660	189,582	-	193,940	52,141	262,878
Net assets invested in property & equip.	10,292	6,140	-	-	-	-	-	-	1,267	-	18,992	-	8,648	-	103,555
	343,404	70,894	168,582	116,995	1,118,060	63,988	45,961	110,291	17,447	18,660	208,574	67,910	202,588	52,141	366,433
<b>LIABILITIES AND NET ASSETS</b>	<b>404,955</b>	<b>785,646</b>	<b>201,925</b>	<b>141,868</b>	<b>1,779,729</b>	<b>92,926</b>	<b>62,935</b>	<b>148,911</b>	<b>112,249</b>	<b>42,224</b>	<b>222,329</b>	<b>71,297</b>	<b>232,846</b>	<b>54,641</b>	<b>386,142</b>



Law, Legislative Services and Security Briefing to  
Regular Meeting of Council  
2024 July 30

ISC: UNRESTRICTED  
C2024-0808

## **Public Member Resignations from Boards, Commissions and Committees**

### **PURPOSE OF BRIEFING**

This Briefing is to advise Council of the resignation of Public Members from the Advisory Committee on Accessibility (“ACA”) and the Social Wellbeing Advisory Committee (“SWAC”).

### **SUPPORTING INFORMATION**

#### **Advisory Committee on Accessibility**

The ACA provides strategic advice and recommendations to City Council and Administration in addressing issues, needs, and services for people with physical, sensory, and cognitive disabilities. The ACA’s composition requirement, as set out in its Terms of Reference, is 14 members, including six Public Members with disabilities representing a range of people with physical, sensory and cognitive disabilities; two Public Members representing the seniors’ community; three Public/Citizen-at-Large Members who may or may not have a disability, but who are interested in accessibility and disability initiatives; and three Administration Members.

Public Members Patrick Almond, and Rylyn Delaney resigned from the ACA effective 2024 June 17 and Public Member Loraine Fowlow resigned from the ACA effective 2024 June 21. Following the resignations, there are 11 remaining members on the ACA which is sufficient to meet quorum requirements.

#### **Social Wellbeing Advisory Committee**

The SWAC advises Council and Administration on City policies, strategies, and service delivery in accordance with Social Wellbeing Principles while using an intersectional approach. The SWAC’s composition requirement, as set out in its Terms of Reference, is 14 members, including six Public Members, seven representatives from Council Committees and Administration Committees, and one Administration Member.

Public Member Danisha Bhaloo-Shivji resigned from the SWAC effective 2024 May 28. Following the resignation, there are 13 remaining members on the SWAC, which is sufficient to meet quorum requirements.

The Chairs of the ACA and the SWAC recommend that the vacant positions on their respective committees remain vacant until Council appoints Public Members to Boards, Commissions and Committees at the 2024 October 22 Organizational Meeting of Council.

In accordance with Council policy CP2016-03, *Governance and Appointments of Boards, Commissions and Committees*, a letter signed by the Mayor will be sent to the four Public Members to thank them for their service on their respective committees.

### **NO ATTACHMENT**