



AGENDA

REGULAR MEETING OF COUNCIL

September 17, 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
4. QUESTION PERIOD
5. CONFIRMATION OF AGENDA
6. CONFIRMATION OF MINUTES
 - 6.1 Minutes of the Public Hearing Meeting of Council, 2024 July 16
 - 6.2 Minutes of the Regular Meeting of Council, 2024 July 30
 - 6.3 Minutes of the Special Meeting of Council, 2024 September 4
 - 6.4 Minutes of the Business Advisory Committee, 2024 September 6
7. CONSENT AGENDA
 - 7.1 DEFERRALS AND PROCEDURAL REQUESTS
 - 7.1.1 Procedural Request - Add The Confluence as a location for the Sept 23 Indigenous Focused Council Meeting, C2024-1042

7.2 Summary of Current Regulatory Proceedings, CD2024-0770
Held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2025 June 26

7.3 2023 Climate Progress Report, CD2024-0575

7.4 2024 Mid-Year Principal Corporate Risk Report with Information Technology, AC2024-0518
Attachments 4 and 5 held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2029 July 31

7.5 External Auditor 2024 Audit Service Plan, AC2024-0787

7.6 City Auditor's Office 2nd Quarter 2024 Report, AC2024-0896

7.7 Parks and Open Spaces - Contracted Mowing Services Audit, AC2024-0843
Attachment 1 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 July 25

7.8 External Auditor 2023 – 2024 Performance Assessment, AC2024-0788
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 19 (Confidential evaluations), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2039 July 25

7.9 Parking Financial Policies Review, EC2024-0836

7.10 2024 Mid-Year Progress Update, EC2024-0856

7.11 2024 Non-Profit Tax Mitigation Report, EC2024-0956

7.12 Federation of Canadian Municipalities Update (Verbal) - September 2024, IGA2024-0936

7.13 Alberta Municipalities Update (Verbal) - September 2024, IGA2024-0935

7.14 2025-2026 Federal and Provincial Budget Recommendations, IGA2024-0741

7.15 Transition of the Business Advisory Committee, BAC2024-0877

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

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

9.2 OFFICER OF COUNCIL REPORTS

9.2.1 Integrity and Ethics Office Annual Report (2023-2024), C2024-1020
Time Specific: First Item Following the Lunch Recess

9.3 ADMINISTRATION REPORTS

9.3.1 Green Line LRT Phase 1 Project Wind Down Plan (Verbal), C2024-1048

9.3.2 Administration's Recommendations for the Green Line Wind-Down, Costs and Consequences (Verbal), C2024-1045

9.4 COMMITTEE REPORTS

9.4.1 Ward Boundary Commission Report and Recommendations, WBC2024-0979
Time Specific: First Item Following Item 12.2.2.

10. ITEMS DIRECTLY TO COUNCIL

10.1 BYLAW TABULATIONS
None

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 Collective Bargaining Update (Verbal), C2024-1030
Held confidential pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2026 September 16

12.2.2 Calgary Police Commission Update (Verbal), C2024-0947
Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2026 September 17

Time Specific: First Item Following Confirmation of Agenda

- 12.2.3 Update on New Franchise Agreements for Electricity and Natural Gas, C2024-0921
Proposed Bylaw 42M2024

Report and Attachments 2, 3, 4, 5, and 8 held confidential pursuant to Section 23 (local public body confidences) of the *Freedom of Information and Protection of Privacy Act*.

Release By: Upon Council rise and report

Attachments 1, 6, and 7 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: 2027 December 31

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

- 13.1 Response to Administrative Inquiry - Speed Limit Reductions and Requests to Lower Them, C2024-0920

14. BRIEFINGS

- 14.1 Update on the Rezoning for Housing Recommendations, C2024-0940

- 14.2 Update on Supports for Businesses Impacted by Bears paw South Feeder Main Repairs, C2024-1049

15. ADJOURNMENT



MINUTES

PUBLIC HEARING MEETING OF COUNCIL

**July 16, 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 (Partial Remote Participation)
Councillor S. Sharp
Councillor K. Penner (Partial Remote Participation)
Councillor A. Chabot (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. Dalglish
City Solicitor and General Counsel J. Floen
Assistant City Solicitor H. Oh
Chief Financial Officer C. Male
General Manager C. Arthurs
General Manager K. Black
General Manager D. Morgan
General Manager M. Thompson
City Clerk K. Martin
Deputy City Clerk J. Fraser
Legislative Advisor J. Booth
Legislative Advisor B. Dufault

1. CALL TO ORDER

Mayor Gondek called the meeting to order at 9:31 a.m. on 2024 July 16.

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

2. OPENING REMARKS

Mayor Gondek provided opening remarks.

Councillor Pootmans provided a traditional land acknowledgement.

3. RECOGNITIONS

None

4. QUESTION PERIOD

1. Councillor Wong

Topic: Downtown sidewalk repairs following the completion of the Calgary Stampede.

2. Councillor Demong

Topic: How the City of Calgary's new podcast has been received.

3. Councillor Wyness

Topic: Bears paw South Feeder Main break repair costs.

5. CONFIRMATION OF AGENDA

Moved by Councillor Mian

Seconded by Councillor Demong

That the Agenda for today's meeting be amended by adding Item 10.1, Personnel Update (Verbal), C2024-0878, as an Item of Confidential Urgent Business, and setting it to be dealt with as the first new Item following the lunch recess.

MOTION CARRIED

Moved by Councillor Penner

Seconded by Councillor Sharp

That the Agenda for today's meeting be amended by setting Item 7.2.41, Policy and Land Use Amendment in Riverbend (Ward 11) at multiple addresses, LOC2023-0379, CPC2024-0392, to be dealt with following Item 10.1, Personnel Update (Verbal), C2024-0878.

MOTION CARRIED

Moved by Councillor Wong

Seconded by Councillor Sharp

That the Agenda for today's meeting be amended by postponing Item 7.2.24 Land Use Amendment in West Hillhurst (Ward 7) at multiple addresses, LOC2023-0244, CPC2024-0621, to the 2024 October 8 Public Hearing Meeting of Council.

MOTION CARRIED

Moved by Councillor Pootmans
Seconded by Councillor Mian

That the Agenda for the 2024 July 16 Public Hearing Meeting of Council be confirmed, **as amended.**

MOTION CARRIED

Council then dealt with the Consent Agenda.

Council returned to this Item following Item 6.2.

Moved by Councillor Penner
Seconded by Councillor Wong

That Council reconsider its decisions to:

1. Confirm the Agenda; and,
2. Postpone Item 7.2.24, Land Use Amendment in West Hillhurst (Ward 7) at multiple addresses, LOC2023-0244, CPC2024-0621, to the 2024 October 8 Public Hearing 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 Carra, Councillor McLean, and Mayor Gondek

MOTION CARRIED

Moved by Councillor Wong
Seconded by Councillor Pootmans

That the postponement motion be amended by deleting the words "2024 October 8" and inserting the words "2024 December 3" in their place.

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 Mayor Gondek

MOTION CARRIED

Moved by Councillor Wong
Seconded by Councillor Pootmans

That the Agenda for today's meeting be amended by postponing Item 7.2.24 Land Use Amendment in West Hillhurst (Ward 7) at multiple addresses, LOC2023-0244, CPC2024-0621, to the **2024 December 3** Public Hearing 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 Carra, Councillor McLean, and Mayor Gondek

MOTION CARRIED

Moved by Councillor Penner
Seconded by Councillor Wong

That the Agenda for the 2024 July 16 Public Hearing Meeting of Council be confirmed, **as amended.**

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 Mayor Gondek

MOTION CARRIED

Council then dealt with Item 12.

6. CONSENT AGENDA

Moved by Councillor Demong
Seconded by Councillor Penner

That the Consent Agenda be adopted as follows:

6.1 DEFERRALS AND PROCEDURAL REQUESTS

6.1.1 Procedural Request - Schedule Infrastructure and Planning Committee Meeting on 2024 July 29 at 8:30 a.m. in Council Chamber, C2024-0853

6.1.2 Procedural Request - Reconvene the 2024 July 16 Public Hearing Meeting of Council on 2024 July 17 at 9:30 a.m. in Council Chamber, C2024-0870

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 7.1.1.

6.2 Bears paw South Feeder Main Break - Independent Review, IP2024-0806

This Item was dealt with following Item 7.3.2.

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspended Section 78(1)(b) in order to complete the remainder of the Agenda.

Moved by Councillor Sharp
Seconded by Councillor Wong

That with respect to Report IP2024-0806, the following be adopted:

That Council:

1. Receive this report for the Corporate Record;

2. Direct the Chief Administrative Officer to return to the 2024 July 30 Regular Meeting of Council with an update on the progress to establishing an independent incident review panel including but not limited to the process for selection the Chair; and
3. Notwithstanding Recommendation 1, file and abandon Attachment 1.

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 Mayor Gondek

MOTION CARRIED

Council then returned to the Confirmation of Agenda.

7. PLANNING MATTERS FOR PUBLIC HEARING

7.1 POSTPONED REPORTS REQUIRING A PUBLIC HEARING

7.1.1 Policy and Land Use Amendment in Banff Trail (Ward 7) at 2338 – 25 Avenue NW, LOC2023-0269, CPC2023-1225

This Item was dealt with following the Consent Agenda.

The following documents were distributed with respect to Report CPC2023-1225:

- Revised Attachment 6; and
- A presentation entitled "LOC2023-0269 / CPC2023-1225 Policy and Land Use Amendment".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 26P2024 and 140D2024:

1. Lais Ferreira, Professional Custom Homes Ltd.
2. Colin Lee-Chee

Moved by Councillor Wong

Seconded by Councillor Penner

That with respect to Report CPC2023-1225, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 26P2024 for the amendments to the Banff Trail Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 140D2024 for the redesignation of 0.08 hectare ± (0.21 acre ±) located at 2338 – 25 Avenue NW (Plan 5090AM, Block 2, Lots 28 to 30) from Residential – Contextual One / Two Dwelling (R-C2) District to Housing – Grade Oriented (H-GO) District.

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

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

MOTION CARRIED

That Bylaw 26P2024 be introduced and read a first time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

That Bylaw 26P2024 be read a second time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 26P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 26P2024 be read a third time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

That Bylaw 140D2024 be introduced and read a first time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

That Bylaw 140D2024 be read a second time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 140D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 140D2024 be read a third time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

7.2 CALGARY PLANNING COMMISSION REPORTS

7.2.1 Policy Amendment, Land Use Amendment and Outline Plan in Alpine Park (Ward 13) at multiple addresses, LOC2022-0225, CPC2024-0683

The following documents were distributed with respect to Report CPC2024-0683:

- A presentation entitled "LOC2022-0225 / CPC2024-0683 Policy Amendment and Land Use Amendment"; and
- A presentation entitled "Calgary Alpine Park Canada".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 58P2024 and 228D2024:

1. David Symes, Stantec
2. Tara Steell, Dream Unlimited

Moved by Councillor McLean

Seconded by Councillor Demong

That with respect to Report CPC2024-0683, the following be adopted, **after amendment**:

That Council:

1. Give three readings to Proposed Bylaw 58P2024 for the amendment to the Providence Area Structure Plan (Attachment 8), and
2. Give three readings to Proposed Bylaw 228D2024 for the redesignation of 22.30 hectares ± (55.10 acres ±) located at 15350, 15620, 15717 and 16028 – 37 Street SW (Portion of NW1/4 Section 31-22-1-5; Legal Subdivision 5, Section 31-22-1-5; Portion of SE1/4 Section 36-22-2-5; Legal Subdivision 3,4, and 6, Section 31-22-1-5) from Special Purpose – Future Urban Development (S-FUD) District, Special Purpose – City and Regional Infrastructure (S-CRI) District, **Special Purpose – School, Park and Community (S-SPR) District**, and Special Purpose – Urban Nature (S-UN) District to Special Purpose – School, Park and Community Reserve (S-SPR) District, Special Purpose – Recreation (S-R) District, Special Purpose – City and Regional Infrastructure (S-CRI) District, Special Purpose – Urban Nature (S-UN) District, Residential – Low Density Mixed Housing (R-G) District, Multi-Residential – At Grade Housing (M-G) District, and Direct Control (DC) District to accommodate residential development, with guidelines (Attachment 9).

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

That Bylaw 58P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 58P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 58P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 58P2024 be read a third time.

MOTION CARRIED

That Bylaw 228D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 228D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 228D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 228D2024 be read a third time.

MOTION CARRIED

7.2.2 Land Use Amendment in Walden (Ward 14) at 20200 Walden Boulevard SE, LOC2024-0007, CPC2024-0613

The following documents were distributed with respect to Report CPC2024-0613:

- A presentation entitled "LOC2024-0007 / CPC2024-0613 Land Use Amendment"; and

- A presentation entitled "Pacific Investments Walden BLVD Proposed Land Use Amendment".

The Public Hearing was called and Patrick Wetter, B&A Studios, addressed Council with respect to Bylaw 197D2024.

Moved by Councillor Demong
Seconded by Councillor McLean

That with respect to Report CPC2024-0613, the following be adopted:

That Council give three readings to Proposed Bylaw 197D2024 for redesignation of 2.06 hectares ± (5.09 acres ±) located at 20200 Walden Boulevard SE (Plan 1911279, Block 1, Lot 14) from Direct Control (DC) District to Commercial – Community 1 (C-C1) District.

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

That Bylaw 197D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 197D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 197D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 197D2024 be read a third time.

MOTION CARRIED

7.23 Road Closure and Land Use Amendment in Osprey Hill (Ward 1) at 221 – 101 Street SW, LOC2023-0241, CPC2024-0629

A presentation entitled "LOC2023-0241 / CPC2024-0629 Road Closure & Land Use Amendment" was distributed with respect to Report CPC2024-0629.

The Public Hearing was called and Grant Mihalcheon, B&A Studios, addressed Council with respect to Bylaw 7C2024.

The Public Hearing was called and Grant Mihalcheon, B&A Studios, addressed Council with respect to Bylaw 219D2024.

Moved by Councillor Sharp
Seconded by Councillor Chabot

That with respect to Report CPC2024-0629, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 7C2024 for the closure of 0.23 hectares ± (0.57 acres ±) of road (Plan 2410986, Area 'A', 'B', 'C', 'D', 'E', 'F' and 'G'), adjacent to 221 – 101 Street SW, with conditions (Attachment 2); and
2. Give three readings to Proposed Bylaw 219D2024 for the redesignation of 1.82 hectares ± (4.50 acres ±) located at 221 – 101 Street SW and the closed road (Portion of Plan 7911036, Block 1; Plan 2410986, Areas 'A', 'B', 'C', 'D', 'E', 'F' and 'G') from Special Purpose – City and Regional Infrastructure (S-CRI) District, Residential – Low Density Mixed Housing (R-G) District and Undesignated Road Right-of-Way to Special Purpose – Urban Nature (S-UN) District, Special Purpose – School, Park and Community Reserve (S-SPR) District, Residential – Low Density Mixed Housing (R-G) District, Multi-Residential – Low Profile (M-1) District and Multi-Residential – Medium Profile (M-2) District.

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 Sondak

MOTION CARRIED

That Bylaw 7C2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 7C2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 7C2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 7C2024 be read a third time.

MOTION CARRIED

That Bylaw 219D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 219D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 219D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 219D2024 be read a third time.

MOTION CARRIED

7.2.4 Land Use Amendment in Bowness (Ward 1) at 4648 and 4652 – 83 Street NW, LOC2024-0059, CPC2024-0656

A presentation entitled "LOC2024-0059 / CPC2024-0656 Land Use Amendment" was distributed with respect to Report CPC2024-0656.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 213D2024.

Moved by Councillor Sharp
Seconded by Councillor Wong

That with respect to Report CPC2024-0656, the following be adopted:

That Council give three readings to Proposed Bylaw 213D2024 for the redesignation of 0.11 hectares ± (0.28 acres ±) located at 4648 and 4652 – 83 Street NW (Plan 2660AP, Block 13, Lots 2 and 3) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

For: (14): Councillor Walcott, Councillor Dhaliwal, 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

Against: (1): Councillor Chu

MOTION CARRIED

That Bylaw 213D2024 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 213D2024 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 213D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 213D2024 be read a third time.

Against: Councillor Chu

MOTION CARRIED

7.2.5 Land Use Amendment in Bowness (Ward 1) at 3313 – 77 Street NW, LOC2024-0073, CPC2024-0627

A presentation entitled "LOC2024-0073 / CPC2024-0627 Land Use Amendment" was distributed with respect to Report CPC2024-0627.

The Public Hearing was called and Steve Stanislavski, Arc1 Design, addressed Council with respect to Bylaw 216D2024.

Moved by Councillor Sharp
Seconded by Councillor Wong

That with respect to Report CPC2024-0627, the following be adopted:

That Council give three readings to Proposed Bylaw 216D2024 for the redesignation of 0.09 hectares ± (0.22 acres ±) located at 3313 – 77 Street NW (Plan 8725HM, Block 2, Lot 9) from Residential – Contextual One Dwelling (R-C1) District to Residential – Grade-Oriented Infill (R-CG) District.

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

Against: (1): Councillor Chabot

MOTION CARRIED

That Bylaw 216D2024 be introduced and read a first time.

Against: Councillor Chabot

MOTION CARRIED

That Bylaw 216D2024 be read a second time.

Against: Councillor Chabot

MOTION CARRIED

That authorization now be given to read Bylaw 216D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 216D2024 be read a third time.

Against: Councillor Chabot

MOTION CARRIED

7.2.6 Land Use Amendment in Bowness (Ward 1) at 7348 – 34 Avenue NW, LOC2024-0053, CPC2024-0586

A presentation entitled "LOC2024-0053 / CPC2024-0586 Land Use Amendment" was distributed with respect to Report CPC2024-0586.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 212D2024.

Moved by Councillor Sharp
Seconded by Councillor Wong

That with respect to Report CPC2024-0586, the following be adopted:

That Council give three readings to Proposed Bylaw 212D2024 for the redesignation of 0.08 hectares ± (0.21 acres ±) located at 7348 – 34 Avenue NW (Plan 3902JK, Block 2, Lot 20) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

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

Against: (1): Councillor Chabot

MOTION CARRIED

That Bylaw 212D2024 be introduced and read a first time.

Against: Councillor Chabot

MOTION CARRIED

That Bylaw 212D2024 be read a second time.

Against: Councillor Chabot

MOTION CARRIED

That authorization now be given to read Bylaw 212D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 212D2024 be read a third time.

Against: Councillor Chabot

MOTION CARRIED

7.2.7 Land Use Amendment in Bowness (Ward 1) at 6435 – 33 Avenue NW, LOC2024-0015, CPC2024-0508

A presentation entitled "LOC2024-0015 / CPC2024-0508 Land Use Amendment" was distributed with respect to Report CPC2024-0508.

The Public Hearing was called and Brent Ellergodt, Ellergodt Design, addressed Council with respect to Bylaw 185D2024.

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Report CPC2024-0508, the following be adopted:

That Council give three readings to Proposed Bylaw 185D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 6435 – 33 Avenue NW (Plan 5368FV, Block 12, Lot 21) from Residential – Contextual One Dwelling (R-C1) District to Residential – Grade-Oriented Infill (R-CG) District.

For: (6): Councillor Walcott, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

Against: (8): Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Chabot, and Councillor McLean

MOTION DEFEATED

7.2.8 Land Use Amendment in Highland Park (Ward 4) at 440 – 32 Avenue NW, LOC2024-0083, CPC2024-0590

A presentation entitled "LOC2024-0083 / CPC2024-0590 Land Use Amendment" was distributed with respect to Report CPC2024-0590.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 215D2024.

Moved by Councillor Chu
Seconded by Councillor Sharp

That with respect to Report CPC2024-0590, the following be adopted:

That Council give three readings to Proposed Bylaw 215D2024 for the redesignation of 0.06 hectare ± (0.14 acre ±) located at 440 – 32 Avenue NW (Plan 3674S, Block 7, Lots 10 and 11) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

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

Against: (1): Councillor Demong

MOTION CARRIED

That Bylaw 215D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 215D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 215D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 215D2024 be read a third time.

MOTION CARRIED

7.2.9 Land Use Amendment in Highland Park (Ward 4) at 3910 Centre B Street NW, LOC2024-0069, CPC2024-0657

A presentation entitled "LOC2024-0069 / CPC2024-0657 Land Use Amendment" was distributed with respect to Report CPC2024-0657.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 214D2024:

1. Lei Wang, Horizon Land Surveys
2. Jeanne Kimber, Highland Park Community Association

Moved by Councillor Chu

Seconded by Councillor Wong

That with respect to Report CPC2024-0657, the following be adopted:

That Council give three readings to Proposed Bylaw 214D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 3910 Centre B Street NW (Plan 3674S, Block 27, Lots 4 and 5) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

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

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

MOTION CARRIED

That Bylaw 214D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 214D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 214D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 214D2024 be read a third time.

MOTION CARRIED

7.2.10 Land Use Amendment in Winston Heights/Mountview (Ward 4) at 407 and 413 – 27 Avenue NE, LOC2023-0377, CPC2024-0493

A presentation entitled "LOC2023-0377 / CPC2024-0493 Land Use Amendment" was distributed with respect to Report CPC2024-0493.

The Public Hearing was called and Chris Peterson, Abugov Kaspar Architecture, addressed Council with respect to Bylaw 191D2024.

Moved by Councillor Chu

Seconded by Councillor Wong

That with respect to Report CPC2024-0493, the following be adopted:

That Council give three readings to Proposed Bylaw 191D2024 for the redesignation of 0.22 hectares ± (0.54 acres ±) located at 407 and 413 – 27 Avenue NE (Plan 3430JK, Block 7A, Lots 1 and 2; Plan 0410076, Block 7A, Lot 23) from Multi-Residential – Contextual Low Profile (M-C1) District and Residential – Contextual One / Two Dwelling (R-C2) District to Mixed Use – General (MU-1f3.6h23) District.

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

That Bylaw 191D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 191D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 191D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 191D2024 be read a third time.

MOTION CARRIED

7.2.11 Land Use Amendment in Residual Sub-Area 5D (Ward 5) at 4717 and 5005 – 144 Avenue NE, LOC2022-0229, CPC2024-0356

A presentation entitled "LOC2022-0229 / CPC2024-0356 Land Use Amendment" was distributed with respect to Report CPC2024-0356.

Mayor Gondek left the Chair at 11:08 a.m. on 2024 July 16 and Deputy Mayor Walcott assumed the Chair.

Councillor Chabot (Remote Member) left the meeting at 11:09 a.m. on 2024 July 16.

Mayor Gondek resumed the Chair at 11:11 a.m. on 2024 July 16.

The Public Hearing was called and Jack Moddle, O2 Planning & Design, addressed Council with respect to Bylaw 201D2024.

Moved by Councillor Dhaliwal

Seconded by Councillor Spencer

That with respect to Report CPC2024-0356, the following be adopted:

That Council give three readings to Proposed Bylaw 201D2024 for the redesignation of 16.30 hectares \pm (40.27 acres \pm) located at 4717 and 5005 – 144 Avenue NE (Plan 7610456, Blocks A and B) from Special Purpose – Future Urban Development (S-FUD) District to Industrial – Outdoor (IO) District.

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

MOTION CARRIED

That Bylaw 201D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 201D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 201D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 201D2024 be read a third time.

MOTION CARRIED

7.2.12 Land Use Amendment in Saddle Ridge (Ward 5) at 1000, 4715 – 88 Avenue NE, LOC2023-0397, CPC2024-0523

Councillor Chabot (Remote Member) joined the meeting at 11:12 a.m. on 2024 July 16.

A presentation entitled "LOC2023-0397 / CPC2024-0523 Land Use Amendment" was distributed with respect to Report CPC2024-0523.

The Public Hearing was called and Dino Kasparis, Olympia Housing Inc., addressed Council with respect to Bylaw 203D2024.

Moved by Councillor Dhaliwal

Seconded by Councillor Walcott

That with respect to Report CPC2024-0523, the following be adopted:

That Council give three readings to Proposed Bylaw 203D2024 for the redesignation of 0.39 hectares ± (0.95 acres ±) located at #1000, 4715 – 88 Avenue NE (Condominium Plan 2312116, Units 3 to 38) from Commercial – Neighbourhood 1 (C-N1) District to Commercial – Community 1 (C-C1) District.

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

That Bylaw 203D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 203D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 203D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 203D2024 be read a third time.

MOTION CARRIED

7.2.13 Land Use Amendment in Saddle Ridge (Ward 5) at multiple addresses, LOC2023-0369, CPC2024-0533

The following documents were distributed with respect to Report CPC2024-0533:

- A presentation entitled "LOC2023-0369 / CPC2024-0533 Land Use Amendment"; and
- A presentation entitled "Proposed Land Use Amendment in Saddle Ridge".

The Public Hearing was called and Emily Kloppenburg, B&A Studios, addressed Council with respect to Bylaw 221D2024.

Moved by Councillor Dhaliwal
Seconded by Councillor Pootmans

That with respect to Report CPC2024-0533, the following be adopted, **after amendment.**

That Council give three readings to Proposed Bylaw 221D2024 for the redesignation of 1.24 hectares ± (3.06 acres ±) located at 5112 and 5124 – 85 Avenue NE and 8657 and 8772 – 48 Street NE (Plan 1211515, Block 35, Lots 1, 3 and 4; Plan **1211515**, Block 36, Lot 1) from Commercial – Corridor 1 f5.0h30 (C-COR1f5.0h30) District and Multi-Residential – High Density Medium Rise (M-H2d321) District to Multi-Residential – Low Profile (M-1) District.

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

Against: (1): Councillor Wong

MOTION CARRIED

That Bylaw 221D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 221D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 221D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 221D2024 be read a third time.

MOTION CARRIED

7.2.14 Land Use Amendment in Westwinds (Ward 5) at 3633 Westwinds Drive NE, LOC2023-0357, CPC2024-0679

The following documents were distributed with respect to Report CPC2024-0679:

- A presentation entitled "LOC2023-0357 / CPC2024-0679 Land Use Amendment";
- A presentation entitled "Westwinds Land Use Redesignation"; and
- A document entitled "City Vibe Developments Westwinds Land Use Redesignation".

By General Consent, Council agreed to conclude the Public Hearing for Item 7.2.14 following the lunch recess.

Mayor Gondek left the Chair at 11:30 a.m. on 2024 July 16 and Deputy Mayor Walcott assumed the Chair.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 224D2024:

1. Jim Mackey, City Vibe Developments Inc.
2. KarLynn Thiessen
3. Christopher Thiessen

Mayor Gondek resumed the Chair at 11:45 a.m. on 2024 July 16.

4. Karanjit Banga
5. Amarjit Banwait

Council recessed at 11:58 a.m. on 2024 July 16 and reconvened at 1:17 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 Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, and Mayor Gondek

Absent from Roll Call: Councillor Carra

Councillor Chabot (Remote Member) left the meeting at 1:18 p.m. on 2024 July 16.

- 6. Amrit Uppal
- 7. Tamille Beynon, TableTop Communications

Councillor Chabot (Remote Member) joined the meeting at 1:23 p.m. on 2024 July 16.

- 8. Rani Barn
- 9. Anomi Denagamag
- 10. Rebecca Jameson
- 11. Dhruv Sharma, Falconridge/Castleridge Community Association
- 12. Terry Lyn Martin

Moved by Councillor Demong
Seconded by Councillor Walcott

That Council postpone Item 7.2.14, Land Use Amendment in Westwinds (Ward 5) at 3633 Westwinds Drive NE, LOC2023-0357, CPC2024-0679 to the Call of the Chair.

MOTION CARRIED

Council then dealt with Item 10.1.

Council returned to this Item following Item 10.1.

Moved by Councillor Walcott
Seconded by Councillor Carra

That with respect to Report CPC2024-0679, the following be adopted, **after amendment:**

That Council:

1. Give three readings to Proposed Bylaw 224D2024 for the redesignation of 1.54 hectares ± (3.83 acres ±) located at 3633 Westwinds Drive NE (Portion of Plan 0412252, Block 6, Lot 4) from Commercial – Regional 1 f0.2 (C-R1 f0.2) District to Multi-Residential – Medium Profile (M-2) District; **and**
2. **Direct that Confidential Attachment 8 be held confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the Freedom of Information and Protection of Privacy Act.**

For: (5): Councillor Walcott, Councillor Penner, Councillor Spencer, Councillor Carra, and Councillor Mian

Against: (10): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Chabot, Councillor McLean, and Mayor Gondek

MOTION DEFEATED

Council then dealt with Item 7.2.41.

Council returned to this Item following Item 7.2.41.

Moved by Councillor Dhaliwal
Seconded by Councillor Wong

That with respect to Report CPC2024-0679, the following be adopted:

That Council reconsider its decision with respect to Report CPC2024-0679.

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

MOTION CARRIED

Moved by Councillor Walcott
Seconded by Councillor McLean

That with respect to Report CPC2024-0679, the following be adopted, **after amendment:**

That Council:

1. Give three readings to Proposed Bylaw 224D2024 for the redesignation of 1.54 hectares ± (3.83 acres ±) located at 3633 Westwinds Drive NE (Portion of Plan 0412252, Block 6, Lot 4) from Commercial – Regional 1 f0.2 (C-R1 f0.2) District to Multi-Residential – Medium Profile (M-2) District; **and**

For: (5): Councillor Walcott, Councillor Penner, Councillor Spencer, Councillor Carra, and Councillor Mian

Against: (9): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Chabot, Councillor McLean, and Mayor Gondek

MOTION DEFEATED

Moved by Councillor Spencer
Seconded by Councillor McLean

That with respect to Report CPC2024-0679, the following be adopted, **after amendment:**

That Council:

2. **Direct that Confidential Attachment 8 be held confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act*.**

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

MOTION CARRIED

7.2.15 Land Use Amendment in Westwinds (Ward 5) at #400 – 4774 Westwinds Drive NE, LOC2023-0371, CPC2024-0355

A presentation entitled "LOC2023-0371/ CPC2024-0355 Land Use Amendment" was distributed with respect to Report CPC2024-0355.

The Public Hearing was called and Dino Kasparis, Olympia Housing Inc., addressed Council with respect to Bylaw 190D2024.

Moved by Councillor Dhaliwal
Seconded by Councillor Mian

That with respect to Report CPC2024-0355, the following be adopted:

That Council give three readings to Proposed Bylaw 190D2024 for the redesignation of 0.13 hectares ± (0.33 acres ±) located at #400 – 4774 Westwinds Drive NE (Condominium Plan 1312477, Units 21 to 27) from Direct Control (DC) District to Industrial – Commercial (I-C) District.

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

MOTION CARRIED

That Bylaw 190D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 190D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 190D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 190D2024 be read a third time.

MOTION CARRIED

7.2.16 Land Use Amendment in Glendale (Ward 6) at 4115 – 26 Avenue SW, LOC2024-0079, CPC2024-0676

A presentation entitled "LOC2024-0079 / CPC2024-0676 Land Use Amendment" was distributed with respect to Report CPC2024-0676.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 206D2024.

Moved by Councillor Pootmans

Seconded by Councillor Mian

That with respect to Report CPC2024-0676, the following be adopted:

That Council give three readings to Proposed Bylaw 206D2024 for the redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 4115 – 26 Avenue SW (Plan 4216HE, Block 3, Lot 9) from Residential – Contextual One Dwelling (R-C1) District to Housing – Grade Oriented (H-GO) District.

For: (13): Councillor Walcott, Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor McLean, Councillor Mian, and Mayor Condek

MOTION CARRIED

That Bylaw 206D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 206D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 206D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 206D2024 be read a third time.

MOTION CARRIED

7.2.17 Land Use Amendment in Glendale (Ward 6) at 2627 Granville Street SW, LOC2024-0036, CPC2024-0547

A presentation entitled "LOC2024-0036 / CPC2024-0547 Land Use Amendment" was distributed with respect to Report CPC2024-0547.

The Public Hearing was called and Jennifer Dobbin, Dobbin Consulting, addressed Council with respect to Bylaw 193D2024.

Moved by Councillor Pootmans

Seconded by Councillor Mian

That with respect to Report CPC2024-0547, the following be adopted:

That Council give three readings to Proposed Bylaw 193D2024 for the redesignation of 0.06 hectares ± (0.16 acres ±) located at 2627 Granville Street SW (Plan 627GV, Block 30, Lot 13) from Residential – Contextual One Dwelling (R-C1) District to Housing – Grade Oriented (H-GO) District.

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

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

MOTION CARRIED

That Bylaw 193D2024 be introduced and read a first time.

Against: Councillor Chu and Councillor Wong

MOTION CARRIED

That Bylaw 193D2024 be read a second time.

Against: Councillor Chu and Councillor Wong

MOTION CARRIED

That authorization now be given to read Bylaw 193D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 193D2024 be read a third time.

Against: Councillor Chu and Councillor Wong

MOTION CARRIED

7.2.18 Land Use Amendment in Springbank Hill (Ward 6) at multiple addresses, LOC2023-0388, CPC2024-0614

The following documents were distributed with respect to Report CPC2024-0614:

- A presentation entitled "LOC2023-0388 / CPC2024-0614 Land Use Amendment"; and
- A presentation entitled "Springbank Hill Vesta Public Hearing Presentation July 16, 2024".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 217D2024:

1. Cody Reimer, Vesta Properties

2. Jack Moddle, O2 Planning & Design
3. Marshall Naruzny, Springbank Hill Community Centre

Moved by Councillor Pootmans
Seconded by Councillor Dhaliwal

That with respect to Report CPC2024-0614, the following be adopted:

That Council give three readings to Proposed Bylaw 217D2024 for the redesignation of 6.20 hectares ± (15.31 acres ±) at 7955, 8181 and 8259 – 17 Avenue SW (Plan 2747HB, Block 31; Plan 3056AC, Blocks 15 and 16) from Commercial – Community 2 f1.0h20 (C-C2f1.0h20) District and Direct Control (DC) District to Mixed Use – General (MU-1f4.0h45) District and Mixed Use – General (MU-1 f4.0h25) District.

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

MOTION CARRIED

That Bylaw 217D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 217D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 217D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 217D2024 be read a third time.

MOTION CARRIED

7.2.19 Outline Plan, Policy and Land Use Amendment in Springbank Hill (Ward 6) at multiple addresses, LOC2023-0212, CPC2024-0616

The following documents were distributed with respect to Report CPC2024-0616:

- A presentation entitled " LOC2023-0212 / CPC2024-0616 Policy & Land Use Amendment";
- A presentation entitled "Land Use Outline Plan Policy Amendment"; and
- A presentation entitled "LOC2023-0212."

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 55P2024 and 218D2024:

1. Jack Moddle, O2 Planning & Design
2. Marshall Naruzny, Springbank Hill Community Centre
3. Greg Anderson

Moved by Councillor Mian

Seconded by Councillor Spencer

That with respect to Report CPC2024-0616, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 55P2024 for the amendment to the Springbank Hill Area Structure Plan (Attachment 3); and
2. Give three readings to Proposed Bylaw 218D2024 for the redesignation of 3.85 hectares ± (9.52 acres ±) located at 2230 and 2231 – 81 Street SW (Plan 3056AC, Blocks 7 and 24) from Direct Control (DC) District to Multi-Residential – At Grade Housing (M-Gd65) District, Residential – Low Density Multiple Dwelling (R-2M) District, Special Purpose – School, Park and Community Reserve (S-SPR) District and Special Purpose – Urban Nature (S-UN) District.

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

Against: (7): Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wyness, Councillor Demong, Councillor Sharp, and Councillor McLean

MOTION DEFEATED

7.2.20 Policy and Land Use Amendment in Montgomery (Ward 7) at 4840 – 20 Avenue NW, LOC2023-0353, CPC2024-0556

A presentation entitled "LOC2023-0353 / CPC2024-0556 Policy and Land Use Amendment" was distributed with respect to Report CPC2024-0556.

Councillor Penner (Remote Member) left the meeting at 5:02 p.m. on 2024 July 16.

The Public Hearing was called and Alex Dobrin, Marcel Design Studio, addressed Council with respect to Bylaws 47P2024 and 186D2024.

Moved by Councillor Wong

Seconded by Councillor Sharp

That with respect to Report CPC2024-0556, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 47P2024 for the amendment to the Montgomery Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 186D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 4840 – 20 Avenue NW (Plan 4994GI, Block 39, Lot 10) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

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

MOTION CARRIED

That Bylaw 47P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 47P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 47P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 47P2024 be read a third time.

MOTION CARRIED

That Bylaw 186D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 186D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 186D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 186D2024 be read a third time.

MOTION CARRIED

7.2.21 Policy and Land Use Amendment in Montgomery (Ward 7) at 4603 – 22 Avenue NW, LOC2023-0267, CPC2024-0597

A presentation entitled "LOC2023-0267, CPC2024-0597 Policy and Land Use Amendment" was distributed with respect to Report CPC2024-0597.

Councillor Penner (Remote Member) joined the meeting at 5:07 p.m. on 2024 July 16.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaws 49P2024 and 196D2024.

Moved by Councillor Wong
Seconded by Councillor Sharp

That with respect to Report CPC2024-0597, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 49P2024 for an amendment to the Montgomery Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 196D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 4603 – 22 Avenue NW (Plan 4994GI, Block 46, Lot 20) from Residential – Contextual One Dwelling (R-C1) District to Residential – Grade-Oriented Infill (R-CG) District.

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

Against: (1): Councillor Chu

MOTION CARRIED

That Bylaw 49P2024 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 49P2024 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 49P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 49P2024 be read a third time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 196D2024 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 196D2024 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 196D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 196D2024 be read a third time.

Against: Councillor Chu

MOTION CARRIED

7.2.22 Policy and Land Use Amendment in Montgomery (Ward 7) at 4440 – 20 Avenue NW, LOC2024-0040, CPC2024-0611

A presentation entitled "LOC2024-0040, CPC2024-0611 Policy and Land Use Amendment" was distributed with respect to Report CPC2024-0611.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaws 56P2024 and 225D2024.

Moved by Councillor Dhaliwal

Seconded by Councillor Spencer

That with respect to Report CPC2024-0611, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 56P2024 for the amendment to the Montgomery Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 225D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) at 4440 – 20 Avenue NW (Plan 4994GI, Block 43, Lot 9) from Direct Control (DC) District to Housing – Grade-Oriented (H-GO) District.

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

Against: (4): Councillor Chu, Councillor Wong, Councillor Sharp, and Councillor McLean

MOTION CARRIED

That Bylaw 56P2024 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 56P2024 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 56P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 56P2024 be read a third time.

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

MOTION CARRIED

That Bylaw 225D2024 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 225D2024 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 225D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 225D2024 be read a third time.

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

MOTION CARRIED

7.2.23 Policy and Land Use Amendment in Banff Trail (Ward 7) at multiple addresses, LOC2024-0033, CPC2024-0583

Councillor Carra (Remote Member) left the meeting at 5:30 p.m. on 2024 July 16.

By General Consent, Council modified the dinner recess to begin following the conclusion of Item 7.2.23.

The following documents were distributed with respect to Report CPC2024-0583:

- A presentation entitled " LOC2024-0033, CPC2024-0583 Land Use and Policy Amendment";
- A presentation entitled "2352-2364 Capitol Hill Crescent NW Land Use & Policy Amendment"; and
- A photo.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 53P2024 and 202D2024:

1. Hayden Keogh, O2 Planning & Design
2. Sam Gainer
3. Colin Lee-Chee
4. Denys Robinson
5. David Kowel
6. Adam Zinatelli
7. Oliver Peplowski
8. Marsha Fehr
9. Myke Atkinson

Councillor Carra (Remote Member) joined the meeting at 6:08 p.m. on 2024 July 16.

Moved by Councillor Wong
Seconded by Councillor Mian

That with respect to Report CPC2024-0583, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 53P2024 for the amendment to the Banff Trail Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 202D2024 for the redesignation of 0.22 hectares \pm (0.54 acres \pm) located at 2352, 2356 and 2364 Capitol Hill Crescent NW (Plan 9110GI, Block 3, Lots 13 to 16) from Residential – Contextual One Dwelling (R-C1) District to Direct Control (DC) District to accommodate a mixed use development, with guidelines (Attachment 3).

For: (12): Councillor Walcott, Councillor Pootmans, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor McLeary, Councillor Mian, and Mayor Gondek

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

MOTION CARRIED

That Bylaw 53P2024 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 53P2024 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 53P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 53P2024 be read a third time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 202D2024 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 202D2024 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 202D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 202D2024 be read a third time.

Against: Councillor Chu

Council recessed at 6:18 p.m. on 2024 July 16 and reconvened at 7:01 p.m. on 2024 July 16 with Mayor Gondek in the Chair.

ROLL CALL

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

Absent from Roll Call: Councillor Carra, Councillor Chabot, Councillor Demong, and Councillor Penner

Council then dealt with Item 7.2.25.

MOTION CARRIED

7.2.24 Land Use Amendment in West Hillhurst (Ward 7) at multiple addresses, LOC2023-0244, CPC2024-0621

This Item was postponed to the 2024 December 3 Public Hearing Meeting of Council during Confirmation of Agenda.

7.2.25 Land Use Amendment in West Hillhurst (Ward 7) at 2002 Broadview Road NW, LOC2024-0039, CPC2024-0553

This Item was dealt with following Item 7.2.23.

A presentation entitled "LOC2024-0039, CPC2024-0553 Land Use Amendment" was distributed with respect to Report CPC2024-0553.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 187D2024.

Moved by Councillor Wong

Seconded by Councillor Spencer

That with respect to Report CPC2024-0553, the following be adopted:

That Council give three readings to Proposed Bylaw 187D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 2002 Broadview Road NW (Plan 5151O, Block 23, Lots 1 and 2) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

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

MOTION CARRIED

That Bylaw 187D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 187D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 187D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 187D2024 be read a third time.

MOTION CARRIED

7.2.26 Policy and Land Use Amendment in Sunnyside (Ward 7) at 1020 – 2 Avenue NW, LOC2024-0030, CPC2024-0651

The following documents were distributed with respect to Report CPC2024-0651:

- A presentation entitled "LOC2024-0030 / CPC2024-0651 Land Use Amendment"; and
- A presentation entitled "1020 2 Avenue NW Land Use Redesignation - Public Hearing".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 57P2024 and 227D2024:

1. Jaydan Tait, Attainable Homes
2. Jack Moddle, O2 Planning & Design

Moved by Councillor Wong
Seconded by Councillor Walcott

That with respect to Report CPC2024-0651, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 57P2024 for the amendment to the Hillhurst/Sunnyside Area Redevelopment Plan (Attachment 2); and

2. Give three readings to Proposed Bylaw 227D2024 for the redesignation of 0.36 hectares ± (0.89 acres ±) located at 1020 – 2 Avenue NW (Plan 8610964, Block 12) from Multi-Residential – Contextual Grade-Oriented (M-CGd72) District to Direct Control (DC) District to accommodate multi-residential development, with guidelines (Attachment 3).

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

MOTION CARRIED

That Bylaw 57P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 57P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 57P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 57P2024 be read a third time.

MOTION CARRIED

That Bylaw 227D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 227D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 227D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 227D2024 be read a third time.

MOTION CARRIED

7.2.27 Land Use Amendment in Capitol Hill (Ward 7) at 1436 – 22 Avenue NW, LOC2024-0065, CPC2024-0609

A presentation entitled "LOC2024-0065, CPC2024-0609 Land Use Amendment" was distributed with respect to Report CPC2024-0609.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 194D2024.

Councillor Penner (Remote Member) joined the meeting at 7:24 p.m. on 2024 July 16.

Mayor Gondek left the Chair at 7:26 p.m. on 2024 July 16 and Deputy Mayor Walcott assumed the Chair.

Mayor Gondek resumed the Chair at 7:30 p.m. on 2024 July 16.

Moved by Councillor Mian
Seconded by Councillor Walcott

That with respect to Report CPC2024-0609, the following be adopted:

That Council give three readings to Proposed Bylaw 194D2024 for the redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 1436 – 22 Avenue NW (Plan 3150P, Block 35, Lots 17 and 18) from Residential Contextual – One / Two Dwelling (R-C2) District to Housing – Grade Oriented (H-GO) District.

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

Against: (4): Councillor Chu, Councillor Wong, Councillor Sharp, and Councillor McLean

MOTION CARRIED

That Bylaw 194D2024 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 194D2024 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 194D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 194D2024 be read a third time.

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

MOTION CARRIED

7.2.28 Land Use Amendment in Capitol Hill (Ward 7) at 1134 – 20 Avenue NW, LOC2024-0032, CPC2024-0664

A presentation entitled "LOC2024-0032 / CPC2024-0664 Land Use Amendment" was distributed with respect to Report CPC2024-0664.

The Public Hearing was called and Mark Greenhalgh, Briovi Services Inc., addressed Council with respect to Bylaw 226D2024.

Moved by Councillor Wong
Seconded by Councillor Pootmans

That with respect to Report CPC2024-0664, the following be adopted:

That Council give three readings to Proposed Bylaw 226D2024 for the redesignation of 0.03 hectares ± (0.07 acres ±) located at 1134 – 20 Avenue NW (Plan 3150R, Block 22, Lpt 17) from Residential – Grade-Oriented Infill (R-CG) District to Direct Control (DC) District to accommodate limited commercial uses, with guidelines (Attachment 2).

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

Against: (1): Councillor McLean

MOTION CARRIED

That Bylaw 226D2024 be introduced and read a first time.

Against: Councillor McLean

MOTION CARRIED

That Bylaw 226D2024 be read a second time.

Against: Councillor McLean

MOTION CARRIED

That authorization now be given to read Bylaw 226D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 226D2024 be read a third time.

Against: Councillor McLean

MOTION CARRIED

7.2.29 Land Use Amendment in Mount Pleasant (Ward 7) at 502 – 21 Avenue NW, LOC2024-0068, CPC2024-0632

A presentation entitled "LOC2024-0068 / CPC2024-0632 Land Use Amendment" was distributed with respect to Report CPC2024-0632.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 195D2024.

Moved by Councillor Wong
Seconded by Councillor Spencer

That with respect to Report CPC2024-0632, the following be adopted:

That Council give three readings to Proposed Bylaw 195D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 502 – 21 Avenue NW (Plan 2934O, Block 30, Lots 1 and 2) from Residential – Contextual One / Two Dwelling (R-C2) District to Housing – Grade Oriented (H-GO) District.

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

MOTION CARRIED

That Bylaw 195D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 195D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 195D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 195D2024 be read a third time.

MOTION CARRIED

7.2.30 Land Use Amendment in Rosscarrock (Ward 8) at 4 Rossburn Crescent SW, LOC2024-0058, CPC2024-0495

Councillor Demong (Remote Member) joined the meeting at 7:46 p.m. on 2024 July 16.

A presentation entitled " LOC2024-0058 / CPC2024-0495 Land Use Amendment" was distributed with respect to Report CPC2024-0495.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 182D2024.

Moved by Councillor Walcott
Seconded by Councillor Pootmans

That with respect to Report CPC2024-0495, the following be adopted:

That Council give three readings to Proposed Bylaw 182D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 4 Rossburn Crescent SW (Plan 7856HD, Block 1, Lot 12) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

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

MOTION CARRIED

That Bylaw 182D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 182D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 182D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 182D2024 be read a third time.

MOTION CARRIED

7.2.31 Land Use Amendment in Killarney/Glengarry (Ward 8) at 2803 – 35 Street SW, LOC2024-0055, CPC2024-0604

A presentation entitled "LOC2024-0055 / CPC2024-0604 Land Use Amendment" was distributed with respect to Report CPC2024-0604.

The Public Hearing was called and Simon Polychronis addressed Council with respect to Bylaw 208D2024.

Moved by Councillor Walcott
Seconded by Councillor Pootmans

That with respect to Report CPC2024-0604, the following be adopted:

That Council give three readings to Proposed Bylaw 208D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 2803 – 35 Street SW (Plan 732GN, Block 12, Lot 11) from Direct Control (DC) District to Residential – Grade-Oriented Infill (R-CG) District.

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

MOTION CARRIED

That Bylaw 208D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 208D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 208D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 208D2024 be read a third time.

MOTION CARRIED

7.2.32 Land Use Amendment in Killarney/Glengarry (Ward 8) at 2803 – 31 Street SW, LOC2022-0062, CPC2023-0769

Councillor Demong (Remote Member) left the meeting at 7:59 p.m. on 2024 July 16.

A presentation entitled "LOC2022-0062 / CPC2023-0769 Land Use Amendment" was distributed with respect to Report CPC2023-0769.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 211D2024.

Councillor Demong (Remote Member) joined the meeting at 8:02 p.m. on 2024 July 16.

Councillor Carra (Remote Member) joined the meeting at 8:02 p.m. on 2024 July 16.

Moved by Councillor Walcott
Seconded by Councillor Pootmans

That with respect to Report CPC2023-0769, the following be adopted:

That Council give three readings to Proposed Bylaw 211D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 2803 – 31

Street SW (Plan 732GN, Block 9, Lot 37) from Direct Control (DC) District to Residential – Grade-Oriented Infill (R-CG) District

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

MOTION CARRIED

That Bylaw 211D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 211D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 211D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 211D2024 be read a third time.

MOTION CARRIED

7.2.33 Land Use Amendment in Killarney/Glengarry (Ward 8) at 3004 – 28 Street SW, LOC2024-0072, CPC2024-0499

A presentation entitled "LOC2024-0072 / CPC2024-0499 Land Use Amendment" was distributed with respect to Report CPC2024-0499.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 210D2024.

Moved by Councillor Walcott
Seconded by Councillor Pootmans

That with respect to Report CPC2024-0499, the following be adopted:

That Council give three readings to Proposed Bylaw 210D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 3004 – 28 Street SW (Plan 5661O, Block 52, Lots 48 and 49) from Direct Control (DC) District to Residential – Grade-Oriented Infill (R-CG) District.

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

MOTION CARRIED

That Bylaw 210D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 210D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 210D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 210D2024 be read a third time.

MOTION CARRIED

7.2.34 Land Use Amendment in Richmond (Ward 8) at 3211 – 25 Street SW, LOC2024-0035, CPC2024-0600

A presentation entitled "LOC2024-0035, CPC2024-0600 Land Use Amendment" was distributed with respect to Report CPC2024-0600.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 192D2024:

1. Ian Kelly, JADAN
2. Storm Purdy

Councillor Chabot (Remote Member) joined the meeting at 8:11 p.m. on 2024 July 16.

Moved by Councillor Walcott
Seconded by Councillor Spencer

That with respect to Report CPC2024-0035, the following be adopted:

That Council give three readings to Proposed Bylaw 192D2024 for the redesignation of 0.09 hectares ± (0.21 acres ±) located at 3211 – 25 Street SW (Plan 8598GF, Block 3, Lots 15 and a portion of Lot 16) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual Narrow Parcel One Dwelling (R-C1N) District.

For: (12): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Demong, Councillor Sharp, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor McLean, Councillor Mian, and Mayor Gondek

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

MOTION CARRIED

That Bylaw 192D2024 be introduced and read a first time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

That Bylaw 192D2024 be read a second time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 192D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 192D2024 be read a third time.

Against: Councillor Chabot and Councillor Chu

MOTION CARRIED

7.2.35 Policy and Land Use Amendment in Parkhill (Ward 8) at 47 – 34 Avenue SW, LOC2023-0385, CPC2024-0406

A presentation entitled "LOC2023-0385 \CPC2024-0406 Policy and Land Use Amendment" was distributed with respect to Report CPC2024-0406.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaws 48P2024 and 189D2024.

Moved by Councillor Walcott

Seconded by Councillor Spencer

That with respect to Report CPC2024-0406, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 48P2024 for the amendment to the Parkhill/Stanley Park Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 189D2024 for the redesignation of 0.07 hectares ± (0.17 acres ±) located at 47 – 34 Avenue SW (Plan 5793U, Block 7, Lots 33 and 34) from Residential – Contextual One / Two Dwelling (R-C2) District to Housing – Grade Oriented (H-GO) District.

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

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

MOTION CARRIED

That Bylaw 48P2024 be introduced and read a first time.

Against: Councillor Chabot, Councillor Chu, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That Bylaw 48P2024 be read a second time.

Against: Councillor Chabot, Councillor Chu, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That authorization now be given to read Bylaw 48P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 48P2024 be read a third time.

Against: Councillor Chabot, Councillor Chu, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That Bylaw 189D2024 be introduced and read a first time.

Against: Councillor Chabot, Councillor Chu, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That Bylaw 189D2024 be read a second time.

Against: Councillor Chabot, Councillor Chu, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That authorization now be given to read Bylaw 189D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 189D2024 be read a third time.

Against: Councillor Chabot, Councillor Chu, Councillor Demong, and Councillor Sharp

MOTION CARRIED

7.2.36 Land Use Amendment in Inglewood (Ward 9) at Multiple Addresses, LOC2023-0198, CPC2024-0560

A presentation entitled "LOC2023-0198 / CPC2024-0560 Land Use Amendment" was distributed with respect to Report CPC2024-0560 .

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 188D2024:

1. Chuck Smith, Smith and Co.
2. Philip Dack, Meditate Solutions

Moved by Councillor Carra

Seconded by Councillor Walcott

That with respect to Report CPC2024-0560, the following be adopted:

That Council give three readings to Proposed Bylaw 188D2024 for the redesignation of 0.39 hectares ± (0.96 acres ±) located at 1003, 1005, 1007, 1009 and 1013 ← 11 Street SE (Plan A2, Block 13, Lots 8 to 15) from Direct Control (DC) District to Mixed Use – Active Frontage (MU-2f6.3h38) District.

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 Gondok

MOTION CARRIED

That Bylaw 188D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 188D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 188D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 188D2024 be read a third time.

MOTION CARRIED

7.2.37 Policy and Land Use Amendment in Forest Lawn (Ward 9) at 1301 and 1305 – 37 Street SE, LOC2024-0025, CPC2024-0530

A presentation entitled "LOC2024-0025 / CPC2024-0530 Policy and Land Use Amendment" was distributed with respect to Report CPC2024-0530.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 54P2024 and 204D2024:

1. Lei Wang, Horizon Land Surveys
2. Josh Bettle

Moved by Councillor Carra
Seconded by Councillor Spencer

That with respect to Report CPC2024-0530, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 54P2024 for the amendment to the Forest Lawn-Forest Heights/Hubalta Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 204D2024 for the redesignation of 0.15 hectares ± (0.36 acres ±) located at 1301 and 1305 – 37 Street SE (Plan 2700AH, Block 24, Lots 21 to 25) from Residential – Contextual One / Two Dwelling (R-C2) District to Housing – Grade Oriented (H-GO) District.

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

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

MOTION CARRIED

That Bylaw 54P2024 be introduced and read a first time.

Against: Councillor Chabot, Councillor Demong, and Councillor McLean

MOTION CARRIED

That Bylaw 54P2024 be read a second time.

Against: Councillor Chabot, Councillor Demong, and Councillor McLean

MOTION CARRIED

That authorization now be given to read Bylaw 54P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 54P2024 be read a third time.

Against: Councillor Chabot, Councillor Demong, and Councillor McLean

MOTION CARRIED

That Bylaw 204D2024 be introduced and read a first time.

Against: Councillor Chabot, Councillor Demong, and Councillor McLean

MOTION CARRIED

That Bylaw 204D2024 be read a second time.

Against: Councillor Chabot, Councillor Demong, and Councillor McLean

MOTION CARRIED

That authorization now be given to read Bylaw 204D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 204D2024 be read a third time.

Against: Councillor Chabot, Councillor Demong, and Councillor McLean

MOTION CARRIED

7.2.38 Land Use Amendment in Franklin (Ward 10) at 999 – 36 Street NE,
LOC2024-0121, CPC2024-0668

A presentation entitled "LOC2024-0121 / CPC2024-0668 Land Use Amendment" was distributed with respect to Report CPC2024-0668.

The Public Hearing was called and Jeffrey Riedl, SLVGD Architecture, addressed Council with respect to Bylaw 222D2024.

Moved by Councillor Chabot

Seconded by Councillor Dhaliwal

That with respect to Report CPC2024-0668, the following be adopted:

That Council give three readings to Proposed Bylaw 222D2024 for the redesignation of 5.05 hectares ± (12.47 acres ±) located at 999 – 36 Street NE (Plan 7410806, Block 10) from Commercial – Community 2 f0.38h18 (C-C2f0.38h18) District to Commercial – Community 2 f0.5h18 (C-C2f0.5h18) District.

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

That Bylaw 222D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 222D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 222D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 222D2024 be read a third time.

MOTION CARRIED

7.2.39 Land Use Amendment in Residual Sub-Area 10E (Ward 10) at 3413 – 84 Street NE, LOC2023-0060, CPC2024-0628

A presentation entitled "LOC2023-0060 / CPC2024-0628 Land Use Amendment" was distributed with respect to Report CPC2024-0628.

The Public Hearing was called and Bela Syal, Planning Plus, addressed Council with respect to Bylaw 205D2024.

Moved by Councillor Chabot
Seconded by Councillor Dhaliwal

That with respect to Report CPC2024-0628, the following be adopted:

That Council:

Give three readings to Proposed Bylaw 205D2024 for the redesignation of 11.33 hectares ± (27.99 acres ±) at 3413 – 84 Street NE (Plan 9110390, Lot 1) from Special Purpose – Future Urban Development (S-FUD) District to Direct Control (DC) District to accommodate a Storage Yard, with guidelines (Attachment 2).

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

That Bylaw 205D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 205D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 205D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 205D2024 be read a third time.

MOTION CARRIED

7.2.40 Outline Plan, Policy Amendment, Road Closure and Land Use Amendment in Riverbend (Ward 11) at multiple addresses, LOC2023-0031, CPC2024-0545

Councillor Demong (Remote Member) left the meeting at 8:54 p.m. on 2024 July 16.

The following documents were distributed with respect to Report CPC2024-0545:

- A presentation entitled " LOC2023-0031 / CPC2024-0545 Road Closure, Land Use Amendment & Policy Amendment";
- A presentation entitled "Riverbend TOD"; and
- A presentation entitled "Riverstone Road Public Hearing".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 6C2024:

1. Michael Carnegie, RE&Ds

Councillor Chabot (Remote Member) left the meeting at 8:55 p.m. on 2024 July 16.

Councillor Chabot (Remote Member) joined the meeting at 8:57 p.m on 2024 July 16.

Councillor Demong (Remote Member) joined the meeting at 9:00 p.m. on 2024 July 16.

2. Danielle Hussey
3. Calista Wintrip
4. Spencer Young
5. Don Dessario
6. Katherine Daniels

By General Consent, pursuant to section 6(1) of Procedure Bylaw 35M2017, Council suspended Section 79 of the Procedure Bylaw in order to conclude the Public Hearings for Item 7.2.40.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaws 52P2024 and 200D2024.

Moved by Councillor Penner
Seconded by Councillor Walcott

That Council postpone Item 7.2.40, Outline Plan, Policy Amendment, Road Closure and Land Use Amendment in Riverbend (Ward 11) at multiple addresses, LOC2023-0031, CPC2024-0545, to the Call of the Chair.

MOTION CARRIED

Council recessed at 9:31 p.m. on 2024 July 16 and reconvened at 9:33 a.m. on 2024 July 17 with Mayor Gondek in the Chair.

ROLL CALL

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

Absent from Roll Call: Councillor Dhaliwal and Councillor Mian

Council then dealt with Item 8.

Council returned to this Item following Item 8.1.1.

Moved by Councillor Penner
Seconded by Councillor Carra

That with respect to Report CPC2024-0545, the following be adopted, **after amendment:**

That Council:

1. Give three readings to Proposed Bylaw 6C2024 for the proposed closure of 2.26 hectares \pm (5.60 acres \pm) of road (Plan 2311773, Area 'A' and Area 'B') west of 24 Street SE and south of Glenmore Trail SE, with conditions (Attachment 4);
2. Give three readings to Proposed Bylaw 52P2024 for the amendments to the Millican-Ogden Area Redevelopment Plan (Attachment 5);
3. Give three readings to Proposed Bylaw 200D2024 for the redesignation of 5.66 hectares \pm (13.99 acres \pm) located at 156 Rivercrest Crescent SE, 2437, 2505, 2509, 2513, 2517, 2521, 2525, 2529 and 2533 – 83 Avenue SE, 2508, 2512, 2516, 2520, 2524, 2528 and 2532 – 84 Avenue SE, 2501, 2502, 2509, 2513, 2517, 2521, 2525, 2529 and 2533 – 84 Avenue SE, 2506, 2510, 2514, 2518, 2522 and 2534 – 85 Avenue SE, 2515 and 2527 – 85 Avenue SE, 2612, 2620 and 2636 – 86 Avenue SE, 8301, 8307, 8309, 8311, 8315 and 8319 – 24 Street SE, 8401, 8411, 8417, 8841 and 8993 – 24 Street SE and the closed road (Plan 7700AN, Block 25, Lots 23 and 24; Plan 7700AN, Block 25, Lots 19 to 22; Plan 375AM, Block 28, Lots 29 to 46; Plan 375AM, Block 28, Lots 11 to 28; Plan 375AM, Block 33, Lots 29 to 46; Plan 375AM, Block

33, Lots 11 to 28; Plan 375AM, Block 34, Lots 29 to 42; Plan 375AM, Block 34, Lots 11 to 28; Plan 375AM, Block 28, Lots 1 to 10; Plan 375AM, Block 33, Lots 1 to 10; Plan 9112315, Block 3, Lot 29PUL; Plan 9111367, Block 1, Lot 41PUL; Plan 2311773, Area 'A' and Area 'B') from Residential – Contextual One Dwelling (R-C1) District, Residential – Contextual One / Two Dwelling (R-C2) District, Multi-Residential – Contextual Grade-Oriented (M-CGd44) District, Multi-Residential – Contextual Grade-Oriented (M-CGd50) District, **Direct Control (DC) District** and Undesignated Road Right-of-Way to Residential – Grade-Oriented Infill (R-CG) District, Mixed Use – General (MU-1f2.0h16) District, Mixed Use – General (MU-1f2.0h22) District, Mixed Use – General (MU-1f2.5h22) District, Special Purpose – City and Regional Infrastructure (S-CRI) District and Special Purpose – School, Park and Community Reserve (S-SPR) District; **and**

4. **Direct administration to review the road network (Riverstone Road SE, Rivercrest Crescent SE, & Rivercrest Way SE) connecting to Riverbend during the subdivision and development permit stages in order to design roadways which:**

- a. **prioritize safety for active modes of transportation (walking, wheeling) on existing and new roads, including those to be designated within the playground zone**
- b. **minimize impact to existing properties along Riverstone Road SE including the need for land to widen roadways to accommodate all modes of vehicular traffic**
- c. **prioritize transit connections in order to fulfill the objectives of transit oriented development.**

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

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

MOTION CARRIED

That Bylaw 6C2024 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 6C2024 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 6C2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 6C2024 be read a third time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 52P2024 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 52P2024 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 52P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 52P2024 be read a third time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 200D2024 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 200D2024 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 200D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 200D2024 be read a third time.

Against: Councillor Chu

MOTION CARRIED

Council then dealt with Item 7.2.42.

7.2.41 Policy and Land Use Amendment in Riverbend (Ward 11) at multiple addresses, LOC2023-0379, CPC2024-0392

This Item was dealt with following Item 7.2.14.

The following documents were distributed with respect to Report CPC2024-0392:

- A presentation entitled " LOC2023-0379, CPC2024-0392 Policy and Land Use Amendment"; and
- A presentation entitled "The Palisades at Quarry Park".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 51P2024 and 199D2024:

1. Kathy Oberg, B&A Studios

Mayor Gondek left the Chair at 3:08 p.m. on 2024 July 16 and Deputy Mayor Walcott assumed the Chair.

2. Mike Brander, Remington Development Corporation

By General Consent, Council modified the afternoon recess to begin following the conclusion of Item 7.2.41.

Moved by Councillor Penner

Seconded by Councillor Demong

That with respect to Report CPC2024-0392, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 51P2024 for the amendment to the Barlow Area Structure Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 199D2024 for the redesignation of 7.00 hectares ± (17.30 acres ±) located at 2445 – 96 Avenue SE and 9577 – 23 Street SE (Plan 1312735, Block 39, Lot 9; Plan 1413203, Block 39, Lot 15) from Direct Control (DC) District to Direct Control (DC) District to accommodate multi-residential development, with guidelines (Attachment 3).

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

MOTION CARRIED

By General Consent, pursuant to Section 121 of Procedure Bylaw 35M2017, Council granted Councillor McLean's request to change his vote from "Against" to "For".

That Bylaw 51P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 51P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 51P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 51P2024 be read a third time.

MOTION CARRIED

That Bylaw 199D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 199D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 199D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 199D2024 be read a third time.

MOTION CARRIED

Council recessed at 3:19 p.m. on 2024 July 16 and reconvened at 3:53 p.m. on 2024 July 16 with Mayor Gondek in the Chair.

ROLL CALL

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

Absent from Roll Call: Councillor Chabot and Councillor Sharp

Council then dealt with the reconsideration motion for Item 7.2.14.

7.2.42 Land Use Amendment in Acadia (Ward 11) at 8330 Macleod Trail SE, LOC2023-0163, CPC2024-0639

This Item was dealt with following Item 7.2.40.

The following documents were distributed with respect to Report CPC2024-0639:

- A presentation entitled " LOC2023-0163 / CPC2024-0639 Land Use Amendment"; and
- A presentation entitled "Arcadis Heritage Plaza."

The Public Hearing was called and Samuel Alatorre, Arcadis Professional Services, addressed Council with respect to Bylaw 229D2024.

Moved by Councillor Penner
Seconded by Councillor Demong

That with respect to Report CPC2024-0639, the following be adopted:

That Council give three readings to Proposed Bylaw 229D2024 for the redesignation of 1.80 hectares ± (4.45 acres ±) located at 8330 Macleod Trail SE (Plan 8311110, Lot A) from Commercial – Corridor 3 f1.0h12 (C-COR3f1.0h12) District to Mixed Used – General (MU-1f6.0h95) District and Mixed Used – General (MU-1f4.0h36) District.

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

MOTION CARRIED

That Bylaw 229D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 229D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 229D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 229D2024 be read a third time.

MOTION CARRIED

7.2.43 Land Use Amendment in Kingsland (Ward 11) at 8004 – 5 Street SW, LOC2023-0411, CPC2024-0548

A presentation entitled "LOC2023-0411 / CPC2024-0548 Land Use Amendment" was distributed with respect to Report CPC2024-0548.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 184D2024.

Moved by Councillor Penner
Seconded by Councillor Walcott

That with respect to Report CPC2024-0548, the following be adopted:

That Council give three readings to Proposed Bylaw 184D2024 for the redesignation of 0.06 hectares ± (0.15 acres ±) located at 8004 – 5 Street SW (Plan 5375HH, Block 15, Lot 1) from Residential – Contextual One Dwelling (R-C1) District to Residential – Grade-Oriented Infill (R-CG) District.

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

MOTION CARRIED

That Bylaw 184D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 184D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 184D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 184D2024 be read a third time.

MOTION CARRIED

7.2.44 Land Use Amendment in Windsor Park (Ward 11) at 504 – 51 Avenue SW, LOC2023-0396, CPC2024-0122

A presentation entitled " LOC2023-0396 / CPC2024-0122 Land Use Amendment" was distributed with respect to Report CPC2024-0122.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 183D2024.

Moved by Councillor Penner
Seconded by Councillor Pootmans

That with respect to Report CPC2024-0122, the following be adopted:

That Council give three readings to Proposed Bylaw 183D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 504 – 51

Avenue SW (Plan 693GJ, Block 2, Lot 8) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R- CG) District.

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

That Bylaw 183D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 183D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 183D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 183D2024 be read a third time.

MOTION CARRIED

7.2.45 Land Use Amendment in North Glenmore Park (Ward 11) at 2139 – 54 Avenue SW, LOC2024-0078, CPC2024-0672

A presentation entitled "LOC2024-0078 / CPC2024-0672 Land Use Amendment" was distributed with respect to ReportCPC2024-0672.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 207D2024.

Moved by Councillor Penner

Seconded by Councillor Walcott

That with respect to Report CPC2024-0672, the following be adopted:

That Council give three readings to Proposed Bylaw 207D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 2139 – 54 Avenue SW (Plan 3057HP, Block 21, Lot 2) from Residential – Contextual One Dwelling (R-C1) District to Residential – Grade-Oriented Infill (R-CG) District.

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

Against: (4): Councillor Demong, Councillor Sharp, Councillor Chabot, and Councillor McLean

MOTION CARRIED

That Bylaw 207D2024 be introduced and read a first time.

Against: Councillor Chabot, Councillor Demong, Councillor McLean, and Councillor Sharp

MOTION CARRIED

That Bylaw 207D2024 be read a second time.

Against: Councillor Chabot, Councillor Demong, Councillor McLean, and Councillor Sharp

MOTION CARRIED

That authorization now be given to read Bylaw 207D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 207D2024 be read a third time.

Against: Councillor Chabot, Councillor Demong, Councillor McLean, and Councillor Sharp

MOTION CARRIED

7.2.46 Land Use Amendment in North Glenmore Park (Ward 11) at 134 Lissington Drive SW, LOC2024-0091, CPC2024-0686

A presentation entitled "LOC2024-0091 / CPC2024-0686 Land Use Amendment" was distributed with respect to Report CPC2024-0686.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 209D2024:

1. Lei Wang, Horizon Land Surveys
2. John Paikos

Moved by Councillor Penner

Seconded by Councillor Mian

That with respect to Report CPC2024-0686, the following be adopted:

That Council give three readings to Proposed Bylaw 209D2024 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 134 Lissington Drive SW (Plan 3057HP, Block 12, Lot 45) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One / Two Dwelling (R-C2) District.

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

Against: (1): Councillor Chabot

MOTION CARRIED

That Bylaw 209D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 209D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 209D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 209D2024 be read a third time.

MOTION CARRIED

7.247 Policy and Land Use Amendment in Rangeview (Ward 12) at 19019 – 88 Street SE, LOC2023-0205, CPC2024-0578

Mayor Gondek left the Chair at 2:23 p.m. on 2024 July 17 and Deputy Mayor Walcott assumed the Chair.

The following documents were distributed with respect to Report CPC2024-0578:

- A presentation entitled " LOC2023-0205 / CPC2024-0578 Policy and Land Use Amendment"; and
- A slide entitled "Mixed Use Village Node".

Mayor Gondek resumed the Chair at 2:26 p.m. on 2024 July 17.

The Public Hearing was called and Jeff Hansen, B&A Studios, addressed Council with respect to Bylaws 50P2024 and 198D2024.

Moved by Councillor Spencer
Seconded by Councillor Demong

That with respect to Report CPC2024-0578, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 50P2024 for the amendment to the Rangeview Area Structure Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 198D2024 for the redesignation of 2.06 hectares \pm (5.06 acres \pm) located at 19019 – 88 Street SE (Portion of the S1/2 Section 23-22-29-4) from Mixed Use – Active Frontage (MU-2) District and Direct Control (DC) District to Commercial – Neighbourhood 2 (C-N2) District, Multi-Residential – Medium Profile (M-2) District and Multi-Residential – Low Profile (M-1) District.

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 Carra, Councillor McLean, and Mayor Gondek

MOTION CARRIED

That Bylaw 50P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 50P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 50P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 50P2024 be read a third time.

MOTION CARRIED

That Bylaw 198D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 198D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 198D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 198D2024 be read a third time.

MOTION CARRIED

7.2.48 Outline Plan and Land Use Amendment in Rangeview (Ward 12) at multiple addresses, LOC2022-0186, CPC2024-0666

The following documents were distributed with respect to Report CPC2024-0666:

- A presentation entitled "LOC2022-0186 / CPC2024-0666 Outline Plan and Land Use Amendment"; and
- A presentation entitled "WestCreek Rose Ranch".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 220D2024:

1. Michael Festa, WestCreek Developments
2. Amanda Polini, Arcadis Professional Services

Councillor Mian (Remote Member) joined the meeting at 2:40 p.m. on 2024 July 17.

Moved by Councillor Spencer
Seconded by Councillor McLean

That with respect to Report CPC2024-0666, the following be adopted:

That Council give three readings to Proposed Bylaw 220D2024 for the redesignation of 129.77 hectares ± (320.68 acres ±) located at 19555 and 20405 – 88 Street SE and 19610 and 20706 – 72 Street SE (Portion of NE1/4 Section 14-22-29-4; Portion of SE1/4 Section 14-22-29-4; Portion of SW1/4 Section 14-22-29-4; Portion of NW1/4 Section 14-22-29-4) from Special Purpose – Future Urban Development (S-FUD) District to Residential – Low Density Mixed Housing (R-G) District, Residential – Low Density Mixed Housing (R-Gm) District, Multi-Residential – At Grade Housing (M-G) District, Multi-Residential – Medium Profile (M-2) District, Multi-Residential – High Density Low Rise (M-H1) District, Commercial – Community 1 (C-C1) District, Mixed Use – General (MU-1f3.0h24) District, Special Purpose – City and Regional Infrastructure (S-CRI) District, Special Purpose – School, Park and Community Reserve (S-SPR) District and Special Purpose – Urban Nature (S-UN) District.

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

MOTION CARRIED

That Bylaw 220D2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 220D2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 220D2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 220D2024 be read a third time.

MOTION CARRIED

7.3 OTHER REPORTS FOR PUBLIC HEARING

7.3.1 Citywide Growth Strategy Targeted Amendments to Existing Industrial Area Structure Plans, IP2024-0587

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 59P2024.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 60P2024.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 61P2024.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 62P2024.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 63P2024.

Moved by Councillor Carra

Seconded by Councillor Sharp

That with respect to Report IP2024-0587, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 59P2024 for the amendments to the Revised Stoney Industrial Area Structure Plan (Revised Attachment 3);
2. Give three readings to Proposed Bylaw 60P2024 for the amendments to the Northeast Industrial Area Structure Plan (Revised Attachment 4);
3. Give three readings to Proposed Bylaw 61P2024 for the amendments to the Saddle Ridge Area Structure Plan (Attachment 5);

4. Give three readings to Proposed Bylaw 62P2024 for the amendments to the Southeast Industrial Area Structure Plan (Attachment 6);
5. Give three readings to Proposed Bylaw 63P2024 for the amendments to the Southeast 68 Street Industrial Area Structure Plan (Attachment 7); and
6. Adopt, by resolution, the proposed amendments to Part 2 'Background Information' of the Revised Stoney Industrial Area Structure Plan (Attachment 11).

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

MOTION CARRIED

That Bylaw 59P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 59P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 59P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 59P2024 be read a third time.

MOTION CARRIED

That Bylaw 60P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 60P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 60P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 60P2024 be read a third time.

MOTION CARRIED

That Bylaw 61P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 61P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 61P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 61P2024 be read a third time.

MOTION CARRIED

That Bylaw 62P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 62P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 62P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 62P2024 be read a third time.

MOTION CARRIED

That Bylaw 63P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 63P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 63P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 63P2024 be read a third time.

MOTION CARRIED

7.3.2 2025 Adjustments to Ward Boundaries, C2024-0513, C2024-0513

Moved by Councillor Chabot
Seconded by Councillor Pootmans

That with respect to Report C2024-0513, the following be adopted, **after amendment**:

1. That Council hold a non-statutory public hearing on 2024 July 17 with respect to proposed Bylaw 29M2024;

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 Mayor Gondek

MOTION CARRIED

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 29M2024.

Moved by Councillor Chabot
Seconded by Councillor Pootmans

That with respect to Report C2024-0513, the following be adopted:

That Council:

2. Give first reading to Proposed Bylaw 29M2024, to repeal and replace Bylaw 19M91; and
3. Direct the Returning Officer to give statutory notice of Council's intent to give second and third readings of Bylaw 29M2024 at the 2024 October 29 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 Carra, Councillor McLean, and Mayor Gondek

MOTION CARRIED

That Bylaw 29M2024 be introduced and read a first time.

MOTION CARRIED

Council then dealt with Item 6.2.

8. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

This Item was dealt with following the postponement of Item 7.2.40.

By General Consent, Council modified the lunch recess on 2024 July 17 to begin at the Call of the Chair.

Moved by Councillor Wong
Seconded by Councillor Sharp

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 9:36 a.m. on 2024 July 17 in the Council Boardroom, to discuss confidential matters with respect to Item 8.1.1 Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets, C2024-0618.

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

Mayor Gondek left the Chair at 10:40 a.m. on 2024 July 17 and Deputy Mayor Walcott assumed the Chair.

Mayor Gondek resumed the Chair at 10:42 a.m. on 2024 July 17.

Councillor Chabot (Remote Member) left the meeting at 11:20 a.m. on 2024 July 17.

Councillor Chabot (Remote Member) joined the meeting at 11:25 a.m. on 2024 July 17.

Council reconvened in public meeting at 1:06 p.m. on 2024 July 17 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 Mian
Seconded by Councillor Sharp

That Council rise and report.

MOTION CARRIED

8.1 POSTPONED REPORTS NOT REQUIRING A PUBLIC HEARING

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

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

Clerks: K. Martin, M. A. Cario, and J. Phillips. Chief Administrative Officer: D. Duckworth. Law: J. Floen and L. Davies. Advice: S. Dalgleish, C. Male, C. Arthurs, K. Black, D. Hamilton, D. Morgan, M. Thompson, D.

Bhatti, L. Tochor, H. Domzal, C. Stewart, R. Vanderputten, W. Tynan, M. Jankovic, C. Jacyk, K. Cote, A. Cornick, H. Kathol, S. Brant, M. Seera, B. Whelbourn, M. Holland, and R. De Ciancio.

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

- Revised Confidential Attachment 4;
- Revised Confidential Attachment 11;
- Confidential Distribution 5;
- Confidential Distribution 6;
- Confidential Distribution 7;
- Confidential Distribution 8; and
- Confidential Presentation.

Moved by Councillor Walcott
Seconded by Councillor Pootmans

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

That a new Recommendation 2 be added as follows:

2. Direct that the Closed Meeting discussions, Confidential Report and Attachments, and Confidential Distributions, 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

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 Chabot

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

That Council:

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

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Demong, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

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

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. **Direct that the Closed Meeting discussions, Confidential Report and Attachments, and Confidential Distributions, 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.**

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 returned to Item 7.2.40.

8.2 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

6.2 Bears paw South Feeder Main Break - Independent Review, IP2024-0806

8.3 CALGARY PLANNING COMMISSION REPORTS

None

8.4 BYLAW TABULATIONS

None

9. NON-PLANNING ITEMS GOING DIRECTLY TO COUNCIL

None

10. URGENT BUSINESS

10.1 Personnel Update (Verbal), C2024-0878

This Item was dealt with following the postponement of Item 7.2.14.

Moved by Councillor Mian
Seconded by Councillor Pootmans

That pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 2:01 p.m. on 2024 July 16 in the Council Boardroom, to discuss confidential matters with respect to Item 10.1, Personnel Update (Verbal), C2024-0878.

And further, that Dr. Emily Laidlaw, Ethics Advisor, be authorized to attend the Closed Meeting.

MOTION CARRIED

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2024-0878:

Clerks: K. Martin, M. A. Cario, and J. Phillips. Chief Administrative Officer: D. Duckworth. Law: J. Floen. External: E. Laidlaw.

Council reconvened in public meeting at 2:25 p.m. on 2024 July 16 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 Penner
Seconded by Councillor Sharp

That Council rise and report.

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Pootmans

That with respect to Confidential Verbal Report C2024-0878, the following be adopted:

That Council direct that the Closed Meeting discussions 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 (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 Spencer

That Council postpone Item 7.2.41, Policy and Land Use Amendment in Riverbend (Ward 11) at multiple addresses, LOC2023-0379, CPC2024-0392 to the Call of the Chair.

MOTION CARRIED

Council then returned to Item 7.2.14.

11. BRIEFINGS

None

12. ADJOURNMENT

This Item was dealt with following Item 5.

Moved by Councillor Chabot
Seconded by Councillor Penner

That this Council adjourn at 3:28 p.m. on 2024 July 17.

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK



MINUTES

REGULAR MEETING OF COUNCIL

**July 30, 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 (Partial Remote Participation)
Councillor S. Sharp (Partial Remote Participation)
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
City Solicitor and General Counsel J. Floen
Chief Financial Officer C. Male
General Manager C. Arthurs
General Manager K. Black
General Manager D. Morgan
General Manager M. Thompson
General Manager D. Hamilton
City Clerk K. Martin
Legislative Coordinator M. A. Cario
Senior Legislative Advisor A. de Grood
Legislative Advisor J. Booth

1. CALL TO ORDER

Mayor Gondek called the meeting to order at 9:32 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, Councillor Wyness, and Mayor Gondek

2. OPENING REMARKS

Mayor Gondek provided opening remarks.

Councillor Chabot provided a traditional land acknowledgement.

Mayor Gondek recognized the passing of former School Trustee Cathie Williams.

Councillor Walcott recognized August 1 as Emancipation Day.

Mayor Gondek recognized August 9 as International Day of the World's Indigenous Peoples.

Mayor Gondek recognized Nima Gyaltzen Dorjee and Dr. Stephen James Randall as the Order of Canada Calgarian Recipients.

A presentation entitled "Calgarians appointed to the Order of Canada" was distributed with respect to Opening Remarks.

Councillor Mian provided an update on the Paris 2024 Olympics.

3. RECOGNITIONS

None

4. QUESTION PERIOD

1. Councillor Wong

Topic: The deadline for receiving feedback on the Calgary Plan Engagement.

5. CONFIRMATION OF AGENDA

Moved by Councillor Walcott
Seconded by Councillor Sharp

That the Agenda for today's meeting be amended by adding Item 11.1 Amendment to Noise Rules for Event Centre Concerts, CD2024-0841, as an Item of Urgent Business.

MOTION CARRIED

Moved by Councillor Sharp
Seconded by Councillor Carra

That the Agenda for today's meeting be amended by adding Item 12.3.1 Government of Alberta Funding Agreements for Bridgeland Place and Mount Pleasant Affordable Housing Projects, IP2024-0757, as an Item of Confidential Urgent Business, to be dealt with as the first Item following the Consent Agenda.

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Chabot

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

- Setting Item 12.2.3 Green Line Development Phase Update, EC2024-0871, to be dealt with following Item 12.3.1 Government of Alberta Funding Agreements for Bridgeland Place and Mount Pleasant Affordable Housing Projects, IP2024-0757;
- Setting Item 7.20 Green Line Governance, Corporate Risk and Financials (Verbal), EC2024-0809, to be dealt with following Item 12.2.3 Green Line Development Phase Update, EC2024-0871; and
- Setting Item 12.2.4 Green Line Related Bylaw Amendments (Verbal), EC2024-0886, to be dealt with following Item 7.20 Green Line Governance, Corporate Risk and Financials (Verbal), EC2024-0809.

MOTION CARRIED

Moved by Councillor Pootmans
Seconded by Councillor Walcott

That the Agenda for the 2024 July 30 Regular Meeting of Council be confirmed, as amended.

MOTION CARRIED

Moved by Councillor Penner
Seconded by Councillor Sharp

That Council, for the duration of the 2024 July 30 Regular Meeting of Council, modify the standard recess times set out in Section 78 of Procedure Bylaw 35M2017, to the Call of the Chair.

MOTION CARRIED

6. CONFIRMATION OF MINUTES

Moved by Councillor Chabot
Seconded by Councillor Demong

That the following Minutes be confirmed in an omnibus motion:

- 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

MOTION CARRIED

7. CONSENT AGENDA

Moved by Councillor Penner
Seconded by Councillor Mian

That the Consent Agenda be adopted as follows:

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
- 7.7 Supplier Billing Contract Compliance Continuous Auditing Project, AC2024-0708
- 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
- 7.12 Response to the Noise Policy Notice of Motion, CD2024-0554
- 7.13 Community Entrance Sign Maintenance and Repair, CD2024-0522
- 7.15 Government Relations Update (Verbal), IGA2024-0873
- 7.16 Government of Canada Update (Verbal), IGA2024-0899
- 7.17 Event Centre and District Improvement Update (Verbal), ECC2024-0869
- 7.19 Downtown Calgary Development Incentive Program Updates, EC2024-0800

MOTION CARRIED

Council then dealt with Item 12.3.1.

- 7.14 Regional Utility Servicing Rates Setting (Verbal), IGA2024-0703

This item was dealt with following the postponement of Item 8.2.

A presentation entitled "Regional Utility Servicing Rates Setting" was distributed with respect to Verbal Report IGA2024-0703.

Moved by Councillor Carra

Seconded by Councillor Chabot

That with respect to Verbal Report IGA2024-0703, the following be adopted:

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, 2024.

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

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

Moved by Councillor Wong

Seconded by Councillor Walcott

That with respect to Report EC2024-0801, the following be adopted:

That Council approve the updated Downtown Post-Secondary Institution Incentive Program Terms of Reference contained in Attachment 2.

For: (12): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Demong, Councillor Sharp, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor McLean, Councillor Mian, and Mayor Gondek

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

MOTION CARRIED

Council then dealt with Item 9.3.1.

- 7.20 Green Line Governance, Corporate Risk and Financials (Verbal), EC2024-0809

This Item was dealt with following Item 12.2.3.

The following documents were distributed with respect to Confidential Verbal Report EC2024-0809:

- A letter from Minister Dreeshen;
- A letter from Minister Fraser; and
- A presentation entitled "Green Line Governance, Corporate Risk and Financials - EC2024-0809".

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0809:

Clerks: K. Martin, M. A. Cario, and K. Picketts. Chief Administrative Officer: D. Duckworth. Law: J. Floen and L. Bonnett. Advice: S. Dalgleish, C. Male, C. Arthurs, K. Black, D. Hamilton, D. Morgan, M. Thompson, L. Tochor, W. Tynan, S. Brandt, K. Cote, S. Chhugani, C. Jacyk, M. Seera, W. Whelbourn and R. De

Cianco. External: D. Fairbairn, P. McLeod, J. Annesley, I. Bourne, M. Nelson, F. Cummings, and L. Beasley.

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0809, the following be adopted:

That Council:

1. Confirm direction to phase construction by "Building the Core" from Eau Claire to Lynnwood/Millican as set out in EC2024-0871.
2. To support "Building the Core," recognizing that, at a minimum, written confirmation of funding commitments from the Government of Canada and Government of Alberta are expected, including:
 - Grant Agreement Public Transit and Green Infrastructure Project amendments with respect to original funding continuation with a revised Phase 1 Program scope, and
 - Procurement waivers.

Approve the following, in reference to Attachment 4:

- a) An increase in budget for Budget ID: 869-000 of \$503 million for the Green Line Stage 1 Program.
- b) Additional capital budget allocated to City service lines. The approved funding to be distributed to the appropriate budget identifier for the Services by the Chief Financial Officer:
 - a. \$69 million for Public Transit Service
 - b. \$121 million for Streets Service
 - c. \$5 million for Waste & Recycling Service
 - d. \$7 million for Planning & Development Services

for related increases to capital costs for a revised cost, including financing costs of \$451 million, for Building the Core of Green Line Stage 1 of \$6,248 million.

- c) Increase in the incremental municipal funding consisting of the following sources:
 1. Incremental \$8 million per year in each year of 2025-2031, (to be funded through other reductions or efficiencies, other revenues, tax revenues, or any source) to be transferred to the Green Line Fund at the beginning of each year as part of the municipal funding for the Green Line program. This funding stream will build to the projected amount of Green Line program operating costs in 2032 and in the meantime, will provide capital to contribute to this project, as shown in Table 13 in Attachment 4;

2. Allocation of \$16 million in each year 2025-2031 in tax growth recognizing the increase in development and redevelopment of properties in Calgary in 2024;
3. \$208 million from the Reserve for Future Capital for capital cost escalations on existing capital projects per report C2024-0552 to be transferred to the Green Line Fund;
4. A transfer of \$4 million per year in each of 2024-2031 from the Public Transit operating budget to the Green Line Fund.

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Demong, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

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

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0809, the following be adopted:

That Council:

2. c) Increase in the incremental municipal funding consisting of the following sources:

4. Administration prioritizes 75% of any tax-supported operational savings, prior to unbudgeted transfers to reserves, in 2025 – 2031 for the Green Line Phase 1 Program, to be determined by the Chief Financial Officer and as required to address funding shortfalls, minimize financing costs and optimize cash flow for a total overall funding for Green Line Phase 1 of \$134 million in municipal funding for Green Line.

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

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

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0809, the following be adopted:

That Council:

3. Revise the terms of the Major Capital Projects Reserve to include the Green Line Program with the purpose of providing a financial backstop if amount or timing of the funding from the Government of Alberta or the Government of Canada does not materialize according to the financial framework in this report, to the satisfaction of the Chief Financial Officer.

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

Against: (1): Councillor Wong

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0809, the following be adopted:

That Council:

5. Direct Administration to brief Council annually on changes to the Financial Framework for Green Line Stage 1 Program.

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 Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0809, the following be adopted:

That Council:

6. Receive for information the financial strategy, updated Financial Framework in Attachment 4 and projected capital balances in Attachment 5.

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 Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0809, the following be adopted:

That Council:

7. Adopt Confidential Recommendations 7 and 8 contained in Confidential Report EC2024-0809.

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 Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0809, the following be adopted:

That Council:

8. Direct that the Closed Meeting discussions, Report, and Attachments remain confidential pursuant to exceptions to disclosure Sections 23 (Local public body confidences), 24 (Advice from officials), 27 (Privileged Information), 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 2031 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

Council then dealt with Item 12.2.4.

8. POSTPONED REPORTS

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

This item was dealt with following Item 12.2.4.

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.

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 Carra
Seconded by Councillor Chabot

That with respect to Verbal Report C2024-0612, the following be adopted:

That Council file Recommendations 1 to 4 with respect to Confidential Verbal Report C2024-0593.

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

8.2 Transit Update (Verbal), C2024-0760

By General Consent, Council postponed this Item to be dealt with in the Closed Meeting.

Council then dealt with Item 7.14.

Council returned to this Item following Item 11.1.

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

Clerks: K. Martin, M. A. Cario, and J. Palaschuk. Chief Administrative Officer: D. Duckworth. Law: J. Floer. Advice: S. Dalgleish, C. Male, C. Arthurs, K. Black, D. Hamilton, D. Morgan, M. Thompson, K. Cote, C. Jordan, A. Wedderburn, J. Groat, and L. Hoskins.

The following documents were distributed with respect to Confidential Verbal Report C2024-0760:

- A document entitled "Released Confidential Recommendations 2 and 3"; and
- A Confidential Presentation.

Moved by Councillor Walcott
Seconded by Councillor Wyness

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

That Recommendation #1 be deleted in its entirety and replaced with “Adopt Confidential Recommendations 2 and 3 and publicly release Confidential Recommendations 2 and 3 contained in the Confidential Presentation”.

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

Moved by Councillor Walcott
Seconded by Councillor Wyness

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

That Council:

1. **a. Publicly release Confidential Recommendations 2 and 3 contained in the Confidential Presentation;**

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

Against: (1): Councillor McLean

MOTION CARRIED

Moved by Councillor Walcott
Seconded by Councillor Wyness

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

That Council:

1. **b. Adopt Recommendations 2 and 3 as follows:**
 - ii. Direct Administration to advocate for increased provincial funding for the Low-Income Transit Pass Program along with a longer duration funding agreement.
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.

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

Moved by Councillor Walcott
Seconded by Councillor Wyness

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

That Council:

1. **b. Adopt Recommendations 2 and 3 as follows:**

- iii. Direct Administration to bring forward a new operating investment of \$14 million in base operating budget to sustain the Low-Income Transit Pass Program to be considered as part of the Mid-Cycle Adjustments process in November.

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

Against: (7): Councillor Chu, Councillor Wong, Councillor Wyness, Councillor Demong, Councillor Sharp, Councillor Chabot, and Councillor McLean

MOTION DEFEATED

Council then returned to Item 12.2.1.

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

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

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

This Item was dealt with following Item 7.18.

A presentation entitled "Bears paw South Feeder Main Break - Independent Review Update (Verbal)" was distributed with respect to Verbal Report C2024-0901.

Moved by Councillor Sharp
Seconded by Councillor Wong

That with respect to Verbal Report C2024-0901, the following be adopted:

That Council receive this 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

9.3.2 Future of Biodiversity Advisory, C2024-0803

Councillor Sharp (Remote Member) left the meeting at 8:43 p.m.

Councillor Sharp (Remote Member) joined the meeting at 8:46 p.m.

A public submission was distributed with respect to Report C2024-0803.

Moved by Councillor Penner

Seconded by Councillor Chabot

That with respect to Report C2024-0803, the following be adopted:

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; and
3. Effective 2025 Q2, disband the BiodiverCity Advisory Committee.

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

9.3.3 Implementing a Quantity Only Model for Franchise Fees, C2024-0840

Moved by Councillor Chabot

Seconded by Councillor Spencer

That with respect to Report C2024-0840, the following be adopted:

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.

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 Chabot
Seconded by Councillor Spencer

That with respect to Report C2024-0840, the following be adopted:

That Council:

2. 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
3. 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.

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 COMMITTEE REPORTS

- 9.4.1 Proposed Amendments to Audit Committee Bylaw 33M2020 and City Auditor Bylaw 30M2004, AC2024-0182

Councillor Penner (Remote Member) left the meeting at 9:05 p.m.

Councillor Penner (Remote Member) joined the meeting at 9:06 p.m.

Moved by Councillor Spencer
Seconded by Councillor Pootmans

That with respect to Report AC2024-0182, the following be adopted, **after amendment:**

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” **to read** 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).

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 Mayer Gondek

MOTION CARRIED

That Bylaw 30M2024 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Walcott
Seconded by Councillor Dhaliwal

That Bylaw 30M2024 be amended on Page 3, Section 12 by deleting the words “The City’s” and by substituting with the words “External Auditor’s” to read as follows:

12. 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.”

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

That Bylaw 30M2024 be read a second time, **as amended**.

MOTION CARRIED

That authorization now be given to read Bylaw 30M2024 a third time, **as amended**.

MOTION CARRIED UNANIMOUSLY

That Bylaw 30M2024 be read a third time, **as amended**.

MOTION CARRIED

That Bylaw 31M2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 31M2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 31M2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 31M2024 be read a third time.

MOTION CARRIED

9.4.2 Multiple Municipal Historic Resource Designations – Summer 2024, IP2024-0682

Moved by Councillor Walcott
Seconded by Councillor Mian

That with respect to Report IP2024-0682, the following be adopted:

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).

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

MOTION CARRIED

That Bylaw 20M2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 20M2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 20M2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 20M2024 be read a third time.

MOTION CARRIED

That Bylaw 21M2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 21M2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 21M2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 21M2024 be read a third time.

MOTION CARRIED

9.4.3 Calgary Planning Commission Governance Review and Amendments to the Calgary Planning Commission Bylaw 28P95, IP2024-0784

Moved by Councillor Sharp

Seconded by Councillor Mian

That with respect to Report IP2024-0784, the following be adopted:

That Council give three readings to Proposed Bylaw 64P2024 (Attachment 1) to amend the Calgary Planning Commission Bylaw 28P95.

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 Gondok

MOTION CARRIED

That Bylaw 64P2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 64P2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 64P2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 64P2024 be read a third time.

MOTION CARRIED

By General Consent, Council brought forward Items 10.1.1 and 10.1.2 to be dealt with following Item 9.4.3.

Council then dealt with Item 10.1.1.

9.4.4 Notice of Motion - Foothills County Annexation, EC2024-0887

This Item was dealt with following Item 10.1.2.

Councillor Demong (Remote Member) joined the meeting at 9:33 p.m.

Moved by Councillor Chu
Seconded by Councillor Chabot

That with respect to Notice of Motion EC2024-0887, the following be adopted:

That Council:

1. Reconsider its decision at the 2023 July 25 Public Hearing Meeting of Council with respect to Confidential Verbal Report IGA2023-0794, Recommendation 1:

That Council:

1. Adopt Option 2 contained in the Confidential Presentation;
2. Reconsider its decision at the 2023 October 17 Regular Meeting of Council with respect to Report IGA2023-0918:

That Council disband The City of Calgary - Foothills County Annexation Negotiation Committee and thank its members for their service.

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

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

MOTION DEFEATED

Moved by Councillor Carra
Seconded by Councillor Wong

That with respect to Notice of Motion EC2024-0887, the following be adopted:

That Council file Notice of Motion EC2024-0887.

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

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

MOTION CARRIED

9.4.5 Notice of Motion - Grant Request for Silvera for Seniors to Construct Sidewalk, EC2024-0893

Councillor Sharp (Remote Member) left the meeting at 9:57 p.m.

Councillor Sharp (Remote Member) joined the meeting at 10:05 p.m.

Moved by Councillor Chabot
Seconded by Councillor Wong

That with respect to Notice of Motion EC2024-0893, the following be adopted:

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.

For: (4): Councillor Wong, Councillor Demong, Councillor Chabot, and Councillor McLean

Against: (11): Councillor Walcott, Councillor Dhaliwal, Councillor Chu, Councillor Pootmans, Councillor Wyness, Councillor Sharp, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

MOTION DEFEATED

Council then dealt with Item 11.1.

10. ITEMS DIRECTLY TO COUNCIL

10.1 BYLAW TABULATIONS

10.1.1 Bylaw Tabulation - Land Use Bylaw Amendment, 35 Avenue NW, C2024-0890

This Item was dealt with following Item 9.4.3.

Pursuant to Section 184(a) of the *Municipal Government Act*, Councillor Sharp was absent from the Public Hearing on Bylaws 38P2024 and 163D2024, and therefore was ineligible to vote on Bylaws 38P2024 and 163D2024.

Moved by Councillor Spencer
Seconded by Councillor Walcott

That with respect to Report C2024-0890, the following be adopted:

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.

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

Against: (1): Councillor Chabot

MOTION CARRIED

That Bylaw 38P2024 be read a second time.

Against: Councillor Chabot

MOTION CARRIED

That Bylaw 38P2024 be read a third time.

Against: Councillor Chabot

MOTION CARRIED

That Bylaw 163D2024 be read a second time.

Against: Councillor Chabot

MOTION CARRIED

That Bylaw 163D2024 be read a third time.

Against: Councillor Chabot

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Chabot

That pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspend Section 79 of the Procedure Bylaw in order to complete the remainder of the Agenda.

For: (10): Councillor Walcott, Councillor Chu, Councillor Wong, Councillor Wyness, Councillor Chabot, Councillor Spencer, Councillor Carra, Councillor McLean, Councillor Mian, and Mayor Gondek

Against: (5): Councillor Dhaliwal, Councillor Pootmans, Councillor Demong, Councillor Sharp, and Councillor Penner

MOTION CARRIED

10.1.2 Bylaw Tabulation - Road Closure, Policy and Land Use Amendment in Fairview Industrial, C2024-0913

Councillor Demong (Remote Member) left the meeting at 9:30 p.m.

Moved by Councillor Spencer
Seconded by Councillor Penner

That with respect to Report C2024-0913, the following be adopted:

That Council give second and third readings to Proposed Bylaws 34P2024, 35P2024, 4C2024, 5C2024, and 155D2024.

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

MOTION CARRIED

That Bylaw 34P2024 be read a second time.

MOTION CARRIED

That Bylaw 34P2024 be read a third time.

MOTION CARRIED

That Bylaw 35P2024 be read a second time.

MOTION CARRIED

That Bylaw 35P2024 be read a third time.

MOTION CARRIED

That Bylaw 4C2024 be read a second time.

MOTION CARRIED

That Bylaw 4C2024 be read a third time.

MOTION CARRIED

That Bylaw 5C2024 be read a second time.

MOTION CARRIED

That Bylaw 5C2024 be read a third time.

MOTION CARRIED

That Bylaw 155D2024 be read a second time.

MOTION CARRIED

That Bylaw 155D2024 be read a third time.

MOTION CARRIED

Council then dealt with Item 9.4.4.

10.2 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

11.1 Amendment to Noise Rules for Event Centre Concerts, CD2024-0841

This Item was dealt with following Item 9.4.5.

The following documents were distributed with respect to Report CD2024-0841:

- A report entitled "Amendment to Noise Rules for Event Centre Concerts;
- A document entitled "Background and Previous Council Direction";
- A Proposed Bylaw 34M2024; and
- A presentation entitled "Amendment to Noise Rules for Event Centre Concerts".

Moved by Councillor Walcott
Seconded by Councillor Sharp

That with respect to Report CD2024-0841, the following be adopted:

That Council give three readings to Proposed Bylaw 34M2024 to amend the Community Standards Bylaw 32M2023.

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

Against: (1): Councillor Dhaliwal

MOTION CARRIED

That Bylaw 34M2024 be introduced and read a first time.

MOTION CARRIED

That Bylaw 34M2024 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 34M2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 34M2024 be read a third time.

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Wong

That pursuant to Sections 17 (Disclosure harmful to personal privacy), 21 (Disclosure harmful to intergovernmental relations), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Council move into Closed Meeting at 10:19 p.m., in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 8.2 Transit Update (Verbal), C2024-0760
- 12.2.1 Chief Administrative Officer (Verbal), EC2024-0722
- 12.2.2 Regular Update with Chief Administrative Officer (Verbal), C2024-0919

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 reconvened in public meeting at 11:01 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, 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 Dhaliwal

Moved by Councillor Mian
Seconded by Councillor Wong

That Council rise and report.

MOTION CARRIED

Council then returned to Item 8.2.

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

7.14 Regional Utility Servicing Rates Setting (Verbal), IGA2024-0703

7.20 Green Line Governance, Corporate Risk and Financials (Verbal), EC2024-0809

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Chief Administrative Officer (Verbal), EC2024-0722

This Item was dealt with following the motion to rise without reporting on Item 12.2.3.

Moved by Councillor Sharp
Seconded by Councillor Walcott

That pursuant to Sections 17 (Disclosure harmful to personal privacy) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Council move into Closed Meeting at 3:50 p.m., in the Council Boardroom, to discuss confidential matters with respect to Item 12.2.1, Chief Administrative Officer (Verbal), EC2024-0722.

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

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 4:38 p.m. 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 Penner
Seconded by Councillor Pootmans

That Council rise and report.

MOTION CARRIED

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0722:

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

Moved by Councillor Penner
Seconded by Councillor Chabot

That Council postpone Item 12.2.1 Chief Administrative Officer (Verbal), EC2024-0722 to the Call of the Chair.

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 Sharp
Seconded by Councillor Penner

That Council reconvene the 2024 July 30 Regular Meeting of Council at 9:30 a.m., Wednesday, 2024 July 31.

For: (7): Councillor Dhaliwal, Councillor Wyness, Councillor Sharp, Councillor Penner, Councillor Spencer, Councillor McLean, and Mayor Gondek

Against: (8): Councillor Walcott, Councillor Chu, Councillor Pootmans, Councillor Wong, Councillor Demong, Councillor Chabot, Councillor Carra, and Councillor Mian

MOTION DEFEATED

Council then returned to Item 12.2.3.

Council returned to this Item following Item 8.2.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0722:

Clerk: K. Martin. Chief Administrative Officer: D. Duckworth. Law: R. Andersen.

A confidential document entitled "Confidential Distribution" was distributed with respect to Confidential Verbal Report EC2024-0722.

Moved by Councillor Walcott
Seconded by Councillor Sharp

That with respect to Confidential Verbal Report EC2024-0722, the following be approved, **after amendment**:

That Council:

1. Adopt Confidential **Recommendations 1 to 4 in the Confidential Distribution**; 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*.

For: (13): Councillor Walcott, 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

Against: (1): Councillor Chu

MOTION CARRIED

12.2.2 Regular Update with Chief Administrative Officer (Verbal), C2024-0919

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0919:

Clerk: K. Martin. Chief Administrative Officer: B. Duckworth.

Moved by Councillor Chabot

Seconded by Councillor Pootmans

That with respect to Confidential Verbal Report C2024-0919, the following be adopted:

That Council direct that the Closed Meeting discussions 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: (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 then dealt with Item 13.

12.2.3 Green Line Development Phase Update, EC2024-0871

This Item was dealt with following Item 12.3.1.

Moved by Councillor Penner

Seconded by Councillor Spencer

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 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*, Council now move into Closed Meeting, at 9:58 a.m. in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 12.2.3 Green Line Development Phase Update, EC2024-0871
- 7.20 Green Line Governance, Corporate Risk and Financials (Verbal), EC2024-0809

- 12.2.4 Green Line Related Bylaw Amendments (Verbal), EC2024-0886

And further, that Don Fairbairn, Ian Bourne, Fred Cummings, Janet Annesley, Patricia McLeod, Marcia Nelson, and Larry Beasley, Green Line Board Members, be authorized to attend the Closed Meeting with respect to Item 12.2.3, Green Line Development Phase Update, EC2024-0871, Item 7.20, Green Line Governance, Corporate Risk and Financials (Verbal), EC2024-0809, and Item 12.2.4, Green Line Related Bylaw Amendments (Verbal), EC2024-0886.

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

Mayor Gondek left the Chair at 11:02 a.m. and Deputy Mayor Walcott assumed the Chair.

Mayor Gondek resumed the Chair at 11:05 a.m.

Council recessed at 12:03 p.m. and reconvened in Closed Meeting at 12:55 p.m. with Mayor Gondek in the Chair.

Mayor Gondek left the Chair at 2:40 p.m. and Deputy Mayor Walcott assumed the Chair.

Mayor Gondek resumed the Chair at 2:42 p.m.

Council recessed at 3:20 p.m. and reconvened in public meeting at 3:48 p.m. with Mayor Gondek in the Chair.

ROLL CALL

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

Absent from Roll Call: Councillor Dhaliwal and Councillor Wong

Moved by Councillor Demong
Seconded by Councillor Spencer

That Council rise without reporting.

MOTION CARRIED

Council then dealt with Item 12.2.1.

Council returned to this Item following the postponement of Item 12.2.1.

People in attendance during the Closed Meeting discussions with respect to Confidential Report EC2024-0871:

Clerks: K. Martin, M. A. Cario, and K. Picketts. Chief Administrative Officer: D. Duckworth. Law: J. Floen and L. Bonnett. Advice: S. Dalglish, C. Male, C. Arthurs, K. Black, D. Hamilton, D. Morgan, M. Thompson, S. Ganji, L. Tochor, W. Tynan, S. Brandt, K. Cote, S. Chhugani, C. Jacyk, M. Seera, and W. Whelbourn. External: D. Fairbairn, P. McLeod, J. Annesley, I. Bourne, M. Nelson, F. Cummings, and L. Beasley.

The following documents were distributed with respect to Confidential Report EC2024-0871:

- A letter from Assistant Deputy Minister Lynch; and
- A presentation entitled "Phase 1 Recommendations to City Council Green Line LRT Project".

Council gave General Consent to make a friendly amendment with respect to Councillor Spencer's amendments on Item 12.2.3, Recommendation 9, to add the words "and return to Executive Committee with a scoping report no later than Q2 2025."

Moved by Councillor Spencer
Seconded by Councillor Wong

That with respect to Confidential Report EC2024-0871, the following amendments be adopted:

That Council insert a new Recommendation 8 and 9, as follows, and renumber remaining recommendations accordingly:

8. Direct Administration to confirm cost estimates for the remaining segments of the Green Line as approved by Council in June 2020, and present Council with an advocacy position and proposed funding strategy to include but not be limited to the Government of Canada's Permanent Transit Fund by Q3 2024; and

9. Direct Administration to prepare cost estimates and an advocacy position for completion of the full Green Line as approved by Council in May 2017 **and return to Executive Committee with a scoping report no later than Q2 2025.**

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

Against: (1): Councillor Chabot

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended:**

That Council:

1(a) Reconsider its decision of 2018 March 19 as it relates to approving Design-Build-Finance (“DBF”) as the delivery model for the Green Line LRT:

That Council:

- 1. Approve Design-Build-Finance (“DBF”) as the delivery model for the Green Line LRT project from 16 Avenue North to 126 Avenue Southeast;**

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 Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended:**

That Council:

- 1(b) Approve the multi-contracting strategy as outlined in Section 5.0 Attachment 1 EC2024-0871.

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

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended:**

That Council:

- 2(a) Reconsider its decision of 2020 June 15 as it relates to station alignment and station locations of Phase 1:

The Greenline Committee recommends that Council:

- 1. Reconsider its decision of 2017 June 26 as it relates to approving the alignment and station locations of Stage 1**

(16 Avenue N (Crescent Heights) to 126 Avenue S (Shepard)) and approve the updated Stage 1 alignment and station locations outlined in the revised Attachment 3. (For clarity, this is a reconsideration only of the alignment and station locations in Stage 1);

For: (14): Councillor Walcott, Councillor Dhaliwal, 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

Against: (1): Councillor Chu

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

That Council:

2(b) Approve the updated Phase 1 alignment and station locations outlined in "Building the Core Scenario" Attachment 1 EC2024-0871 (page 124) acknowledging that there are two alignment/station location options for 4 Street S.E. and one option will be chosen by the Green Line Board as management of scope change in accordance with authority under Bylaw 21M2020;

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Demong, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

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

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

That Council:

3. Direct the deferral of certain Phase 1 alignment and station locations as outlined in "**Building the Core Scenario**" Attachment 1 EC2024-0871 (page 124);

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wong, Councillor Demong, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

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

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

That Council:

4. Direct the Green Line Board to:

- a) Advise the Government of Canada and the Government of Alberta of Council's approval of the recommendations 1, 2 and 3;
- b) Secure any required amendments to the funding agreement, such amendments to include but not limited to:
 - i. new contracting strategy,
 - ii. any Council approved revisions and deferrals to scope,
 - iii. confirmation of full funding despite any revisions and deferrals to scope, and
- c) Secure any required written waivers related to procurement and the awarding of contracts.

All amendments and waivers are to be in content satisfactory to the Chief Financial Officer and form satisfactory to the City Solicitor and General Counsel and amendments executed in accordance with Bylaw 21M2020. Should all amendments and written waivers not be secured by the end of Q1 2025 direct the Green Line Board to report back to Council; and

For: (14): Councillor Walcott, Councillor Dhaliwal, 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

Against: (1): Councillor Chu

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

That Council:

- 5. **Recognizing that amendments and waivers are not currently in place with respect to the funding agreement, authorize the entering into of definitive agreements for the new contracting strategy to be executed in accordance with Bylaw 21M2020; and direct the Green Line Board to update the Executive Committee in October, November, and December 2024;**

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

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

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

That Council:

- 6. Recognizing that definitive agreements will need to be negotiated and executed, and an amended borrowing bylaw passed, authorize the continuation of:
 - a. current enabling works projects;
 - b. any contracts entered into pursuant to 2024 June 18 Council direction;
 - c. LRV supply agreement phase;
 and authorize critical path work construction preparation work including: independent safety certification work; pre-construction planning and pre-construction works; testing and investigation (geotechnical and environmental); and, sourcing of long lead items; and

For: (14): Councillor Walcott, Councillor Dhaliwal, 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

Against: (1): Councillor Chu

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

That Council:

7. Give three readings to the bylaw amendments as proposed in Attachment 2 of EC2024-0886 to amend the Green Line Board Bylaw 21M2020; and

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

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

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

8. **Direct Administration to confirm cost estimates for the remaining segments of the Green Line as approved by Council in June 2020, and present Council with an advocacy position and proposed funding strategy to include but not be limited to the Government of Canada's Permanent Transit Fund by Q3 2024;**

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

Against: (1): Councillor Chabot

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

9. **Direct Administration to prepare cost estimates and an advocacy position for completion of the full Green Line as approved by Council in May 2017 and return to Executive Committee with a scoping report no later than Q2 2025; and**

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

Against: (1): Councillor Chabot

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Report EC2024-0871, the following be adopted, **as amended**:

That Council:

10. Direct that the Confidential Report, Attachments, Distributions, 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

By General Consent, pursuant to Section 121 of Procedure Bylaw 35M2017, Council granted Councillor Wong's request to change his vote from "Against" to "For"

Council gave General Consent to make a friendly amendment with respect to Councillor Spencer's Motion Arising on Item 12.2.3 to remove the word "affirming" and replace with the words "requesting exploration of".

Moved by Councillor Spencer
Seconded by Councillor Wong

That with respect to Confidential Report EC2024-0871, the following Motion Arising be adopted:

That Council request the Mayor write a letter to the Government of Alberta **requesting exploration of** the merits of a provincial transit body to take a more direct role in the collaborative delivery, funding, and risk management of major transit projects.

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 7.20.

12.2.4 Green Line Related Bylaw Amendments (Verbal), EC2024-0886

This Item was dealt with following Item 7.20.

People in attendance during the Closed Meeting discussions with respect to Confidential Report EC2024-0886:

Clerks: K. Martin, M. A. Cario, and K. Picketts. Chief Administrative Officer: D. Duckworth. Law: J. Floen and L. Bonnett. Advice: S. Dalgleish, C. Male, C. Arthurs, K. Black, D. Hamilton, D. Morgan, M. Thompson, L. Tochor, W. Tynan, S. Brandt, K. Cote, S. Chhugani, G. Jacyk, M. Seera, W. Whelbourn, and R. De Ciancio. External: D. Fairbairn, P. McLeod, J. Annesley, I. Bourne, M. Nelson, F. Cummings, and L. Beasley.

The following documents were distributed with respect to Confidential Report EC2024-0886:

- Cover Report;
- Revised Proposed Bylaw 6B2024; and
- Proposed Bylaw 33M2024.

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0886, the following be adopted, **after amendment**:

That Council:

5. Direct that Proposed Bylaw 33M2024 **in Attachment 3** to amend the Green Line Board Bylaw 21M2020 and **Revised** Proposed Bylaw 6B2024 **in the Confidential Distribution** to amend Bylaw 5B2020, being a bylaw of The City authorizing The City to incur indebtedness for financing of capital costs associated with the Green Line Stage 1 program remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, until Council rises and reports.

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

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

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0886, the following be adopted, **after amendment**:

That Council:

1. Give three readings to Proposed Bylaw 33M2024 in **Attachment 3**, to amend the Green Line Board Bylaw 21M2020;

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

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

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0886, the following be adopted, **after amendment**:

That Council:

2. Give first reading to **Revised** Proposed Bylaw 6B2024 in the **Confidential Distribution**, to amend Bylaw 5B2020, being a bylaw of The City authorizing The City to incur indebtedness for financing of capital costs associated with the Green Line Stage 1 program ("Green Line Borrowing Bylaw");
3. Direct Administration to advertise the **Revised** Proposed Bylaw in the **Confidential Distribution** and return to Council on 2024 September 17, for second and third reading following the advertising period;
4. a. Direct that Report EC2024-0886 remain confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, until Council rises and reports;
b. 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;
6. a. Direct that Closed Meeting discussions, Confidential Report, **Confidential Distribution** 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 6a, direct that Confidential Attachments 1 and 2 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 2.

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

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

MOTION CARRIED

That Bylaw 33M2024 be introduced and read a first time.

Against: Councillor Chu, Councillor Chabot, and Councillor Sharp

MOTION CARRIED

That Bylaw 33M2024 be read a second time.

Against: Councillor Chu, Councillor Chabot, and Councillor Sharp

MOTION CARRIED

That authorization now be given to read Bylaw 33M2024 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 33M2024 be read a third time.

Against: Councillor Chu, Councillor Chabot, and Councillor Sharp

MOTION CARRIED

That Bylaw 6B2024 be introduced and read a first time.

Against: Councillor Chu, Councillor Chabot, and Councillor Sharp

MOTION CARRIED

Council recessed at 7:20 p.m. and reconvened at 8:15 p.m. 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

Absent from Roll Call: Councillor Walcott

Council then dealt with Item 8.1.

12.3 URGENT BUSINESS

12.3.1 Government of Alberta Funding Agreements for Bridgeland Place and Mount Pleasant Affordable Housing Projects, IP2024-0757

This Item was dealt with following the Consent Agenda.

Moved by Councillor Carra
Seconded by Councillor Sharp

That with respect to Confidential Report IP2024-0757, the following be adopted:

That Council:

1. Authorize the Recommendations as outlined in Confidential Attachment 2;
2. Approve Recommendation 2 as outlined in the Confidential Report; and
3. Direct that the report and attachment be held confidential pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

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 12.2.3.

13. ADMINISTRATIVE INQUIRIES

This Item was dealt with following Item 12.2.2.

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

13.2 Administrative Inquiry - Municipal Public Transportation Funding

Submitted by: Councillor Chabot

City Council has over the years ear marked tax revenue specifically to fund Public transportation projects including but not limited to 52 Million in tax room in 2009 as well as 23.7 Million in the 2017 tax room.

Many funding agreements with other orders of Government have strings attached that limit what funds can be used for certain projects that requires additional funding to make up the shortfalls created through non eligible expenses.

Typically the City of Calgary makes up those deficiencies with Pay as You Go funding reserve funds and other reserves which are funded with mill-rate dollars.

Since Covid the City has been struggling to collect the same percentage of the operating costs from the fare box on the transit system that it did prior to the pandemic and is relying more heavily on operating subsidies paid for by property taxes.

Council has also directed that more funding goes into income support for either low income transit passes, free transit for children under 12 and other publicly provided transit including but not limited to Access Calgary and on demand transit.

Can administration please provide a complete list of all the funding that has been either spent or allocated for all public transit operating and capital expenses for the years 2021, 2022, and 2023 that are funded through property taxes either directly or indirectly.

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

Moved by Councillor Spencer
Seconded by Councillor Rootmans

That this Council adjourn at 11:17 p.m.

MOTION CARRIED

MAYOR

CITY CLERK



MINUTES

SPECIAL MEETING OF COUNCIL

RE: Provincial Request for Alignment Change to Green Line

**September 4, 2024, 3:45 PM, Following the conclusion of the 2024 September 4 Executive Committee Meeting
IN THE COUNCIL CHAMBER**

PRESENT:

Councillor C. Walcott
Councillor R. Dhaliwal (Remote Participation)
Councillor S. Chu (Remote Participation)
Councillor R. Pootmans
Councillor T. Wong
Councillor J. Wyness
Councillor P. Demong (Remote Participation)
Councillor S. Sharp
Councillor K. Penner
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
City Solicitor and General Counsel J. Floen
Chief Financial Officer C. Male
General Manager C. Arthurs
A/General Manager H. Johnson
General Manager D. Hamilton
General Manager D. Morgan
General Manager M. Thompson
City Clerk K. Martin
Deputy City Clerk J. Fraser
Senior Legislative Advisor J. Palaschuk

1. CALL TO ORDER

Mayor Gondek called the meeting to order at 3:54 p.m.

ROLL CALL

Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, 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 Dhaliwal

2. OPENING REMARKS

No opening remarks were provided.

3. CONFIRMATION OF AGENDA

Moved by Councillor Penner
Seconded by Councillor Wong

That the Agenda for the 2024 September 4 Special Meeting of Council be confirmed.

MOTION CARRIED

4. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

4.1 Provincial Request for Alignment Change to Green Line (Verbal), C2024-1041

Councillor Dhaliwal (Remote Member) joined the meeting at 3:55 p.m.

Council gave General Consent to make a friendly amendment with respect to Councillor Penner's motion on Item 4.1 to add the words "call the Premier and" following the words "Request that the Mayor" in Recommendation #1.

Council gave General Consent to make a friendly amendment with respect to Councillor Penner's motion on Item 4.1 to add the words "call the Premier and" following the words "the Mayor" and add the words "outlining the points" in Recommendation #1.

Moved by Councillor Penner
Seconded by Councillor Spencer

That with respect to Verbal Report C2024-1041, the following be adopted:

Given the significant project scope and alignment change proposed by the Government of Alberta relating to the Green Line Stage 1 Program, Council:

1. Request that the Mayor **call the Premier and** write a letter to the Government of Alberta on behalf of Council outlining the points **below, as soon as possible**;
2. Direct Administration to bring recommendations to the 2024 September 17 Regular Meeting of Council that address:
 - a. Next steps for the Green Line Stage 1 Program, including a plan and actions for an orderly wind down;
 - b. The total current and anticipated future costs related to winding down of the project and how these costs, and other associated risks for non-completion, would be transferred from The City of Calgary to the Government of Alberta; and

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 Spencer

That with respect to Verbal Report C2024-1041, the following be adopted:

2. Direct Administration to bring recommendations to the 2024 September 17 Regular Meeting of Council that address:

c. Transfer of delivery and risks for the Green Line Stage 1 Program from The City of Calgary to the Government of Alberta due to the unknown costs and consequences related to the significant change to the scope and alignment.

For: (10): Councillor Walcott, Councillor Dhaliwal, Councillor Pootmans, Councillor Wyness, Councillor Demong, Councillor Penner, Councillor Spencer, Councillor Carra, Councillor Mian, and Mayor Gondek

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

MOTION CARRIED

5. CONFIDENTIAL ITEMS

None

6. BRIEFINGS

None

7. ADJOURNMENT

Moved by Councillor Penner
Seconded by Councillor Chabot

That this meeting adjourn at 4:48 p.m.

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK

UNCONFIRMED



MINUTES

BUSINESS ADVISORY COMMITTEE

**September 6, 2024, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor S. Sharp, Chair
Councillor E. Spencer, Vice-Chair
Chief Administrative Officer Designate E. Chrusch
Councillor T. Wong

ALSO PRESENT: General Manager C. Arthurs
General Manager D. Hamilton
Senior Legislative Advisor A. de Groot
Legislative Advisor B. Dufault

1. CALL TO ORDER

Councillor Sharp called the meeting to order at 9:30 a.m.

ROLL CALL

Chief Administrative Officer Designate Chrusch, Councillor Spencer, Councillor Wong, and Councillor Sharp.

2. OPENING REMARKS

Councillor Sharp provided opening remarks and a traditional land acknowledgment.

3. CONFIRMATION OF AGENDA

Moved by Councillor Spencer

That the Agenda for today's meeting be amended by adding Item 9.1 Update on Business Supports, BAC2024-1046, as an Item of Urgent Business.

MOTION CARRIED

Moved by Chief Administrative Officer Designate Chrusch

That the Agenda for the 2024 September 6 Regular Meeting of the Business Advisory Committee be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Business Advisory Committee, 2023 April 19

Moved by Councillor Spencer

That the Minutes of the 2023 April 19 Regular Meeting of the Business Advisory Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Transition of the Business Advisory Committee, BAC2024-0877

Moved by Councillor Spencer

That with respect to Report BAC2024-0877, the following be approved:

That the Business Advisory Committee recommend that Council:

1. Receive BAC2024-0877 as the final report of the Business Advisory Committee;
2. Disband the Council-led Business Advisory Committee and its subcommittees and rescind its Terms of Reference as adopted; and
3. Direct Administration to establish an administrative-led business advisory committee, to be co-chaired by Development Business & Building Approvals and Business & Local Economy, to continue the relationship between The City of Calgary and the business community.

For (3): Councillor Sharp, Councillor Spencer, and Chief Administrative Officer Designate Chrusch

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

9.1 Update on Business Supports (Verbal), BAC2024-1046

A presentation entitled "Update on Business Supports" was distributed with respect to Report BAC2024-1046.

Moved by Councillor Spencer

That with respect to Verbal Report BAC2024-1046, the following be approved:

That the Business Advisory Committee receive the presentation for the Corporate Record.

For: (3): Councillor Sharp, Councillor Spencer, and Chief Administrative Officer Designate Chrusch

MOTION CARRIED

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. BRIEFINGS

None

12. ADJOURNMENT

Moved by Chief Administrative Officer Designate Chrusch

That this meeting adjourn at 10:08 a.m.

MOTION CARRIED

The following Item has been forwarded to the 2024 September 17 Regular Meeting of Council:

CONSENT

- Transition of the Business Advisory Committee, BAC2024-0877

CONFIRMED ON

CHAIR

CITY CLERK

UNCONFIRMED

Clerk's Note to
Regular Meeting of Council
2024 September 17

ISC: UNRESTRICTED
CD2024-0770

RE: Summary of Current Regulatory Proceedings, CD2024-0770

**RECOMMENDATION OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2024
JULY 24:**

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 June 26.

Attachments:

1. Confidential Attachments

Planning & Development Services Report to
Community Development Committee
2024 July 24

ISC: UNRESTRICTED
CD2024-0575

2023 Climate Progress Report

PURPOSE

The purpose of this report is to provide an overview of the 2023 Climate Progress Report and progress towards The City's long-term goals defined in the Climate Strategy: Pathways to 2050 (Climate Strategy).

PREVIOUS COUNCIL DIRECTION

In 2021 December, Council directed Administration to build enhanced accountability into future climate action and reporting through Notice of Motion EC2021-1698, *Building Accountability into the Declaration of a Climate Emergency and Call to Action* (Attachment 1). In 2022, Council approved the Climate Strategy (CD2022-0465), which led to the development of the 2023-2026 Climate Implementation Plan (2023-2026 Service Plans and Budgets).

RECOMMENDATION:

That the Community Development Committee recommend that Council receive the 2023 Climate Progress Report for the Corporate Record.

RECOMMENDATION OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2024 JULY 24:

That Council receive the 2023 Climate Progress Report for the Corporate Record.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Chief Operating Officer Stuart Dalglish and General Manager Debra Hamilton support this report. Meaningful progress has been made on the Climate Implementation Plan, demonstrating that climate action remains a priority for The City and community partners. The City of Calgary's Climate Strategy is essential to protecting our natural environment, diversifying our economy and continuing to support a high-quality of life for Calgarians.

HIGHLIGHTS

- The City has completed the first year of the Climate Implementation Plan, with 80% of climate actions in progress or complete.
- Calgary's community greenhouse gas (GHG) emissions are trending down, despite a 45% population increase, from our 2005 baseline. Overall community GHG emissions decreased by 1.1%, while per capita GHG emissions decreased 31.9% from baseline.
- Our corporate GHG emissions decreased 42.2% from our 2005 baseline.
- The City secured \$259M in grant funding from other orders of government, with an additional \$37M pending approval or finalizing agreements.
- A public-facing climate and environment dashboard (launching 2024 July) was developed that provides up-to-date information on our progress toward community and corporate climate and environment targets.
- While we are seeing early progress, continued commitment and action is needed in the coming years to reduce GHG emissions and address increasing climate risk as Calgary continues to experience rapid population growth.

2023 Climate Progress Report

DISCUSSION

Background

Approved in 2022, the Climate Strategy is our roadmap to achieving a net-zero and climate-resilient city. Investment in climate action positions Calgary as a leader in the low-carbon economy and corporate environmental, social and governance practices. It attracts residents, businesses, funding from other orders of government and private investors who align with our climate goals.

In 2023, a climate reporting framework was created to support accountability on our progress. The 2023 Climate Progress Report is the third report from this framework delivered to Council in 2024. The report summarizes The City's first year of accelerated and collective climate action, highlighting how this work progresses Calgary's efforts to decarbonize and adapt to our changing climate over the next 30 years.

Progress

Our community and corporate GHG emissions are trending down and Calgarians better understand climate impacts and how to prepare for future climate events. The following significant projects/programs were launched in 2023, establishing a solid foundation to continue the downward trend in GHG emissions and reduce climate risk in the coming years:

- The Clean Energy Improvement Program supporting \$2.9 million in low-interest financing for residential energy upgrades.
- Emissions Neutral Building Information Exchange (ENBIX) enables knowledge sharing between 28 organizations to advance emissions-neutral building practices in Alberta.
- Considering alternative fuel options for The City's fleet to minimize GHG emissions while ensuring consistent and reliable service.
- Tree planting programs supported the planting of approximately 6,000 large caliper, 3,000 container and 91,000 seedling trees for a total of 100,000 trees. These trees will help to replace the 6,000 established trees lost in 2023 due to storms, aging, environmental stressors and development.
- The climate resilient communities working group was launched to co-develop programs to support vulnerable communities implement actions to reduce climate risk.
- The Drought Resilience Plan was approved, which sets the long-term direction for proactive drought resilience measures.

New financing mechanisms are in development to fund accelerated climate action and The City secured \$259 million in provincial and federal funding to support projects that advance climate outcomes. This includes projects in active transportation, natural areas, electric vehicle charging infrastructure, energy efficiency and expansion of our composting facility.

To further enhance transparency, The City is launching a public-facing climate and environment dashboard in 2024 July to provide Calgarians access to up-to-date information on our progress.

Looking Ahead

While much was accomplished in 2023 to meet our target of net-zero by 2050, significant work is still required over the coming years. In addition, local climate events will continue to increase in severity and frequency with global climate change, requiring continued investment in building Calgary's climate resilience.

2023 Climate Progress Report

The City continues to work with all orders of government, industrial, commercial and institutional sectors, civic partners, non-governmental organizations and all Calgarians on collective climate action. This work positions Calgary to be a leader in the global energy transition with a greener more diverse economy, showcasing our city as one of the most livable in the world.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <input type="checkbox"/> Public engagement was undertaken | <input 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 City provides the Climate Advisory Committee (CAC) a copy of all reports included within the Climate Reporting Framework and meets with all seven of the CAC's subcommittees.

Administration is collaboratively working with CAC on integrating climate into our corporate processes and decision-making and enhancing transparency on The City's progress in implementing climate change actions and progress against our targets and goals.

Members of the CAC also participated in the user-testing of the public-facing dashboard. Calgarians will also have an opportunity to provide feedback on the dashboard through an online-form to inform customer usability and satisfaction.

IMPLICATIONS

Social

Integrating climate action into city building creates stronger and more resilient communities and businesses. This improves Calgarian's safety, health and wellbeing from climate hazards, reducing impacts on community services and the healthcare system. Engaging the community and applying local knowledge ensures equitable outcomes, while helping to build relationships with community and Indigenous partners.

Environmental

Increased conservation, restoration and enhancement of natural areas and infrastructure increases the provision of ecosystem services that reduce climate risk from extreme heat and flooding and sequester carbon. It also supports increasing the diversity of natural areas that can adapt and thrive in Calgary's current and future climate conditions.

Economic

Climate action and transitioning to a low-carbon economy positions Calgary as a destination of choice. It supports economic growth, new technologies and job creation and attracts investment from other orders of government and the private sector. Investing in climate adaptation also lowers the risk and associated costs of service disruption to Calgarians and damage to property, natural areas and infrastructure from climate events.

Investments in energy efficiency measures and local renewable energy sources increases energy and operational cost savings. Building to low-carbon and climate-ready standards today is more cost effective than retrofitting buildings and infrastructure in the future.

2023 Climate Progress Report

Service and Financial Implications

There are no anticipated financial impacts associated with receiving this report.

RISK

Global climate change is causing a significant shift in regional climates, including rising temperatures, changing precipitation patterns and an increase in extreme weather events. Without continued commitment and action the impacts of climate change will stretch government and municipal resources, exacerbate inequality, disrupt businesses, pressure supply chains, displace population and damage our natural ecosystems.

There are increasing expectations from the public, private sector and external investors to provide enhanced accountability and transparency on The City's progress towards our climate goals. Detailed climate reporting has become best practice for large cities in Canada and within the private sector.

Not providing enhanced disclosures nor demonstrating progress towards our climate goals poses a reputational and financial risk to The City, which may result in Calgary being less desirable for economic investment and the potential loss of both private external and government funding and financing opportunities.

ATTACHMENTS

1. Background and Previous Council Direction
2. 2023 Climate Progress Report
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Stuart Dalgleish	Chief Operating Officer	Consult
Debra Hamilton	General Manager, Planning and Development Services	Approve
Kyle Ripley	Director, Parks and Open Spaces	Inform
Sharon Fleming	Director, Calgary Transit	Inform

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Background and Previous Council Direction

Background

In December 2021, Council directed Administration to build accountability into future climate action and reporting through Notice of Motion EC2021-1698: Building Accountability into the Declaration of a Climate Emergency and Call to Action. The Notice of Motion directed Administration to develop a framework to measure and report on climate actions, budget and annual spend, provide ongoing expenditure reports and include qualitative reporting on indigenous world view, equity and environment in climate-related reports.

In July 2022, Council approved the Climate Strategy: Pathways to 2050 (Climate Strategy), which is The City's long-term roadmap to achieving a net-zero and climate-resilient Calgary by 2050. In November 2022, Administration provided the 2023-2026 Climate Implementation Plan to Council as part of the 2023-2026 Service Plans and Budgets, outlining the next four years of climate action.

The 2023 Climate Progress Report is the third report provided to Committee and Council in 2024 as part of The City's Climate Reporting Framework, which was presented to Council in March 2023 (EC2023-0140). Additional reports provided to Council in 2024 include the Corporate 2023 Progress Update (Executive Committee, April 2024) and the Annual Financial Report (Audit Committee, April 2024), which includes The City's Climate-Related Financial Disclosure as part of its unaudited section.

The purpose of this report is to provide an update on The City's first year of executing the 2023-2026 Climate Implementation Plan and progress towards our long-term goals defined in the Climate Strategy.

Timeline of Reporting, City of Calgary Climate Reporting Framework



2023 Climate Progress Report



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Land acknowledgment

Calgary, where the Bow and Elbow rivers meet, was historically a place of confluence where the sharing of resources, ideas and opportunities naturally come together. Long before Settlers named it Calgary, the original Indigenous Nations of this area had their own names for the land. In the Blackfoot language, it is called Moh-kins-tsis. The Îethka Nakoda Wicastabi First Nations refer to this place as Wicispa Oyade and the people of the Tsuut’ina nation call it Guts-ists-l. The Métis call the Calgary area Otos-kwunee.

We would like to take this opportunity to appreciate and acknowledge that we are gathered on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut’ina First Nation. Calgary is also homeland to the Otipemisiwak Métis Government, Nose Hill Métis District 5 and Elbow Métis District 6. We acknowledge all Indigenous people who have made Calgary their home.

LEARNING FROM INDIGENOUS PEOPLES

To align with the recommendations of *Reconciliation and the Intersections of Indigenous Peoples and Climate*¹ and honour the [Truth and Reconciliation Commission](#) and the [White Goose Flying Report calls-to-action](#)², Calgary’s actions to address climate change must reflect:

- Consideration of Indigenous matters of historical and contemporary significance and respect for the oral transmission of language and knowledge.
- Inclusion of Indigenous science, ethical space, philosophies and governance processes when engaging with Indigenous Peoples.
- Inclusion of Indigenous Ways of Knowing, including engaging and building relationships that lead to the development of equitable partnerships.

The City of Calgary (The City) is incorporating the Four Ways (Knowing, Engaging, Relationships, Equity) principles to guide planning and implementation of Calgary’s climate actions, beginning with a commitment to achieve a diverse array of social and economic outcomes for Indigenous Peoples.

¹ Fox, P. and Hatcher, A. 2022. Reconciliation and the Intersections of Indigenous Peoples and Climate. Literature Review. Prepared by Harmony Walkers Inc. Environmental Consultants and Alexandra Hatcher Consulting for The City of Calgary.

² Calgary Aboriginal Urban Affairs Committee (CAUAC). 2016. White Goose Flying Report: A Report to Calgary City Council on the Indian Residential School Truth and Reconciliation, Calls to Action. Available online: [white-goose-flying-calls-to-action-report \(1\).pdf](#).



Executive Summary

The purpose of the 2023 Climate Progress Report is to provide an update on The City's first year of executing the 2023-2026 Climate Implementation Plan (Implementation Plan). It shows how this work progresses Calgary's efforts to decarbonize and adapt to our changing climate over the next 30 years.

Approved in 2022, the Climate Strategy: Pathways to 2050 (Climate Strategy) is our roadmap to achieving a net-zero and climate-resilient Calgary by 2050. The Climate Strategy provides The City with direction and priorities for corporate and community climate action. The first steps of the Climate Strategy are condensed into the four-year Implementation Plan, in alignment with The City's 2023-2026 Service Plans and Budgets (Figure 1).

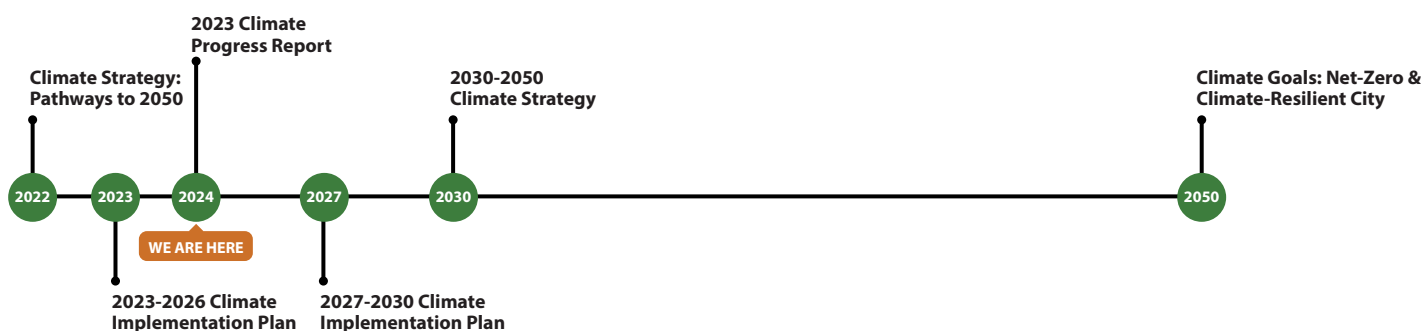


Figure 1. Climate Strategy Roadmap to 2050

While we are seeing early progress toward our goals, climate action is a long game and ongoing commitment is needed.

The City has completed the first year of the Implementation Plan with 80% of climate actions underway. This includes:

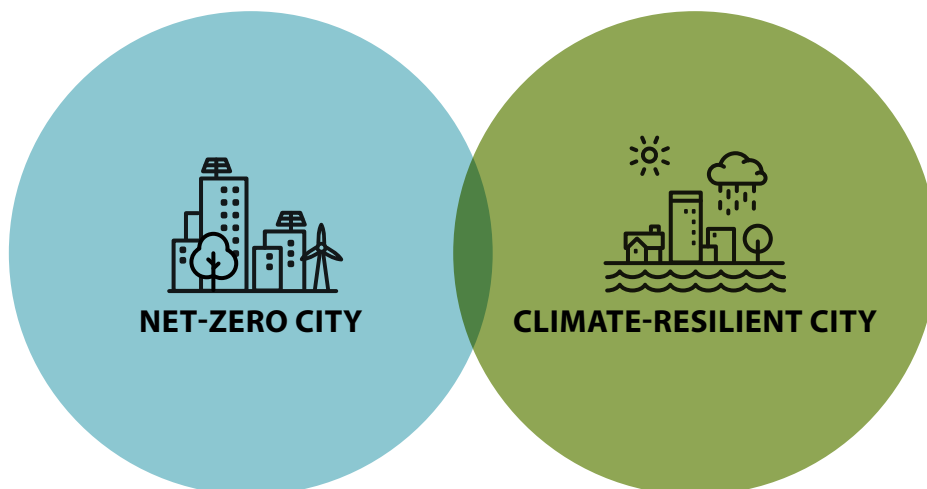
- Over 40 new and expanded climate programs, projects and services were launched in 2023.
- Calgary's community and corporate greenhouse gas (GHG) emissions are trending down despite a 45 per cent population increase from our 2005 baseline.
 - Overall community GHG emissions decreased by 1.1 per cent from 2005 and 3.9 per cent from 2022.
 - Per capita community GHG emissions decreased 31.9 per cent from 2005 and 6.7 per cent from 2022.
 - Corporate GHG emissions decreased 42.2 per cent from 2005 and 2.9 per cent from 2022.
- The City improved its Tracking Adaptation and Measuring Development (TAMD) score by 23.7 per cent by integrating climate risk and adaptation into its decision making.
- The City secured over \$259 million in grant funding from other orders of government for climate action, with an additional \$37 million pending approval or finalizing agreements¹.
- The City delivered a new climate reporting framework and a public-facing climate and environment dashboard for Calgarians.
- The City developed over 90 new or strengthened partnerships with industry, businesses and community organizations to enable our programs.

¹ Funding totals as of May 31, 2024.
ISC: Unrestricted

Taking action

We are taking action to progress on our long-term climate goals and targets – turning the curve on community and corporate GHG emissions and improving Calgary’s climate resilience.

The City completed the first year of the four-year Implementation Plan, with **92 out of an identified 120** climate actions (or almost 80%) currently underway. **These actions are grouped into focus areas that together build the foundation of our climate work and will incrementally move Calgary toward our two long-term goals of achieving a net-zero and climate-resilient city by 2050.**



CITY DESIGN & DEVELOPMENT
Integrating climate considerations into city planning, urban design and city building.



BUILDINGS & HOMES
Achieving improved energy performance, carbon reduction and climate resilience of buildings and homes.



ENERGY
Increasing green and low-carbon energy sources, systems and infrastructure.



MOBILITY
Supporting active transportation, public transit services, low-carbon vehicles and transportation infrastructure to reduce GHG emissions.



WASTE
Reducing GHG emissions through waste reduction and diversion, responsible consumption and supporting the circular economy.



WATER
Protecting watersheds and water supplies while reducing flood and drought risk.



NATURE & ECOLOGY
Protecting, connecting and enhancing ecosystems, biodiversity, natural infrastructure and green space.



PEOPLE
Improving equity, access to information, education and the health and well-being of Calgarians to support climate action and resilience.



CORPORATE GOVERNANCE
Supporting the implementation of The City’s climate strategies, plans and policies and maintaining collective accountability and reporting.

Climate goal: a net-zero city

The City is working with Calgarians to reduce Calgary's contributions to global GHG emissions.

The City reports on two main sources of GHG emissions: community emissions and corporate emissions. Community emissions are broad and include those produced by the community at large: Calgarians, businesses, organizations and The City. Corporate emissions are those produced only by The City of Calgary operations and infrastructure.

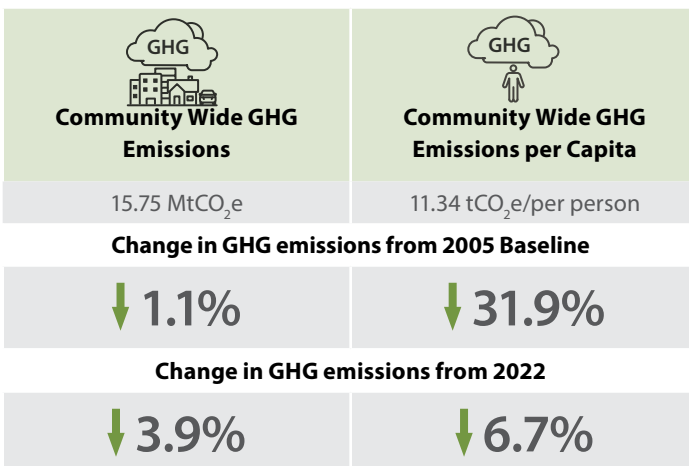
COMMUNITY-WIDE GHG EMISSIONS

The Climate Strategy identified a goal to reach net-zero community GHG emissions by 2050.

Compared to 2022 GHG emissions, total community-wide emissions have decreased by 3.9 per cent to 15.75 MtCO₂e, 1.1 per cent lower than the 2005 baseline.¹

Calgary's community-wide GHG emissions per capita have decreased 6.7 per cent since 2022 and 32 per cent compared to the 2005 baseline.

Since 2005, Calgary's population has increased approximately 45.3 per cent, **meaning emissions have not proportionally increased with population growth.** The decrease in both total and per capita GHG emissions is a positive trend that can be attributed to the continuing decarbonization of the electricity grid as well as a slight decrease overall in natural gas and electricity usage. However, to achieve our goal of net-zero emissions by 2050 there must be a much more significant downward trend in total community-wide emissions. Anticipated increases in GHG emissions attributed to year-over-year population increases and continued growth in Calgary's economy must factor into the required pace and scale of emissions reductions.



¹In 2023, The City initiated a second-party review of its corporate and community GHG emissions inventories and quantification methodology to confirm accurate reporting in alignment with industry best practices. Results and recommendations from this second-party review have been incorporated to calculate the 2023 GHG emissions inventories.

GHG EMISSION SOURCES IN CALGARY

Buildings (homes, businesses and facilities) account for two-thirds (60 per cent) of Calgary's GHG emissions, while transportation (cars, motorcycles, transport trucks and transit) accounts for most of the remaining emissions (38 per cent.) Methane emissions from landfills and wastewater facilities contribute only about one per cent of emissions.

While progress has been made in the buildings sector, the transportation sector has increased in emissions as there are more vehicles on the road, producing more emissions compared to 2005. GHG emissions associated with the waste sector decreased primarily due to the implementation of landfill gas management activities.

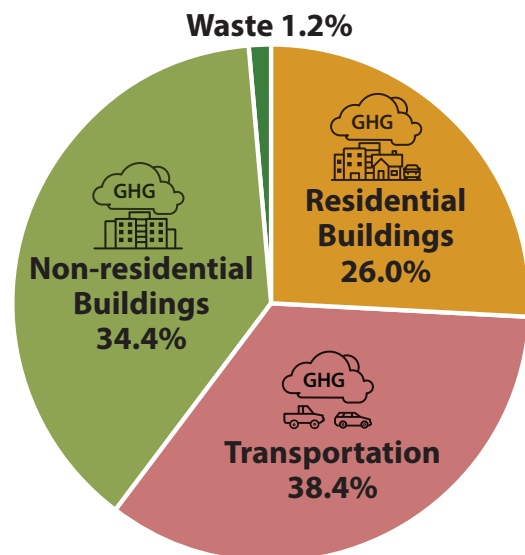


Figure 2. GHG Emission Sources in Calgary

GHG Residential Buildings	GHG Non-Residential Buildings	GHG Transportation	GHG Waste
26%	34.4%	38.4%	1.2%
Change in GHG emissions from 2005 Baseline			
↑ 3.2%	↓ 24.6%	↑ 34.1%	↓ 27.4%
Change in GHG emissions from 2022			
↓ 8.7%	↓ 8.7%	↑ 4.7%	↓ 1.4%



Electric vehicles that are part of The City's Green Fleet Strategy.

CORPORATE GHG EMISSIONS

City-owned and operated assets (buildings, vehicles, etc.) and activities produce corporate GHG emissions. **In 2023, The City's corporate GHG emissions were 405 ktCO₂e, 42.2 per cent lower than the 2005 baseline.**¹ Per capita corporate GHG emissions have decreased 3 per cent since 2022 and 60 per cent compared to the 2005 baseline, indicating that corporate GHG emissions have not increased despite increases in city services as Calgary continues to grow.

¹The City is disclosing its market-based GHG emissions inventory in this report. This accounts for the purchase and sale of credits from emissions trading programs, like Renewable Energy Certificates.

GHG Corporate GHG Emissions	GHG Corporate Wide GHG Emissions per Capita
405 ktCO ₂ e	0.29 tCO ₂ e/per person
Change in GHG emissions from 2005 Baseline	
↓ 42.2%	↓ 60.4%
Change in GHG emissions from 2022	
no change	↓ 2.9%

Climate goal: a climate-resilient city

Calgary is preparing for and reducing the impacts of climate change.

Calgary's progress on adapting to climate change is measured through a combination of metrics that track Calgary's exposure and vulnerability to climate hazards over time and other factors that contribute to Calgary's climate resiliency.

BEST PRACTICES IN CLIMATE ADAPTATION

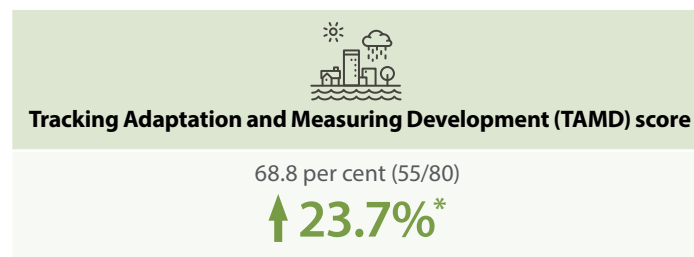
The Tracking Adaptation and Measuring Development (TAMD) scorecard is a tool for governments to evaluate whether they are following best practices in climate adaptation (Figure 3).

In 2023, The City's TAMD score was 68.8 per cent (55/80), an increase of 23.7 per cent from our baseline of 45 per cent (36/80) in 2020.



Figure 3. TAMD Categories

Recent progress has been made in increased funding for adaptation actions; improving The City's understanding of community climate risk (including exposure and vulnerability to climate hazards); and improving The City's integration of climate resilience into decision making.



*Change from 2020 baseline

COMMUNITY CLIMATE RISK

The Community Climate Risk Index (CCRI) (Figure 4) assesses and scores Calgary's neighbourhoods for climate risk based on their exposure and vulnerability to climate hazards. The index considers:

- six Calgary climate hazards, including drought, severe storms and extreme heat;
- social indicators, such as demographics, condition of infrastructure, buildings and homes; and
- the health of the local natural environment.

The CCRI was calculated for every neighbourhood in Calgary in 2020, and projects the risk out to 2050 based on anticipated changes in Calgary's local climate.

Calculated every four years, the CCRI provides a baseline of community climate risk and enables us to track changes in the number of communities at different risk levels (very low, low, moderate, high) over time. **By the 2050s, if no significant climate adaptation action is undertaken, community risk scores are projected to increase by 78 per cent on average.**

The City uses TAMD and the CCRI to direct our climate adaptation work and focus climate programs on the most at-risk infrastructure, neighbourhoods and populations. Current climate programs are focused on water management, protection and restoration of natural areas, climate-resilient buildings and homes and climate impacts to people's health and wellbeing.

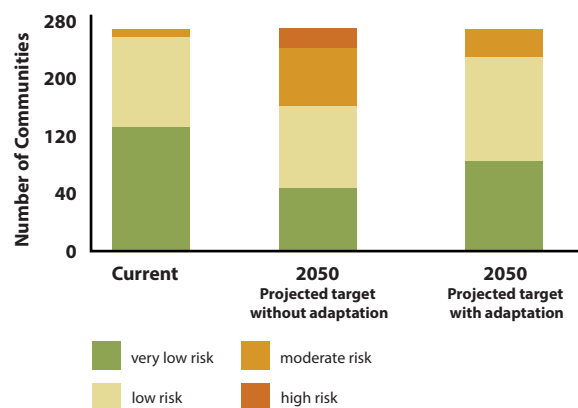


Figure 4. Community Climate Risk Index

2023 progress by focus area

We created over 40 new or expanded programs, projects and plans.

CITY DESIGN AND DEVELOPMENT

Four new programs launched in 2023 to support and incentivize climate-informed city design, making it easier for builders and developers to support climate action.



How our city is designed and built significantly impacts resource consumption, GHG emissions and our vulnerability to climate hazards. Balancing growth between established areas and greenfield areas reduces GHG emissions, protects natural areas and supports sustainable transportation and mobility systems. Resilient and sustainable land-use practices may help communities to withstand and recover from climate events and adapt to longer-term climate change.

GREEN BUILDINGS PRIORITY STREAM

The Green Buildings Priority Stream incentivizes energy-efficient buildings through an expedited development permit process, saving developers time and money by expediting permit reviews. In 2023, **12 development projects, representing 1,011 new homes**, were reviewed through the Priority Stream. The largest net-zero-ready residential project to date in Calgary (Avalon's Livingston project) was approved in under **60 days, adding 132 net-zero-ready homes from this project alone.**



Livingston by Avalon Master Builder is the largest net-zero ready residential project to date in Calgary. Photo provided by Avalon Master Builder, rendered by Gravity Architecture.

ISC: Unrestricted

PLANNING ACTIONS FOR CLIMATE TOOLKIT

The Planning Actions for Climate Toolkit (PACT), a compilation of best practices in climate-informed planning, serving as a resource to planners, consultants and developers to reduce emissions and design more resilient communities and buildings.

LAND USE BYLAW AMENDMENTS

Amendments to the Land Use Bylaw in 2023 incorporated new climate considerations and definitions to (1) clarify the Development Authority's ability to consider climate adaptation and mitigation as part of discretionary development permit review and (2) provide development permit exemptions for exterior insulation and cladding to support enhanced energy efficiency.

CITY BUILDING PROGRAM

The City Building Program kicked off in 2023 to merge the Municipal Development Plan (MDP) and Calgary Transportation Plan into the Calgary Plan and revise the Zoning Bylaw and Streets Manual. Incorporating considerations for climate action and preserving natural areas is a key focus for this program and will provide statutory development targets, priorities and objectives to guide city planning now and into the future. The updated plan is anticipated to go to Council in late 2024, while the Zoning Bylaw and Streets Manual will continue into 2025.



BUILDINGS AND HOMES

Eight new programs launched in 2023 will reduce GHG emissions and improve the climate resilience of Calgary’s homes and buildings.

Buildings in Calgary - including residential, commercial and industrial buildings - make up two thirds of community GHG emissions. **In 2023 GHG emissions from residential buildings increased 3.2 per cent, while non-residential buildings decreased 24.6 per cent from the 2005 baseline.**

Addressing the climate resilience of buildings protects Calgarians from unanticipated costs or disruptions from climate events and results in higher quality buildings that provide a refuge from the worst impacts of climate change.

CLEAN ENERGY IMPROVEMENT PROGRAM (CEIP)

CEIP offers homeowners flexible financing to help with the upfront cost of energy efficiency and renewable energy upgrades that reduce GHG emissions. Popular upgrades include triple-pane windows, high-efficiency furnaces, Energy Star certified doors, insulation and solar PV panels. The City received \$15 million from the Federation of Canadian Municipalities for program operation costs and to finance clean energy improvement projects through CEIP.

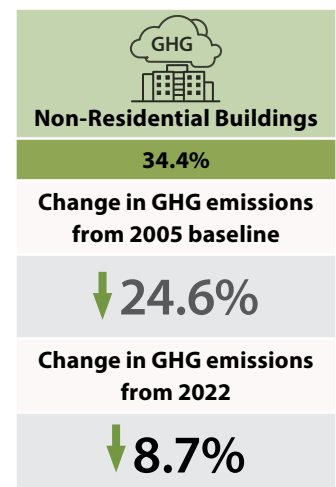
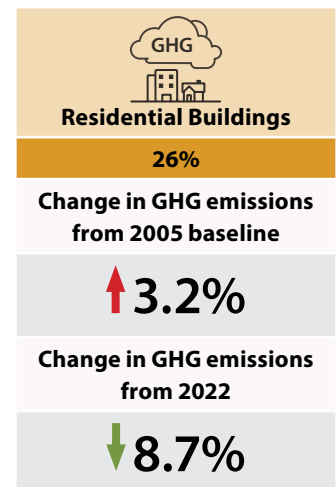


Clean Energy Improvement Program (2023 progress)

- \$2.9M in investment from Calgarians
- 113 projects approved
- 27 projects completed
- Participating homes average a 30% reduction in annual energy use and GHG emissions

ENERGY LABELING - NEW HOME PILOT

The **Home Energy Label Program** empowers Calgarians to understand their home’s energy use and make informed decisions to reduce their energy use and GHG emissions. In 2023, the voluntary **New Home Pilot** program was delivered. Through the existing building permit intake process, builders submit an EnerGuide label for new low-density homes and receive a rebate. Over 400 new homes committed to providing EnerGuide labels through the New Home Pilot. The pilot is planned to eventually transition into mandatory labelling for all new low-density homes. This will enable accurate assessment of the energy costs and emissions of new homes.



HOME UPGRADES PROGRAM

The [Home Upgrades Program](#), partially funded by The City and delivered by Empower Me and Alberta Ecotrust Foundation, offers free energy efficiency education and home upgrades to qualified homeowners in both Calgary and Edmonton. Home upgrades are identified and installed based on each household's unique needs, such as new energy efficient furnaces and insulation. The program is designed to reduce energy costs and improve the comfort, safety and efficiency of homes.



Home Upgrades Program (2023 progress)

- \$425K committed
- 28 home upgrades
- Participating households saved an average of 38 GJ/year in energy and 2.29 tCO₂e/year in GHGs

DOWNTOWN RETROFIT CHALLENGE

To integrate energy efficiency and climate resilience upgrades into projects participating in the Downtown Calgary Development Incentive Program, the [Downtown Retrofit Challenge](#) was designed to demonstrate the extent to which commercial property owners can improve energy performance while making strides toward the goals of The City's Climate, Housing and Downtown strategies. **In 2023, the Downtown Retrofit Challenge awarded \$1.2 million to Dominion Centre to offset the cost of improving energy efficiency and climate resilience measures in their office space conversion project.** This project is expected to achieve operational energy savings of approximately 8,400 GJ/year and GHG emissions savings of approximately 430 tCO₂e/year when compared to the old office building.

EMISSIONS NEUTRAL BUILDING INFORMATION EXCHANGE

In 2023, The City launched the [Emissions Neutral Building Information Exchange \(ENBIX\)](#), which brought together 28 partner organizations who have the shared goal of reaching net-zero GHG emissions in the construction, renovation and operation of buildings across Alberta.

ENBIX is an industry-led collaborative platform intended to share knowledge and advance emissions-neutral building and renovation practices across Alberta.

The platform offers educational and networking events and research and collaboration, shares case studies and stories, and leads or partners on programs and communities of practice. The City provides funding and participates in the Advisory Committee, events and supports collaboration projects.

SUSTAINABLE BUILDING POLICY FOR CITY BUILDINGS

The [Sustainable Building Policy](#) and accompanying Sustainable Building Guidance Document were updated in 2023 to align with the Climate Strategy. The policy and guidelines establish new minimum emissions and energy performance standards (approximately 20 per cent lower than the previous iteration) and design strategies to reduce climate risk for all City buildings.



The Haskayne Legacy Park Pavilion with the expansion of its PV system has a goal of becoming The City's first net-zero emissions building.

CLIMATE RISK AND RESILIENCE ASSESSMENTS

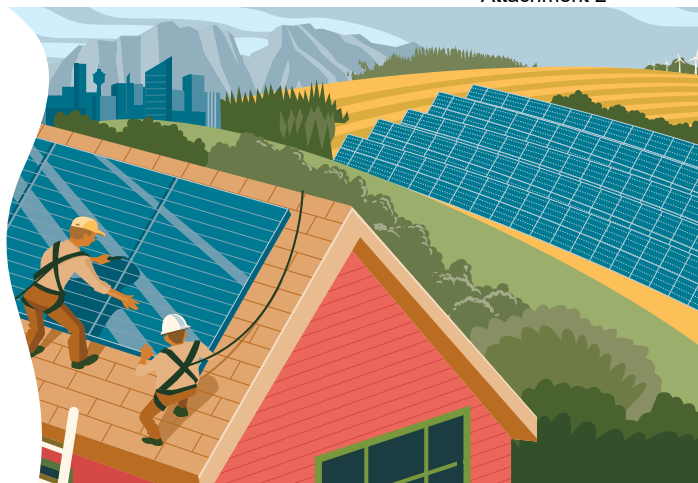
In 2023, eight Climate Risk and Resilience Assessments and three climate risk screening assessments were completed on major City and partner projects and infrastructure programs. A [climate risk assessment framework and guidance document](#) was published in early 2024 to support both City and external projects to build more resilient infrastructure. This work is increasingly being referenced for use in corporate, private and national applications and is recognized as leading the way in Canada in the pursuit of more climate-resilient infrastructure to protect and serve Calgarians.

ECONOMIC CLIMATE RISK ANALYSIS

An economic analysis was completed in 2023 on the cost of adapting City-owned buildings to climate change. **Implementing adaptation measures could result in cost savings ranging from \$1.2 billion to \$1.6 billion over the next 70 years.** This analysis informs investment strategies that will save costs, protect public infrastructure, and ensure continuous service delivery and civic operations.

ENERGY

In 2023, over 20 megawatts (MW) of solar photovoltaic (PV) was installed on building rooftops and The City identified new opportunities to accommodate more low-carbon energy in Calgary going forward.



The City has taken actions to support solar PV installations on corporate, community and privately owned buildings. Transitioning the electricity grid from high-carbon energy sources such as fossil fuels to low-carbon alternatives will directly reduce Calgary's GHG emissions. The City is advancing this transition by supporting solar PV installations on rooftops and the expansion and decarbonization of district energy systems.

A key action for The City is the procurement of 100% renewable electricity for City operations. Since 2009, an estimated 4.2 million tonnes of corporate GHG emissions have been avoided over the duration of The City's electricity contract. Without this contract, The City's corporate GHG emissions would have been 55% higher in 2023.

DISTRICT ENERGY OPPORTUNITY STUDY

District energy systems supply heating, cooling and power to multiple buildings from a centralized plant. This provides reliable energy and costs to consumers with the ability to use numerous low-carbon resources (e.g., bioenergy, heat recovery, geothermal, etc.).

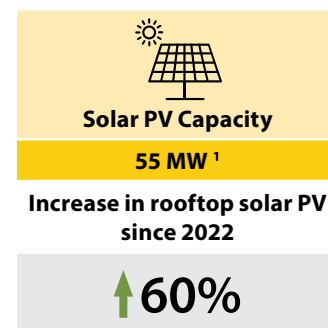
The City's District Energy Opportunity Study will inform the decarbonization and expansion of existing systems and new low-carbon district energy systems.

RESIDENTIAL SOLAR PV

The installed solar capacity on homes has doubled since 2022, in part through programs and funding offered by The City (e.g., CEIP) and the Government of Canada (e.g., Greener Homes Grant and Loan Program). Over 16 MW installed on Calgary homes in 2023 brings the total residential solar PV capacity to more than 32 MW. The City's Clean Energy Improvement Program approved 37 solar PV projects with over 350 kW in projected capacity. The City committed \$835K in property-tied financing and \$97K in incentives to these solar projects.



CEIP has supported the reduction of an average of 80 tonnes of GHG emissions over the lifetimes of each solar PV installation financed.



¹Cumulative total amount of rooftop-mounted solar PV capacity installed across residential, commercial and industrial buildings by the end of 2023.

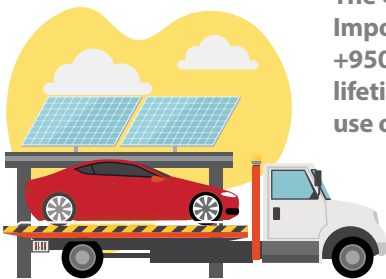
TAX INCENTIVES FOR RENEWABLE ENERGY ON BROWNFIELD SITES

The Council Policy for tax incentives for renewable power generation developments on brownfield sites was adopted by City Council in late 2023. This policy is intended to support increased renewable energy generation within Calgary and utilization of brownfield sites for higher value through a tax-based incentive program. A bylaw was passed in early 2024 that establishes eligibility criteria for a tax exemption or deferral and the processes for accepting and evaluating applications.

CORPORATE SOLAR PV INSTALLATIONS

The City owns 23 solar PV installations with over 6.4 MW total installed capacity.

In 2023, a 115 kilowatt (kW) solar PV system was designed and constructed on the Calgary Parking Authority Impound Lot Parkade.



The Calgary Parking Authority Impound Lot Parkade will avoid +950 tonnes of GHGs over its lifetime, equal to the electricity use of 635 homes for one year.

COMMUNITY SOLAR PV

The ENMAX Community Solar Fund is a partnership between The City and ENMAX to support solar installations on community buildings. Feasibility assessments for 31 of the community buildings in the program indicated a planned installation of over 2.9 MW with over 2,750 MWh in annual production. The 23rd installation was completed in 2023 with eight more undergoing feasibility assessments, detailed design or construction in 2024.



+19,800 tonnes of GHGs avoided over the lifetime of 31 ENMAX Community Solar Fund projects, equal to the electricity use of 12,000 homes for one year.

BONNYBROOK COGENERATION ENERGY PROJECT

A new 4.6 MW gas turbine and 0.6 MW steam turbine expanded the Bonnybrook Wastewater Treatment Plant's Power Generation and Heating facility. Biogas, a by-product of wastewater treatment and a free and renewable source, provides power generation and heating. This substantially reduces the plant's utility costs by minimizing external sources of electricity and natural gas. The plant's onsite power generation is anticipated to meet or exceed its electrical demands, exporting excess power back to the grid.



Solar installation at the 69th Street Station Park and Ride.
ISC: Unrestricted

MOBILITY

The City is leveraging provincial, federal and municipal funding to invest in active transportation, public transit services, low-carbon vehicles and transportation infrastructure to reduce GHG emissions.



Transporting people and goods around Calgary accounts for more than one-third of community emissions. **In 2023, GHG emissions from transportation increased 34.1 per cent from the 2005 baseline.** Shifting to active and low-carbon transportation modes, like walking, wheeling and transit, is a priority for Calgary. Where personal vehicles are required, transitioning to zero or low-emission vehicles will lower these emissions.

LOW AND ZERO-EMISSION BUSES

Calgary Transit’s diversified fleet strategy transitions The City’s fleet to *low- or zero-emission buses*. The strategy assesses and tests alternative fuel options to determine the best fuel sources for minimizing GHG emissions while ensuring consistent and reliable service. Options being considered include renewable diesel, hydrogen, electric and renewable natural gas. Calgary Transit is collaborating with other transit agencies to learn about their successes and challenges with alternative fuel.

Calgary Transit’s 40-Foot Electric Bus Project is supported through grant funding from **Infrastructure Canada’s Zero Emission Transit Fund (up to \$325 million)**, financing from the **Canada Infrastructure Bank (\$165 million)**, and City funding (\$100 million) as part of the 2023-2026 Service Plans and Budgets.

GREEN FLEET

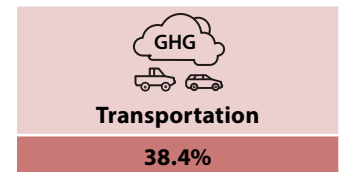
The City *piloted renewable diesel in five waste and recycling refuse trucks* to test alternative fuel that can bridge the transition away from gasoline and petroleum diesel. The pilot monitored for fuel economy, engine performance, maintenance observations and operator experience. The benefits of emission reduction will be weighed against fuel costs and feasibility and will inform future pilots or broader scale implementation.

With funding from Emissions Reduction Alberta, The City’s Advancing Hydrogen in Municipal Fleet project will evaluate a variety of hydrogen vehicles and equipment to understand the current state of hydrogen technology, its application in a municipal environment and building code and safety requirements. The project will test both fuel cell electric technology and hydrogen combustion technology.

PATHWAYS AND BIKEWAYS

A number of projects were initiated or continued in 2023 within The City’s 5A network (Always Available for All Ages & Abilities). The City worked with the community of Dover to *improve streets and create an inclusive, safe mobile network*. This includes a walking, cycling and wheeling system throughout the community with connections to schools, parks and destinations outside the neighborhood. Phase 1 construction completed walking and wheeling improvements and traffic calming measures in 2023. The Government of Canada’s Active Transportation Fund provided \$1.3 million in funding for Phase 2 construction which is scheduled to start in 2024.

ISC: Unrestricted



Change in GHG emissions from 2005 baseline

↑ 34.1%

Change in GHG emissions from 2022

↑ 4.7%



Calgary Transit received \$137,500 from Alberta Innovates, \$137,500 from the Green Municipal Fund and \$137,500 from The City for a hydrogen bus feasibility study.

WASTE

In 2023, The City funded seven circular economy projects and enhanced its landfill gas management program.



Emissions from waste, including methane from landfills and the compost facility, account for over a third of corporate GHG emissions. **In 2023, GHG emissions from waste decreased 27.4 per cent from the 2005 baseline.** The City is reducing methane emissions through landfill gas management infrastructure and by encouraging Calgarians to reduce or divert their waste.

CIRCULAR ECONOMY INITIATIVES

The Circular Economy Initiatives is a waste reduction program that provides resources for community organizations leading waste reduction projects. Between 2023 and 2026, the Circular Economy Initiatives will pilot two focus areas: the [Circular Economy Grant \(CEG\)](#) and the [Circular Economy Program \(CEP\)](#).

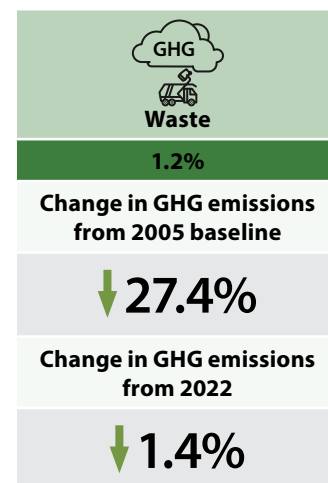
- **The CEG launched in 2023 and provided \$5,000-\$25,000 in one-time funding for non-profit organizations to lead local waste reduction and reuse initiatives with seven projects funded in the first year.** The CEG was met with tremendous interest from senior centres, environmental non-profits, community associations and healthcare non-profits. The program reopened for applications in early 2024.
- **The CEP also launched in 2023 and provided up to \$75,000 per calendar year to community organizations providing free ongoing programs on repair and reuse and food waste reduction.** This included three programs initiated in 2023 that are specific to [Circular Food Economy](#) and are designed for the general public, newcomers and school students.

LANDFILL GAS CAPTURE

In 2023, a strategy and plan were developed to enhance The City's landfill gas management program by focusing on reducing GHG emissions and beneficial use of landfill gas. Several emissions reduction projects progressed in 2023, including:

- **A landfill gas capture and destruction facility was completed at the Springbank Closed Landfill,** which converts methane in the captured gas to carbon dioxide, reducing the global warming impact of the captured landfill gas. This project reduced 287 tonnes of GHG emissions in 2023.
- **Construction of an 846 kW facility that converts landfill gas to electricity commenced in 2023 at the East Calgary Waste Management Facility.** Commissioning is expected to be completed in spring 2024.

The City is pursuing opportunities to generate revenue from the sale of GHG emissions offset credits from landfill gas capture and destruction projects to reinvest in GHG emissions reduction infrastructure projects.



WATER

In 2023, The City advanced work on the Sunnyside Flood Barrier and developed key strategies for drought resilience and stormwater management.



Climate change and water related impacts - including floods, droughts and declining water quality - are intrinsically linked and impact people, infrastructure and the environment. Calgary may experience multiple climate hazards in the same year (e.g., wildfire, extreme heat, drought, intense storms and flood) heightening the need for preparedness.

DROUGHT RESILIENCE

Council approved the Drought Resilience Plan in October 2023, which sets the long-term direction for proactive drought resilience measures. Concurrently, The City enacted outdoor watering restrictions to manage severe drought conditions in the late summer of 2023. These conservation efforts reduced the risk of stress on fish and aquatic species and ensured Calgary meets its regulatory obligations for wastewater treatment.

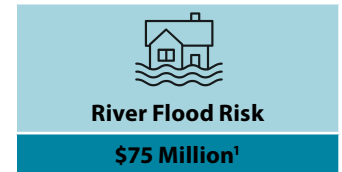
The City also continued to advance drought resilience actions, including advocating for an upstream storage reservoir on the Bow River and proactively preparing for future drought conditions by collaborating with the Government of Alberta and other major water license holders to develop voluntary Water Sharing Agreements.



In just one-year, The City supported Green Calgary's rain barrel sales program skyrocketed from 1,550 barrels sold in 2023 to an anticipated 2,500 in 2024, demonstrating a growing community commitment to water conservation.

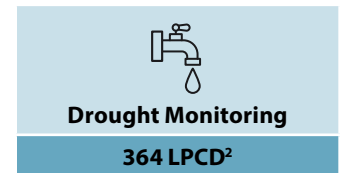
WATER SECURITY FRAMEWORK

The Water Security Roadmap project was initiated in 2023, in partnership with WaterSMART with Alberta Innovates Grant funding support. The multi-year project seeks to understand how climate change will impact long-term regional water availability. Through a series of workshops in 2023, the project team confirmed goals and explored future states with City subject matter experts, developed climate scenarios and completed a technical assessment of water reuse.



Reduction in flood risk since 2013

↓ 55%



Reduction in daily water use (LPCD) from 2003 baseline

↓ 29.7%

¹ Calgary's River Flood Risk expressed as the amount of potential flood damages from future floods, averaged per year (\$ million). Baseline is \$168 million per year, based on conditions in 2012.

² Litres per capita per day (LPCD) includes water used by residents, businesses and institutions as well as water lost through leaks, unaccounted for or not billed. This total is then divided by the number of people living in Calgary

SOURCE WATER PROTECTION

The [Source Water Protection Plan and Policy](#) integrates water quality protection considerations into City and regional land use and development decisions upstream of The City's two water treatment plants. In 2023, The City began identifying Drinking Water Protection Zones around The City's drinking water intakes to further understand water quality threats and develop risk mitigation actions. Implementation of the Zones will be scoped in 2024.



Since 2013, approximately 55% of Calgary's flood damage exposure - or over \$90 million in average annualized damages has been eliminated. By 2025, when SR1 is fully operational, an additional 15% of damage exposure will be averted.

RIVER FLOOD RESILIENCE

The 10-year anniversary of the 2013 southern Alberta floods was commemorated in 2023. The City, with financial assistance from the Government of Alberta and the Government of Canada, has invested or committed approximately \$1 billion in flood mitigation infrastructure for Calgary, including the Springbank Offstream Reservoir (SR1) project.

In 2023, The City:

- advanced work on the Sunnyside Flood Barrier, estimated to be complete in 2025;
- worked with the Government of Alberta on a potential new Bow River Reservoir;
- updated flood hazard maps;
- and updated the regulatory framework for flood-resilient development and property-level flood readiness and risk reduction.

STORMWATER INFRASTRUCTURE

In 2023, Council approved [Calgary's Stormwater Management Strategy](#) with climate resilient stormwater management systems as one of its core outcomes. The actions identified in the Strategy improve The City's understanding of climate impacts on the stormwater system, identify climate-enhanced construction, operation and maintenance measures and protect public safety and property from stormwater flooding.



The City is incorporating climate-adjusted rainfall projections in the design of drainage improvement projects, City-led drainage planning studies and guideline and manual updates.



The Downtown Flood Barrier is 1.39km of steel sheet piles, earthen berms and concrete walls built to resist a 1:200 year flood event.
ISC: Unrestricted

NATURE AND ECOLOGY

The City completed 40 ha of restoration projects in 2023 for a total of 353 ha restored, or currently under active restoration, since 2007.



Healthy trees, plants, wetlands, and natural areas are critical for sequestering carbon, reducing climate risk and providing ecosystem services that enhance the wellbeing of all Calgarians. A biodiverse ecosystem is more resilient to the effects of climate change and healthy natural areas help mitigate the impacts of increasing heat, flood and drought events. The City continues to protect environmentally sensitive areas, restore habitat and improve the health of riparian areas in Calgary.

ENVIRONMENTALLY SIGNIFICANT AREAS (ESAs)

In 2023, **81 per cent of ESAs were protected during the land use planning process, for an increase in 139.8 ha of natural area land protected** in Calgary compared to an average of 56 per cent for 2019-2022. Environmental Reserve is a key tool to protect ESAs in greenfield development but has limited ability to protect certain habitat types such as tree stands, grasslands, full extent of riparian areas and river valleys and some wetland types.

NATURAL HABITAT RESTORATION

The [Habitat Restoration Program](#) contributes to Calgary's climate resilience by improving the health and biodiversity of Calgary's natural areas. Natural areas and natural infrastructure reduce the risk of climate impacts - such as heat, flood and drought events - and are important to the health and well-being of Calgarians. At the end of 2023, The City has completed 55 restoration projects since tracking began in 2007, including six that were initiated in 2023, for a **total restoration area of 353 ha** (171 ha restored and 182 currently under restoration at the end of 2023).

RIPARIAN ACTION PROGRAM

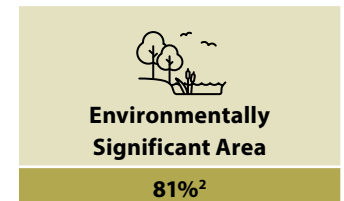
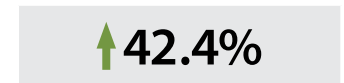
The Riparian Monitoring Program (RMP) launched in 2017 to monitor progress toward meeting the Riparian Action Program's health score of 72 per cent. In 2023, the health score improved to 69 per cent from the 61 per cent baseline due to improved management of riparian areas, restoration work and natural recovery of vegetation from the 2013 flood. The City has implemented over 120 riparian restoration projects since 2007; about 50 per cent are complete.

URBAN TREE CANOPY

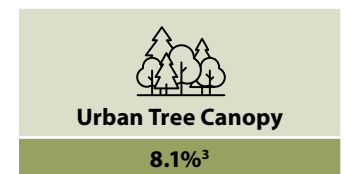
A healthy tree canopy supports Calgary's climate resilience by providing shade and cooling, reducing stormwater runoff and improving air quality. Trees also sequester carbon as they grow and support Calgary's biodiversity. In 2023, **The City's urban forestry tree planting program planted approximately 6,000 large caliper, 3,000 container and 91,000 seedling trees for a total of 100,000 trees.** These trees will help to replace the 6,000 established trees lost in 2023 due to storms, aging and development and may help support additional tree canopy coverage over time when they mature. Despite these efforts, **tree canopy has not increased since 2022 and more trees are needed to meet MDP targets.** The City is actively exploring funding opportunities to increase the number of trees planted in future years.



Amount restored relative to 2025 target



Protection and restoration relative to 2026 target



Change in the urban tree canopy since 2022

no change

¹ Cumulative total natural restoration area (ha) as of 2023.

² Per cent of ESA protected or restored calculated at land use amendment/outline plan approval. Annual percentages are influenced by the location and volume of new community land-use plans.

³ Per cent of total (public and private) lands with tree canopy.

PEOPLE

In 2023, The City supported Calgarians, community organizations and City employees to better prepare for, cope with, respond to and recover from climate impacts through information sharing, improving equity and capacity building.



While every person in Calgary will be impacted by climate change, some are more vulnerable than others. Through improved knowledge and customized action, vulnerability can be reduced so that all Calgarians can adapt to our changing climate. Collaboration and relationship building with Calgarians is critical, including working with community organizations to understand the underlying causes of vulnerability and relationship building with Indigenous Peoples and partners to seek ways of collaborating on climate solutions.

CLIMATE RESILIENT COMMUNITIES WORKING GROUP

The Climate Resilient Communities Working Group brings together climate-vulnerable and equity-deserving Calgarians to share their lived experiences of climate change. This engagement will inform the co-development of the Community Climate Adaptation Action Program, launching in 2024. The program supports Calgarians and their communities in implementing actions to reduce risk and improve climate resilience. The initial roll-out phase is directed towards Racialized Calgarians, Indigenous people, and youth through partnerships with organizations that serve these communities.



Children cool off during extreme heat at a City spray park.

DISASTER MANAGEMENT

Calgary's Emergency Management Agency (CEMA) continually works to improve Calgary's ability to respond to, withstand and recover from climate-related disasters and extreme events. In 2023, CEMA completed thousands of hours of training and exercises to ensure a continual state of readiness. An exercise focused on extreme heat response deployed six temporary water stations in areas of high pedestrian traffic to improve access to water for residents, visitors and pets during high temperature summer days. CEMA also helped establish guidelines for the development of waste management facilities and hydrogen fueling stations to ensure they are climate-resilient. They also developed guidelines to identify which buildings in Calgary are important for disaster recovery, ensuring communities will continue to have resilient facilities to assist them during disasters.

The City supported over 4,000 evacuees from northern Alberta and the Northwest Territories during the 2023 wildfire season. The Emergency Operations Centre (EOC) was open for 54 days and Canada Task Force 2 (CAN-TF2) deployed 14 times to other jurisdictions in support of provincial and interprovincial incidents. Proactive investments in emergency preparedness and cross-jurisdictional relationships support communities during extreme events that are becoming more common due to climate change.

RE.CLIMATE COMMUNICATIONS, OUTREACH AND EDUCATION STRATEGY

A significant review of climate outreach and education initiatives was undertaken in 2023 to understand the current state, assess alignment with best practice and develop a climate education, outreach and communications strategy (You, Me & Thriving Calgary: Pathways to 2050). This work included a prioritized set of deliverables for this budget cycle and a marketing strategy. Delivery of this strategy will rely on collaboration and integrated efforts across community partners and City of Calgary teams.

FOOD RESILIENCE - FARM STAND PROGRAM

Since 2017, The City has supported the Farm Stand Program to provide better access to fresh and healthy produce for Calgarians, while strengthening the food system to be able to continue to provide good food into the future. In 2023, the program supported 28 formal partnerships between vendors and hosts with stands on City-property – enabling 32 stands run by participating vendors on private property.



In 2023, the Farm Stand Program:

- Saw approx. 20,000 customers
- Enabled 38+ community food pantries and fridges, 47+ affordable fresh food programs and 70+ food hamper providers.

After undergoing a thorough food systems assessment, The City is drafting a new Food Resilience Plan which is currently under review through engagement with the public. The plan is slated for completion in September 2024.

STRIVING FOR ENERGY EQUITY

Energy inequity, or energy poverty, refers to households that experience a state of poverty due to the cost of their energy bills. In Alberta, this is about one in five households and growing. The City is developing an Energy Equity Strategy to help improve home energy efficiency and provide cost savings so all Calgarians can have a better quality of life. The Strategy will be released by the end of 2024, with programs set to launch 2025. To lay the groundwork effectively, The City is actively engaging with equity-deserving residents and organizations involved in the field of energy and housing equity.

The [*What We Heard Report*](#) provides comprehensive insights from the first phase of engagement, which concluded January 2024. Five focus groups were hosted with equity-deserving groups, including Indigenous people, visible minorities, renters, seniors, lone parents and people with disabilities.

WATER, LAND AND CLIMATE SUMMITS

The Water, Land & Climate Summits were borne out of a process of pre-engagement with Nations in 2022 to understand how The City and Indigenous communities could work together to strengthen relationships on matters related to rivers, water, land and climate change. Community coordinators, Elders and Knowledge Keepers representing all Treaty 7 Nations, Otipemisiwak Métis Government, urban Indigenous Calgarians and City staff were invited to participate, in the aligned process.

Since January of 2023, four Summits have taken place with the themes of ‘The Rivers Flow: Flood and Drought’, the ‘Health of the River’, ‘Climate Change and the River Valleys’ and ‘Landscapes and Land Uses’. The summits offered the opportunity for The City and Nations to come together in the spirit of relationship building, seeking ways of collaboration and the co-creation of initiatives resulting in mutual benefits for Nations and The City.



City staff and Nation members at the North Water, Land and Climate.



Climate education and outreach events

In 2023, approximately 3,000 individuals attended Calgary Climate Symposium’s 12 sessions with topics on community solar generation, food systems resilience, home retrofits for energy efficiency, climate equity and reconciliation and electrification of our transportation systems.

In partnership with SAIT, Arusha Centre, CPAWs and others, The City organized or sponsored 19 other climate outreach offerings in 2023, with a total of 3,800 participants. This included Energy Efficiency Day, the Eco-Solar Home Tour, District Energy Tour, Alberta Solar Show and Earth Hour.

CORPORATE GOVERNANCE

We created new funding and financing mechanisms to invest in climate action. We also delivered a new reporting framework and community-facing dashboard to improve transparency and accountability on collective climate action.



Investment in climate action positions The City as a leader in the low-carbon economy and corporate environmental, social and governance (ESG) practices: attracting residents, businesses and financial markets. Our municipal investments enable funding from other orders of government and private investors who are looking for opportunities to align with decarbonization, climate risk reduction and/or ESG principles.

EXTERNAL INVESTMENT AND REVENUE GENERATION

In 2023, The City secured \$259 million in provincial and federal funding to support projects that advance our climate outcomes¹. This includes projects in active transportation, natural areas, electric vehicle charging infrastructure, energy efficiency in residential homes and the expansion of our composting facility. We applied for an additional \$37 million and are awaiting approval from our provincial and federal partners. The City continues to scan for additional funding opportunities.

We are evolving a financial toolkit for new financing mechanisms to fund accelerated climate action for both The City and the community. The toolkit includes non-tax supported funding sources and financing mechanisms (Figure 5).

¹ Funding totals as of May 31, 2024.

CENTRALIZED CLIMATE FUND

The \$30 million Centralized Climate Fund (CCF) is available for City and Civic Partner capital infrastructure projects to fund the costs associated with reducing GHG emissions and/or climate risk. This funding supports:

- reduced operating costs;
- new revenue from the production of potential carbon offsets and credits;
- avoided future costs related to the impacts of climate change; and
- healthier and safer buildings for all Calgarians.



20 projects approved, located in 11 wards, estimated 270,000 tonnes CO2e reduced over 25 years. Equivalent to removing approximately 83,000 passenger vehicles off the road for one year.

Projects supported by the CCF that will be under construction in 2024 include the Calgary Soccer Centre Redevelopment, Symons Valley Library, Sunalta Community Hub, Ramsay Rink Solar, East Calgary and Blackfoot Landfill Gas Management projects, Public Building District Energy Connection, Haysboro LRT Expansion, Chinese Mark Gardens and Calgary Housing roofing, siding, windows and doors upgrades.

FINANCIAL TOOLKIT FOR CLIMATE ACTION

Labelled bonds <i>Debt financing</i>	Impact investors <i>Debt financing</i>	Carbon credits/offsets <i>Revenue generation</i>
Green or sustainability bonds provide an alternative and often more cost-effective option for debt financing climate projects. We are exploring labelled bonds as an option to debt finance applicable climate-related capital projects.	Financial partnerships with impact investors like the Canada Infrastructure Bank allow The City to invest in climate-related projects with preferential borrowing terms, making projects like the zero-emission buses purchase more financially viable.	The City can generate revenue through carbon credits and/or offsets to reinvest in new carbon reduction projects. A policy is being developed to effectively participate in the carbon market (e.g., Alberta TIER offsets, Renewable Energy Certificates, Clean Fuel Regulations Compliance Credits, etc.). We will investigate and/or implement these and other mechanisms through 2024.

Figure 5. Preliminary financial toolkit

ISC: Unrestricted

THE CITY'S CLIMATE REPORTING FRAMEWORK

The City's Climate Reporting Framework (Figure 6) is composed of three reports that include key climate progress information for different audiences. These reports are supported by a new cross-corporate climate and environment analytics system. A public-facing dashboard provides data on our progress toward community and corporate climate and environment targets. **The goal is to empower Calgarians to take action with transparent and accessible information, encouraging greater community involvement.**



Calgary as a leader in climate reporting.

In 2023, The City of Calgary earned an "A list" ranking from CDP (a global disclosure system for climate impact reporting) for the sixth consecutive year for excellence in reporting and transparency. Only 13% of the 939 municipalities reporting to CDP achieved this ranking.

Calgary has also earned four Global Covenant of Mayors Badges (Compliant, Mitigation, Adaptation and Energy) for our outstanding commitment to global climate action through the [Global Covenant of Mayors for Climate and Energy \(GCoM\)](#) in Canada.



COMPLIANCE



ADAPTATION



ENERGY



MITIGATION



Calgary skyline with Bow River.

CLIMATE & ENVIRONMENTAL ANALYTICS SYSTEM AND DASHBOARD

Supports advancing and disclosing Calgary's climate measurement and reporting.



Progress Update Report

Executive Committee

Semi-annual report on The City's performance on the 2023-2026 Service Plans and Budgets. **This report features the Climate key result area and annual cross-corporate climate budget and expenditure.**

March/April & September



Annual Financial Report

Audit Committee

Annual report of The City's consolidated financial statements. The City's **Climate-Related Financial Disclosure** is featured within the Report's unaudited section.

April



Climate Progress Report

Community Development Committee

Details The City's progress on implementing the actions within the Climate Implementation Plan in alignment with achieving the long-term targets and goals of the Calgary Climate Strategy – Pathways to 2050.

July

Figure 6. The City's Climate Reporting Framework
ISC: Unrestricted

Collaboration

We developed new and strengthened partnerships with industry, community organizations and other orders of government to enable our programs, support our transition to a low-carbon economy and catalyze change in the community.

Climate change is a global problem that requires everyone to participate. The City has a responsibility - both globally and locally - to reduce Calgary's share of GHG emissions and reduce the impacts of a changing climate on the community which has significant financial impact. But we can't do it alone.

The City plays a critical role of leader, connector, innovator, partner, educator, regulator, funder and advocate. To enable accelerated climate action, in 2023, The City worked with the private sector, and community and non-governmental organizations to create new partnerships and collaborations.

Together we can collectively address climate change and position Calgary as a leader in the global energy transition with a greener, more diverse economy, showcasing our community as one of the most livable cities in the world.



90+ new partnerships and collaborations were established to drive new climate programs and projects.

A MULTI-JURISDICTIONAL APPROACH

The City works with all orders of government and other Canadian cities to collectively move forward on climate action.

We rely on guidance, regulations and funding developed by the federal government through building codes, carbon pricing, energy regulations and climate strategies. We work with the provincial government to support the economic prosperity of Calgary and the safety of Calgarians while we transition to a lower-carbon economy and prepare for climate-related impacts such as flooding, drought, forest fires and food insecurity.



We partnered with the provincial and federal governments on \$1 billion in river flood mitigation infrastructure, reducing flood damage risk exposure by 55%. Equal to \$90 million in average annualized damages.

In 2023, we partnered with the City of Edmonton on the development and delivery of new programs such as the Home Upgrade Program and Emission Neutral Building Information Exchange. The City also joined three new national working groups along with the other major municipalities in Canada, that are evolving guidance on municipal climate budgets, carbon budgets, natural asset evaluation and climate and nature-based disclosure reporting best practices from other leading international cities.

A message from Calgary Economic Development

Energy & Environment is a priority sector for Calgary Economic Development and Calgary is home to leaders in the energy transition. Consortiums like The Pathways Alliance and the Clean Resource Innovation Network (CRIN), demonstrate the energy industry's commitment to reducing emissions from resource production. Calgary-based companies Eavor, Carbon Upcycling and Summit Nanotech all made the 2024 Global Cleantech 100 list.

To support our clean technology sector, alongside the Energy Transition Centre, accelerators and incubators including Plug and Play, SVG | Thrive, CDL-Rockies and Avatar Innovations spur and fund Calgary-based startups focused on clean technologies. As our city continues to diversify its economy, we continue to focus on our unique advantages in ag-tech, hydrogen, electrification (includes lithium value chain), energy efficiency, digitalization, geothermal, grid modernization, sustainable fuel and carbon capture, utilization and storage. As identified in the Energy Transition Report, investing in a net-zero future through these key sub-sectors in Alberta will create 170,000 new jobs and add \$61.0 billion of annual GDP in 2050 compared to 20,000 new jobs and \$4.0 Billion of annual GDP from the 'business-as-usual' pathway.

Next steps in 2024

Progressing on climate change is a long game that will take us to 2050 and beyond. We are already thinking about the next steps needed to get us there.

The Implementation Plan shows The City's commitment to emissions reductions and climate resilience actions throughout 2023 to 2026 and builds the foundation for the next Service Plans and Budgets.

NEXT STEPS ON THE PATHWAY TO A NET-ZERO CITY

1. Building out the offering of public programs for energy and GHG emissions reduction in buildings, such as launching the **Home Energy Performance Map** and developing a **Commercial Clean Energy Improvement Program**.
2. Developing and implementing strategies, plans and projects to support low-carbon mobility and alternative fuels within The City and the community by updating the **Electric Mobility Strategy** and developing a **Public Charging Study**.
3. Reducing GHG emissions from landfills through waste reduction and diversion programs and services, **expansion of the Calgary Composting Facility**, and offering the **Circular Economy Grant** to non-profit organizations.
4. Integrating GHG emission reduction measures into existing or new programs and processes, such as incorporating energy efficiency incentives into the planned **Secondary Suites Incentive Program**.
5. Improving energy equity by developing an **Energy Equity Strategy** to guide income-qualified programming and help underserved communities.



Calgary skyline with fall colour.

NEXT STEPS ON THE PATHWAY TO A CLIMATE-RESILIENT CITY

1. Supporting vulnerable communities through the **Climate Resilient Communities Working Group** and establishing a **grant program** that provides funding for resilience projects initiated by Calgarians.
2. Protecting and restoring natural areas and natural infrastructure through the development of **Habitat Restoration Plans** and the completion of the **Roadside Naturalization Pilot Project**.
3. Guiding Calgary towards a more resilient food system by finalizing and implementing **Calgary's Food Resilience Plan**.
4. Addressing community vulnerability to extreme heat by creating a **heat mitigation prioritization map** for future amenities (cooling locations, water fountains, spray parks, shade structures, etc.), releasing an **urban heat mapping tool** for the public and updating **extreme heat plans** to align with Provincial guidance.
5. Developing a roadmap with key investments, policies and processes that will help mitigate the impacts of climate change on river flows following completion of the **Water Security Framework**.
6. Identifying new policies, programs, tools and educational opportunities to reduce Calgary's overall water demand through updated to the **Water Efficiency Plan**.
7. Integrating the **natural asset valuation** work into The City's asset and risk management and decision-making processes.

IMPROVEMENTS IN REPORTING

The City is simplifying the Climate Progress Report to be bi-annual in frequency and primarily web-based in conjunction with the new community-facing climate and environment dashboard on calgary.ca. The City is also collaboratively working with the Climate Advisory Committee on integrating climate into our corporate processes and decision-making, improving reporting through the inclusion of new metrics and enhancing transparency on The City's progress towards our targets and goals.



2023 Climate Progress Report

Community Development Committee

July 24, 2024



Previous Council Direction

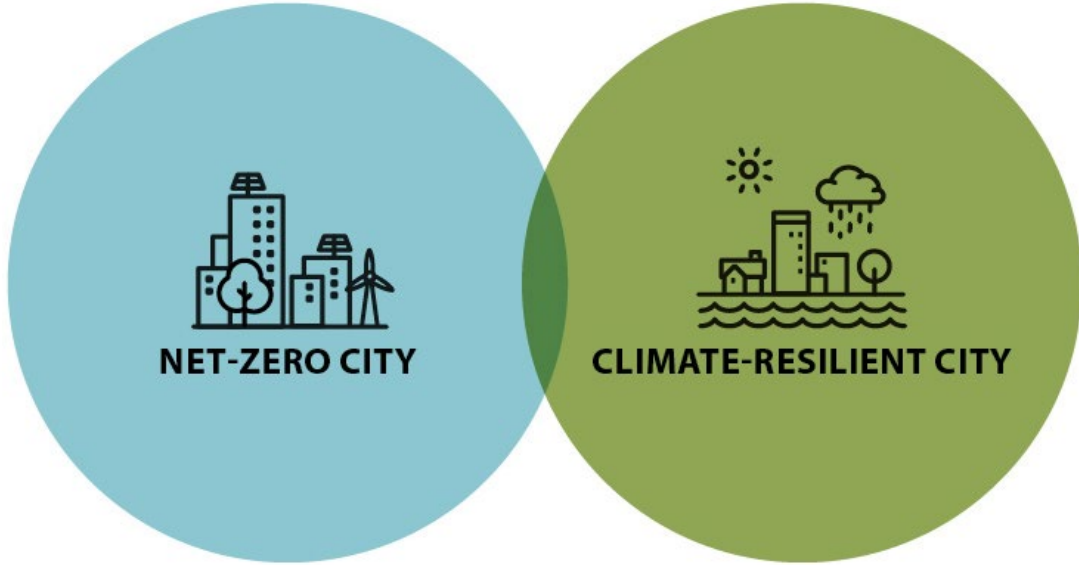
December 2021 Council directed Administration to build accountability into future climate reporting through **Notice of Motion EC2021-1698** *Building Accountability into the Declaration of a Climate Emergency and Call to Action*.

July 2022 Council approved the Calgary Climate Strategy: Pathways to 2050.

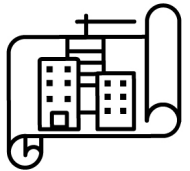


Recommendation

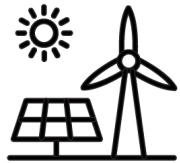
That the Community Development Committee recommend that Council receive the 2023 Climate Progress Report for the Corporate Record.



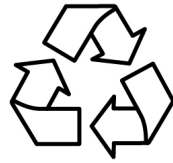
The Climate Strategy and Implementation Plan are working towards the two specific climate goals of a net-zero and climate-resilient city by 2050.



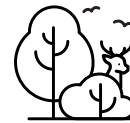
City Design & Development



Energy



Waste



Nature & Ecology



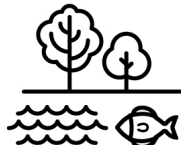
Corporate Governance



Buildings & Homes



Mobility



Water



People



Progress Highlights



2023 Climate Progress Report



- 80% of climate actions in progress or complete
- +40 new or expanded programs and projects launched
- GHG emissions are trending down
- Secured \$259M in grant funding
- Integrated climate action into cross-corporate processes
- Strengthened partnerships
- Enhanced transparency and disclosure

Continued commitment and action is required to advance towards our net-zero target and prepare for future climate impacts.



Pathway to a net-zero city by 2050



Net-zero city



Community-wide
GHG Emissions



1.1% from 2005
baseline



Corporate
GHG Emissions



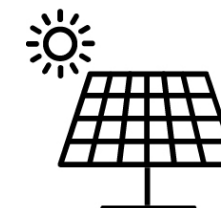
42.2% from 2005
baseline



Calgary's Population



45% from 2005
baseline



Solar PV Capacity



60% from 2022



Pathway to a climate-resilient city



Climate-resilient city



Tracking Adaptation & Measuring Development (TAMD) Score



24% from 2020 baseline



River flood risk



55% reduction in flood risk since 2013



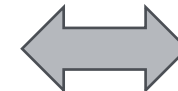
Drought resilience



30% reduction in daily water use (LPCD from 2003 baseline)



Urban Tree Canopy



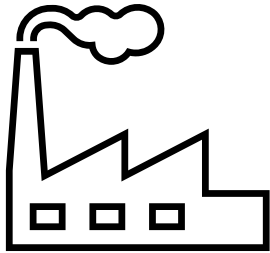
0% change in urban canopy since 2022



Habitat Restoration



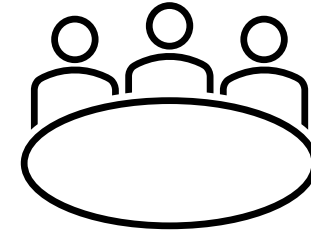
42% toward 2025 restoration area target



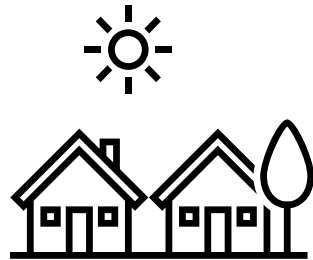
**Industry &
Commercial**



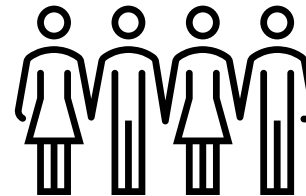
**Civic
Partners**



Institutions



**Community
Organizations**



**All
Calgarians**



Recommendation

That the Community Development Committee recommend that Council receive the 2023 Climate Progress Report for the Corporate Record.

Corporate Planning & Financial Services Report to
Audit Committee
2024 July 25

ISC: UNRESTRICTED
AC2024-0518

2024 Mid-Year Principal Corporate Risk Report with Information Technology

PURPOSE

The purpose of this report is to provide an update on the current assessment of the risk environment facing The City and how it is impacting the Principal Corporate Risks (PCR). As of June 30, this report highlights the pivotal role of risk management as a management tool, strategically looking to the future context and fostering interconnected discussions to effectively manage strategic impacts. It provides essential information to collectively monitor, engage in strategic discussions, and respond to internal and external pressures that influence The City's ability to meet strategic objectives. The aim is to proactively prepare for potential negative impacts while strategically positioning the organization to capitalize on opportunities.

PREVIOUS COUNCIL DIRECTION

The Audit Committee's 2024 Work Plan was approved by the Audit Committee on 2023 December 14. As a part of this Work Plan, the Audit Committee directed the Chief Administrative Officer and the General Manager, Corporate Planning and Financial Services to provide the Mid-Year Corporate Principal Risk Report on 2024 July 25.

RECOMMENDATION:

1. Receive this report and presentation for information and the Corporate Record; and
2. Direct that Attachments 4 and 5 remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2029 July 31.

RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JULY 25:

That Council:

1. **Direct that Administration and the Green Line Board provide Audit Committee with excerpts from their 2024 July 30 Report to Council concerning the risk analysis for their review and advice, if any, to return to Council no later than the 2024 October 29 Regular Meeting of Council;**
2. Receive this report and presentation for the Corporate Record; and
3. Direct that Attachments 4 and 5 and the 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 by 2029 July 25.

Excerpt from the Minutes of the Regular Meeting of the Audit Committee, 2024 July 25:

"The following documents were distributed with respect to Report AC2024-0518:

- Revised Attachment 2; and
- Revised Attachment 6.

...

**Corporate Planning & Financial Services Report to
Audit Committee**

**ISC: UNRESTRICTED
AC2024-0518**

2024 July 25

2024 Mid-Year Principal Corporate Risk Report with Information Technology

Moved by Councillor Wyness

That with respect to Report AC2024-0518, Committee amend the recommendations by adding a new Recommendation #1 as follows and renumber accordingly:

1. Direct that Administration and the Green Line Board provide Audit Committee with excerpts from their 2024 July 30 Report to Council concerning the risk analysis for their review and advice, if any, to return to Council no later than the 2024 October 29 Regular Meeting of Council.

For: Councillor Spencer, Councillor Walcott, Councillor Pootmans, Councillor Wyness,
(6) Public Member Kim, and Public Member McGillivray

MOTION CARRIED

Moved by Public Member McGillivray

That with respect to Report AC2024-0518, the following be approved, **as amended**:

That the Audit Committee recommends that Council:

1. **Direct that Administration and the Green Line Board provide Audit Committee with excerpts from their 2024 July 30 Report to Council concerning the risk analysis for their review and advice, if any, to return to Council no later than the 2024 October 29 Regular Meeting of Council;**
2. Receive this report and presentation for the Corporate Record; and
3. Direct that Attachments 4 and 5 and the 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 by 2029 July 25.

For: Councillor Spencer, Councillor Walcott, Councillor Pootmans, Councillor
(6) Wyness, Public Member Kim, and Public Member McGillivray

MOTION CARRIED”

Corporate Planning & Financial Services Report to
Audit Committee

ISC: UNRESTRICTED
AC2024-0518

2024 July 25

2024 Mid-Year Principal Corporate Risk Report with Information Technology

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

The Chief Financial Officer and General Manager of Corporate Planning and Financial Services concurs with this report.

HIGHLIGHTS

- There were no changes in the PCR risk ratings since the 2023 Year-End PCR report and The City's risk environment remains predominantly stable. Risk management strategies continue to stabilize the PCR risk ratings. The ERM team will review with risk owners any changes required to be made following the 2024 July Green Line Council decision making and internal and external reviews following the Bearspaw South Feeder Main Break.
- **What does this mean to Calgarians?** The City continues to focus on delivering services to Calgarians, while monitoring and managing risks to avoid undesirable impacts and capitalize on opportunities as they present themselves.
- **Why does this matter?** Understanding, assessing, and managing risk is critical to achieving Council's vision for Calgary – a great place to make a living, a great place to make a life.
- Information Technology (IT) is continuing to see a significant increase in more targeted and more sophisticated cyber activity – including a sharp increase in attacks directed towards government. The rate of advancements in emerging technology, such as Artificial Intelligence, presents unique opportunities while introducing new risks for The Corporation. IT is constantly reviewing and refining its efforts to ensure that risks are kept at an acceptable level.

DISCUSSION

The City's Risk Profile at Mid-Year 2024 (Attachment 2)

The Risk Profile in Attachment 2 provides the Audit Committee with an update on the risk environment and an overview of the ratings for The City's Principal Corporate Risks (PCRs). The profile reflects our current understanding of these risks, and the rating reflects the likelihood and impact after the application of existing controls and risk response strategies (the residual risk).

In 2024 July, there will be Council decision making on Green Line, anticipated to include scope, budget, funding, risks, and governance. Administration will incorporate the impact of decisions made in the next update.

The final report of the Bearspaw South Feeder Main Break Independent Review is not expected until 2025 due to the time required to establish the review panel. In addition to this external review, internal reviews are being conducted by CEMA and Water Services. This report does not include any implications of these potential decisions or recommendations. The ERM team will adjust risk reporting based on the outcomes of these processes in consultation with the risk owners.

**Corporate Planning & Financial Services Report to
Audit Committee**

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AC2024-0518**

2024 July 25

2024 Mid-Year Principal Corporate Risk Report with Information Technology

The City's risk profile has remained relatively stable since our 2023 Year-End PCR report, with all PCRs maintaining the same risk rating. However, this stability is being challenged by a complex interplay of internal and external pressures.

Internally, we are facing financial and capacity constraints, recruitment and retention challenges, and process inconsistencies. These pressures directly impact our ability to deliver services effectively and efficiently. Externally, population growth, political polarization, economic volatility, rapid advancements in artificial intelligence, the escalating impacts of climate change and heightened public safety concerns are all putting significant strain on our resources and operations. These internal and external pressures are interconnected and can exacerbate the risks associated with each Principal Corporate Risk. For example, financial constraints can limit our ability to address capacity issues, which in turn can hinder our service delivery and leave us vulnerable to the impacts of political decisions or economic fluctuations.

To effectively manage this complex risk landscape, The City is actively monitoring these pressures and adjusting risk response strategies as needed. This proactive approach allows us to navigate these challenges, mitigate potential negative impacts, and seize emerging opportunities to enhance our resilience and achieve our strategic objectives.

The PCR Dashboard on page 5 of Attachment 2 summarizes the status of the Principal Corporate Risks. It includes information on the current residual risk rating, progress of risk response, risk trend, risk appetite/tolerance and target residual risk rating. As per the Executive Leadership Team's direction following a discussion on the PCR definitions, the Employee Experience and Technological Disruption Principal Corporate Risk have been separated into two risks to better communicate the respective pressures and responses to those risks.

Key Risk Metrics (Attachment 3 – Public and Attachment 4 - Confidential)

As part of our ongoing commitment to data-driven analysis, we have introduced Key Risk Metrics (KRM) into the Principal Corporate Risk (PCR) report. These KRMs play a crucial role in informed decision-making, monitoring strategic goals, and improving risk preparedness. In 2023, the ERM team collaborated with teams from each PCR to identify relevant KRMs that reflect critical aspects of each PCR.

Attachment 3 (provides a list of public KRMs, while Attachment 4 offers detailed information on confidential metrics. Demonstrating our commitment to transparency, 83 per cent (53 out of 64) of the KRMs are public, with only those that pose a significant risk to The City (primarily those related to technology and cybersecurity) being kept confidential. Starting in December 2024, the PCR report will include the remaining KRMs. Our transparent approach aims to empower strategic decision-making through enhanced risk reporting.

Information Technology Risk Register (Attachment 5 – Confidential)

Managing technology-related risks to protect The City's reputation and maintaining the public's trust is critical. The increase in the volume and sophistication of cyber activity means more focus on monitoring, detection and mitigation is required. Attachment 5 contains the Information Technology Risk Register (Confidential) which includes mitigation techniques for strategic and operational risks integrated into IT methodologies, work plans, and budgets.

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Enterprise Risk Management Program Update (Attachment 6)

Attachment 6 outlines the organization's commitment to enhancing risk management practices and governance. By 2026, the goal is to reach an Advanced (Tier 4) level of risk maturity. Progress includes the development of a risk governance framework, which is being refined through pilots including one with Waste and Recycling services. The framework will provide clear guidelines for risk updates and criteria for escalating significant risks. To support informed decision-making, efforts are underway to define the organization's risk appetite and tolerance levels, utilizing key risk metrics for a data-driven approach. Collectively, these initiatives underscore a strategic move towards a more robust and integrated risk management system.

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 |

We continue to seek opportunities to receive Calgarians' input by participating in various engagements.

IMPLICATIONS

Social

The complexity and magnitude of Calgarians' social needs are impacted by changes in various social and economic factors which can negatively impact social wellbeing, along with the capacity and effectiveness of both The City and our partners in responding. The City continues to monitor and analyze wellbeing and safety issues; to develop, implement and invest in strategies that focus on prevention and improving social conditions impacting quality of life, access to opportunities, and inclusion in society; and to provide services and front-line response that support social wellbeing, particularly for Calgarians experiencing vulnerabilities.

Environmental

Climate and environmental concerns continue to be a top pressure facing The City. Progress has been made on implementing the Climate Strategy – Pathways to 2050; however, greenhouse gas emissions are not being reduced at the necessary rate, which poses increased risk to our economy, environment, people, and reputation. There are opportunities associated with developing and implementing green technologies in Calgary and applying an equity lens to ensure access to environmental and climate services is available for all.

Economic

The City faces pressure from economic volatility due to current macroeconomic conditions, including exposure to pressures related to inflation, cost fluctuations, and the ability to procure materials in a timely fashion due to supply chain disruptions. At the same time, The City has specific financial uncertainties due to our reliance on the provincial and federal government for

**Corporate Planning & Financial Services Report to
Audit Committee**

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2024 Mid-Year Principal Corporate Risk Report with Information Technology

funding particularly for capital projects. The City is considering alternative sources of funding and financing to help mitigate this risk.

Service and Financial Implications

No anticipated financial impact

0\$

RISK

The Mid-year Principal Corporate Risk report provides an analysis and assessment of the risk environment in which The City operates. The information provided helps in having fulsome discussions, making informed decisions, and responding appropriately with a strategic plan to ensure The City achieves desired results. If this is not achieved, The City may be less prepared to adapt to the downside of risk and be less able to capitalize on the upside of risk.

ATTACHMENTS

1. Background and Previous Council Direction
2. The City's Risk Profile at Mid-Year 2024
3. Public Key Risk Metrics
4. Confidential Key Risk Metrics
5. Confidential IT Risk Register at Mid-Year 2024
6. Enterprise Risk Management Update
7. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male, Chief Financial Officer	Corporate Planning and Financial Services	Approve
Chris Stewart, Director	Corporate Planning and Performance	Approve
David Duckworth, Chief Administrative Officer	Chief Administrator's Office	Inform
Stuart Dalgleish, Chief Operating Officer	Chief Operating Office	Inform
Katie Black, General Manager	Community Services	Inform
Debra Hamilton, General Manager	Planning and Development	Inform
Jill Floen, City Solicitor	Law and Legislative Services	Inform
Doug Morgan, General Manager	Operational Services	Inform
Michael Thompson, General Manager	Infrastructure and Engineering Services	Inform

**Corporate Planning & Financial Services Report to
Audit Committee**

**ISC: UNRESTRICTED
AC2024-0518**

2024 July 25

2024 Mid-Year Principal Corporate Risk Report with Information Technology

Author: Enterprise Risk Management Team, Corporate Planning and Performance

City Clerks: C. Doi / K. Picketts

Background and Previous Council Direction

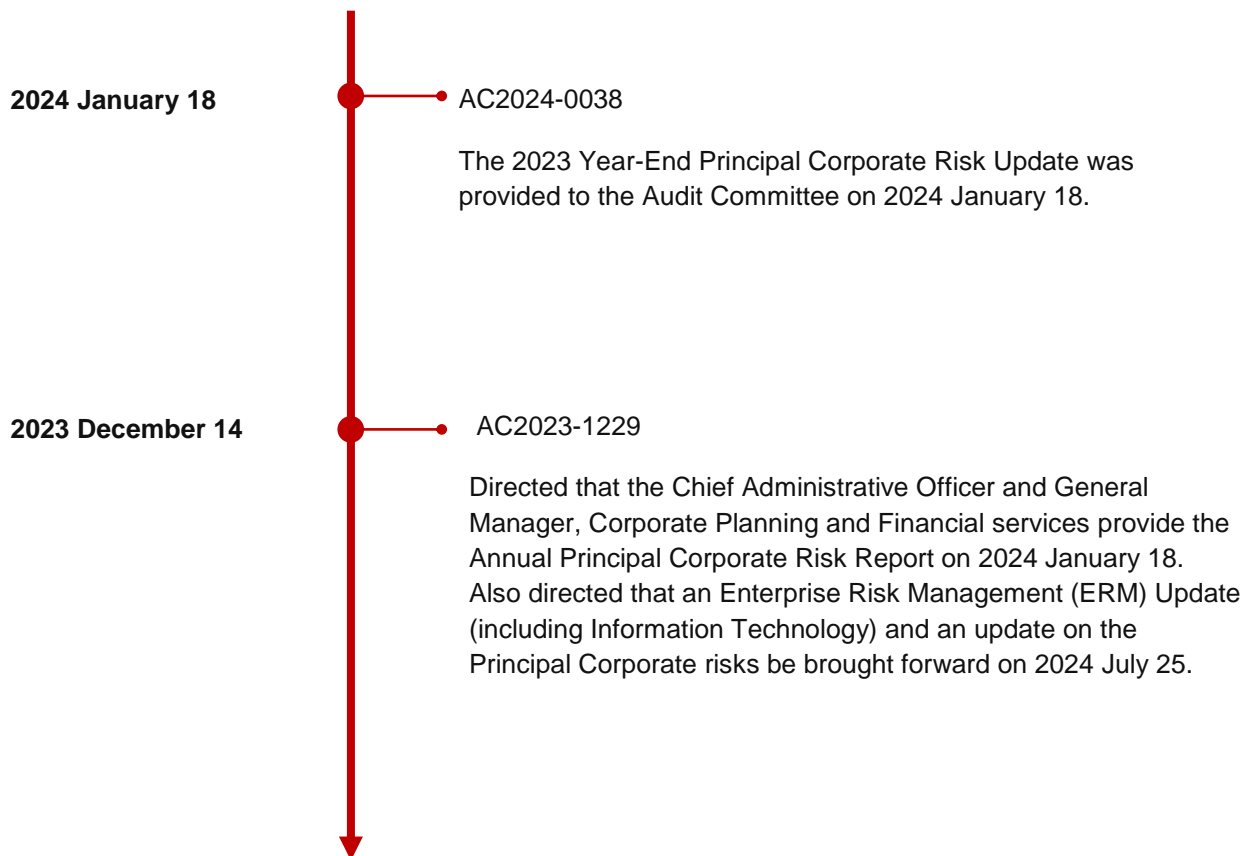
Background

In keeping with the Audit Committee's mandate for assisting Council in its oversight and stewardship responsibilities in relation to risk management, this report is the second of two scheduled 2024 reports providing the Audit Committee and Council with an update on the most strategic risks facing The City of Calgary.

Previous Council Direction

The Audit Committee's 2024 Work Plan was approved by the Audit Committee on 2023 December 14. As a part of this Work Plan, the Audit Committee directed the Chief Administrative Officer and the General Manager, Corporate Planning and Financial Services to provide the Mid-Year Corporate Principal Risk Report on 2024 July 25.

Principal Corporate Risk Report Timeline



Bylaws, Regulations, Council Policies

Audit Committee Bylaw 33M2020

The mandate of the Audit Committee includes assisting Council in fulfilling its oversight and stewardship responsibilities by gaining and maintaining reasonable assurance in relation to risk management (Section 4(1)(ii)).

The Audit Committee is authorized to request reports from the City Manager on The City's Integrated Risk Management and corporate risks, at least twice a year (Section 5(c)(ii)).

The Audit Committee oversees The City's process of risk identification, analysis, and management procedures to mitigate risk (Schedule A, 4(b)).

Integrated Risk Management Council Policy (CC011)

On 2020 February 3, the updated Integrated Risk Management Policy was approved by Council (AC2020-0022). Council adopted the Policy to provide a more systematic and consistent approach to risk management at The City of Calgary.

The City’s Risk Profile at Mid-Year 2024

While some key pressures remain, The City’s Risk Profile remains predominantly stable compared to the last risk update. This information is provided to the Audit Committee to support in their role as an oversight body on The City’s risk management practices. To this end, this risk profile provides the information necessary to explore interdependencies between the Principal Corporate Risks (PCRs). Stressors monitored through the Financial Sustainability Risk, for example, can increase strain on other risk areas. Similarly, a strategic approach to our risk response strategies can highlight cross-corporate efforts that can affect more than one PCR. In 2024 July, there will be Council decision making on Green Line, anticipated to include scope, budget, funding, risks, and governance. However, the final report of the Bearspaw South Feeder Main Break Independent Review is not expected until 2025. In addition to this external review, internal reviews are being conducted by CEMA and Water Services. The ERM team will adjust risk reporting based on the outcomes of these processes in consultation with the risk owners.

By exploring the PCRs collectively, we can better set ourselves up to take on the optimal amount of risk where opportunities are pursued, undesirable outcomes are avoided or minimized, and upside risk is explored.

This update includes an integrated view of The City’s top risks, including any changes in the ratings, as well as risk-specific information and the results of the mid-year 2024 cross-corporate risk review.

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PART 1: ENVIRONMENTAL SCAN

The Enterprise Risk Management (ERM) team has identified the top pressures to the organization that can result in:

- a) Long-term or chronic pressure which may strain the organization or cause us to revise our risk response strategies.
- b) Increase the likelihood or severity of an acute risk event.

By monitoring and managing the internal and external pressures and challenges that affect The City's risks, we are better able to avoid undesirable impacts and capitalize on opportunities as they present themselves while continuing to focus on delivering services to Calgarians.

Internal Pressures:

<i>Pressure</i>	<i>About</i>
<i>Financial Constraints</i>	Inflation and cost increases are key contributing factors which continue to put pressure on our financial resources. Also, there are challenges related to lack of funds/resources, and budget limitations are frequently mentioned across various risk categories.
<i>Capacity Constraints</i>	Many services highlight challenges related to insufficient workforce capacity, labour shortages, competing priorities, change fatigue, and capacity constraints impacting service delivery and project completion.
<i>Service Demand Complexity</i>	Increased service demands, changing customer expectations, and the need to meet legislative and best-practice compliance are noted as pressures which are contributing to an increase in work complexity.
<i>Process Challenges</i>	Challenges related to the clarity, consistency, sufficiency and coordination of internal processes, policies or procedures were noted by many services.
<i>Recruitment and Retention</i>	The City continues to face challenges in recruitment and retention due to a competitive labour market, increased expectations from job seekers (such as pay and flexibility) and staff turnover. Some services also noted other challenges attributed to knowledge gaps, higher learning curves and training.

External Pressures

<i>Pressure</i>	<i>About</i>
<i>Population growth</i>	Population growth has the potential to impact housing demand and economic activity. Calgary's population increased by 3 per cent in 2023, while new dwelling units are unable to adjust this creates a demand-supply imbalance that is expected to keep housing prices elevated. Hiring in Calgary remains strong but not enough to absorb the increasing population and reduce unemployment. As of May 2024, the unemployment rate in Calgary Economic Region was 8 per cent.

<p><i>Polarization of political discourse</i></p>	<p>Polarization as a pressure can impact everything from trust in government to our ability to work effectively with critical interested parties.</p> <p>During periods of heightened polarization within political discourse, The City can experience increased strain on intergovernmental relations and community engagement.</p>
<p><i>Intergovernmental funding strain</i></p>	<p>Downloading of costs and decreased funding from the Provincial and Federal government is putting more strain on The City’s resources. These are ongoing pressures due to changes in government funding priorities.</p>
<p><i>Public Safety</i></p>	<p>Community Perception: The percentage of Calgarians who feel safe decreased from 77 per cent in 2022 to 69 per cent in 2023, though early indicators demonstrate some improvement in that area in 2024. Nevertheless, safety on public transit and downtown areas does remain a pressure.</p> <p>The City is also monitoring heightened pressures related to mental health and addiction.</p>
<p><i>Social Pressures</i></p>	<p>Other noted pressures were related to social challenges, including social disorder, food and housing insecurity, increase in vulnerable populations and mental health and substance abuse.</p>
<p><i>Economic</i></p>	<p>Overall, The City of Calgary’s economy is mostly stable with some positive trends since the last risk update. The Bank of Canada announced its first policy interest rate cut in nearly 4 years on June 5, and is expected to lower the rate further in the second half of the year which will lower borrowing rates driving increased residential investment.</p> <p>Calgary’s inflation eased to 3.6 per cent in May 2024. Affordability, and in particular housing costs, remains a pressure though.</p> <p>In addition, supply chain disruptions continue to put pressure on projects and operations. The City is closely monitoring these pressures and associated impacts on costs, including cost of borrowing and procurement.</p>
<p><i>Artificial intelligence</i></p>	<p>Artificial intelligence (AI) as a pressure can serve as a catalyst for both positive and negative risk to the organization, including The City’s exposure to cyber risk. AI itself requires significant computing power and the demand on data centers and high-powered computing devices is creating sustainability risks related to climate and environment. In addition, AI is creating a higher potential for misinformation which poses a risk to democratic processes. AI can be used to help identify misinformation, but it may not be able to prevent the potential negative impact on voters.</p> <p>Moreover, as AI becomes more integrated into the workplace, individuals will have the opportunity to adapt their roles. The City must proactively address workforce training and necessary adjustments to</p>

cope with this increasing pressure. Additionally, AI has the potential to drive both efficiencies and innovations.

Climate Change

Extreme weather events, climate change, and environmental risks are mentioned as pressures affecting services particularly with regards to sustainability and infrastructure.

Calgary experienced significant regional precipitation and cool temperatures this spring, thus Calgary's water supply conditions remain normal.

PART 2: THE CITY'S RISK PROFILE OVERVIEW

Figure 1 below presents the rating of each of the nine PCRs, as made up by their likelihood and potential impact. There are no changes to The City's PCR risk ratings since our last risk report, AC2024-0038, presented 2024 January 18.

Figure 1: The City's Principal Corporate Risk Ratings

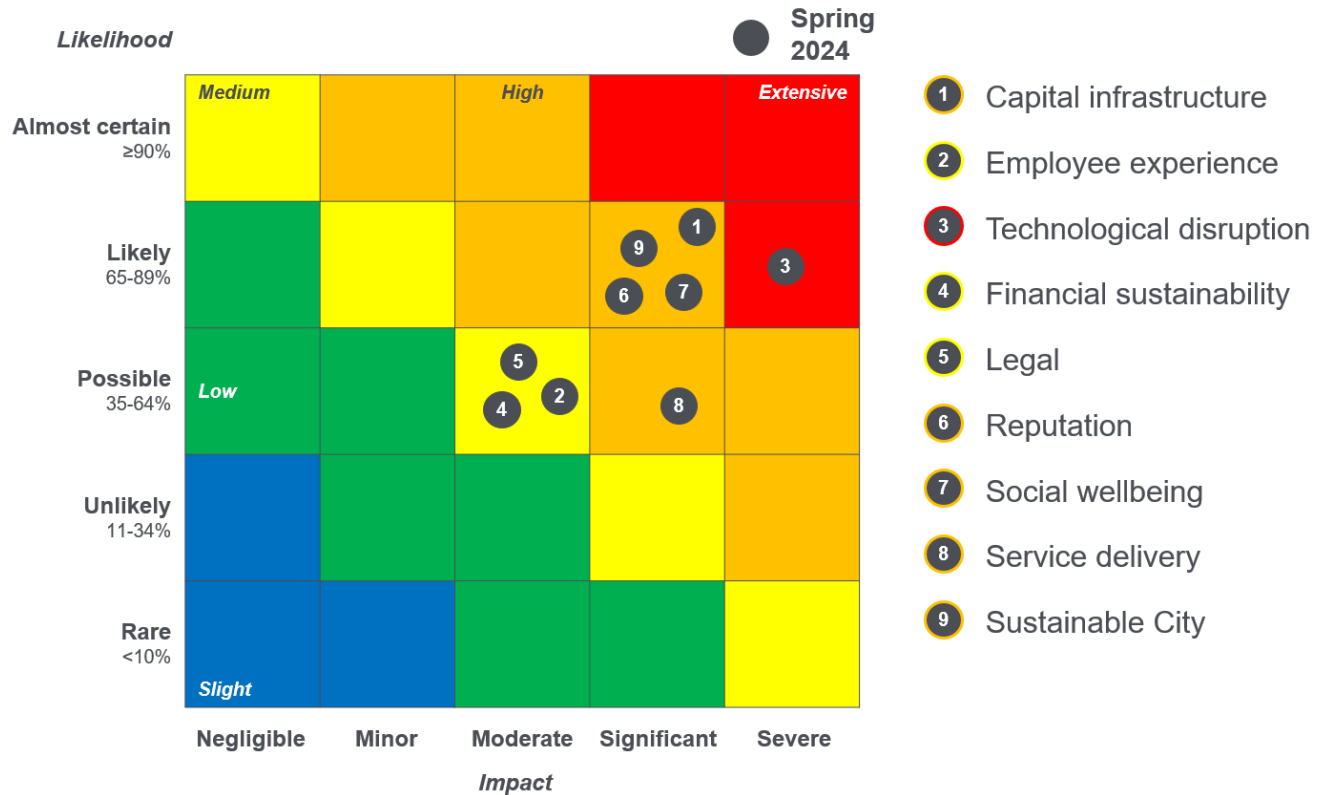


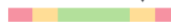













































Figure 2: Principal Corporate Risks Dashboard as of 2024 June 10

Principal Corporate Risk	Residual Risk Rating (Jan 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Capital Infrastructure Risk			On Track	↑	Monitor 	
Employee Experience Risk			On Track	↑	Monitor 	
Technological Disruption Risk			On Track	↑	Monitor 	
Financial Sustainability Risk			On Track	→	Maintain 	
Legal Risk			On Track	→	Maintain 	
Reputation Risk			On Track	↑	Maintain 	
Social Wellbeing Risk			On Track	↑	Monitor 	
Service Delivery Risk			In Progress	↑	Monitor 	
Sustainable City Risk			In Progress	→	Monitor 	
Legend	<ul style="list-style-type: none">  Slight  Low  Medium  High  Extensive 		<p>On Track - All risk responses are on track. In Progress - Some risk responses are delayed In Development - Risk responses are under development</p>	<ul style="list-style-type: none"> ↓ Decreasing → Stable ↑ Increasing 	<p>Maintain - within risk appetite Monitor - within risk tolerance Reduce - above risk appetite and tolerance</p> <p>Full definitions in Appendix 2</p>	<ul style="list-style-type: none">  Slight  Low  Medium  High  Extensive

Notes:

- The dashboard was populated from information collected from a variety of sources: The Corporate Risk Review process, a review of The City’s response strategies, and from other risk reporting at The City. The year end Corporate Risk Review is itself informed by the service risk registers, Corporate Operating Risks, and PCR specific updates. All eligible services submitted a risk register, *with the exception of Appeals and Tribunals* as no risks have been identified for that service line at this time and *Executive Leadership* service line. The ERM team is working with the Corporate Strategy team on the Executive Leadership service line risk register.
- Risk definitions are tabulated in [Appendix 1](#).
- The residual risk ratings trend is available in [Appendix 3](#) for reference.

PART 3: THE PRINCIPAL CORPORATE RISKS (ALPHABETICAL LISTING)

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Capital Infrastructure Risk GM, Infrastructure Services	■	■	On Track	↑	Monitor	■

Risk Rating

The risk rating (“High”) remains unchanged, whereas the risk trend (“Increasing”) has shifted from 2024 January (“Stable”).

Uncertainties related to capital infrastructure, supply chain, and procuring contracts

The City currently owns over \$100 billion in assets. These assets include buildings, bridges, facilities, roads, machinery and equipment, parks, and other infrastructure that enables The City to deliver valuable services to Calgarians. On June 5, 2024, The City’s Bearspaw South Feeder Main experienced a catastrophic failure that resulted in over 30 days of city-wide service disruption. Despite significant impact to the adjacent community, businesses and Calgarians, the affected pipe represents only a fraction of The City’s total infrastructure assets.

The City’s asset management plan requires continual balancing between ensuring public safety and service continuity, and fiscal prudence and affordability. The City’s infrastructure gap, which is the difference between the infrastructure investment needed to meet desired service levels and preventative maintenance, and the resources made available to address those needs, is estimated to be more than \$7 billion.

In addition, the ongoing trend of skilled labour shortage in the Canadian construction industry continues to impact The City’s ability to deliver Capital Infrastructure for Calgarians and close the infrastructure gap.

The growth in the size of Alberta’s construction workforce has been matched by a growth in the number of vacancies, which remains elevated when compared to the total for all industries. An aging workforce and a drop in construction trade enrolments are expected to worsen the situation according to Calgary’s 10-year Labour Market Outlook, leading to a replacement demand of more than 21,000 openings between 2023 and 2033.

A similar challenge exists internally in that certain vacant positions have been difficult to fill. In 2023, Infrastructure Services’ average true vacancy rate, which measures the number of vacant positions that no

employee holds reversion rights to, was approximately 11 per cent (which is higher than The City's overall average of approximately 9 per cent).

Labour shortage impacts construction project timelines, amplifies cost escalation, and hinders the delivery of needed infrastructure for Calgarians. Insufficient funding, aging/deteriorating infrastructure, inflationary pressures, supply chain, and procurement delays are other notable factors affecting infrastructure service delivery in Calgary. In addition, some services noted challenges related to corporate capacity (funding and resource constraints) as well as internal processes.

The City continues to monitor its capital infrastructure risk and identify measures to manage and close the infrastructure gap. It is anticipated that the Bearspaw South Feeder Main Break – Independent Review will also detail potential risks and recommendations.

Strategic Insights from Key Risk Metrics

The more than \$7 billion infrastructure gap requires strategic allocation to meet growing demand. Additionally, asset conditions impact service continuity and/or service levels. At present, there is insufficient funding in place to carry out broad infrastructure asset inspection and assessment programs. These programs are essential to maintain information on asset condition and performance. Persistent vacancy rates in construction and infrastructure services impact project delivery. Non-residential building inflation, driven by material costs, remains elevated but is trending downward.

Refer to page 1-2 in Attach 3 - Public Key Risk Metrics (AC2024-0518).

Risk Response

Current

- Asset lifecycle planning and prioritization to balance lifecycle maintenance with growth in capital investment programs.
- Update of Asset Management Administration Policy and continuation of Asset Management Maturity Program.
- Proactively monitoring capital and reserves to mitigate capital funding and financing risk.
- Pursuing capital funding from multiple sources.
- Sequencing projects to create a consistent and steady flow of work for consultants and contractors.
- Maintaining regular dialogue with consultants, contractors, and industry organizations to build a common understanding of labour challenges and identify potential mitigation measures.
- Allocating contingency funds to projects to address unforeseen challenges that may arise during project development or delivery.
- Progressive deployment of the corporate Supply Chain Resilience (SCR) Strategy to guide Procurement operations.
- Implementing procurement planning and contracting strategies to best share risks and mitigation activities between The City and contractors.

Upcoming

- Develop a comprehensive asset life cycle and management plan aligned to capital funding program.

- Develop and fund emergency response plans to address potential infrastructure and asset failures promptly.
- Advance and improve asset management analysis, reporting, and targets to better predictability of rehabilitation timing and requirements.
- Review the delivery of preventative maintenance programs.
- Develop a resourcing and funding plan to support critical preventative maintenance programs that include infrastructure asset inspections and analysis to have consistent and current information on asset condition and performance.
- Increase advocacy for provincial government investment in training and apprenticeship programs to increase the number of new entrants to the construction industry.
- Update debt policy and debt issuance procedures for administration to ensure The City utilizes debt prudently and efficiently in accordance with best practice as applied in the context of municipal fiscal policy and current treasury management practices.
- The Corporate Budget Office will review capital reserves in 2024, pending the outcome of the provincial changes to the capital funding under the local government fiscal framework that may impact The City's future capital funding from the province.
- In-year recast of 2024 capital budget to right-size the annual capital budget to reflect cash flow timing more accurately.

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Employee Experience Risk GM, People, Innovation & Collaboration Services	■	■	On Track	↑	Monitor	■

Risk Rating

The risk rating (“Medium”) and risk trend (“Increasing”) are unchanged from 2024 January.

Uncertainty related to recruitment, retention, safety, and engagement.

Employee experience is a multifaceted risk requiring a cross-organization approach across many fronts. This includes creating a strong employee value proposition, actively working to hire/retain key positions, offering learning and development opportunities and other supports, fostering a physically and psychologically safe workplace, supporting employees who are exposed to an increased frequency and severity of hateful comments, and ensuring we learn from and address the trauma experienced by racialized staff both as employees and members of the community.

Some key pressures affecting this risk are:

- Shortage of available talent in the labour market for certain key positions has made some hiring and retention challenging.
- Employees are managing internal and external demands including increasing pace of change with limited capacity, leading to wellness challenges, and higher absenteeism.
- External factors, including international conflicts, social disorder, hate toward equity deserving groups, may impact employee health, safety, and wellness.
- Indigenous, Black, and diverse Racialized staff are facing physical and psychological challenges due to racial trauma, racial discrimination and systemic racism which may affect their psychological health and the implementation of the Anti-Racism Strategic Plan.
- An increase in crisis responses and Emergency Operation Centre (EOC) activations thus increasing employees’ stress level.

In addition, some services noted some challenges related to internal processes, governance, and accountability. Employee experience is a key factor in our ability to attract and retain top talent. There is a risk that The City will not be able to respond quickly or adequately to the pace of demand for a workplace that reflects the expectation of current and prospective employees. A weak talent pool could impact all aspects of City’s business and services.

Strategic Insights from Key Risk Metrics

The City demonstrated a commitment to safety and employee well-being. The Total Recordable Injury Frequency (TRIF) improved, with a favorable year-end result of 8.5 compared to the target of 9.0. Strengths identified in the Safety Climate survey included employee responsibility for safety and management support for health issues. However, areas for improvement include safety incident discussions, training, and addressing inappropriate behavior. The Mental Health Index showed a positive trend, reaching 75, but workload management and balance factors decreased slightly. While physical safety and psychological support remain strong, recognition and reward need enhancement.

Refer to page 2-3 in Attach 3 - Public Key Risk Metrics (AC2024-0518) and Attach 4 – Confidential Key Risk Metrics (AC2024-0518).

Risk Response

Current

- Developing a strong Employee Value Proposition which will assist The City in attracting and retaining top talent.
- Actively and strategically recruiting key positions.
- Providing education, training, and support on restorative workplace practices, human rights, vicarious trauma, psychological safety, and other key areas of the employee experience.
- Addressing employee injuries, sickness, productivity losses, and costs due to working injury and absenteeism to improve the employee experience and the safety culture.
- Improving the Safety Data Management System to support employees and leaders to report and respond to safety risks and occurrences more fulsomely.
- Implementing the Equity, Diversity, Inclusion & Belonging Framework & Strategy including business units' action plans and accountability reporting.
- Training and providing support, tools to employees that may receive hateful content (Social Media, Research, Public Engagement), and developing processes to accurately reflect public discourse without amplifying hate speech.
- Developing recommendations that create racially responsive safe spaces to decrease the impacts of racial trauma and developing a safety plan that supports Indigenous, Black, and diverse Racialized staff who have lived and living experiences with racial trauma.
- Continued focus on Employer of Choice initiatives.
- Responding to Corporate Employee Survey results with an action plan to address growth and development, workload management/balance, and psychological protection/safety.
- Targeted, widespread advertisement of job openings, and competitive compensation/benefits/flexible work to attract talent.
- Increasing wellness programs including awareness campaigns, incident debriefs, safety inspections, and management strategies.

Upcoming

- Developing an overall strategic talent plan (a “People Plan”) for The City.
- Refreshing the Employee Value Proposition and other strategic tools to remain competitive in the job market.
- Implementing more active and targeted recruitment for key positions.



- Implementing “Employer of Choice” initiatives.
- Communicating the results of, and recommend actions in response to, the Corporate Employee and Speaking Up surveys to leverage insights on how to improve the employee experience at The City.
- Educating employees on how to manage Racial Trauma in the workplace.
- Creating a set of strategies and actions aimed at reducing and preventing hate-based behaviours, attitudes, and incidents within the community and our organization.
- Enhancing racially responsive mental health support by continuing to work with our Employee & Family Assistance Program (EFAP) provider to advocate for increased racially informed services for Indigenous, Black, and diverse Racialized employees.

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Technological Disruption risk GM, People, Innovation & Collaboration Services	■	■	On Track	↑	Monitor	■

Technological Disruption risk

Risk Rating

The risk rating (“Extensive”) and risk trend (“Increasing”) are unchanged from 2024 January.

Uncertainty related to cyber-attacks and technology availability and operations.

The City’s response to technological disruption requires a cross-organizational approach including monitoring, detection, avoidance, and mitigation of potential risks. With business units’ increased demand for customized and interconnected systems and rapid technological advancements, education of employees on the importance of regular upgrades and avoiding inadvertently introducing risk will support proactive detection and mitigation of risks.

The rapidly evolving sophistication, severity, and frequency of cyber-attacks, combined with increasingly diverse IT environments and solutions, increases the risk of technological disruption at an exponential rate. The organization's reliance on technology to deliver customized service across many platforms requires a focus on monitoring, detecting, and mitigating technology risks. In addition, some services noted challenges related to technology limitations, funding availability, and capacity constraints.

Strategic Insights from Key Risk Metrics

Calgary’s cybersecurity landscape presents both challenges and opportunities. Vigilance is crucial in protecting against malicious emails, particularly those containing URL threats. Comparing with peers, The City fares slightly better but still faces risks related to high click rates on malicious links. Ensuring Windows device patching remains critical. Consistent use of multi-factor authentication (MFA) enhances security, while efficient account management mitigates unauthorized access risks. Incident response efficiency and cyber awareness training completion are key focus areas.

Refer to Attach 4 - Confidential Key Risk Metrics (AC2024-0518).

Risk Response

Current

- Tracking, analyzing and mitigating cyber threats.
- Completing cyber security updates on devices, including reminders to City employees who have not completed updates to increase compliance.
- Cyber security training to increase employees’ understanding and compliance with best practices.

- Leveraging Artificial Intelligence (AI) for security to enhance tracking, analyzing, and mitigating cyber threats.
- Executive Leadership Team and Senior Management Team business continuity preparation.
- Planning cyber tabletop exercises with the Emergency Management team.
- Continuously enhancing the protection against ever-changing cyber threats.
- Aggressively reducing technology debt by decommissioning legacy systems and infrastructure.
- Implementing strict controls and monitoring of administrators' machines and accounts.
- Review of processes to reduce social engineering attack vectors.
- Tracking and managing assets while also reviewing, reporting, and monitoring of incidents.
- Automation and transition to cloud, regular data back-ups, system redundancies and creation of incident response plans.

Upcoming

- Continue tracking, analyzing, and mitigating cyber threats.
- Continuously initiate cyber security updates on devices, including reminders to City employees who have not completed updates to increase compliance.
- Deliver Cyber security training to increase employee understanding and compliance with best practices.
- Continuing to explore artificial intelligence opportunities to improve efficiency in Customer Service and Communications and assist with combatting misinformation and disinformation.

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Financial Sustainability Risk GM, Corporate Planning & Financial Services	■	■	On Track	→	Maintain	■

Risk Rating

The risk rating (“Medium”) is unchanged from 2024 January, while the risk trend has changed from (“Increasing”) to (“Stable”).

While The City continues to face acute financial pressures, overall indicators point to a stable risk trend.

Uncertainty related to managing the organization’s finances

The City faces pressure from economic volatility due to current macroeconomic conditions including exposure to inflation, cost fluctuations, and the ability to procure materials in a timely fashion due to supply chain disruptions. The inflation rate will continue to be monitored as Calgary is still experiencing among the highest rate of inflation in the country.

The City’s financing risks due to sole reliance on provincial borrowing is now mitigated by the Council approval of a new corporate borrowing strategy which provides an option to borrow from the debt capital markets. The City continues to diversify its financing sources, such as the Canada Infrastructure Bank and Federation of Canadian Municipalities.

Specific funding uncertainty risks persist due to reliance on the provincial and federal governments for significant portion of capital funding for certain major projects. If The City is unable to obtain long-term capital funding beyond 2024-2025 for the Local Government Fiscal Framework, financial risks could materialize which may impact The City’s service delivery. The Municipal Sustainability Initiative (MSI) ends in 2023-24 and will be replaced by the Local Government Fiscal Framework. The Local Government Fiscal Framework for 2024-25 is budgeted at \$722 million (\$223.86 million for Calgary) and for 2025-26 is to be \$880 million (\$254.9 million for Calgary). This is 36 per cent less than the historical average of MSI Capital and the Basic Municipal Transportation Grant.

The property tax remains a stable source of revenue, with approval of 2023-2026 property tax increases in line with population growth and inflation. Debt levels between 2024-30 are anticipated to range between 40 to 50 per cent of The City’s debt limit. The City’s financing constraints are subject to significant internal pressures such as the timing of Green Line delivery program and debt as well as external pressures such as costs variations due to inflation, and possible elevated interest rate environment, and debt pricing increases from any borrowing from the Province of Alberta. In addition, several services noted pressures related to competition for investment and development due to more favourable tax environments and lower costs offered by other municipalities.

Strategic Insights from Key Risk Metrics

- Calgary's inflation is 3.6 per cent as of May 2024. Affordability, and in particular housing costs, remains a pressure. Inflation directly impacts household budgets, eroding purchasing power. As prices climb, essential goods and services become less affordable, potentially leading to economic instability.
- The Green Line project's timing and magnitude could tip the debt limit balance, affecting financial stability. Prudent debt management is crucial.
- A growing labor force (6.0 per cent Year over Year) is positive, but it must align with employment growth. Failure to address unemployment could jeopardize overall financial health.

In summary, addressing inflation, managing debt wisely, and fostering employment growth are pivotal for Calgary's sustained financial well-being.

Refer to page 3 in Attach 3 - Public Key Risk Metrics (AC2024-0518).

Risk Response**Current:**

- The City's approach to financial sustainability and resilience is described in the 2021-2032 Long Range Financial Plan.
- Strategies and tactics are used in Administration's preparation of both the four-year service plan and budget, and annual adjustments.

Upcoming

- Managing service changes in line with financial capacity while seeking efficiencies.
- Exploring additional revenue opportunities.
- Leveraging unfilled vacancies to sustain financial capacity.
- Using reserves where prudent.
- Making appropriate changes to the level of capital investment. In addition, Council will need to continue considering property tax increases that keep pace with population and inflation growth. Calgary's population continues to grow at unprecedented rates, with the city experiencing increased interprovincial migration.

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Legal Risk City Solicitor & General Counsel	■	■	On Track	→	Maintain	■

Risk Rating

The risk rating (“Medium”) and risk trend (“Stable”) are unchanged from 2024 January.

Legal Risk Environment

The current political, and societal landscape continues to generate new and more complex business and legal issues facing the corporation. It is necessary to ensure the appropriate resources are in place to effectively identify, respond to and manage these risks.

There is a continued increase in volume, velocity, and complexity of business and legal issues, requiring individuals across the Corporation with appropriate expertise to identify matters of concern, identify when to involve supporting services (such as Legal Services) and lead the matter to resolution. Complex and high-risk matters are often escalated to Legal Services in the ordinary course, allowing for proactive advice that supports intentional and informed decision making; however, some are not, and legal risk emerges unintentionally, creating varying degrees of legal, financial and reputational risk.

Key Risk Measures

- Volume & Nature of Legal Claims
- Formal Legal Action

Legal Risk Response

Current

- Continuing to communicate, inform and interact with customers about the importance of engaging Legal Services early and often.
- Utilizing technology to develop transparency and reporting of legal activity.
- Exploring, implementing, and managing technology-based solutions for legal instructions, legal efficiency and customer self-service (e.g., e-signatures).
- Supporting a high performing corporate team that understands risk-based decision making within corporate risk tolerance.

Upcoming

- Continue to work with ERM team to define legal risk appetite at organization wide level.
- Prioritizing and focusing legal resources on risk management activities.



- Assess legal risk using a robust framework informed by data and scenario planning to ensure legal risk is being managed within corporate risk tolerance.
- Legal Services continues to build strong cross corporate relationships, improve overall risk understanding and align approach.
- Continued attendance and involvement of City Solicitor & General Counsel and members of Legal Services in governance/decision making meetings (Council, ELT, SMT, CMT).
- Legal services continue to review the data to identify trends and drivers around legal risk.
- Continue legal resources staff cross training.

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Reputation Risk Chief Administrative Officer	■	■	On Track	↑	Maintain	■

Risk Rating

The risk rating (“High”) is unchanged from 2024 January, while the risk trend has changed from “Stable” to “Increasing”.

The most recent survey of Calgarians shows a decline in trust metrics which is consistent with other municipalities amidst global trends often related to misinformation, disinformation, and the erosion of social cohesion and increased societal polarization.

Uncertainty related to community and public relations.

A city’s reputation is often established on how effectively it handles events that draw public attention and scrutiny. Unexpected events are inevitable, however many of these events are also foreseeable, and it is the purpose of The City’s enterprise risk management system to help identify risks associated with events across the corporation from a cross-corporate perspective and focus leaders’ attention on management and mitigation strategies. In the current polarized environment often driven by misinformation and disinformation, failure to effectively deal with and resolve risks feeds a narrative damaging to The City’s reputation. In response, Administration continues to evolve its risk management system with a focus on raising awareness of emerging risks through enhanced risk metrics. The City is also focused on risk reducing communications practices such as proactive storytelling.

Some key considerations for this risk are:

- Every service, whether public facing or supporting the organization has a critical role in advancing and protecting The City’s reputation.
- Research indicates that residents and businesses share common desires when it comes to their municipal government. They seek a government that embodies trust, transparency, and responsible spending. They want transparent interactions – hassle free transactions with minimum red tape and delay, timely services that meet their needs, infrastructure that is safe and well-maintained, and clean, safe, livable communities. In short, they want value from local government, and be able to trust they will get that value.

With respect to specific measures, The City’s credit rating continues to be AA+, the strongest credit rating for a municipality in Alberta. This speaks to The City’s reputation as a financial steward and its ability to manage cash flow, debt, and preparedness for unexpected expenses. Furthermore, The City of Calgary’s methodology for measuring trust and reputation by analyzing drivers of trust is a national best practice widely mirrored by other Canadian municipalities. Accordingly, for reputational risk, the relevant performance measures and community indicators relate to the top drivers of trust which reflect resident expectations regarding the performance of their municipal government. The trend for the key drivers of trust

as were previously stable but now reveal a gradual decline. This change in the trend is being actively addressed by many of the current and future risk management strategies listed in this report.

Services indicated some risk to meeting Calgarian's expectations as expectations themselves can be volatile as well as the potential for misalignment with other orders of government. In response, services noted they are adjusting internal processes as well as a focus on advocacy.

The latest bottom-up review indicates that services are also experiencing pressures related to meeting Calgarians' increasing and evolving expectations, which are adding pressure to corporate capacity. In addition, there are continued pressures related to downloading of costs and decreased funding from the Provincial and Federal government. These ongoing pressures are due to changes in government funding priorities and are putting more strain on The City's resources.

Strategic Insights from Key Risk Metrics

Based on the 2023 Fall Survey of Calgarians, 46 per cent of residents express trust in The City, a figure that has remained essentially unchanged over the past couple of years, tracking within the survey's margin of error. However, recent results reveal a statistically significant drop in Calgarians' perceptions of how Administration and Council run The City. Satisfaction declined from 71 per cent in the Spring to 62 per cent in the Fall. Notably, this metric serves as the top driver for overall trust in The City. The shift in perception aligns with other survey data highlighting ongoing concerns related to the economy, affordable housing, and public safety. Additionally, the perceived value of property taxes remains relatively stable at 50 per cent, despite minor fluctuations within the poll's margin of error of plus or minus 2.5 per cent

Refer to page 4 in Attach 3 - Public Key Risk Metrics (AC2024-0518).

Risk Response

Current

- The Chief Administrative Officer is actively engaging community and business leaders to better understand their challenges, needs, and expectations.
- With responsibility for strategy implementation and operational excellence, the Chief Operating Officer is focused on delivering key results consistent with Council's Strategic Agenda and key priorities.
- Senior leaders are working closely with Council to strengthen trust and confidence, improve reporting and communication, and build stronger working relationships.
- The City's enterprise risk management system continues to mature driving the organization to a more robust approach to risk management that promotes a thorough understanding of operational and strategic risks including the required strategies to effectively manage risk.
- Administration continues to focus on supporting businesses through the ongoing work of the Business and Local Economy group. Enabling entrepreneurs and investors to start, grow, and expand business will help build reputation and trust with businesses and residents across Calgary. To mitigate construction impacts on business and encourage Calgarians to support local businesses during construction, Administration is piloting a business support grant for two Main Streets projects and a variety of non-financial supports such as construction area parking management, customer wayfinding and marketing programs.

- Administration continues to deliver strategic and proactive communications that focuses on providing important information that reaches a broader audience and sharing progress towards service investments through new communication tools and investments.
- With the recent update to the Issues Management Policy, additional capacity was added to the Issues Management Team to improve process and coordination across the organization and proactively engage Executive Leadership decision-making to respond to emerging issues in real time.
- Administration continues its advocacy with key external partners including other orders of government to advance The City's priorities and facilitate inter-municipal collaboration with civic partners, businesses, and community leaders. Additionally, the Administration also works with leaders in the greater Calgary region to promote regional priorities and leverage opportunities where appropriate.
- Continue to inspire a commitment to public service by improving employee satisfaction and engagement and continue to enable a safe and healthy workplace and culture that supports diversity, equity, and inclusion. Initiatives include advancing the anti-racism strategy, providing leaders at all levels appropriate development opportunities, and promoting positive employee experiences.
- Executive Leadership continues its work with the Anti-Racism Team to evolve public education and communication practices with the goal of promoting diversity, inclusion, and equity in accordance with the Anti-Racism Strategy and Action Plan.
- Administration remains focused on public engagement with Calgarians, businesses, key partners, and employees to better understand their problems, issues, and challenges and how they impact key drivers of trust.

Upcoming

- Many Calgarians are indicating challenges related to the rising cost of living. Seniors and individuals living on a fixed income are particularly hard hit. To address these challenges and to build social resilience Administration will collaborate and work closely with Council, other local organizations, and other orders of government to support affordable housing, poverty reduction, food insecurity, addiction, and mental health challenges.
- Administration will segment future focus groups with Calgarians based on their attitudes and perceptions of municipal government. Using this new approach, Administration will gain further insight and understanding into the specific issues and benefits Calgarians are experiencing with their municipal government.

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Service Delivery Risk GM, Operational Services	■	■	In Progress	↑	Monitor	■

Risk Rating

The risk rating (“High”) and the risk trend (“Increasing”) are unchanged from 2024 January,

Certain pressures related to this risk are still prevalent and as tolerance for infrastructure maintenance risks decreases, the risk realization likelihood increases.

Uncertainty related to delivering our services.

A range of existing and emerging trends present several risks to service delivery. The continued impacts of supply chain issues because of the pandemic and other cascading global events on certain services’ revenue or demands continues to magnify the impact of other service interruptions and delays. Driving alignment of planning, infrastructure development/renewal and operations around customer expectations of service performance continues to be a challenge. Imminent risks include:

- High rate of retirements and challenges attracting, retaining, and developing people as well as critical skills to compensate for retirements and loss of skilled employees.
- Constrained funding that does not keep pace with growth and lifecycle needs, leading to reduced service levels and/or deteriorating asset conditions that can lead to higher maintenance costs and unplanned service interruptions.
- Calgarians expectations of service levels continue to evolve. When we are unable to respond to new expectations customer satisfaction drops. Services also indicated pressures related to capacity constraints, social issues, and challenges related to processes clarity and coordination.

For this risk we are monitoring trends that indicate we may soon see increased pressures on Service Delivery from external sources, such as supply chain, climate, construction disruption, public safety, and social and economic pressures, as well as internal sources, such as capacity constraints, potential labour action, and ambiguity in accountability and role clarity.

Strategic Insights from Key Risk Metrics

The City made significant strides in addressing safety and infrastructure concerns. Sixteen percent of Facility Management Assets were identified as being in poor or critical condition, prompting targeted investments based on Building Condition Assessments. Meanwhile, transit service recovery resulted in 65,900 riders by year-end, reflecting the availability, affordability, and informed nature of the service. Additionally, 69 per cent of Calgarians expressed overall satisfaction with services, emphasizing the importance of meeting citizens’ needs. These efforts contribute to a safer, more efficient city.

Refer to page 4 in Attach 3 - Public Key Risk Metrics (AC2024-0518)




Risk Response

Current

- **Workforce:** Monitoring and adjusting services to accommodate changes to ensure optimal staffing levels and minimize revenue shortfalls.
 - Equity, Diversity, Inclusion and Belonging Framework rolled out with specific actions to support the workforce.
 - The hiring of a psychological safety specialist position, first of its kind, at The City to help mitigate some of the workforce challenges, negative public interactions and create support for employees.
- **Asset and Infrastructure**
 - Implementing a range of climate change actions to build climate resilience into decision-making, implement measures to mitigate future climate disasters, and pilot alternative fuel vehicles to reduce emissions.
 - Other strategies include ongoing monitoring of infrastructure status, inspections and assessments, as well as data analysis for capital investment planning and implementation of green fleet strategies. Capital maintenance gaps are monitored, escalated and prioritized to minimize cost increases and unplanned service interruptions.
- **Quality of City services and Demand for services**
 - Exploring and implementing a range of actions to address supply chain disruptions where possible, including exploring new local markets, and implementing process changes.
 - Dedicating staff in each department to maximize the benefits from departmental or service oversight of workforce strategies to enable a corporate view of the service risk and collectively mitigate.
 - Dedicating staff to oversee a centralized departmental planning function to manage overall risk through service quality and demand.
 - Innovating to better measure our performance versus the expectations of customers (e.g. Parks Customer Levels of Service).

Upcoming

- **Workforce**
 - Work with Human Resources to develop strategies to address current and emerging workforce challenges (e.g., attract, retain, and develop), and foster a culture to improve physical and psychological safety.
- **Assets and Infrastructure**
 - Work with Infrastructure Services to better understand the investment outlook for capital repairs and asset renewal; and within the department encourage data-driven decision-making on budget allocations and infrastructure planning.
 - Coordinate access to our in-service infrastructure (for projects, events) to ensure reliable service can be provided.
- **Quality of City services and Demand for services**
 - Monitor service demand and proactively manage customer expectations by exploring a consistent framework for customer experience across front-facing services.

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating (3 years)
Social Wellbeing Risk GM, Community Services			On Track	↑	Monitor	

Risk Rating

The risk rating (“High”) and risk trend (“Increasing”) are unchanged from 2024 January.

Uncertainty related to social inequity and social programs.

The complexity and magnitude of Calgarians' social needs are impacted by changes in various social and economic factors which can negatively impact social wellbeing, along with the capacity and effectiveness of both The City and our partners in responding.

Key trend highlights include:

Calgary’s inflation eased to 3.6 per cent in 2024 May. Affordability, and in particular housing costs, remains a pressure though.

The City of Calgary’s population is estimated to have grown by 5.6% in 2023. This is a substantial population growth that saw Calgary outpacing all other major Canadian cities. Most of the growth is due to net migration of 67,300, as international migrants and newcomers from other parts of Canada moved to Calgary.

The unemployment rate as of May 2024 for the Calgary Economic Region increased up to 8%, which was 2% higher than the figure from May 2023.

Applications for subsidized housing received by Calgary Housing Company were also up 4 per cent in Q1 2024 over the previous year, and up almost 10 per cent over the first quarter of the previous year. And the monthly number of site visits to the Calgary Community Food Map (showing locations to find access to no-cost and low-cost food locations) continued to climb, with visits up by over 3,000 from the previous month, a 12 per cent increase that reached the highest ever monthly visits total since tracking back to early 2022.

Mental health and substance use issues continue to impact Calgarians, with both the number and proportion of related calls to the Distress Centre's 211 support line increasing over time. Opioid deaths for the month of 2024 March hit a total of 33 deaths, which has been a small decline from the beginning of the year figure of 41 deaths for 2024 January.

Seven-in-ten (71%) Calgarians rate their overall quality of life as 'good,' this represents a significant decline from both the fall 2023 (76%) and spring 2023 (78%) figures. Around 62% believe the municipal government promotes an inclusive and accepting city, significantly lower than fall 2023 (67%) and spring 2023 (69%).

The majority of Calgarians feel that Calgary is safe overall (73%), with one-in-five indicating they feel ‘very safe’. This is a slight increase from fall 2023 figures which was rated at 69% feeling safe overall.

A strong majority (96%) of Calgarians feel safe walking alone in their communities during the day, though fewer feel safe at night (73%).

Services indicated risks related to partnerships, such as partner capacity, funding, governance, regulatory compliance, and potential default on obligations. In addition, several services noted challenges related to the clarity, sufficiency and consistency of processes and knowledge gaps. Some services also highlighted pressures related to population growth and funding availability.

The City continues to monitor and analyze wellbeing and safety issues; to develop, implement and invest in strategies that focus on prevention and improving social conditions impacting quality of life, access to opportunities, and inclusion in society; and to provide services and front-line response that supports social wellbeing, in particular for Calgarians experiencing vulnerabilities.

Strategic Insights from Key Risk Metrics

Calgary faced a multifaceted risk landscape. While property crime reduction showed promise, violent crimes increased, warranting attention. Although 75 per cent of Calgarians still perceive the city positively, quality of life ratings dipped slightly. Ensuring safety after dark remains crucial for community well-being. Substance-related emergencies surged, and housing applications rose, emphasizing the need for affordable housing. Additionally, mental health challenges persist, and economic fluctuations impact employment. A holistic approach, addressing safety perceptions, mental health support, and housing needs, is essential for community resilience.

Refer to page 5-6 in Attach 3 - Public Key Risk Metrics (AC2024-0518).

Risk Response

Current

- Coordinating community safety and wellbeing services across the corporation to ensure we are working toward common outcomes, developing long-term strategies to focus efforts on social development and prevention programming, strengthening relationships with community partners, and advocating to other orders of government for support in addressing complex social needs. Developed the implementation plan for the Downtown Safety Leadership Table recommendations; work is underway on all 28 recommendations and is expected to be completed within the timelines outlined in the report, including 11 recommendations that are expected to be completed within the year. Also announced \$1.9M in funding to support Civic partners in improving safety in and around their facilities as a result of investment approved by Council last fall to create a grant to support partners located downtown and near transit sites.
- Implementing the Public Transit Safety Strategy – focusing on an integrated response model with Calgary Police Service, connecting vulnerable Calgarians to community resources, supporting staff well-being, improving system modernization, and enhancing station infrastructure – along with continued action on earlier funding approved by Council for immediate safety improvements (additional peace officers, security guards, community outreach workers, technology improvements, enhanced cleaning, and more)
- Urgently implementing 98 actions within Home is Here: The City of Calgary's Housing Strategy 2024-2030, approved by Council in September 2023, including a focus on accelerating the use of City-owned land for affordable housing, advocating for funding from other orders of government, and supporting the sector to build and redevelop affordable housing. Includes securing funding from CMHC's Rapid Housing Initiative, the Housing Accelerator Fund, and the provincial Affordable Housing Partnership Program, and advocating for the province to

strengthen strategy and legislation to protect against the loss of affordable housing units and support the creation of new units.

- Continuing to offer Fair Entry to support access to subsidized City programs and services, including expanding both the programs offered and administrative capacity to process applications.
- Continuing to offer Crisis Intervention Specialists and increase our capacity through additional resources to support Calgarians who present to The City in crisis with connection to appropriate resources and services.
- Continuing to deliver social programs and supports that contribute to social wellbeing, reducing barriers to participation in civic life.
- Improving our organizational understanding and removing barriers to programs and services through the work of our Anti-Racism and Indigenous Relations Office Programs, and the expanded Equity portfolio.
- Maintaining a focus on strengthening community and non-profit sector capacity to support social wellbeing for all Calgarians through building and maintaining relationships, facilitating collaboration amongst partners, making strategic investments, sharing data and information, supporting advocacy efforts, and undertaking ongoing engagement to understand partners' needs and capacity constraints.

Upcoming

- Align service lines cross corporately to deliver on Council's three key pillars of resilience (Social, Economic, and Climate).
- Continuing to embed climate and environment within organizational governance and decision making.
- Build awareness, and training opportunities on climate and environmental risk.

Principal Corporate Risk and Risk Owner	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)	Progress of Risk Response	Risk Trend	Risk Tolerance / Appetite	Target Residual Risk Rating (3 years)
Sustainable City Risk GM, Planning & Development Services			In Progress	→	Monitor	

Risk Rating

The risk rating (“High”) and risk trend (“Stable”) are unchanged from 2024 January.

Uncertainty related to economic, social, and environmental pressures

Without investment, support, buy-in and collaboration from private sector and Calgarians, The City may struggle to execute the policies and plans developed in alignment with the Calgary Plan, Citywide Growth Strategy, Environment Strategy, and Climate Strategy – Pathways to 2050. Progress has been made on implementing the Climate Strategy – Pathways to 2050, however, greenhouse gas emissions are not being reduced at the necessary rate, which poses an increased risk to our economy, environment, people, and City reputation. There are opportunities associated with developing and implementing green technologies in Calgary and applying an equity lens to ensure access to environmental and climate services is available for all.

In addition, services noted challenges related to extreme weather events, climate change and environmental impacts. In particular, drought was highlighted as a concern as it can lead to forest fires, tree mortality and other issues. Services also noted other challenges related to City growth, economic conditions, and funding constraints.

Refer to page 7 in Attach 3 - Public Key Risk Metrics (AC2024-0518).

Risk Response

Current

- Calgary Plan to reflect triple-bottom-line, climate risk/GHG reduction and other risks.
- Adapt to ensure we are meeting housing supply needs that match the projected population increase. Ensure intentionality around our actions and policies for sustainable growth & climate change mitigation and adaptation.
- Sustain relationships with regional partners.
- Incorporate the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) outlined in the White Goose Flying Report.
- Ensure realization of housing units over next three years as per the Housing Accelerator Fund (HAF) agreement.
- Continue implementation of Environment Strategy & Climate Strategy-Pathways to 2050.
- Continue to incorporate Service Line approach and utilization of cross corporate collaboration when planning and decision making.



Upcoming

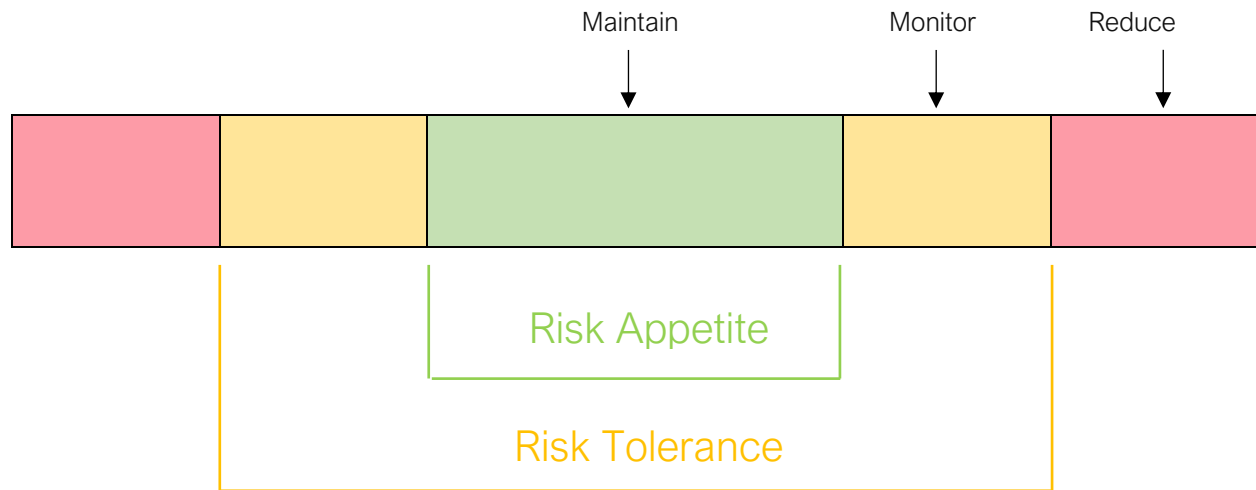
- Climate Action through Land Use Bylaw amendments.
- Continue to align service lines' cross corporate coordination to deliver on Council's three key pillars of resilience (Social resilience, Economic resilience, & Climate resilience).
- Develop/implement climate reporting tools.
- Will continue to embed climate and environment within organizational governance and decision making.
- Build awareness, and training opportunities on climate & environmental risk.

APPENDIX 1: RISK DEFINITIONS

Name of the Principal Corporate Risk	Risk Definition
Capital Infrastructure Risk	Capital infrastructure may be delayed, experience decreased levels of service, or failure due to competing priorities, limited funding, operational challenges, or aging infrastructure. This could result in an inability to deliver needed infrastructure, compromised public safety, service impacts and increased costs to The City.
Employee Experience and	Employee experience is a key factor in our ability to attract and retain top talent. There is a risk that The City will not be able to respond quickly or adequately to the pace of demand for a workplace that reflects the expectation of current and prospective employees.
Technological Disruption Risk	The rapidly evolving sophistication, severity and frequency of cyber-attacks, combined with increasingly diverse IT environments and solutions, increases the risk of technological disruption at an exponential rate. This could impact the organization as it is reliant on technology to deliver customized service across a multitude of platforms.
Financial Sustainability Risk	A risk that The City of Calgary is unable to maintain strong financial capacity. This could manifest as a sudden financial constraint, including lower revenues or higher expenses. It arises from external forces and shocks, such as reduced funding from other orders of government or higher than anticipated expenses due to higher population growth or inflation or cost for service delivery. Generally, this risk increases if the variability in the broader economic context for our operations triggers a significant shift in any revenue or expense category.
Legal Risk	Comprehensive business processes, along with intentional and informed decision making is necessary for the corporation to meet legal compliance requirements and otherwise conduct city business within corporate risk tolerance. This requires the provision of timely professional advice, the absence of which could result in financial losses or unnecessary business, legal or reputational risk for The City.
Reputation Risk	Residents, businesses, and strategic partners need to trust that The City will safely and effectively manage its resources and deliver valued services in an efficient, timely, fair, and equitable manner. Loss of confidence in our municipal government and local leadership will create problems in recruiting and retaining staff, negatively impact Administration’s working relationship with Council and other orders of government and may adversely impact residents’ quality of life and their perception of Calgary being a great place to make a living and make a life.
Social Wellbeing Risk	There is a risk that The City may not have the capacity to meaningfully contribute through a systemic, holistic approach to the advancement of social wellbeing for all Calgarians due to the increasingly complex social needs and higher demand for services that can result from changing socio-economic and other factors. The potential impacts are deteriorating social wellbeing outcomes – quality of life, access to opportunities, and inclusion in society – for Calgarians, in particular those experiencing vulnerabilities, along with increased pressure for The City and partners to respond, reputational concerns, higher service costs, and in the longer term, possible financial losses resulting from a declining population and economy.

Name of the Principal Corporate Risk	Risk Definition
Service Delivery Risk	There is a risk that the quality of public-facing services will decline due to workforce challenges, asset risks, changes in service demand, an increase in negative public behaviour and/or environmental/climate change; these ultimately result in a loss of confidence in government and a reduction in customer satisfaction.
Sustainable City Risk	Economic, social, and environmental sustainability are critical for The City. Significant contributing factors to this risk are variability in population growth, economic activity, and environmental trends. Impacts from this risk are also likely to be experienced to different degrees spatially within the city and more severely by marginalized groups. Associated long-term and wide-ranging risk considerations for not creating a sustainable city include financial, operational, social, environmental, regulatory and reputational considerations.

APPENDIX 2: RISK APPETITE/TOLERANCE LEVEL



Maintain	Monitor	Reduce
<p>Within risk appetite</p> <p>The current level of hazard/uncertainty, as assessed as part of the Corporate Risk Review process, is consistently in line with the results that were strategically planned and expected and operating at a risk level that the organization is comfortable accepting or maintaining.</p>	<p>Within risk tolerance</p> <p>The current level of hazard/uncertainty, as assessed as part of the Corporate Risk Review process, is within tolerable limits or range, but results may not be sustainable. It is important to continue to closely monitor and assess the risk.</p>	<p>Above risk appetite and tolerance</p> <p>Where the current level of hazard/uncertainty, as assessed as part of the Corporate Risk Review process, is above tolerable limits or range and operating at a level of risk exposure where additional actions are required to reduce the risk to a tolerable or acceptable level.</p>

APPENDIX 3: PCR RESIDUAL RISK RATING TREND

Principal Corporate Risk	Residual Risk Rating (July 2022)	Residual Risk Rating (January 2023)	Residual Risk Rating (July 2023)	Residual Risk Rating (January 2024)	Current Residual Risk Rating (June 2024)
Capital Infrastructure Risk	■	■	■	■	■
Employee Experience Risk	Not Rated ⁽¹⁾	■	■	■	■
Technological Disruption Risk	■	■	■	■	■
Financial Sustainability Risk	■	■	■	■	■
Legal Risk	■	■	■	■	■
Reputation Risk	■	■	■	■	■
Social Wellbeing Risk	■	■	■	■	■
Service Delivery Risk	■	■	■	■	■
Sustainable City Risk	■	■	■	■	■

Legend: ■ Slight | ■ Low | ■ Medium | ■ High | ■ Extensive

(1) Prior to 2023, the risk ratings for "Employee Experience" and "Technological Disruption" were combined into one risk rating labeled as "Employee Experience and Technological Disruption Risk" in The City's Risk Profile.

APPENDIX 4: RISK MATRIX

		Level	Prob. %					
Likelihood	5 Almost Certain	≥ 90%	Medium	High	High	Extensive	Extensive	
	4 Likely	65-89%	Low	Medium	High	High	Extensive	
	3 Possible	35-64%	Low	Low	Medium	High	High	
	2 Unlikely	11-34%	Slight	Low	Low	Medium	High	
	1 Rare	< 10%	Slight	Slight	Low	Low	Medium	
				Impact				
				1 - Negligible	2 - Minor	3 - Moderate	4 - Significant	5 - Severe
				Minimal impact. Still able to achieve objectives without disruption.	Coping strategies required - able to be addressed with existing plans and resources.	Some challenges on ability to achieve objectives. Some delay. Some aspects of objectives are only met in part.	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed.	Unable to meet objectives due to serious, extended disruption.
Impact Categories	Workforce	<ul style="list-style-type: none"> Minor injury or first aid treatment. Low turnover; easy to hire people with required skills in a timely fashion. 	<ul style="list-style-type: none"> Injury requiring treatment by medical practitioner and/or lost time from workplace. Minor psychological impact. Some turnover; some difficulty in hiring people with required skills in a timely fashion. 	<ul style="list-style-type: none"> Major injury or psychological illness/hospitalization. High turnover; small delays in ability to hire people with required skills in some areas of the organization. 	<ul style="list-style-type: none"> Permanent, or multiple major, injuries or psychological illness. High turnover; notable delays in ability to hire people with required skills in some areas of the organization. 	<ul style="list-style-type: none"> Conditions that could result in fatality(ies). Very high turnover; unable to hire for extended periods of time people with required skills in many areas of the organization. 		
	Technology	<ul style="list-style-type: none"> Non-critical system faces minor interruption. Compromise of unrestricted information otherwise available in the public domain. 	<ul style="list-style-type: none"> Non-critical system faces significant interruption. Minor compromise of protected information sensitive to internal or sub-unit interests. 	<ul style="list-style-type: none"> Critical system faces minor interruption. Compromise of protected information sensitive to the organization's operations. 	<ul style="list-style-type: none"> Critical system faces significant interruption. Compromise of restricted information sensitive to organizational interests. 	<ul style="list-style-type: none"> Irreparable widespread damage to critical system(s). Compromise of restricted information with major, ongoing impact. 		
	External	<ul style="list-style-type: none"> Immediately reversible damage. Minimal flood damage in an isolated area. 	<ul style="list-style-type: none"> Short-term reversible damage. Minimal flood damage in more than one area. 	<ul style="list-style-type: none"> Long-term reversible damage. Major flood damage in an isolated area. 	<ul style="list-style-type: none"> Limited irreversible damage. Major flood damage in more than one area. 	<ul style="list-style-type: none"> Widespread irreversible damage. Massive flood damage in multiple areas throughout the city. 		
	Financial	<ul style="list-style-type: none"> Financial impact is within expected variance and pre-emptively accounted for. 	<ul style="list-style-type: none"> Financial impact is expected and planned for with minor adjustments needed. 	<ul style="list-style-type: none"> Financial impact is greater than planned for, some delay, reduction in scope or alternate funding is required. 	<ul style="list-style-type: none"> A large unplanned financial impact. Significant delays or adjustments to scope are required. Some alternate funding may be achieved. 	<ul style="list-style-type: none"> Unplanned financial impact that results in indefinite delays or cancellation of work. Alternate funding is not able to be acquired. 		
	Strategic	<ul style="list-style-type: none"> A strategic goal within the organization is slightly impacted. Reputation to internal stakeholders may be slightly impacted. 	<ul style="list-style-type: none"> Strategic goal within the organization requires some adjustment. Reputation to key internal stakeholders is adversely impacted. 	<ul style="list-style-type: none"> An organizational-wide strategic goal is compromised. Reputation to internal and some external stakeholders may result in some loss of confidence and trust in the organization. 	<ul style="list-style-type: none"> Unable to deliver on an organizational-wide strategic goal for a sustained period of time. Reputation sustains extended, substantial damage to confidence and trust. 	<ul style="list-style-type: none"> Unable to deliver on an organizational-wide strategic goal indefinitely. Reputation extended, substantial damage to confidence and trust which is irreparable. 		

Public Key Risk Metrics

Capital Infrastructure Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
10-year infrastructure gap	\$7.2 billion	12/31/2022	The City has an estimated \$7.2 billion infrastructure gap, which is the difference between the infrastructure investment needed to meet desired service levels and mitigate risk and the resources made available to address those needs. As Calgary's population continues to grow, the demand on its infrastructure will also continue to grow. This number is current as of 2022 and a new version of the Infrastructure Status Report and this metric will be available in early 2025.
Asset condition - Poor/Very Poor	7%	12/31/2022	Most of The City's infrastructure is in good condition, safe, and serves Calgarians well. Seven per cent of The City's Assets, including buildings, bridges, facilities, roads, machinery and equipment, parks, and other infrastructure are in poor to very poor condition. Assets in poor condition are more likely to fail, potentially leading to service disruptions, and possibly health and safety concerns. This number is current as of 2022 and a new version of the Infrastructure Status Report and this metric will be available in early 2025.
Vacancy rate in the Alberta construction industry	6.7%	9/30/2023	The vacancy rate for the Alberta construction industry is high relative to other industries in the province. The industry's vacancy rate has remained higher than the province's total since the pandemic. The rate rose to 6.7 per cent in the third quarter of 2023 while the combined vacancy rate for all industries in Alberta fell to 4.2 per cent.
Average vacancy rate for Infrastructure Services	11%	4/30/2024	The average vacancy rate for infrastructure services department over the last year was approximately 11 per cent. Anecdotally, hiring managers have expressed difficulties in filling specific roles while noting the reduction in the number of applicants that apply to City job postings.
Non-residential Building Construction Price Inflation	4.7%	12/31/2023	Since the pandemic, the non-residential building construction inflation rate for Calgary has remained high. Driven by price fluctuations, particularly for wood, steel and aluminum, the inflation rate reached a peak of nine per cent in 2022. The rate has since dropped to 4.7 per cent in 2023. This downward trend is expected to be sustained over the next couple of years.
Capital Budget Spend rate	52.5%	12/31/2023	The City delivered almost \$1.5 billion in capital investments in 2023, which reflects a 52.5 per cent spend rate. Delivery of Capital investments were impacted by cost escalations, supply disruptions and other factors consistent with the discussion on metrics above. The 2024 in-year capital budget recast will result in cash flows and an annual budget more reflective of the investments that will be made.
Per cent Estimate at complete (EAC) from Budget	75%	4/8/2024	Following the in-year recast for 2024, we anticipate a 75 per cent spend by the end of the year. This is an improvement to the 52.5 per cent capital spend rate from 2023, and reflective of ongoing continuous improvement of our cost estimation and budgeting process.



Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
Project schedule status	95.1%	3/31/2024	The metric represents the average variance from schedule baseline (forecast) at the end of March 2024 across projects in the Utilities Delivery portfolio. Other portfolios will be added as more capital projects are managed within The City's Project and Portfolio Management System (P2M). To calculate this metric, the total variance from schedule baseline (in months) was divided by the total schedule duration (in months) across all projects. The portfolio was an average of 4.9 per cent behind schedule baseline at the end of March.

Employee Experience Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
Inclusion Index	74	12/1/2023	Data for this metric is from the biennial Corporate Employee Survey. The 2023 performance index for Inclusion suggests that the organization has made some progress in addressing issues of reconciliation, human rights, anti-racism, equity, diversity, and inclusion. Focusing on creating a more inclusive, respectful, and accountable workplace culture continues to be a key corporate and Human Resources Support priority.
Engagement Index	76	12/1/2023	Data for this metric is from the biennial Corporate Employee Survey. The 2023 performance index for Employee Engagement suggests that the organization has made some progress in supporting increased employee engagement. Focusing on creating a more inclusive, respectful and accountable workplace culture continues to be a key corporate and Human Resources Support priority.
Leadership Impact Score	69	12/1/2023	Data for this metric is from the biennial Corporate Employee Survey. The 2023 performance index for Leadership Impact suggests that the organization has made some progress in supporting increased leadership accountability, employee empowerment, culture, and employee engagement. Focusing on creating a more inclusive, respectful, and accountable workplace culture continues to be a key corporate and Human Resources Support priority.
Core 12-month Retention Rate	92.3%	4/3/2024	The core 12-month retention rate in 2023 for City Administration was 81.4 per cent. Of the 2023 core hires who left the organization within 12 months, 79 per cent were from Calgary Transit. Over the last four years, on average exempt retention rates have been trending 11 percentage points higher than their unionized counterparts. As of April 3 rd , the 12-month retention rate for Q1 2024 was 92.3 per cent.
Employee Satisfaction Index	137	12/1/2023	The Employee Satisfaction index showed a marked increase from 2021 to 2023, improving from a relative score of 131.4 to an all-time high (since the index was set to 100 when developed in 2005) of 137.0. The Employee Satisfaction Index measures employee perceptions of work-related stress, recognition, involvement, development/training opportunities, and having the resources and clear objectives to do the work. The increase this year was mostly driven by employee's perceptions of feeling appreciated, recognized, involved in decision making, and having manageable work-related stress. While these aspects are still some of the lower performing indicators, the results this year show a positive direction in employee satisfaction.



Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
Core Employees Voluntary Turnover Rate	2.7%	12/1/2023	Voluntary turnover rate for the City in the last half of 2023 was 2.7 per cent which was slightly higher than 2.4 per cent during the same period in 2022. This low level of turnover ensures significant continuity of City service delivery.
Total Recordable Injury Frequency	8.5	12/31/2023	Total recordable injury frequency (TRIF) measures the number of injuries that requires medical attention and may result in lost time and suitable work accommodations. The three main contributors to the claims are: (1) contact with object/machinery; (2) motor vehicle accident/incident; (3) slips, trips, and falls. The 2023-year end results were favorable at 8.5 compared to target of 9.0. This highlights the commitment to continuous improvement of The City's safety programs and culture.
Mental Health Index (based on 14 factors from employee survey)	75	9/1/2023	The mental health Index in the corporate employee survey includes 14 factors that can prevent harm to employee psychological health and promote psychological well-being. The survey was conducted in 2023 shows a slight positive trend; 73 in 2019, 74 in 2021, to 75 in 2023. For 2023, there was a slight increase in 12 of the factors, however there was a slight decrease in the workload management and balance factors. Protection of physical safety and psychological support continue to be the strongest performers while recognition and reward remained an area for improvement.

Financial Sustainability Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
Calgary's Inflation rate	5.1%	2/1/2024	In February 2024, the Consumer Price Index (CPI) for the Calgary Census Metropolitan Area (CMA) experienced a year-over-year (YoY) increase of 5.1 per cent, up from 4.1 per cent in January. This marks the fifth consecutive acceleration in the inflation rate for Calgary since October 2023. This is primarily driven by significant rent inflation.
Debt Limits (Percentage of current debt to The City's debt limit)	50%-60%	4/1/2024	Debt levels between 2024-30 are anticipated to range between 40 to 50 per cent of The City's debt limit. The City's approved debt limits outlined in The City's Debt Policy are more stringent limits than those in the Municipal Government Act. The magnitude and timing of Green Line could impact these margins. Long-term debt projections may be negatively impacted by changes in the forecast expenditure profile for a portfolio of capital projects that require debt financing and the timing of contributions from federal, provincial, and municipal governments or other developer contributions.
Unemployment rate	7.9%	4/1/2024	The Calgary Economic Region's (CER) three-month moving average unemployment rate hit 7.9 per cent for the month of April 2024, roughly the same rate recorded around the same time last year (March 2023). The CER's labour force grew by 6.0 per cent in March 2024 year-over-year (y-o-y), while employment increased at a similar rate (6.0 per cent).

Reputation Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
Calgarian's trust in The City	46%	Fall 2023	Based on the 2023 Fall Survey of Calgarians, 46 per cent of Calgarians trust The City, which continues to remain essentially unchanged over the past couple years with results tracking within the survey's margin of error.
Calgarians' perception with how Administration and Council run The City	62%	Fall 2023	Recent results represent a statistically significant drop in Calgarian's perceptions on how Administration and Council run The City (from 71 per cent Satisfied in the Spring to 62 per cent in the Fall) in the Survey of Calgarians. Key driver analysis indicates that this metric is the top driver for trust in The City. The change in perception reflects other survey data indicating Calgarians' continuing concerns with the economy, affordable housing, and public safety.
Calgarians' with positive perceptions of the value of property taxes	50%	2023	The perceived value of taxes shifted from 52 per cent of Calgarians with positive perceptions for the value of property taxes to 50 per cent and continues to be relatively stable with variability of results within the poll's margin of error of plus or minus 2.5 per cent.

Service Delivery Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
311 Service Requests escalations, as a percentage of total service requests	5%	2/29/2024	OS continues to deliver value to customers through on-time service request fulfillment. Delays are most common for issues that cross service lines, and ongoing efforts are in place (like the CARE project from Elevate Calgary which aims to improve the customer experience with City service requests) to streamline processes and reduce escalations.
City growth (population)	1,455,000	3/31/2024	Calgary's population estimates for 2024 show an increased 4.9 per cent year to year, demonstrating a strong growth trajectory that places a strain on service delivery.
Percentage of Facility Management Assets in poor or critical conditions	16%	12/31/2023	As of 2023 year-end, 16 per cent of Facility Management Assets are in Poor or Critical Condition. Facilities continues to improve our building data by conducting Building Condition Assessments. These assessments are used to prioritize investments in buildings with poor and critical building components. Particular attention will continue to be given to key building components to ensure reliable service delivery and occupant safety.
Annual ridership per capita	65,900	12/31/2023	Transit continues its service recovery. Trips per capita capture increased transit usage, and a growing trend indicates the service if available, affordable and customer informed.
Overall citizen satisfaction	69%	10/8/2023	Citizen satisfaction with services is the measure that indicates whether Calgarians are receiving the right services, at the right time, at the right cost.



Social Wellbeing Risk Key Risk Metrics

Key Risk Metric	Value and Unit	Date	Story behind the numbers
City of Calgary Population Growth	5.6%	Apr 2023	As of April 1, 2023, Calgary's population was estimated at 1,422,800, representing a population growth rate of 5.6% since April 2022. Most of the growth is attributable to net migration of 67,300, as international migrants and newcomers from other parts of Canada flocked to Calgary.
Unemployment Rate	8.0%	May 2024	The Calgary Economic Region's (CER) three-month moving average unemployment rate hit 8.0% for May 2024, nearly two percentage points above last year (May 2023).
Calgary's Inflation Rate	3.6%	May 2024	Calgary's inflation rate was at 3.6% in May, down from March's 4.2%. Persistent inflation in shelter costs, particularly rent, kept Calgary's inflation the highest in the nation for the fourth consecutive month. Calgary has experienced three of the top five highest rent inflation in Canada since 2000, all within the past five months.
Number of Applications for Subsidized Housing Received by Calgary Housing Company	1,646	Q1 2024	Applications were up 4% in Q1 2024 over the previous year, and almost 10% over the first quarter of the previous year.
Number of monthly visits to the Calgary Community Food Map Website	28,275	Feb 2024	Monthly site visits were up by just over 3,000 from the previous month, a 12% increase that reached the highest ever monthly visits total since tracking back to early 2022.
Number of Property Crimes	50,751	Full Year 2023	Property crime volumes were 10% below the 5-year average in the 4th Quarter of 2023 with reductions across most property crime types. By the end of 2023 property crime was 7% below average. (From CPS's 4th Quarter 2023 Statistical Report)
Number of Violent Crimes	15,270	Full Year 2023	2023 saw 12% more violent crime than the 5-year average and 9% above volume noted at the end of 2022. (From CPS's 4th Quarter 2023 Statistical Report)
Counts of drug poisoning deaths by month	33	Mar 2024	A total of 33 deaths were related to opioid for the month of March 2024. This represents a significant decrease compared to the previous year in the same month which saw 61 deaths.
Downtown Safety Response (includes calls responded to in the downtown by City peace officers, security guards and community partners)	1,745	May 2024	In May 2024, downtown safety response totaled 1,745 incidents. These incidents included: 280 events of illegal activity, 640 medical or health instances, 615 public safety, 191 social disorder incidents, and 19 other types of response. This is a 29.9% decrease during the same month from the previous year which saw 2,489 responses.
Percentage of citizens who agree that Calgary is a great place to make a life	69%	Spring 2024	Perceptions of Calgary as a great place to make a life and a living have also seen declines. Seven-in-ten (69%) agree that Calgary is a great place to make a life, marking a significant decrease from fall 2023 (75%) and spring 2023 (78%).
Percentage of citizens who rate the overall quality of life in the city of Calgary today as "good"	71%	Spring 2024	While seven-in-ten (71%) Calgarians rate their overall quality of life as 'good,' this represents a significant decline from both the fall 2023 (76%) and spring 2023 (78%) waves.
Per cent of population that feels safe from crime walking alone in their area after dark	73%	Spring 2024	About three-quarters (73%) feel safe walking alone in their community after dark which has dropped slightly from Fall 2023 (76%).
Percentage of Calgarians who think that crime in their neighbourhood during the past three years has decreased	5%	Spring 2024	Very few Calgarians (5%) think that crime has 'decreased,' a minor increase from Fall 2023 (4%). 41% felt it increased, and 50% felt it stayed the same.



Key Risk Metric	Value and Unit	Date	Story behind the numbers
Percentage of citizens that agree that they are regularly involved in neighbourhood and local community events	28%	Fall 2023	28% of Calgarians agreed, which has remained fairly consistent over the past few years (27% in the fall of 2022, and 26% in the fall of both 2021 and 2020).
Percentage of people who agree The City of Calgary municipal government fosters a city that is inclusive of all	62%	Spring 2024	Around three-fifths (62%) believe the municipal government promotes an inclusive and accepting city, significantly lower than fall 2023 (67%) and spring 2023 (69%).
Percentage of Calgarians who believe Calgary is very or reasonably safe	73%	Spring 2024	The majority of Calgarians feel that Calgary is safe overall (73%), with one-in-five indicating they feel 'very safe'.
Perception of safety in (own) community during day/night	96%/73%	Spring 2024	Calgarians feel safe walking alone in their communities both during the day (96%), and at night (73%). The majority of Calgarians feel that Calgary is safe overall (73%).
Perceptions of safety in downtown during day/night	81%/30%	Spring 2024	Most Calgarians who do not live downtown feel safe when walking alone downtown during the day (81%), but less than one-third (30%) feel safe walking alone downtown after dark.
Perception of safety using bus/CTrain during day/night	82%(bus-day) & 69%(train-day) / 52%(bus-night) & 35%(train-night)	Spring 2024	<p>Perceptions of safety regarding Calgary Transit during the day are generally high, with 82% feeling safe riding a Calgary Transit bus, and 69% feeling safe when riding a CTrain. Moreover, around four-fifths (79%) feel safe waiting at a bus stop, and more than two-thirds (69%) feel safe waiting at a CTrain station.</p> <p>However, after dark, only one-half (52%) of Calgarians feel safe riding a Calgary Transit bus and just one-third (35%) feel safe riding a CTrain. Feelings of safety are only 35% when waiting at a bus stop and less than one-third (29%) feel safe waiting at a CTrain station after dark.</p> <p>[Note: there's no distinction between respondents who use transit and those who don't (and people who actually take transit likely have better perceptions of safety there than those who don't).]</p>
EMS responses to opioid related events	736	6/16/2024	At the beginning of June 2024, there have been a total of 706 EMS responses that were related to opioid events, which equates to roughly half the number from the previous year (1361).
Calgary Fire Department Critical Medical Interventions	51,966	2023	In 2023, CFD responded to almost 52,000 medical calls, up 18% compared to 2022, and representing over 55% of CFD's total 2023 annual call volume. Medical calls represent more than all other types of calls combined.
Number of calls for mental health and substance use disorder received by 211	2,682	Q2 2024	Mental health and substance use issues continue to impact Calgarians, with both the number and proportion of related calls to the Distress Centre's 211 support line showing an increasing trend over time.

Sustainable City Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit								Story behind the numbers
Transportation Mode Split	Mode	2016	2017	2018	2019	2020	2021	2022	Post-pandemic travel changes have led to a decrease in active modes and an increase in auto travel, with more people working from home and changing their commuting patterns. Transit mode share continues to recover but remains impacted by changes in commuting patterns after the pandemic.
	Active	21%	21%	19%	18%	22%	NA	15%	
	Auto	72%	71%	74%	73%	75%	NA	81%	
	Transit	8%	8%	7%	9%	3%	NA	4%	
Community-wide Greenhouse Gas (GHG) Emissions	Community-wide GHG Emissions (tonnesCO2e)				2022	2023	Compared to 2022, total Community-wide GHG emissions have decreased by 3.9 per cent to 15.75 MtCO2e, which is 1.1 per cent lower than the 2005 baseline. GHG emissions from residential buildings, non-residential buildings, and the waste sector decreased since 2022, while transportation GHG emissions slightly increased.		
	Transportation				5,774,269	6,044,066			
	Residential Buildings				4,483,246	4,094,859			
	Non-residential Buildings				5,940,204	5,422,858			
	Waste				147,929	185,327			
	Total Community-wide GHG Emissions (tonnesCO2e)				16,345,648	15,747,110			
Tracking Adaptation and Measuring Development (TAMD) Scorecard (rating)	55/80, as it was last measured in Q4 of 2023. The score in Q4 of 2022 was 53/80.								The Enterprise Risk Management team is working with subject matter experts to report on their story behind key risk metrics for our next risk update.
	For more details, please visit the Climate & Environment Dashboard.								
Calgary historical GDP by industry	GDP at Basic Prices – Calgary (Millions \$ 2012)*								Calgary's economy is becoming increasingly diversified and less heavily dependent on the oil and gas industries. Growth in the finance and real estate industries have been significant contributors to increased diversification in Calgary's economy.
	Mar-23*	129496.5							
	Jun-23*	129503.2							
	Sep-23*	130054.4							
	Dec-23*	130361.1							
	*estimate								

Enterprise Risk Management Program Update

This attachment provides an update on current key initiatives and focus areas for the Enterprise Risk Management (ERM) program in 2023-2026.

Risk Maturity

On 2022 December 12, the Executive Leadership Team (ELT) approved Advanced (Tier 4) as the desired level of risk maturity for the organization. This was communicated to the Audit Committee on 2023 January 18 (AC2023-0011). For descriptions of each of risk maturity levels within the Risk and Insurance Management Society (RIMS) Risk Maturity Model, please refer to Appendix 1.

The ERM team was directed to develop a detailed plan to achieve an Advanced (Tier 4) level of maturity. The multi-phase risk maturity plan was endorsed by the ELT on 2024 March 25. This plan will support the enhancement of risk tools and expertise throughout the organization, with the ERM team leading and supporting risk practices to better meet the needs of The City. Currently the ERM team is focusing on risk analytics, governance, and strategic integration. The Audit Committee will see the outcomes of this effort in our regular risk updates.

ERM Focus Areas

There were four focus areas previously identified for 2023-2026 to further our progress toward the desired level of maturity. These focus areas were incorporated within the recently approved Risk Maturity Plan and an update on each is outlined below. In addition, a Fraud Risk Management framework will be developed to further support the risk management process at The City.

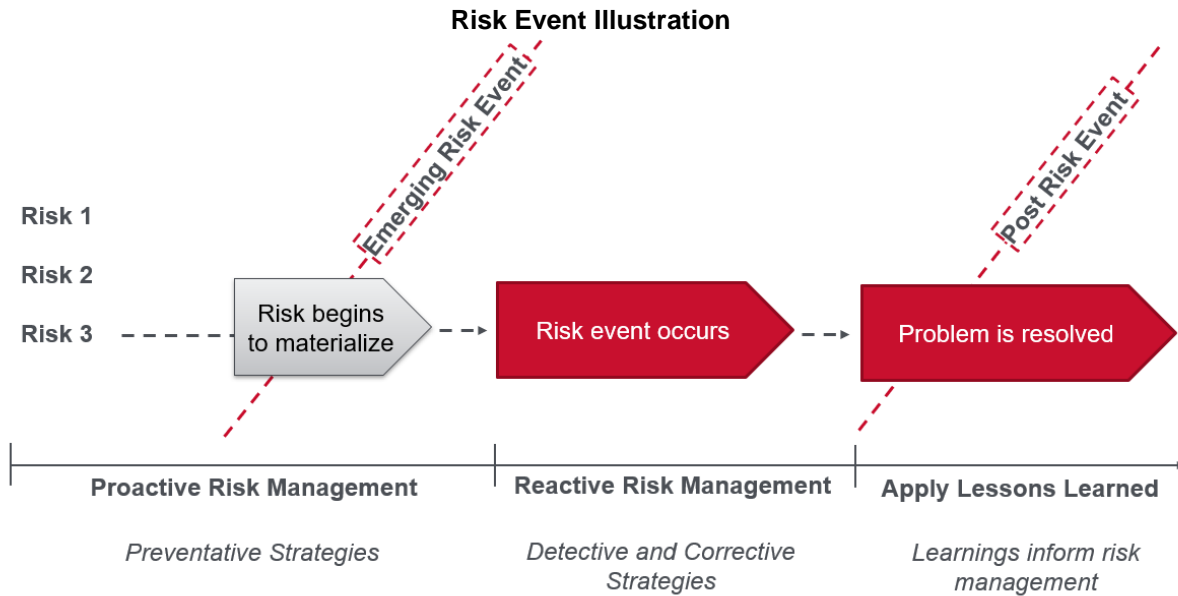
1. Risk Governance

Risk Management Approach

Risk management plays an important role at The City. It enables us to proactively identify and manage potential risks that could impact the achievement of our results. This allows us to plan and be better prepared for future uncertainties.

There are two risk management approaches as it relates to risk events. Proactive risk management focuses on identifying possible risks and aims to prevent or reduce the likelihood or impacts of those risks happening. Whereas reactive risk management tries to reduce the impact of the risk once it has already materialized or speed up the organization's recovery from the event. Therefore, proactive risk management focuses on implementing strategies which will prevent the risk from occurring. In contrast, reactive risk management focuses on strategies that will help detect risk manifestation or reduce the impact.

The visual below illustrates the function of proactive and reactive risk management in the context of a risk event:



Every risk event is an opportunity to learn from and is a valuable input into risk management considerations. The recent feeder main break is another such opportunity. We look forward to applying the lessons learned from it, both through our ongoing internal work and the independent review.

Risk Governance Framework

It is also important to highlight that the foundation for a strong and proactive risk management culture is a comprehensive risk governance framework, which is the architecture within which risk management operates. This framework establishes the approach to risk management and enables sound and informed decision-making.

We are in the process of developing a comprehensive risk governance framework for the organization. Working together with Operational Services as a pilot area, draft guidelines have been created for regular risk updates to Directors and General Managers. Additionally, a draft risk escalation criterion has been developed for escalating risks to the appropriate level of leadership as soon as they have been identified. The goal is to provide decision-makers with relevant risk information in a timely manner. Our next step is to share the guidance with others and obtain feedback.

A successful pilot was conducted with Waste and Recycling services. Their risk processes were benchmarked against the Advanced (Tier 4) level of risk maturity. Since they generally met this level, we plan to use their example to illustrate risk governance at the service level, providing insights for other services as they enhance their risk maturity.

Key observations from the pilot revealed that the Risk Champion plays a crucial role. They actively engage with subject matter experts (SMEs), acting as both the main point of contact for risk and a central hub for risk intelligence. The Risk Champion proactively updates the service risk register throughout the year based on new risk information. These processes are important inputs into a successful risk governance framework.

Building on best practices, we propose establishing Risk Champions at both the service and departmental levels. This step will enhance the sharing of risk information across decision-makers and promote cross-corporate effectiveness.

In the coming months, we will explore ways to further integrate SME input into the semi-annual Corporate Risk Review process. Additionally, we will continue raising awareness and understanding of risk governance throughout the organization.

We will continue to advance the risk governance framework across the organization and are committed to continuous improvement in helping the organization managing risks effectively.

Risk Governance - Wholly Owned Subsidiaries

In 2021, Ernst & Young (EY) conducted a shareholder alignment review of The City's seven Wholly Owned Subsidiaries (WOS) at the direction of the Audit Committee. The resulting report (AC2021-1354) contained 24 key recommendations aimed at enhancing the relationship between The City and its WOS. These recommendations addressed gaps in governance, risk management, and other areas. The final phase of the alignment review concluded in 2023, and Council approved the implementation of EY's recommendations on 2024 January 30.

One of EY's recommendations was for The City to develop a "WOS Risk Presentation" template with clear and consistent expectations for all WOS on the Audit Committee risk presentation requirements. The ERM team developed this template jointly with the project team and it has been delivered to the WOS for their use. With the delivery of the approved template, EY now considers this recommendation to be "complete". The risk presentation template will be completed annually by all WOS as part of the WOS reports to the Audit Committee, starting in 2024 July. The risk presentation will also be submitted annually to the ERM team for input into our risk report, starting with the 2024 Year-End Principal Corporate Risk report.

Another EY recommendation involves conducting periodic reviews of WOS governing documents. The first review is scheduled for 2024. This review includes assessing the latest Unanimous Shareholder Agreements, Bylaws, and other governing documents for potential updates. The ERM team actively supports this review by providing a risk-focused perspective.

2. Improved Reporting

5x5 Risk Matrix - Impact Guidelines

The ERM team is actively working on improving the risk impact guidelines embedded within the 5x5 Risk Rating matrix. To achieve this, we are working closely with Subject Matter Experts (SMEs). The primary objectives are to broaden the existing impact categories and enhance the criteria within them. By doing so, we aim to reduce subjectivity and enable services to assess risks more objectively and consistently.

PCR – Descriptions and Key Risk Metrics

We finalized updates to the PCR descriptions which resulted in a better alignment to our risk description structure and a clearer definition for each PCR. The updated PCR definitions were approved by the ELT on 2024 January 8.

In 2023, we worked with teams from each of the PCRs to identify Key Risk Metrics (KRM) that would help us assess the PCRs through data-driven analysis. A list of proposed KRMs was shared with the Audit Committee

on 2024 January 18 (AC2024-0038)) with a plan to begin reporting on the available KRMs in 2024 June. Several KRMs have been included in this risk report (see Attachment 3 and 4 (Confidential)) and we will begin reporting on the remaining ones starting in 2024 December.

We are also working with teams from Corporate Economics and Regulatory Affairs and Performance Measurement and Reporting areas to leverage risk data to further integrate corporate reporting and risk communication. Through this collaboration we are integrating service risks into the Mid-year Progress Report. This underscores the importance of our semi-annual Corporate Risk Review process and ongoing periodic risk discussions and updates at the different levels of the organization. The service risk register updates, which are one component of this process, provide valuable information for progress reporting purposes. Similarly, the progress reporting process reinforces the risk register update process by triggering a review of the risks and offering information that can be an input into the service risk register.

This integration and strategic alignment streamlines reporting processes, eliminating duplication of effort, and provide a comprehensive view of how risks impact service performance. By integrating risk management with performance reporting, we can enhance decision-making and drive continuous improvement across the organization.

Other

Our efforts are focused on improving our risk profile by enhancing both internal and external environmental scans. To achieve this, we draw insights from a variety of sources, including our valued partners in Corporate Strategy, Strategic Foresight, and other internal teams. Additionally, we incorporate relevant themes derived from bottom-up analysis and pertinent reports.

We will be exploring ways to integrate significant risks from other areas and major projects, such as Green Line, into The City's risk profile to provide a comprehensive, integrated, and transparent view of significant risks to the organization.

We continuously refine our Corporate Operating Risks (CORs) based on valuable feedback and input from subject matter experts. These refined CORs play a pivotal role in categorizing risks within our Service Risk Register submission process. Furthermore, they contribute significantly to our comprehensive bottom-up risk summary.

3. Risk Appetite/ Tolerance

We are focusing on building awareness and understanding of risk appetite and tolerance across the organization and will continue to engage the ELT and Audit Committee on this in 2024. We are developing other risk management components, such as Key Risk Metrics as noted above, which will be an input into establishing the risk appetite and tolerance levels. We will also perform further analysis to support the ELT and Audit Committee in defining the risk appetite and tolerance for the organization.

4. ERM Integration

We continue to integrate the ERM framework across the organization to improve the consistency of risk management practices and to support the advancement of risk culture and risk maturity. We support the organization by developing risk guidance, customized tools, and risk workshops. We also provide risk consulting services for different projects, programs, and initiatives.

One significant process that we support on an ongoing basis is the Service Plans and Budgets process where we facilitate risk discussions, provide risk expertise, and help integrate risk considerations into the submission requirements and reporting to the ELT and the Council.

Fraud Risk Management Framework

We kicked-off the Fraud Risk Management Framework initiative with subject matter experts from various business units. This framework will support the organization in identifying, tracking, and addressing any fraud-related risks that it may face. We will be continuing this work for the remainder of 2024.

Appendix 1: RIMS Risk Maturity Model

Risk Maturity Level	Characteristics
Emerging - Tier 1	No formal capability in place. Risk management is individually driven. Decision making is subject to inconsistent risk-related principles and results.
Adopting - Tier 2	Capability exists on paper. Organization does not have clear engagement from stakeholders. Decision making is primarily driven by qualitative risk considerations.
Established - Tier 3	Capability exists in repeatable processes; senior level understanding of objectives for managing risk and key program elements exist. Decision making is informed by risk data.
Advanced - Tier 4	Capability exists in repeatable processes informed by external context; senior level understanding flows to middle management; business and corporate alignment to risk management framework exists. Decision making is influenced by risk analytics.
Leading - Tier 5	Capability exists in a continuous improvement cycle, informed by internal and external inputs. Decision making is future oriented, proactive, and guided by risk analytics, insights, and risk-related principles.



2024 Mid-Year Principal Corporate Risk Report with Information Technology

AC2024-0518

2024 July 25

Recommendations

That the Audit Committee recommend that Council:

- 1 Receive this report and presentation for information and the Corporate Record;

Direct that Attachments 4 and 5 remain confidential pursuant to Section 24 of the Freedom of Information and Protection of Privacy Act; to be reviewed by 2029 July 31.
- 2

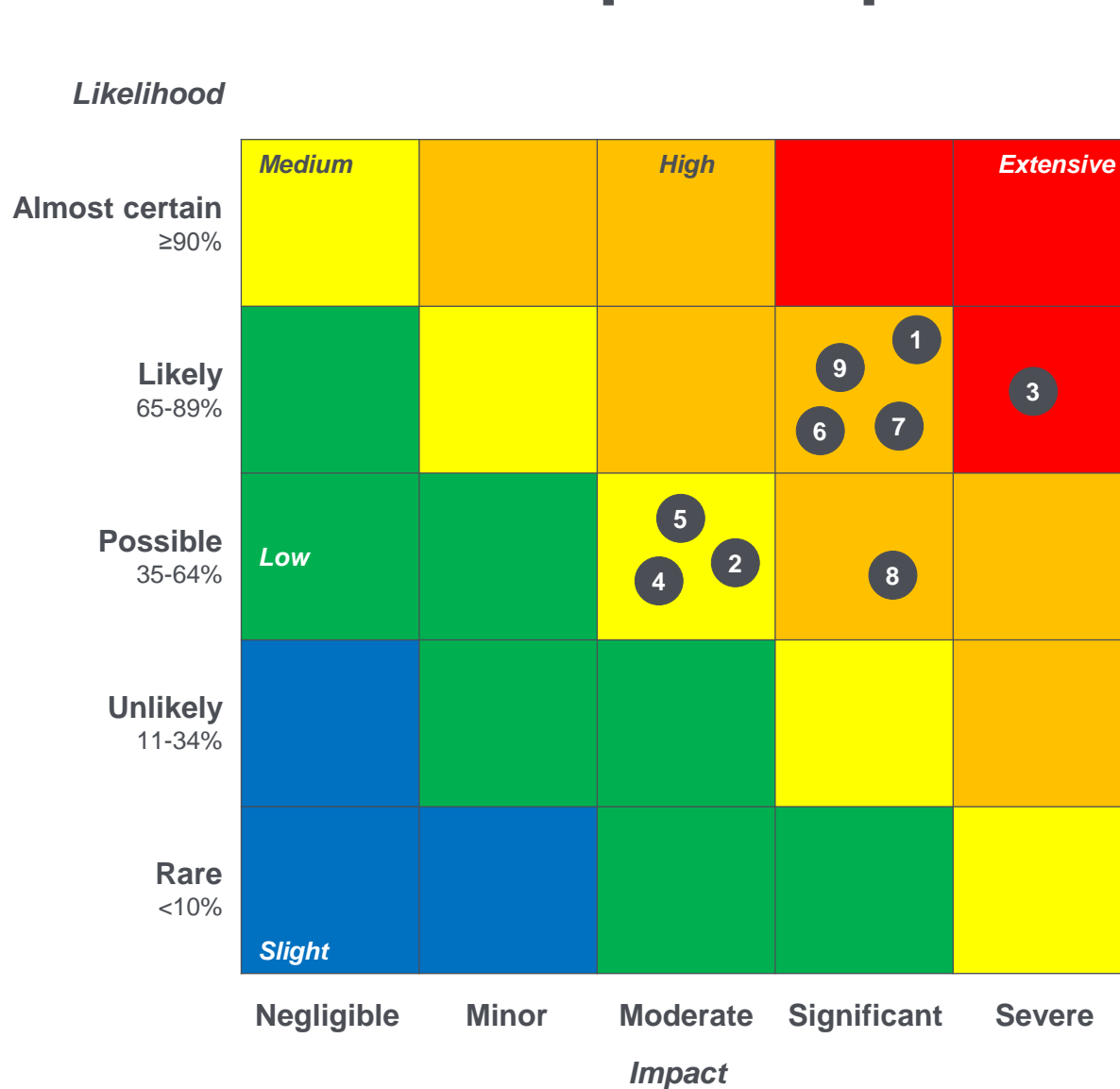


Highlights

- 1 Stable Principal Corporate Risk ratings
- 2 Increasing Information Technology Risks
- 3 Delivering Value to Calgarians through Risk Management



Principal Corporate Risk heatmap



Principal Corporate Risk

- 1 Capital infrastructure High
- 2 Employee experience Medium
- 3 Technological disruption Extensive
- 4 Financial sustainability Medium
- 5 Legal Medium
- 6 Reputation High
- 7 Social wellbeing High
- 8 Service delivery High
- 9 Sustainable City High

Mid Year
2024
Residual
Risk Rating



The City's Principal Corporate Risks

Principal Corporate Risk (PCR)	Current residual risk rating	Risk response	Risk trend	Risk tolerance /appetite	Target residual risk rating
Capital Infrastructure	High	On Track	↑	Monitor	High
Employee Experience	Medium	On Track	↑	Monitor	Medium
Technological Disruption	Extensive	On Track	↑	Monitor	Extensive
Financial Sustainability	Medium	On Track	→	Maintain	Medium
Legal	Medium	On Track	→	Maintain	High
Reputation	High	On Track	↑	Maintain	High
Social Wellbeing	High	On Track	↑	Monitor	High
Service Delivery	High	In Progress	↑	Monitor	High
Sustainable City	High	In Progress	→	Monitor	High

There were **no changes** in The City's PCR residual risk ratings

The City is employing **strategic approaches to risk response**, including financial management, advocacy, and leveraging technology for efficiency and security.



Key Risk Metrics: Enhancing PCR Data-Driven Decision Making

KRM Criteria



PCR	# KRMs	Confidential	Public
Capital Infrastructure	8	0	8
Employee Experience	9	1	8
Technological Disruption	10	10	0
Financial Sustainability	3	0	3
Legal	<i>Will be shared in Fall 2024</i>		
Reputation	3	0	3
Social Wellbeing	22	0	22
Service Delivery	5	0	5
Sustainable City	4	0	4



Information technology risk trends

Risk	2023		2024	
	Risk Rating	Trend	Risk Rating	Trend
Technology Security	■ Extensive	↑	■ Extensive	↑
Staff Resources	■ High	↑	■ Extensive	↑
Capacity	■ High	↑	■ High	↑
Loss of Data	■ Extensive	↑	■ Extensive	↑
Insufficient Funding	■ High	↑	■ Extensive	↑
Dependency on External Vendors	■ High	↑	■ High	↑
System Failure	■ High	↑	■ High	↑
Information Management	■ High	↔	■ High	↔
Technology Procurement	■ High	↑	■ Extensive	↔
Service Interruption	■ High	↔	■ High	↔

More sophisticated
cyber activity
towards government

New risks from new
technology (e.g.
artificial intelligence)

*Additional information on
identified risks can be
found in
Attachment 5
(Confidential)*



ERM Program – Key Highlights



**We're on a journey to
advance risk maturity
at The City.**

Recommendations

That the Audit Committee recommend that Council:

- 1 Receive this report and presentation for information and the Corporate Record;

Direct that Attachments 4 and 5 remain confidential pursuant to Section 24 of the Freedom of Information and Protection of Privacy Act; to be reviewed by 2029 July 31.
- 2

**Audit Resource Management Report to
Audit Committee
2024 July 25**

**ISC: UNRESTRICTED
AC2024-0787**

External Auditor 2024 Audit Service Plan

PURPOSE

This report seeks the Audit Committee's approval with respect to External Auditor, Deloitte LLP's proposed 2024 Audit Service Plan (Attachments 1 and 2) for the audit of the 2024 consolidated financial statements of The City of Calgary.

PREVIOUS COUNCIL DIRECTION

The Audit Committee Bylaw 33M2020 states in Section 5 that "The Audit Committee is authorized to:

(f) pre-approve all audit and non-audit services performed by the External Auditor..."

and further, in Schedule B of Bylaw 33M2020, it states "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;"

RECOMMENDATION:

That the Audit Committee:

1. Reviews and approves the Deloitte 2024 Audit Service Plan (Attachments 1 and 2); and
2. Recommends that Council receive this Report and Attachments for information and the Corporate Record.

RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JULY 25:

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

HIGHLIGHTS

The 2024 Audit Service Plan describes the key features of the plan including audit scope and approach, planned communications with Audit Committee, Deloitte's team, and an estimate of fees.

A draft engagement letter (Appendix 7 to the 2024 Audit Service Plan) is included as Attachment 2 to confirm the services provided, description of scope of services and the general business terms related to such services.

Additional audit effort required with respect to auditing the implementation and adoption of new accounting standards, accounting treatment of bond issuance and the accounting treatment for Event Centre development costs are still to be determined. Deloitte will return to Audit Committee at a future meeting with their request for approval of any additional fees required.

The external auditor's 2024 Audit Plan provides assurance that the annual consolidated financial statements accurately the financial position of The City of Calgary.

**Audit Resource Management Report to
Audit Committee
2024 July 25**

**ISC: UNRESTRICTED
AC2024-0787**

External Auditor 2024 Audit Service Plan

Calgarians receive reasonable assurance that the financial statements are free of any material misstatement, whether due to fraud or error.

ATTACHMENTS

1. Deloitte LLP City of Calgary 2024 Audit Plan
2. Appendix 7 of Audit Plan Draft Engagement Letter

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Councillor E. Spencer	Chair of Audit Committee	Approve

Author: C. Smillie, EA to Audit Committee

City Clerks: C. Doi / K. Picketts



City of Calgary

2024 Audit Service Plan

Presented to the Audit Committee July 25, 2024



Harman Gill
Lead Client Service
and Audit Partner

Dear Audit Committee Members:

We are pleased to provide you with our audit service plan for the audit of the City of Calgary (“The City”) consolidated financial statements (“financial statements”) for the year ending December 31, 2024. We understand our responsibility to you, and we have developed a tailored audit plan that summarizes the key aspects of our audit scope and approach, our planned communications with you, our team and an estimate of our fees.

Our commitment to you is straightforward: we will provide you with outstanding professional services delivered by an experienced and dedicated team of specialists. Our professionals will continue providing you with best practices and insights to face the increasingly complex array of issues and challenges encountered by organizations like The City. At Deloitte, we are committed to helping The City grow and successfully achieve its objectives in today’s ever-changing economy.

We are providing this audit service plan to the Audit Committee on a confidential basis. It is intended solely for the use of the Audit Committee to assist in discharging its responsibilities with respect to the financial statements for the year ending December 31, 2024 and is not intended for any other purpose. Accordingly, we disclaim any responsibility to any other party who may rely on it.

We look forward to discussing our audit service plan with you and answering any questions you may have.

Yours truly,

Deloitte LLP

Chartered Professional Accountants

01 Executive Summary

02 Significant Audit Risks and Areas of Focus

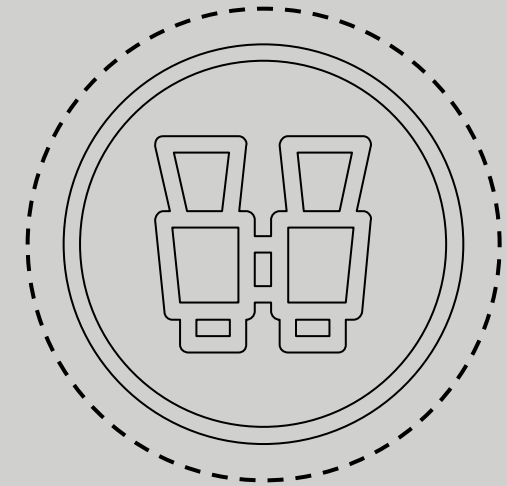
- Significant risks - Administration override of controls
- Significant risks – revenue recognition of capital deposits
- Significant risks – tangible capital assets
- Areas of focus
- Group audit

03 Delivering Audit Quality

04 Appendices

- Appendix 1 – Audit team
- Appendix 2 – Audit fees
- Appendix 3 – Audit timeline
- Appendix 4 – Communication requirements
- Appendix 5 – New and revised accounting standards
- Appendix 6 – Related parties and other audits
- Appendix 7 – Draft Annual Engagement letter

Executive Summary





Audit Scope and Terms of Engagement

We have been asked to perform an audit of The City’s financial statements prepared in accordance with Canadian public sector accounting standards (“PSAS”) as at and for the year ending December 31, 2024. Our audit will be conducted in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”).

The terms and conditions of our engagement are described in the draft annual engagement letter included in Appendix 7. The engagement letter should be signed on behalf of City Council and City Administration (“Administration”).

Significant Risks

Status

- | | | |
|----------|-----------------------------------------|--|
| 1 | Administration override of controls | |
| 2 | Revenue recognition of capital deposits | |
| 3 | Tangible Capital Assets | |

Continued from prior year

2024 Audit Matters

New PSAS Standards

Adoption of the following new accounting standards:

- PS 3400 Revenue
- PS 3160 Public Private Partnerships
- Guideline PSG 8 Purchased intangibles

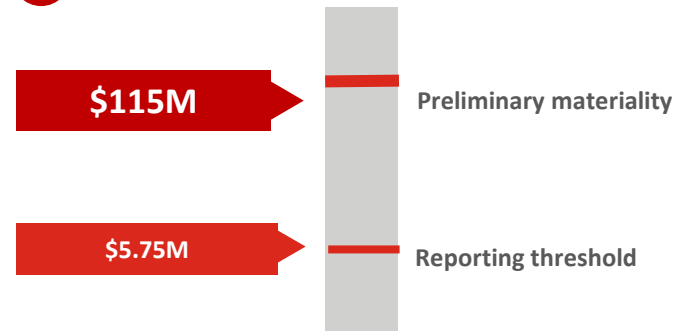
Bond issuance

The City issued 10- year non-callable bonds in the amount of \$180M in March 2024. Additional audit procedures are expected to be required to assess the accounting treatment, and accuracy and completeness of this bond issuance.

Event Center

New agreements signed during 2023 with development starting in 2024. Based on activity in the year, additional audit procedures are expected to assess the Work in Progress against the agreements and capital costs incurred.

Expected Group Materiality



Our preliminary estimate of materiality for the year ending December 31, 2024 has been set at \$115,000,000 (2023, \$91,000,000) on the basis of consolidated 2023 actual expenses. We will report to you any uncorrected misstatements greater than our current year reporting threshold of \$5,750,000 (2023, \$4,550,000). We will revisit materiality throughout the audit process and report any changes to Audit Committee if necessary.

Significant Audit Risks and Areas of Focus



Significant risks

Administration override of controls



Significant risk

Administration override of controls

Assurance standards include the presumption of a **significant risk of fraud** which can be committed through Administration override of controls.

Administration is in a unique position to perpetrate fraud because of its ability to directly or indirectly manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.



Accounting estimates

Review accounting estimates for biases and evaluate whether the circumstances demonstrate bias, if any, or represent a risk of material misstatement due to fraud.



Journal entry analyses

We will test, using data interrogation techniques, journal entries recorded that exhibit characteristics of possible Administration override of controls and material manual consolidation entries at the end of the reporting period.



Periodic fraud discussions

We engage in periodic fraud discussions with certain members of Administration and others, including City Auditor, Chief Administrative Officer, and Audit Committee members.



Risk assessment

We will evaluate The City's fraud risk assessment and consider entity-level internal controls and internal controls over the closing and reporting process.



Significant transactions

Obtain an understanding of the business rationale for significant transactions that are outside the normal course of business or that appear unusual given our understanding of The City and its environment.

Significant risks

Revenue recognition of capital deposits



Significant risk

Revenue recognition of capital deposits

Capital deposit revenue relating to government funding and private contributions is not recognized in the correct period, as expenditures are incurred.



Internal controls

We will assess the design and implementation of relevant controls.



Recognition criteria

We will apply audit procedures to the revenue recognition of capital deposits relating to both government funding and private contributions. Our testing will include, on a sample basis, reviewing amounts included in the current year transactions to ensure only amounts that meet the revenue recognition criteria under PSAS are recognized as revenue.



Capital deposit contracts

We will obtain capital deposit contracts to ensure that the revenue recorded aligns with the stipulations in the contract.



Completeness of revenue

We will apply audit procedures to test the completeness of revenue by reviewing the carry-forward forms for financing deficits as at December 31 to determine if grant funding has been applied in the appropriate period.



Off-site levies

We will apply audit procedures to off-site levies, on a sample basis, on the following areas:

- Signed agreements in the year;
- Debt acquired for off-site levy projects;
- Amounts recognized into revenue in the year;
- Deferred revenue recognized into revenue in the year.

Significant risks

Tangible Capital Assets



Significant risk

Tangible Capital Assets

Completeness, existence and valuation of Tangible Capital Assets (“TCA”), work in progress (“WIP”) and fund 40 expenditures.



Internal controls

We will assess the design and implementation of relevant controls.



Work in progress additions

On a sampling basis, we will test TCA WIP additions to ensure these WIP additions were appropriately capitalized and accounted for as WIP.



Work in progress transfers

On a sampling basis, we will test TCA WIP transfers to ensure these WIP projects were appropriately transferred out of WIP and into the correct asset class at project completion.



Fund 40 expenditures

On a sampling basis, we will test fund 40 expenditures to ensure these costs were appropriately expensed or capitalized to TCA.

City of Calgary Audit Plan

Areas of Focus

In addition to the matters discussed previously, we have identified a number of areas of focus that we believe are of importance to our audit.

Related Parties

We will verify that the related parties have been accounted for and disclosed in accordance with The City's accounting policies and PSAS and perform separate audits of significant related parties.

We will audit all material balances relating to the related parties.

We will apply audit procedures to any entities identified by Administration in 2024 as possibly meeting the criteria for consolidation under PSAS guidance, if any.

Litigation Accruals and Contingencies

We will enquire with The City's legal department and The City Solicitor to determine the status of outstanding legal matters.

We will review legal correspondence from The City Solicitor and external legal counsel (if applicable) and discuss the status of outstanding legal matters with Administration and others, as necessary.

We will assess the appropriateness of any contingent liabilities and financial statement disclosures.

Government Grants and Transfers

We will test a sample of funding agreements to determine if the contract required financial statement disclosure.

We will test a sample of federal and provincial transfer payments received during the year to fund specific projects.

We will review the related funding agreements to ensure funds were used for their intended purpose and that revenue was recognized in the appropriate period, including the deferred revenue.

We will review deferred revenue for compliance with the applicable PSAS guidance.

We will test expenditures and ensure that the corresponding revenue has been recognized.

Property Tax Revenue

We will perform reasonability tests on property tax revenue balances.

We will review and test the property tax revenue business cycle process controls.

We will complete testing using data analytics on the property tax revenues for the year ending December 31, 2024.

Reserves

We will test expenditures charged to each reserve and agree a sample of expenditures to invoices to verify that the transaction was within the terms and conditions approved by City Council.

We will also test a sample of transfers between reserves, if any, to verify that the transfer was approved by City Council.

We will review the completeness and accuracy of the financial statement disclosures relating to reserves.

Commitments and Contractual Obligations

We will review the completeness and accuracy of the financial statement disclosures relating to The City's commitments and contractual obligations.

We will ensure that these disclosures are in accordance with PSAS guidance.

Valuation of registered defined benefit pension plans

We will review and sample the various inputs and assumptions used in the calculation of the pension obligation and assess their reasonableness.

We will review and test the pension asset and obligation business cycle process controls to ensure the controls surrounding the review of the inputs and assumptions are designed and implemented properly.

We will send confirmations to the actuary.

City of Calgary Audit Plan

Group Audit

- The audit of the City of Calgary is considered to be a group audit.
- We are the auditors of all related authorities and will issue an audit opinion on the standalone financial statements of each entity.
- For the purposes of The City's consolidated financial statements, each reporting entity is required to provide their final internal financial statements to Administration prior to completion of the consolidated audit.
- The timing of our audit procedures for the related authorities is planned for completion prior to the expected issuance date of the final auditor's report for The City.
- Our final auditor's reports are presented to each reporting entity at their respective Audit Committee meetings. We are currently in the pre-planning stage for the 2024 audits of the related authorities.



Delivering Audit Quality



Delivering Audit quality

Our commitment to you

Our commitment to audit quality means more than just “meeting the standard”.

How we will innovate our audit approach

- **Process innovations** – Guided risk assessments to ensure all assertions are covered in our assessment and proactive project management and milestone dates to ensure quality is maintained and deadlines are met
- **Innovation tools** – Leverage the Deloitte OMNIA suite of tools including data processing, Deloitte Connect, Argus and Analytics
- **Continuous improvement** – Apply learnings from prior audits to refine our approach and risk assessments



How we will deliver professional excellence

- **Professional skepticism** – Deloitte has focused a lot on information provided by the entity to ensure it is properly tested, reviewing Administration’s assumptions and judgement’s which is also highlighted through our Guided risk assessment.
- **Independence** – Regular engagement team conversations and constant learning on independence, Deloitte’s acceptance and continuance processes ensures the firm maintains independence through out.
- **Confidential information-** Protecting the privacy and confidentiality of our clients and the firm is a cornerstone of the professional standards every Deloitte partner and practitioner commits to upholding every day.

Where we will focus to deliver insights

- Technology and control environment
- Internal controls over financial reporting

Appendices



Appendix 1 – Engagement team

Team Leadership


 <p>Harman Gill Engagement Partner hgill@deloitte.ca</p>	 <p>Sanjeev Rajani Director srajani@deloitte.ca</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Advisory


 <p>Nicole Torgrimson Advisory Partner ntorgrimson@deloitte.ca</p>

Specialists

Assurance


 <p>Quintin Weitz Quality Assurance Partner qweitz@deloitte.ca</p>

IT

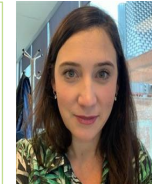
 <p>Neeraj Kumar Risk Advisory (IT) Director neekumar@deloitte.ca</p>

Engagement Managers

Consolidated Audit

 <p>Simona Milojevik Audit Manager smilojevik@deloitte.ca</p>

Consolidated Audit

 <p>Gabiella Greensill Audit Manager ggreensill@deloitte.ca</p>

Appendix 2 – Audit fee

Plan and approval of services

Audit fees	2024 ¹	2023 ¹
The City of Calgary consolidated financial statement audit ²	\$429,685	\$429,685
Municipal Information Return	\$5,018	\$5,018
Funds held in trust audit	\$1,952	\$1,952
Additional audit or non-audit services as requested by the Audit committee up to \$50,000 annually (paragraph 5 (f)(i) of audit committee by-law 33M2020)	\$50,000	\$50,000
Total fees	\$486,655	\$486,655

¹ These fees are subject to a 7% administrative charge and applicable GST.

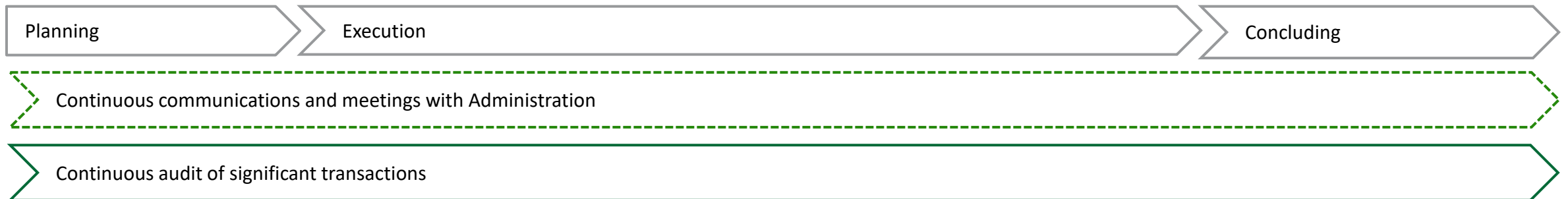
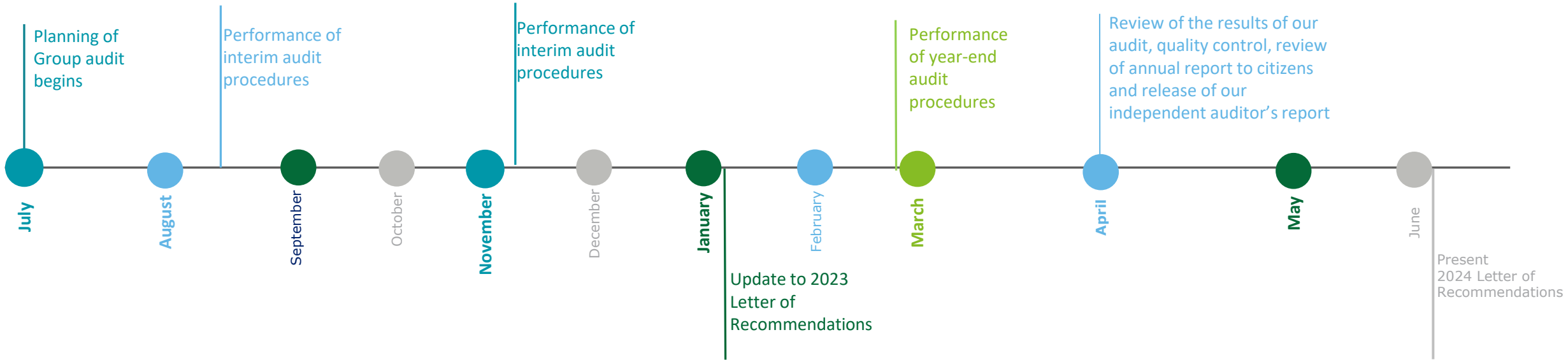
² We are currently in discussions with Administration to determine the full scope of additional audit effort required with respect to auditing the implementation and adoption of the new accounting standards, accounting treatment of bond issuance and the accounting treatment for Event Centre development costs.

Audit scope uncertainty

Our fees do not include changes that may have a significant impact on audit scope and arise as a result of the following:

- Introduction of new accounting standards or changes in auditing standards
- Changes in accounting policies or practices from those used in prior years
- Major events or transactions, such as new acquisitions, significant divestitures or restructuring
- Changes in The City’s financial reporting process or IT systems
- Significant changes in internal controls
- The timely and accurate completion of the client participation schedules and financial statements
- A minimal level of audit adjustments (recorded or unrecorded)

Appendix 3 – Audit timeline



Appendix 4 – Required communications with Those Charged with Governance

Canadian GAAS require that we communicate to Those Charged with Governance (TCWG, Audit Committee) on the following matters:

Required communication	Reference/comments
How TCWG exercise oversight over Administration’s process for identifying and responding to the risk of fraud and the internal control that Administration has established to mitigate these risks.	Required inquiry of the Audit Committee
Whether TCWG have any knowledge of any actual, suspected or alleged fraud affecting the entity, and whether they are aware of any violations or possible violations of laws or regulations and whether they have any information that is important to our identification and assessment of risks of material misstatement.	Required inquiry of the Audit Committee
Enquire with TCWG about their understanding of The City's relationships and transactions with related parties that are significant to The City and whether they have any concerns regarding relationships or transactions with related parties and, if so, the substance of those concerns.	Required inquiry of the Audit Committee
<ul style="list-style-type: none"> • Objectives of the audit engagement and our responsibilities under the audit, as well as Administration's responsibilities. • Form, timing and expected general content of communications, including a reference to the expected form and content of the auditor's report. • The identity and role of the engagement partner. 	Annual Engagement Letter
<p>An overview of the overall audit strategy, addressing:</p> <ol style="list-style-type: none"> a. Scope and timing of the audit b. Significant risks, including fraud risks c. Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures or evaluate the audit results related to significant risks (includes the use of experts/specialists) d. Extent to which we plan to use the work of The City personnel, City Auditor and third parties (such as actuaries) working under the direction of Administration or the audit committee when performing the financial statement audit e. Extent to which we plan to use the work of others when performing the financial statement audit f. Names, locations, and planned responsibilities of other independent public accounting firms or others that perform audit procedures in the audit (including firms that perform audit procedures in the current-period audit, regardless of whether they otherwise have any relationship with us or other persons, who are not employed by us, that perform audit procedures in the current-period audit) 	Audit Service Plan

Appendix 4 – Required communications with Those Charged with Governance (cont'd)

Required communication	Reference/comments
<p>Additional Group Audit Matters:</p> <ul style="list-style-type: none">a. An overview of the type of work to be performed on the financial information of the components (related authorities)b. An overview of the nature of the group engagement team's planned involvement in the work to be performed by the component auditors on the financial information of significant components	Audit Service Plan
<p>All relationships between The City and us that, in our professional judgment, may reasonably be thought to bear on our independence and related safeguards that have been applied to eliminate identified threats to independence or reduce them to an acceptable level.</p> <p>A statement that, in our judgment, the engagement team and others in our firm and, when applicable, network firms have complied with relevant ethical requirements regarding independence.</p> <p>Any breaches to our independence.</p>	Independence letter

Appendix 5 – New and Revised Accounting Standards

The following is a summary of certain new standards, amendments and proposals that will become effective in 2024 and beyond.

To review all recent amendments that will impact your organization in the foreseeable future, we invite you to review our [Standard section of iasplus.com](https://www.iasplus.com).

Public Sector Accounting Standards

Title	Description	Effective Date for City of Calgary
Section PS 3400 - Revenue	This Section establishes standards on how to account for and report on revenue. Specifically, it differentiates between revenue arising from transactions that include performance obligations and transactions that do not have performance obligations.	December 31, 2024.
Section PS 3160 - Public Private Partnerships	This Section establishes standards on how to account for public private partnership arrangements.	December 31, 2024.
Guideline PSG 8 Purchased intangibles	This Guideline explains the scope of the intangibles now allowed to be recognized in financial statements given the removal of the recognition prohibition relating to purchased intangibles in Section PS 1000.	December 31, 2024.
Section PS 1000 Financial statement concepts	This Section describes the concepts underlying the development and use of accounting principles in government financial statements. Such financial statements are designed to meet the common information needs of external users of financial information about a government.	Effective January 1, 2005. The amendments are effective for the December 31, 2024 fiscal year end. with earlier application permitted. Retroactive or prospective application is allowed. The Conceptual Framework applies to the December 31, 2027 year end. Earlier adoption is permitted.
The Conceptual Framework for Financial Reporting in the Public Sector	The PSAB’s Conceptual Framework for Financial Reporting in the Public Sector replaces the conceptual aspects of Section PS 1000, Financial Statement Concepts, and Section PS 1100, Financial Statement Objectives	The Conceptual Framework applies to the December 31, 2027 year end. Earlier adoption is permitted. This Conceptual Framework is to be applied prospectively.
Section PS 1100 - Financial statement objectives	This Section identifies and describes objectives of government financial statements that are generally acceptable to the users and preparers of the statements.	This Section applies to federal, provincial, and territorial governments for fiscal years beginning on or after April 1, 2005. Earlier adoption is encouraged. The Conceptual Framework applies to fiscal years beginning on or after April 1, 2026. Earlier adoption is permitted.

Appendix 6 – Related parties and other audits

The following table is a summary of estimated audit fees for the year ending December 31, 2024 for the related authorities and ancillary audits. These fees include only the estimated base 2024 audit fee and are based on information available to Deloitte at the mailout date of this audit plan. As the 2024 audit planning for the related authorities and other audits will be completed at a later date, these fees are subject to change based on the full scoping of and progression of work on the audits for each of the entities.

Entity	Deloitte's reporting entity relationship	Estimated 2024 base audit fee	2023 base audit fee
The City of Calgary consolidated	City of Calgary Audit Committee	\$429,685	\$429,685
Calgary Municipal Land Corporation	Calgary Municipal Land Corporation Audit Committee	\$83,000	\$82,950
Calgary Public Library	Calgary Public Library Finance and Audit Committee	\$44,000	\$44,200
Calhome Properties Ltd.	Calhome Properties Ltd. Audit Committee	\$94,000	\$94,000
Calgary Police Service	Calgary Police Commission	\$55,000	\$55,120
TELUS Convention Centre	TELUS Convention Centre Audit Committee	\$46,000	\$46,200
ENMAX Corporation	ENMAX Audit Committee	\$445,120	\$445,120
Elected Officials Pension Plan	Pension Governance Committee	\$8,200	\$8,220
Supplementary Pension Plan	Pension Governance Committee	\$15,300	\$15,340

Appendix 6 – Related parties and other audits (continued)

Entity	Reporting entity relationship	Estimated 2024 base audit fee	2023 base audit fee
Municipal Employees Benefits Association of Calgary	Executive Committee of Municipal Employees Benefits Association of Calgary	\$30,500	\$30,580
Family & Community Support Services	City of Calgary Administration	\$22,100	\$22,150
Municipal Information Return	City of Calgary Administration	\$5,018	\$5,018
Funds Held in Trust	City of Calgary Administration	\$1,952	\$1,952
Calgary Economic Development Ltd	Calgary Economic Development Ltd. Audit Committee	\$36,000	N/A ¹
Calgary Film Centre Ltd.	Calgary Film Centre Ltd. Audit Committee	\$21,000	N/A ¹
Opportunity Calgary Investment Fund Ltd.	Opportunity Calgary Investment Fund Ltd. Audit Committee	\$11,000	N/A ¹
Calgary Arts Development Authority Ltd.	Calgary Arts Development Authority Ltd. Audit Committee	\$36,000	N/A ¹
cSPACE Projects	cSPACE Projects Audit Committee	\$21,000	N/A ¹
Attainable Homes Calgary Corporation	Attainable Homes Calgary Corporation Audit Committee	\$39,000	N/A ¹
Total		\$1,443,875	\$1,280,535

¹ Deloitte was not the appointed auditor for this entity during fiscal 2023

Appendix 7 – Draft Annual Engagement Letter

Please refer to the accompanying draft annual engagement letter.



About Deloitte

Deloitte provides audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights, and service to address clients' most complex business challenges. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited. Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Our global Purpose is making an impact that matters. At Deloitte Canada, that translates into building a better future by accelerating and expanding access to knowledge. We believe we can achieve this Purpose by living our shared values to lead the way, serve with integrity, take care of each other, foster inclusion, and collaborate for measurable impact.

To learn more about how Deloitte's approximately 312,000 professionals, over 12,000 of whom are part of the Canadian firm, please connect with us on [LinkedIn](#), [Twitter](#), [Instagram](#), or [Facebook](#).

July 25, 2024

Private and confidential

The Audit Committee of The City of Calgary
Councillor Evan Spencer, Audit Committee Chair
The City of Calgary
800 MacLeod Trail SE
Calgary AB T2P 2M5

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

To Whom It May Concern:

Deloitte LLP (“Deloitte”) is privileged to be your professional services provider. The purpose of this letter is to confirm our mutual understanding of: (a) the services that we will provide to you, including a description of the scope of our services, and (b) the general business terms related to such services.

Services and fees

Appendices A to B to this Engagement Letter (“EL”) contain a description of the following services:

- Appendix A – Financial statement audit (“Audit”)
- Appendix B – Audit of a single financial statement or specific element, account or item of a financial statement (“Audit – CAS 805”)

Should we during the term of this EL, provide any of the services referenced in Appendices A and B, the scope, including assumptions, qualifications and limitations, as set out in Appendices A and B will apply.

As of the date of this EL, the chart below sets out the entities and the services we will provide to them in respect of their year ends. The fees for these services will be based on the Audit Committee pre-approved fees. In addition to the professional fees, you will pay an administrative charge of 7% of professional fees, and applicable taxes.

Scope of services chart

Entity name	Year end	Scope	Fees
The City of Calgary	December 31, 2024	Consolidated Financial Statement Audit (CAS 700)	\$429,685 ¹
The City of Calgary	December 31, 2024	Municipal Information Return (CAS 805)	\$5,018
The City of Calgary	December 31, 2024	Funds Held in Trust (CAS 805)	\$1,952
Total			\$436,655

¹ We are currently in discussions with Administration to determine the full scope of additional audit effort required with respect to auditing the implementation and adoption of the new accounting standards, accounting treatment of bond issuance and the accounting treatment for Event Centre development costs.

Payment of Invoices and Fees

Based on the anticipated timing of the work, our fees will be billed approximately as follows.

Invoice Date	Amount
September 9, 2024 – City Consolidated	\$100,000
November 12, 2024 – City Consolidated	\$100,000
February 24, 2025 – City Consolidated	\$150,000
April 7, 2025 – City Consolidated	\$79,685
April 7, 2025 – Funds Held in Trust	\$1,952
April 7, 2025 – Municipal Information Return	\$5,018
Total	\$436,655

We anticipate sending invoices according to the above schedule. Our continued service on this engagement is dependent upon payment of our invoices in accordance with these terms. Invoices are payable within 30 days of approval by the City of Calgary (“The City”).

If circumstances affecting timing and fee estimate arise (such as those included in this EL on page 6), and as a result the fees for any of the services outlined are expected to be greater than indicated due to the need for additional work, we will contact you to discuss the reason and seek your approval for this additional work in writing.

For purposes of this EL and the appendices, "Financial Statements" shall refer to the statements issued by each entity in the context of the services outlined above. Unless otherwise noted in the appendices, "The City" shall refer to the entities to which that service is being provided, as outlined above.

Ms. Harman Gill and Mr. Sanjeev Rajani will be responsible for the services that we perform.

Also, we would be pleased to provide you with other services, such consulting and financial advisory services, subject to our professional rules. The scope and fees for such services would be contained in a separate letter and, unless otherwise agreed, the general business terms that are contained in this EL will apply.

Term

This EL is subject to annual renewal. In accordance with section 2 of the general business terms, this EL can be terminated on 30 days' written notice.

Our responsibilities

Our responsibilities will depend on the services we provide. Specific conditions may apply and if this is the case, we will bring them to your attention in the attached appendices. We are committed to client service. Here are our client service standards:

- Making and meeting our commitments to you;
- Working with you to understand your business and what is important to you;
- Providing value and building trust through technical competence and consistent results;
- Demonstrating professionalism through effective interaction and communication; and
- Providing a no surprises experience.

Your responsibilities

Our expectations of you can simply be summarized as follows:

- Cooperation and honesty from you and those who work for you;
- Your clear articulation of your expectations of us and your clarification when needed, so we can be sure that you receive the professional services you need;
- If we are providing audit, review or compilation services, we want you to know that these are not forensic audits or special services that would more likely identify a fraud or wrongdoing. We are relying on your controls, your honesty and good faith and that of Administration and the people who work for you;
- You will make all Administration decisions; and
- Prompt payment of our invoices.

Also, our work product is prepared for you. Our services will not be planned or conducted in contemplation of reliance by third parties. Our agreement is with you and no one else.

The City of Calgary
July 25, 2024
Page 4

General business terms

The general business terms attached to this letter apply to the services we provide to you.

We know how busy you are and we promise to keep our correspondence to you as direct and simple as we can. But if at any time you have questions, please do not hesitate to ask.

If this EL, including the appendices, the Circumstances affecting timing and fee estimate section, and the general business terms, are acceptable and the services described are in accordance with your understanding, please sign the copy of this EL in the space provided below and return it to us to indicate your agreement.

Yours truly,

Chartered Professional Accountants

Enclosure

The City of Calgary
July 25, 2024
Page 5

The services and terms set forth in and incorporated into this letter are acknowledged and approved by the Audit Committee of The City of Calgary :

Signature

Title

Date

The services and terms set forth in and incorporated into this letter are accepted and agreed to by The City of Calgary Administration:

Signature

Title

Date

Circumstances affecting timing and fee estimate

The fees quoted for the engagement are based on certain assumptions. Circumstances may arise during the engagement that may significantly affect the targeted completion dates and our fee estimate. As a result, additional fees may be necessary. Such circumstances include, but are not limited to, the following:

Engagement facilitation

1. Changes to the timing of the engagement at The City's request. Changes to the timing of the engagement usually require reassignment of personnel used by Deloitte in the performance of services hereunder. However, because it is often difficult to reassign individuals to other engagements, Deloitte may incur significant unanticipated costs.
2. All schedules are not (a) provided by The City on the date requested, (b) completed in a format acceptable to Deloitte, (c) mathematically correct, or (d) in agreement with the appropriate The City records (e.g., general ledger accounts). Deloitte will provide The City with a separate listing of required schedules, information requests, and the dates such items are needed.
3. Significant delays in responding to our requests for information such as reconciling variances or providing requested supporting documentation (e.g., invoices, contracts, and other documents).
4. Deterioration in the quality of The City's accounting records during the current year engagement in comparison with the prior-year engagement.
5. Electronic files in an appropriate format and containing the information requested are not provided by The City on the date requested for our use in performing file interrogation. Deloitte will provide The City with a separate listing of the required files and the dates the files are needed.
6. The engagement team, while performing work on The City's premises, is not provided with high-speed access to the Internet for purposes of conducting the engagement.

Significant issues or changes

1. Significant deficiencies are identified in The City's internal control that result in the expansion of our engagement procedures.
2. A significant level of proposed adjustments is identified during our engagement.
3. A significant number of drafts of the Financial Statements are submitted for our review or we identify a significant level of deficiencies in the draft Financial Statements.
4. Significant new issues or changes arise as follows:
 - a. New accounting issues;
 - b. Changes in accounting policies or practices from those used in prior years;
 - c. Changes in auditing standards;
 - d. Events or transactions not contemplated in our budgets;

Circumstances affecting timing and fee estimate
The City of Calgary
July 25, 2024
Page 7

- e. Changes in The City's financial reporting process or IT systems;
 - f. Changes in The City's accounting personnel, their responsibilities, or their availability; and
 - g. Change in The City's use of specialists or the specialists and/or their work product does not meet the qualifications required by Canadian GAAS for our reliance upon their work.
5. Changes in engagement scope caused by events that are beyond our control.
 6. The procedures necessary to adopt new accounting standards effective December 31, 2024 have not been completed by Administration.

General business terms

The City of Calgary
July 25, 2024

The following general business terms (the “GBTs”) apply to all services that are performed under this EL that further amend or describe services issued under this EL (the “Services”) between Deloitte LLP, a limited liability partnership organized under the laws of Ontario (“Deloitte”) and you, The City or other entity that is a party to this EL (the “City”). The GBTs and the EL (including the appendices to the EL) are together the “Agreement”.

The Engagement Letter, any appendices, and these general business terms issued by Deloitte and addressed to The City (together the “Agreement”) constitute the whole agreement between The City and Deloitte in relation to the services and work product (including Advice as defined below) described in the Engagement Letter to be provided by Deloitte (the “Services”) and Deloitte’s responsibilities for providing the Services. Capitalized terms not defined in these general business terms shall have the meaning given to them in the Engagement Letter.

This Engagement Letter is between The City and Deloitte. For the purposes of this Engagement Letter:

“**City**” shall mean the entity specified in the Engagement Letter and shall include such of The City’s subsidiaries and/or affiliates as are identified in the Engagement Letter or, if none is identified, all The City’s subsidiaries and affiliates (together with The City, “City Group”) and references to The City shall include the other members of The City Group unless the context requires otherwise. The City represents and warrants that it has the power and authority to (i) sign the Engagement Letter, and (ii) bind, itself and the members of The City Group.

“**Advice**” shall mean all advice, opinions, reports and other work product in any form (including Deliverables) provided by or on behalf of Deloitte and/or its subcontractors as part of the Services.

“**Affiliate**” means, in relation to The City, partnership or other legal entity (other than a natural person) which from time to time directly or indirectly Controls, is Controlled by or is under the common Control with, The City, where “Control” means the legal power to direct, or cause the direction, of the general management of The City, partnership or other legal entity.

“**Deliverables**” means any and all tangible work outputs of the Services to be delivered by Deloitte as part of the Services, including written returns, reports, documents and other materials.

“**Deloitte Entities**” means Deloitte Touche Tohmatsu Limited, a UK private The City limited by guarantee (“DTTL”), its member firms and their respective subsidiaries and affiliates (including Deloitte), their predecessors, successors and assignees, and all partners, principals, members, owners, directors, employees, subcontractors and agents of all such entities. Neither DTTL nor, except as expressly provided herein, any member firm of DTTL has any liability for each other’s acts or omissions. Each member firm of DTTL is a separate and independent legal entity operating under the names “Deloitte”, “Deloitte & Touche”, “Deloitte Touche Tohmatsu” or other related names; and services are provided by member firms or their subsidiaries or affiliates and not by DTTL.

1. **Timely performance** – Deloitte will not be liable for failures or delays in performance that arise from causes beyond Deloitte’s control, including the untimely performance by The City of its obligations.
2. **Termination** – This Agreement and any Services may be terminated by either party at any time, with or without cause, by giving prior written notice to the other party 30 days before the effective date of termination, provided that in the event of a termination for cause, the breaching party shall have the right to cure the breach within such 30-day period. Deloitte may terminate this Agreement with immediate effect upon written notice to The City if Deloitte determines that its performance of any part of the Agreement would be illegal or in conflict with independence or professional rules. The City will pay for time and expenses incurred by Deloitte up to the termination date together with reasonable time and expenses incurred to bring the Services to a close in a prompt and orderly manner.
3. **Fees** – Any fee estimates take into account the agreed-upon level of preparation and assistance from The City and The City personnel. Deloitte will advise The City on a timely basis should this preparation and assistance not be provided or should any other circumstances arise which cause actual time to exceed that estimate.
4. **Billing** – All invoices shall be due and payable when rendered. Interest shall be calculated at a simple daily rate of 0.0493% (equivalent to 18% per annum). Interest shall be charged and payable at this rate on any part of an invoice which remains unpaid from 30 days after the invoice date to the date on which the outstanding invoice is paid. To the extent that as part of the Services to be performed by Deloitte as described in the Agreement, Deloitte personnel are required to perform the Services in the United States of America (“U.S. Business”), The City and Deloitte agree to assign performance of the U.S. Business to Deloitte Canada LP, an affiliate of Deloitte. All Services performed by Deloitte Canada LP shall be performed under the direction of Deloitte which shall remain responsible to The City for such Services. Deloitte Canada LP shall invoice The City with respect to the U.S. Business and Deloitte will invoice for Services performed in Canada (“Canadian Business”). Payment for U.S. Business and/or Canadian Business can be settled with one payment to Deloitte.
5. **Governing law** – The Agreement will be governed by the laws of the Province where Deloitte’s principal office performing the Services is located and all disputes related to the Agreement and Services shall be subject to the exclusive jurisdiction of the courts of such Province.
6. **Working papers** – All working papers, files and other internal materials created or produced by Deloitte related to the Services are the property of Deloitte. In the event that Deloitte is requested by The City or required by legal or regulatory process to produce its files related to the Services in proceedings to which Deloitte is not a party, The City will reimburse Deloitte for its professional time and expenses, including legal fees, incurred in dealing with such matters.
7. **Third parties** – Deloitte’s Services are not planned or conducted in contemplation of, or for the purpose of, reliance by any third party or with respect to any specific transaction and are only intended for the benefit of The City. The City shall use the advice, opinions, reports or other work product of Deloitte (the “Work Product”) solely for the purposes specified in this Agreement and, in particular, shall not, without the prior written consent of Deloitte, use the Work Product in connection with business decisions of any third party or for advertisement purposes. The City shall indemnify and hold harmless Deloitte and the Deloitte Entities from and against all claims, liabilities, losses, damages, costs or expenses attributable to claims of third parties relating to the use of or reliance on any of the Services (including, without

limitation, the Work Product) by any person or entity other than The City, except to the extent finally judicially determined to have resulted primarily from the bad faith or intentional misconduct of Deloitte or a Deloitte Entity. The provisions of this section shall apply regardless of the form of action, damage, claim, liability, cost, expense, whether in contract (including fundamental breach), statute, tort (including negligence) or otherwise.

The mere receipt of any advice, opinions, reports or other work product by any third party is not intended to create any duty of care, professional relationship or any present or future liability between such third party and Deloitte. As a consequence, if copies of any Work Product (or any information derived therefrom) are provided to a third party pursuant to Deloitte's prior written consent, it is on the basis that Deloitte owes no duty of care or liability to them, or any other third party who subsequently receive the same.

8. **Privacy** - Deloitte and The City agree that, in connection with the engagement, Deloitte may collect, use, disclose and otherwise process personal information about identifiable individuals ("Personal Information"). Deloitte's Services are provided on the basis that The City has obtained any required consents under applicable privacy legislation for collection, use, disclosure and processing to Deloitte of Personal Information. If the engagement will involve an EU data subject, please contact taxcontracts@deloitte.ca to obtain a copy of the GDPR Privacy statement.
9. **Confidentiality** – To the extent that Deloitte collects or is provided with Personal Information or any proprietary or confidential information of The City (collectively, "Confidential Information"), Deloitte will not disclose such information to any third party without The City's consent, except as may be required or permitted by law, regulation, legal authority or professional obligations, or as otherwise permitted by this Agreement. Confidential Information may be disclosed by Deloitte to its affiliates and to member firms of Deloitte Touche Tohmatsu Limited and their respective subsidiaries and, affiliates, subcontractors and personnel ("Deloitte Entities, component auditors and third parties that provide services to Deloitte. Confidential Information collected by or provided to Deloitte in connection with the Services may be used, processed, disclosed and stored outside Canada by Deloitte, Deloitte Entities, component auditors or third-party service providers to Deloitte. Deloitte is responsible to The City for causing any such Deloitte Entities, component auditors and third-party service providers to comply with the obligations of confidentiality set out in this section of the Agreement. Confidential Information may be subject to disclosure in accordance with laws applicable in the jurisdiction in which the information is used, processed or stored. The City also agrees that Deloitte and such third-party service providers to Deloitte may aggregate Confidential Information and use and disclose that information as part of research and advice, including, benchmarking services, provided that all such information will be rendered anonymous and not subject to association with The City.

Except as instructed otherwise in writing, each party consents to the transmission by fax, email and voicemail, both confidential and other types of documents, correspondence and any other information relating to the execution of this Agreement. It is recognized that the parties will use the internet and that the internet may be insecure. Each party will be responsible for protecting its own systems and interests and, to the fullest extent permitted by law, will not be responsible to the other on any basis (contract, tort or otherwise) for any loss, damage or omission in any way arising from the use of the internet by either party or its personnel, including any Deloitte Entity and subcontractor personnel, to access the networks, applications, electronic data or other systems of the other party.

10. **Limitation on liability** – The City and Deloitte agree to the following with respect to Deloitte’s liability to The City:
- a. The City agrees that Deloitte shall not be liable to The City for any claims, liabilities, or expenses relating to this Agreement and any Services for an amount in excess of the fees paid by The City to Deloitte for the specific Service giving rise to claim, liability or expense.
 - b. In no event shall Deloitte be liable for consequential, special, indirect, incidental, punitive or exemplary loss, damage, or expense relating to this Agreement or any Services for any loss of revenue or profit, loss of opportunity, loss of data, or any other commercial or economic loss or failure to realize expected savings.
 - c. In any action, claim, loss or damage arising out of this Agreement and any Services, The City agrees that Deloitte’s liability will be several and not joint and several and The City may only claim payment from Deloitte of Deloitte’s proportionate share of the total liability based on the degree of fault of Deloitte.

The provisions of this section shall apply to the fullest extent of the law, whether in contract, statute, tort (such as negligence), or otherwise. This section shall survive termination or expiry of the Agreement. The provisions of this section and any other limitations of liability contained in this Agreement shall not apply to any liability which by the governing law of the Agreement is unlawful to limit or exclude. In furtherance of the foregoing, from time to time, Deloitte may have individual partners and employees performing the Services within the Province of Quebec who are members of the Ordre des comptables professionnels agréés du Québec. The limitations outlined in this section as well any limitations of liability contained in this Agreement shall not apply to limit the personal civil liability of members of the Ordre des comptables professionnels agréés du Québec performing professional Services hereunder (and with respect to such members, such limitations shall be deemed not to be included in this Agreement). For purposes of this Agreement, “Deloitte” shall mean Deloitte LLP and its directors, officers, partners, professional corporations, employees, subsidiaries, affiliates and subcontractors and to the extent providing Services, any Deloitte Entities and all of their partners, principals, members, owners, directors, staff and agents; and in all cases any successor or assignee. The City agrees that any claims that may arise out of this Agreement or any Services will be brought solely against Deloitte as the contracting party and not against any other Deloitte Entities.

When Deloitte is performing audit, review or attest/assurance services that are subject to the US Public Company Accounting Oversight Board (“PCAOB”) and/or US Securities and Exchange Commission (“SEC”) rules or professional standards, any clauses that result in a limitation of Deloitte’s liability do not apply.

11. **Assignment** – Except as provided herein, no party may assign, transfer, or delegate any of its rights or obligations relating to the Agreement without the prior written consent of the other party. Deloitte may assign its rights and obligations under this Agreement to any affiliate or successor in interest to all or substantially all the assets or business of the relevant Deloitte practice.
12. **Deloitte Entities and subcontractors** – Deloitte may use the services of any Deloitte Entities, component auditors, or other subcontractors (including those operating outside Canada) to assist Deloitte. Deloitte remains responsible to The City for Services performed by Deloitte Entities and subcontractors.
13. **Software Tools** – In connection with the Services, Deloitte may use data analytics technology which may require Deloitte to install and use one or more data extraction tools (“Extractors”) on The City’s

computing systems. Deloitte recommends that The City perform adequate security and other appropriate testing on the Extractors before installation. The City hereby consents to such access and the installation and use of such Extractors, and where applicable, Deloitte hereby grants The City a limited, revocable, non-exclusive, non-assignable, non-sublicensable right to install and use those Extractors solely in connection with Deloitte's performance of the Services. All Extractors are protected by copyright and other laws of various countries, and Deloitte and its licensors reserve all rights not expressly granted in the Agreement. The City is not allowed to reverse engineer, disassemble, decompile, or otherwise attempt to derive the Extractors' source code, nor assist, directly or indirectly, in any efforts to do so, nor adapt, modify or create derivative works based on the Extractors. The license granted above will terminate upon completion or termination of the Services. When the license terminates, The City must, where applicable, stop using the Extractors and delete any and all installed Extractors from The City's computing systems, unless Deloitte and The City have entered into a subsequent agreement that allows for The City's continued use. Although Deloitte takes commercially reasonable steps to make the Extractors useful and secure, Deloitte does not have any obligation to ensure they are so, or to maintain, update, upgrade or otherwise modify or support the Extractors. The Extractors are provided "as is" and "as available", without warranty of any kind, and Deloitte expressly disclaims all implied warranties, including that the Extractors will be secure and error-free, or will meet any other criteria of performance or quality. Where analytics have been provided to you during the course of the audit, such analytics and the information contained therein are for general information only and Deloitte is not, by means of these analytics, rendering accounting, business, financial, investment, legal, tax, or other professional advice. The City shall be solely responsible for the accuracy and completeness of all data and information provided to Deloitte for purposes of such analytics. The City acknowledges and agrees that such analytics were prepared based on information provided by The City, which was taken "as is" and not validated or confirmed by Deloitte in any way.

14. **Survival** – Any clause that is meant to continue to apply after termination of the Agreement will do so.
15. **Entire Agreement** – The Agreement forms the entire agreement between the parties in relation to the Services and supersedes all other oral and written representations, understandings or agreements related to the Services.
16. **Severability** – If a court or regulator with proper jurisdiction determines that a provision of this Agreement is invalid, then that provision will be interpreted in a way that is valid under applicable law or regulation. If any provision is invalid, the rest of the Agreement will remain in effect.
17. **Qualifications** – Notwithstanding anything herein to the contrary, Deloitte may use the name of The City, refer to this Agreement and the performance of Services in marketing, publicity materials and other material, as an indication of its experience, and in internal data systems.
18. **Electronic messaging** – In accordance with *Canadian anti-spam legislation*, The City consents to Deloitte contacting The City and its personnel through electronic messages relating to Deloitte's Services, products and other matters of interest to The City after the completion of this Agreement. The City may withdraw any such consent by contacting Deloitte at unsubscribe@deloitte.ca.
19. **Language** – The parties have requested that this Agreement and all communications and documents relating hereto be expressed in the English language. Les parties ont exigé que la présente convention ainsi que tous les documents s'y rattachant soient rédigés dans la langue anglaise.

20. **Force Majeure** – No party shall be deemed to be in breach of the engagement as a result of any delays or non-performance directly or indirectly resulting from circumstances or causes beyond its reasonable control, including, without limitation, fire, epidemic or other casualty, act of God, strike or labour dispute, war or other violence, any law, order or requirement of any governmental agency or authority, or pandemics (including, without limitation, COVID-19 and any such restrictions or conditions on working practices in response to such a threat).
21. **Marketing & Publicity Material & Use of Name** - Neither Deloitte nor The City shall use the other's trademarks, service marks, logos, and/or branding in external publicity material without such other party's prior written consent. The City shall not: i) issue any press release or make any statements to the media pertaining to Deloitte, ii) refer the media to Deloitte or ask Deloitte to act as media spokesperson on behalf of The City, iii) make any public statement relating to this Agreement, the Services, the Deliverables (where applicable) or the parties' business relationship without the prior written consent of Deloitte, iv) nor shall The City disclose the existence or contents of this [Agreement], except as required by law.
22. **Anti-corruption** – Deloitte understands that The City may be subject to laws that prohibit bribery and/or providing anything of value to government officials with the intent to influence that person's actions in respect of The City. Deloitte may be subject to similar laws and codes of professional conduct and has its own internal policies and procedures which prohibit illegal or unethical behaviors. In providing the Services, Deloitte undertakes not to offer, promise or give financial or other advantage to another person with the intention of inducing a person to perform improperly or to reward improper behavior for the benefit of The City, in each case, in violation of applicable law.
23. **Anti-money laundering** – Under the Proceeds of Crime (Money Laundering) and Terrorist Financing Act (Canada) (the "Act"), Deloitte and its personnel are permitted to report any (a) attempted or completed suspicious transactions (transactions which are reasonably suspected to be related to the commission of a money laundering or terrorist financing offence), (b) terrorist property that comes into the possession of Deloitte, and (c) large cash transactions (receipt by Deloitte of over \$10,000 Canadian or equivalent in cash) to the Financial Transactions and Reports Analysis Centre of Canada, a government agency. The Act specifically prohibits Deloitte from informing The City that a report has been made.

Appendix A

Financial statement audit

The City of Calgary
July 25, 2024

Our audit services and audit scope

The consolidated financial statements

We have been requested by you to audit the consolidated financial statements of The City. These financial statements are comprised of the consolidated statement of financial position as at the fiscal year end December 31, 2024 of The City (“Fiscal Year”), consolidated statement of operations and accumulated surplus, consolidated statement of rereasurement gains and losses, consolidated statement of cash flows and consolidated statement of changes in net financial assets for the Fiscal Year, and a summary of material accounting policy information and other explanatory information.

The consolidated financial statements (the “Financial Statements”), subject to audit are those of The City, prepared by Administration, with oversight from those charged with governance (the “Audit Committee”). The objective of our audit is to express an opinion on whether the Financial Statements are fairly presented, in all material respects, in accordance with Canadian Public Sector Accounting Standards (“PSAS”). We plan and perform the audit to obtain reasonable assurance that the Financial Statements as a whole are free from material misstatement, whether due to fraud or error.

Our audit report

On completion of our audit procedures, we expect to issue an audit report in the draft form set out in Appendix A(i). The final form of our audit report may differ based on our audit findings in which case, we will provide you with an updated draft form before it is issued. If we are unable to issue or decline to issue an audit report, we will discuss the reasons with you and the Audit Committee.

Our responsibilities

Performance of the audit

We will conduct our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Those standards require that we 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Administration, as well as evaluating the overall presentation of the Financial Statements.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Canadian GAAS.

Information on internal controls

We do not consider internal controls in order to express any opinion to you on their effectiveness. We consider internal controls relevant to The City's preparation and fair presentation of the Financial Statements in making our risk assessments and in order to design appropriate audit procedures. We will, however, communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the Financial Statements that come to our attention during the course of our engagement.

Reporting considerations

Going concern

If, based on the audit evidence obtained, we conclude that a material uncertainty exists related to events or conditions that may cast significant doubt on The City's ability to continue as a going concern, we are required to draw attention in our audit report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions will be based on the audit evidence obtained up to the date of our audit report.

Other information

Where The City issues other information (for example, a Financial Statement Discussion and Analysis or an annual report), we are required to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. We will report on the results of our procedures appropriately based on the revised CAS 720, *The Auditor's Responsibilities Relating to Other Information*.

Communication with the Audit Committee

The Audit Committee is responsible for the oversight of the financial reporting process and our work as auditors. We are required to communicate with the Audit Committee about certain matters that may arise during our audit and that may be significant to their role. These matters may include, but are not limited, to:

- the planned scope and timing of the audit;
- our views about significant qualitative aspects of The City's accounting practices, including accounting policies, accounting estimates and financial statement disclosures;
- any significant matters arising from the audit in connection with The City's related parties;
- any events or conditions identified that may cast significant doubt on The City's ability to continue as a going concern, including whether the events or conditions constitute a material uncertainty;
- any significant difficulties encountered during the audit;
- any significant matters that were discussed or subject to correspondence with Administration;
- written representations we are requesting;

- where CAS 720 applies, any uncorrected material inconsistencies between the other information and the Financial Statements or our knowledge obtained in the audit, and any uncorrected material misstatements of the other information we identify from reading the financial and non-financial information included in The City's annual report containing or accompanying the Financial Statements and our audit report; and
- any other matters that in our professional judgment are significant to the oversight of the financial reporting process.

Fraud and illegal acts

An audit designed and executed in accordance with Canadian GAAS may not detect fraud or illegal acts. However, it is possible that actual and potential fraud or illegal acts may be discovered during the course of our audit. We will communicate actual or potential fraud or illegal acts identified during the audit to, in our sole judgement, the appropriate level of Administration and/or the Audit Committee depending on the type and significance of the issue.

Your responsibilities

Financial statements and internal control

The audit of the Financial Statements does not relieve Administration or the Audit Committee of their responsibilities.

You are responsible for the preparation and fair presentation of the Financial Statements in accordance with PSAS.

You are also responsible for establishing internal control necessary for the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error. You must determine what internal control is required, including how it is designed, implemented and maintained. You will advise us of any deficiencies identified and any changes in internal control over financial reporting.

Access to information and personnel

You are responsible for providing us with access to all information that is relevant to your preparation of the Financial Statements and any additional information that we may request for the purpose of the audit. You will also provide unrestricted access to persons in The City or others from whom we determine we need to obtain evidence for our audit.

Prevention of fraud and error

You are responsible for designing and implementing programs and controls to prevent and detect fraud, illegal acts and error. You will inform us about all known or suspected fraud, illegal acts or errors affecting The City. You will further inform us of any allegations of fraud, illegal acts or potential errors received in communications (written or oral) from employees, former employees or any other parties external to The City.

Compliance with laws and regulations

You are responsible for identifying and ensuring The City complies with the laws and regulations applicable to its activities. You will inform us of any known or possible violations of these laws or regulations.

Related parties

You will identify The City's related parties and advise whether The City entered into any transactions with these related parties in the time period under audit.

Subsequent events

You will advise us of whether any events have occurred between the date of the balance sheet and the date our audit report is released, that may affect the Financial Statements.

Correction of material errors

You are responsible for adjusting the Financial Statements to correct material misstatements identified during the course of our audit engagement.

Representation letter

As part of our engagement procedures, you will provide written confirmation of representations made to us in connection with the audit.

Disclosure of report

We are engaged solely by The City to perform an audit engagement the purpose of which is to provide an opinion as to whether the Financial Statements are free from material misstatement.

You will not, without obtaining our prior written consent:

- publish or reproduce our report in any document that contains the Financial Statements;
- make reference to our firm in a document which contains other information in addition to the Financial Statements; or
- place our report on an electronic site.

In order for us to consider granting such written consent, you must provide adequate notice of your request as well as provide any draft document which is proposed to contain/refer to our report. If written consent is provided by us, you are solely responsible for the accurate and complete reproduction of our report and the Financial Statements on which we reported.

Other information

You acknowledge your responsibility for the other information, as applicable, and to provide us with the other information prior to the date of our audit report where possible. To the extent the other information is expected to be available after the date of our audit report, you agree to provide us with such other information when available, and prior to being issued by The City, so that we are able to fulfill our responsibilities under CAS 720.

Independence

For purposes of the following three paragraphs, “Deloitte” shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

Independence matters as a result of restrictions on providing certain services

In connection with our engagement, Deloitte, Administration, and the Audit Committee will assume certain roles and responsibilities in an effort to assist Deloitte in maintaining independence and ensuring compliance with applicable independence rules. It is your responsibility to have policies and procedures in place to confirm that The City (together with its subsidiaries and other related entities) does not engage us or accept services from us that may impair our independence under applicable professional rules. All potential services are to be discussed with Ms. Harman Gill.

In connection with the foregoing, The City agrees to furnish to Deloitte and keep Deloitte updated with respect to a corporate tree that identifies the legal names of The City’s affiliates (e.g., parents, subsidiaries, investors or investees, variable interest entities or special purpose entities (as applicable)), together with the ownership relationship among such entities. Deloitte intends to capture this information in systems that may be accessed and used by its affiliates in order to assist Deloitte in meeting its independence obligations. Deloitte will not be requesting nor accepting any personal information for this purpose. Deloitte agrees to discuss any concerns raised regarding privacy or confidentiality with The City.

Independence matters relating to hiring

In order to assist us in maintaining independence, you will also notify us of any substantive employment conversations that have occurred with current or former Deloitte personnel.

Audit Committee’ responsibilities

The Audit Committee is responsible for the oversight of the financial reporting process, including Administration’s preparation of the Financial Statements and monitoring of The City ’s internal controls related to financial reporting and oversight of our work.

Appendix A(i)

Draft version of our auditor's report

The City of Calgary
December 31, 2024

We will provide you with our report, which is expected to be in the following form. However, the final form will reflect the results of our audit. If there are any changes to the expected form of report in future years, we will provide you with an updated draft form before it is issued.

Independent Auditor's Report

To Mayor Jyoti Gondek and Members of City Council
The City of Calgary

Opinion

We have audited the consolidated financial statements of The City of Calgary ("The City") which comprise the consolidated statement of financial position as at December 31, 2024 and the consolidated statements of operations and accumulated surplus, remeasurement gains and losses, cash flows and changes in net financial assets for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of The City as at December 31, 2024 and the results of its operations, remeasurement gains and losses, cash flows and changes in net financial assets 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 ("Canadian GAAS"). 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 City 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.

Other Information

City Administration is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the Financial Statement Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the Financial Statement Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of City Administration and Those Charged with Governance for the Consolidated Financial Statements

City Administration is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS and for such internal control as City Administration 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, City Administration is responsible for assessing The City'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 City Administration either intends to liquidate The City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing The City's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated 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 GAAS 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 GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

Appendix A(i) | Draft version of our auditor's report
The City of Calgary
December 31, 2024
Page 3

- 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 City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by City Administration.
- Conclude on the appropriateness of City Administration'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 City'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 City 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 City to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

Chartered Professional Accountants
Date

Appendix B

Audit of a single financial statement or specific element, account or item of a financial statement

The City of Calgary
 July 25, 2024

Our audit services and audit scope

We may be requested by you from time to time to audit a single financial statement and/or specific element, account or item of a financial statement, and a summary of significant accounting policies and other explanatory information, including those listed in the chart below. In the chart we have identified the entity, fiscal year, financial statement, financial reporting framework and type of framework for each engagement.

Engagement summary chart

Fiscal year end	City of Calgary	
	December 31	December 31
The single financial statement or element, account or item of financial statement ("Financial Statement")	Municipal Information Return	Funds Held in Trust
Applicable financial reporting framework ("Financial Reporting Framework")	Financial reporting provisions of Section 277 of the Municipal Government Act	Canadian Public Sector Accounting Standards
Type of framework (Fair presentation or Compliance)	Compliance	Compliance
Related audit report appendix	Appendix B(i)	Appendix B(ii)

The Financial Statement subject to audit is that of The City, prepared by Administration, with oversight from those charged with governance ("Audit Committee"). The objective of our audit is to express an opinion on whether the Financial Statement is prepared and when applicable, fairly presented, in all material respects, in accordance with the Financial Reporting Framework. We plan and perform the audit to obtain reasonable assurance that the Financial Statement as a whole is free from material misstatement, whether due to fraud or error.

Scope of an audit of a single financial statement and/or a specific element of a financial statement

The requirements of the Financial Reporting Framework will determine the form and content of the Financial Statement. As the Financial Statement is prepared for a special purpose, the Financial Statement and our audit report are not intended for general use or distribution.

Our audit report

On completion of our audit procedures, we expect to issue an audit report in the draft form set out in Appendix B(i) and Appendix B(ii). The final form of our audit report may differ based on our audit findings in which case, we will provide you with an updated draft form before it is issued. If we are unable to issue or decline to issue an audit report, we will discuss the reasons with you and the Audit Committee.

Our responsibilities

Performance of the audit

We will conduct our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Financial Statement is free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statement. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the Financial Statement, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Administration, as well as evaluating the overall presentation of the Financial Statement. Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Canadian GAAS.

Information on internal controls

We do not consider internal controls in order to express any opinion to you on their effectiveness. We consider internal controls relevant to The City’s preparation and when applicable, fair presentation, of the Financial Statement in making our risk assessments and in order to design appropriate audit procedures. We will, however, communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the Financial Statement that come to our attention during the course of our engagement.

Reporting considerations

Going concern

Where CAS 570 applies, if based on the audit evidence obtained, we conclude that a material uncertainty exists related to events or conditions that may cast significant doubt on The City’s ability to continue as a going concern, we are required to draw attention in our audit report to the related disclosures in the Financial Statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions will be based on the audit evidence obtained up to the date of our audit report.

Other information

Where The City issues other information (for example, a Financial Statement Discussion and Analysis or an annual report), we are required to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statement or our knowledge obtained in the audit or otherwise appears to be materially misstated. We will report on the results of our procedures appropriately based on the revised CAS 720, *The Auditor’s Responsibilities Relating to Other Information*.

Communication with the Audit Committee

The Audit Committee is responsible for the oversight of the financial reporting process and our work as auditors. We are required to communicate with the Audit Committee about certain matters that may arise during our audit and that may be significant to their role. These matters may include, but are not limited, to:

- the planned scope and timing of the audit;
- our views about significant qualitative aspects of The City's accounting practices, including accounting policies, accounting estimates and financial statement disclosures;
- any significant matters arising from the audit in connection with The City's related parties;
- where CAS 570 applies, any events or conditions identified that may cast significant doubt on The City's ability to continue as a going concern, including whether the events or conditions constitute a material uncertainty;
- any significant difficulties encountered during the audit;
- any significant matters that were discussed or subject to correspondence with Administration;
- written representations we are requesting;
- where CAS 720 applies, any uncorrected material inconsistencies between the other information and the Financial Statement or our knowledge obtained in the audit, and any uncorrected material misstatements of the other information we identify from reading the financial and non-financial information included in The City's annual report containing or accompanying the Financial Statement and our audit report; and
- any other matters that in our professional judgment are significant to the oversight of the financial reporting process.

Fraud and illegal acts

An audit designed and executed in accordance with Canadian GAAS may not detect fraud or illegal acts. However, it is possible that actual and potential fraud or illegal acts may be discovered during the course of our audit. We will communicate actual or potential fraud or illegal acts identified during the audit to, in our sole judgement, the appropriate level of Administration and/or the Audit Committee depending on the type and significance of the issue.

Your responsibilities

Financial Statement and the financial reporting framework

The audit of the Financial Statement does not relieve Administration or the Audit Committee of their responsibilities.

You are responsible for identifying the purpose for which the Financial Statement is prepared. You must determine that the Financial Reporting Framework is acceptable in view of the nature of The City, the objective of the Financial Statement and any applicable legal/regulatory requirements.

Appendix B | Audit of a single financial statement or specific element, account or item of a financial statement
The City of Calgary
July 25, 2024
Page 4

You are responsible for the preparation and when applicable, fair presentation, of the Financial Statement in accordance with the Financial Reporting Framework. Amongst other things, this includes ensuring that the presentation and disclosure in the Financial Statement is in accordance with the basis of accounting used and the notes to the Financial Statement appropriately describe the Financial Reporting Framework (and any significant interpretations of the Financial Reporting Framework).

Internal control

You are responsible for establishing internal control necessary for the preparation of a Financial Statement that is free from material misstatement, whether due to fraud or error. You must determine what internal control is required, including how it is designed, implemented and maintained. You will advise us of any deficiencies identified and any changes in internal control over financial reporting.

Access to information and personnel

You are responsible for providing us with access to all information that is relevant to your preparation of the Financial Statement and any additional information that we may request for the purpose of the audit. You will also provide unrestricted access to persons in The City or others from whom we determine we need to obtain evidence for our audit.

Prevention of fraud and error

You are responsible for designing and implementing programs and controls to prevent and detect fraud, illegal acts and error. You will inform us about all known or suspected fraud, illegal acts or errors affecting The City. You will further inform us of any allegations of fraud, illegal acts or potential errors received in communications (written or oral) from employees, former employees or any other parties external to The City.

Compliance with laws and regulations

You are responsible for identifying and ensuring that The City complies with the laws and regulations applicable to its activities. You will inform us of any known or possible violations of these laws or regulations.

This audit may not fulfil any annual statutory audit requirements. You therefore should consider whether the scope of this engagement meets your needs.

Related parties

You will identify The City's related parties and advise whether The City entered into any transactions with these related parties in the time period under audit.

Subsequent events

You will advise us of whether any events have occurred between the date of the Financial Statement and the date our audit report is released, that may affect the Financial Statement.

Correction of material errors

You are responsible for adjusting the Financial Statement to correct material misstatements identified during the course of our audit engagement.

Representation letter

As part of our engagement procedures, you will provide written confirmation of representations made to us in connection with the audit.

Disclosure of report

We are engaged solely by The City to perform an audit engagement the purpose of which is to provide an opinion as to whether the Financial Statement is free from material misstatement.

You will not, without obtaining our prior written consent:

- publish or reproduce our report in any document that contains the Financial Statement;
- make reference to our firm in a document which contains other information in addition to the Financial Statement; or
- place our report on an electronic site.

In order for us to consider granting such written consent, you must provide adequate notice of your request as well as provide any draft document which is proposed to contain/refer to our report. If written consent is provided by us, you are solely responsible for the accurate and complete reproduction of our report and the Financial Statement on which we reported.

Other information

You acknowledge your responsibility for the other information, as applicable, and to provide us with the other information prior to the date of our audit report where possible. To the extent the other information is expected to be available after the date of our audit report, you agree to provide us with such other information when available, and prior to being issued by The City, so that we are able to fulfill our responsibilities under CAS 720.

Independence

For purposes of the following three paragraphs, “Deloitte” shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

Independence matters as a result of restrictions on providing certain services

In connection with our engagement, Deloitte, Administration, and the Audit Committee will assume certain roles and responsibilities in an effort to assist Deloitte in maintaining independence and ensuring compliance with applicable independence rules. It is your responsibility to have policies and procedures in place to confirm that The City (together with its subsidiaries and other related entities) does not engage us or accept services from us that may impair our independence under applicable professional rules. All potential services are to be discussed with Ms. Harman Gill.

In connection with the foregoing, The City agrees to furnish to Deloitte and keep Deloitte updated with respect to a corporate tree that identifies the legal names of The City’s affiliates (e.g., parents, subsidiaries, investors or investees, variable interest entities or special purpose entities (as applicable)), together with the ownership relationship among such entities. Deloitte intends to capture this information in systems that may be accessed and used by its affiliates in order to assist Deloitte in meeting its independence obligations.

Appendix B | Audit of a single financial statement or specific element, account or item of a financial statement
The City of Calgary
July 25, 2024
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Deloitte will not be requesting nor accepting any personal information for this purpose. Deloitte agrees to discuss any concerns raised regarding privacy or confidentiality with The City.

Independence matters relating to hiring

In order to assist us in maintaining independence, you will also notify us of any substantive employment conversations that have occurred with current or former Deloitte personnel.

Audit Committee' responsibilities

The Audit Committee is responsible for the oversight of the financial reporting process, including Administration's preparation of the Financial Statement and monitoring of The City's internal controls related to financial reporting and oversight of our work.

It is important to understand that the Financial Statement prepared using accounting principles other than Canadian Public Sector Accounting Standards may not comply with or satisfy The City's incorporating or other governing legislation. In this situation, the Audit Committee should consider the financial or other implications of non-compliance and may wish to obtain legal advice.

Appendix B(i) Independent Auditor's Report

To Mayor Jyoti Gondek and Members of City Council of
The City of Calgary

Opinion

We have audited the Municipal Financial Information Return of The City of Calgary ("The City") relating to the Municipal Government Act as at December 31, 2024 (referred to as the "Return").

In our opinion, the accompanying financial information in the Return of The City as at December 31, 2024 is prepared, in all material respects, in accordance with the financial reporting provisions of Section 277 of the Municipal Government Act (the "Act").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Return* section of our report. We are independent of The City in accordance with the ethical requirements that are relevant to our audit of the Return 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.

Emphasis of Matter – Basis of Accounting

The Return is prepared to assist The City to meet the requirements of the Act. As a result, the Return may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Administration and Those Charged with Governance for the Return

Administration is responsible for the preparation of the Return in accordance with the Act, and for such internal control as Administration determines is necessary to enable the preparation of the Return that is free from material misstatement, whether due to fraud or error.

In preparing the Return, Administration is responsible for assessing The City'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 Administration either intends to liquidate The City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing The City's financial reporting process.

Auditor's Responsibilities for the Audit of the Return

Our objectives are to obtain reasonable assurance about whether the Return is 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 GAAS 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 this Return.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Return, 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 City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by Administration.
- Conclude on the appropriateness of Administration'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 City'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 Return 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 City to cease to continue as a going concern.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within The City to express an opinion on the Return. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

Chartered Professional Accountants
Date

Appendix B(ii) Independent Auditor's Report

To Administration of
The City of Calgary

Opinion

We have audited the accompanying balance sheet of The City of Calgary Funds Held in Trust ("FHIT") as at December 31, 2024, and the statement of continuity for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "FHIT financial statements").

In our opinion, the accompanying FHIT financial statements are prepared, in all material respects, in accordance with the basis of accounting described in Note 2.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). 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 FHIT in accordance with the ethical requirements that are relevant to our audit of the FHIT 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.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 2 to the FHIT financial statements, which describes the basis of accounting. The FHIT financial statements are prepared to assist Administration of The City of Calgary to meet the requirements of the trust arrangements in place with third parties of the FHIT. As a result, the FHIT financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Administration for the FHIT Financial Statements

Administration is responsible for the preparation of the FHIT financial statements in accordance with the basis of accounting described in Note 2; this includes determining that the basis of accounting described in Note 2 is an acceptable basis for the preparation of the financial statement in the circumstances, and for such internal control as Administration determines is necessary to enable the preparation of the FHIT financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the FHIT financial statements, Administration is responsible for assessing FHIT'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 Administration either intends to liquidate FHIT or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the FHIT Financial Statements

Our objectives are to obtain reasonable assurance about whether the FHIT 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 GAAS 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 FHIT financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the FHIT 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 FHIT's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by Administration.
- Conclude on the appropriateness of Administration'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 FHIT'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 FHIT 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 FHIT to cease to continue as a going concern.

We communicate with Administration 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.

Chartered Professional Accountants
Date

City Auditor's Report to
Audit Committee
2024 July 25

ISC: UNRESTRICTED
AC2024-0896

City Auditor's Office 2nd Quarter 2024 Report

PURPOSE

The purpose of this report is to communicate the activities of the City Auditor's Office as set out in Bylaw 30M2004 (as amended).

PREVIOUS COUNCIL DIRECTION

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties, and functions of the position. Schedule A of Bylaw 30M2004 (as amended) requires the City Auditor to 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.

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 JULY 25:

That Council receive this report for the Corporate Record.

HIGHLIGHTS

- What does it mean to Calgarians? The City Auditor's Office provides effective independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust.
- Why does it matter? The City Auditor provides open and transparent reporting on key activities on a quarterly basis.

RISK

The activities of the City Auditor's Office support Administration in their on-going mitigation activities related to Principal Corporate Risks.

ATTACHMENT

1. City Auditor's Office 2nd Quarter 2024 Report - AC2024-0896

City Auditor's Report to
Audit Committee
2024 July 25

ISC: UNRESTRICTED
AC2024-0896

City Auditor's Office 2nd Quarter 2024 Report

DEPARTMENT CIRCULATION

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

Author: Jon Bateman, Executive Advisor, City Auditor's Office

City Clerks: C. Doi / K. Picketts



Calgary

City Auditor's Office

**2nd Quarter 2024 Report
April 1, 2024 – June 30, 2024**

July 25, 2024

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1. Status Update

Key Performance Indicators				
Measure Area	Performance Indicator	Target	Q1 2024	Q2 2024
Efficiency	On Track to Annual Plan	Q1-25% Q2-56% Q3-81% Q4-95%	19%	47%
Effectiveness	Timely Implementation of Audit Rec.	65%	75%	50%
Quality	Client Satisfaction	85%	93%	98%
Staff	Training Plan Achieved	90%	100%	100%

Budget (\$'000's)				
Category	2024 Annual Budget	Q2 Cumulative Budget	Actual to Date	Variance
Salary	3,210	1,583	1,465	118
Tools & Technology	166	83	101	-18
Training	68	34	37	-3
Professional Memberships	20	10	8	2
Contracted Services	150	75	0	75
Employee Recognition	3	1	0	1
Operating Costs	38	24	20	4
Total	3,655	1,810	1,631	179

Whistle-blower Program Activity

New Reports (Q2 – 2024)
46

Reports by Quarter

Quarter	Number of Reports
Q2 23	24
Q3 23	24
Q4 23	28
Q1 24	28
Q2 24	46

Active Investigations (Q2 – 2024)
8

Aging of Active Investigations

Category	Count
< 3 months	4
3 - 6 months	2
> 12 months	2

Closed Investigations (Q2 – 2024)
7

Classification of Substantiated Allegations*

Category	Percentage
Safety	100%

Recommendation Follow-up

Results of 23 Recommendations Due in Q2 (Q1 2024 - 20)

Category	Count	Percentage
Closed - Implemented (Q1 - 80%)	14	61%
Required Additional Time (Q1 - 20%)	9	39%

Outstanding Recommendations # of Revised Date Requests

Project	1st revised date	2nd revised date
AC2024-0238 Planning & Development Services	2	0
AC2023-0919 Community Services	6	0
AC2023-0049 Infrastructure Services	0	1

*An investigation may be comprised of multiple allegations and may result in multiple recommendations/corrective actions. Substantiated allegations and matters resulting in corrective action are summarized at www.calgary.ca/whistle

2. Initiative Briefing

Audit Strategy

Professional Standards

The Institute of Internal Auditors' Global Internal Audit Standards state in Standard 9.2 that:

“The chief audit executive must develop and implement a strategy for the internal audit function that supports the strategic objectives and success of the organization and aligns with the expectations of the board, senior management, and other key stakeholders.

An internal audit strategy is a plan of action designed to achieve a long-term or overall objective. The internal audit strategy must include a vision, strategic objectives, and supporting initiatives for the internal audit function. An internal audit strategy helps guide the internal audit function toward the fulfillment of the internal audit mandate.

The chief audit executive must review the internal audit strategy with the board and senior management periodically”

Audit Strategy

The City Auditor's current audit strategy is set out in the City Auditor's Office section of the City of Calgary's (The City's) 2023-2026 Service Plans and Budgets: [City Auditor's Office plan and budget \(calgary.ca\)](https://www.calgary.ca/cityauditor/office-plan-and-budget). The strategy aligns to Council's strategic direction: Resilient Calgary, encompassing social, economic and climate resilience. The two key pillars of the City Auditor's current audit strategy are:

1. Timely assurance; and
2. Value-add assurance.

The following initiatives are included in the current four-year service plan cycle:

- Support the delivery of value-add audits where complex technical emerging risks such as cybersecurity risks threaten Council objectives by utilizing subject matter expertise;
 - Provide periodic independent and objective assurance to Council, via Audit Committee, on the progress to deliver Calgary Climate Strategy - Pathways to 2050. We plan to obtain subject matter expertise to review associated risk identification and mitigation, and relevant reported targets and metrics; and
 - Update the audit report template to support clear communication of assurance.
-

Strategy Development and Reporting

As part of the development of the audit strategy we considered emerging risks across the audit profession and at The City. The City's services have become increasingly complex, and risks that threaten effective and efficient City service delivery have increased in the speed at which they emerge, and the magnitude of any potential impact. Expert resources are required to effectively assess risk mitigation and provide clear, timely, value-add assurance to Council in an increasingly complex landscape.

The City Auditor reports to Audit Committee annually on key audit initiatives completed. The City Auditor will liaise with Audit Committee as part of the preparation for the next four-year cycle to review the existing strategy and make any updates required to continue to align to Council's strategic objectives.

2024 Audit Plan – Status as at June 30, 2024

2024 Audit Plan				
#	Title	Description	Report Target	Status
2023 Audit Plan Carry Forward				
1	Downtown Calgary Development Incentive Program	An operational audit of the Downtown Calgary Development Incentive Program's grant administration.	Q1	Complete/ Reported 2/15/2024
2	Financial Reserves	An operational audit of the effectiveness of the management of City of Calgary financial reserves.	Q2	Complete/ Reported 5/23/2024
3	Cloud Vendor and Solution Management	An IT audit to review processes for identifying, assessing, and monitoring cloud software solutions and vendors.	Q1	Complete/ Reported 1/18/2024
4	Safety Management	An operational audit of the effectiveness of the Occupational Health & Safety Business Unit's monitoring and mitigation of safety incidents.	Q2	Complete/ Reported 4/18/2024
5	Streetlights	An operational audit of streetlights maintenance and repair.	Q2	Complete/ Reported 5/23/2024
6	Project and Portfolio Management Tool (P2M)	An operational audit of the Utilities Delivery Business Unit's utilization of P2M.	Q2	Complete/ Reported 6/13/2024
2024 Audit Plan				
1	Climate & Environment - Clean Energy Improvement Program	An operational audit of the Clean Energy Improvement Program. <i>Principal Corporate Risk: Sustainable City</i>	Q3	Reporting
2	Water Services - Water Metering	An operational audit of the effectiveness of The City's water metering processes and policies. <i>Principal Corporate Risk: Service Delivery</i>	Q3	Reporting

2024 Audit Plan				
#	Title	Description	Report Target	Status
3	Parks & Open Spaces – Contracted Mowing Services	An operational audit to assess the effectiveness and efficiency of Parks & Open Spaces' contracted mowing services. <i>Principal Corporate Risk: Financial Sustainability</i>	Q3	Reporting
4	Partnerships - Neighbourhood Partnership	An operational audit of the Neighbourhood Partnership Coordinator Team's Community Association support. <i>Principal Corporate Risk: Service Delivery</i>	Q4	Planning
5	Event Centre	An operational audit of The City's governance of the Event Centre project. <i>Principal Corporate Risk: Capital Infrastructure</i>	Q4	Fieldwork
6	IT - Disaster Recovery	An IT audit of disaster recovery processes to provide assurance essential systems are identified and appropriate recovery procedures and infrastructure are in place. <i>Principal Corporate Risk: Service Delivery</i>	Q1 2025	Fieldwork
7	Corporate Security – Cyber Security	An IT audit to assess the effectiveness of activities to detect the occurrence of cyber security events within The City's IT environment. <i>Principal Corporate Risk: Technological Disruption</i>	Q1 2025	Not Started
8	Community Planning -Local Area Plan Process	An operational audit to assess the effectiveness of engagement in the Local Area Plan Process. <i>Principal Corporate Risk: Reputational</i>	Q1 2025	Not Started

2024 Audit Plan				
#	Title	Description	Report Target	Status
9	Utilities Delivery - Project Management	An operational audit assessing the effectiveness of the project management of the Inglewood Sanitary Trunk project. <i>Principal Corporate Risk: Capital Infrastructure</i>	Q1 2025	Not Started
10	Supply Management - Corporate Supply Chain Resilience Strategy	An operational audit of Supply Management's processes that support the Corporate Supply Chain Resilience Strategy. <i>Principal Corporate Risk: Capital Infrastructure</i>	Q1 2025	Not Started

Q2 2024 Recommendation Follow-up– In-Progress Action Plans

Report # & Title	# of Revisions	Revised Date	Recommendation ¹
AC2023-0049 Real Estate & Development Services- Enhanced Rationalization Program	2	September 30, 2024	#1b) The Coordinator of Enhanced Rationalization refine the Enhanced Rationalization program mandate and objectives to be specific, measurable, attainable, relevant, and time-bound and once approved by the Corporate Land Committee, prepare a risk management strategy to support program success.
AC2024-0238 Downtown Calgary Development Incentive Program	1	September 30, 2024	#3 Details of this recommendation are confidential.
AC2024-0238 Downtown Calgary Development Incentive Program	1	September 30, 2024	#4 Details of this recommendation are confidential.
AC2023-0919 Community Safety Partner Agency Liaison Initiative	1	March 31, 2025	#1 The Chief Community Standards coordinate with 311 Services to update the SR encampment process to reduce duplicate SR.
AC2023-0919 Community Safety Partner Agency Liaison Initiative	1	March 31, 2025	#2 The Chief Community Standards establish targets for PAL Team performance, monitor on a defined frequency, and adjust strategy where the targets are not achieved.
AC2023-0919 Community Safety Partner Agency Liaison Initiative	1	March 31, 2025	#3 The Chief Community Standards establish Key Performance Indicators for proactive visits, monitor on a defined frequency, and adjust strategy where the targets are not achieved.
AC2023-0919 Community Safety Partner Agency Liaison Initiative	1	March 31, 2025	#4 The Chief Community Standards develop metrics to track outreach achievements and assess the success of the PAL Team working model.
AC2023-0919 Community Safety Partner Agency Liaison Initiative	1	March 31, 2025	#5 The Chief, Community Standards create a process to support the performance of Administrative Follow-up on a defined frequency for SR open longer than 30 days.
AC2023-0919 Community Safety Partner Agency Liaison Initiative	1	March 31, 2025	#7 The Chief, Community Standards consider coordinating with 311 Services to create a process in the SR System to close SR after the conclusion of the clean-up.

¹ Confidential recommendation details are based on Section 16(1) of the Freedom of Information and Protection of Privacy Act, which relates to disclosure that is harmful to business interests of a third party.

Parks & Open Spaces- Contracted Mowing Services Audit

PURPOSE

The purpose of this report is to communicate the outcome of the Contracted Mowing Services 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.
3. Recommend that the 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 July 25, 2039.

RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JULY 25:

That Council:

1. Receive this report for the Corporate Record; and
2. Recommend that the 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 July 25, 2039.

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? Effective management of contracted mowing services is critical to support The City of Calgary in maintaining a healthy and vibrant parks system to enhance the quality of life for Calgarians. Parks maintains and stewards almost 8,700 hectares of public spaces and contracts out the majority of mowing services (turf mowing, litter removal and trimming). Since public spaces are important to Calgarians and are highly visible, there is an impact to citizen satisfaction when contracted deliverables are not met and an impact to Parks resources if they have to complete mowing in-house.

**City Auditor's Report to
Audit Committee
2024 July 25**

**ISC: UNRESTRICTED
AC2024-0843
Page 2 of 2**

Parks & Open Spaces- Contracted Mowing Services Audit

RISK

Recommendations in this audit report support Administration in their on-going mitigation activities related to the Service Delivery and Reputation Principal Corporate Risks.

ATTACHMENT

1. CONFIDENTIAL Parks & Open Spaces- Contracted Mowing Services Audit AC2024-0843
ATT

DEPARTMENT CIRCULATION

Name	Title, Department or Business Unit	Approve/Consult/Inform
Liz Ormsby	City Auditor	Approve
David Duckworth	Chief Administrative Officer	Inform
Carla Male	Chief Financial Officer	Inform
Doug Morgan	General Manager - Operational Services	Inform
Kyle Ripley	Director, Parks & Open Spaces	Inform
David Hobson	Manager Parks South Region	Inform

Author: Andrew Ma, Senior Auditor, City Auditor's Office

City Clerks: C. Doi / K. Picketts

Clerk's Note to
Regular Meeting of Council
2024 September 17

ISC: UNRESTRICTED
AC2024-0788

RE: External Auditor 2023 – 2024 Performance Assessment, AC2024-0788

RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 JULY 25:

That Council:

1. Receive this report and attachment for the Corporate Record; and
2. Direct that this Report, Attachments and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests), 19 (Confidential evaluations) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2039 July 25.

Attachments:

1. Confidential Attachments

POSTPONED REPORT

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 SEPTEMBER 4:

That Council:

1. Amend Council Policy CP2021-04, *Calgary Parking Policies*, by replacing section 3 of the policy with the content in Attachment 1 and apply the new policies retroactively as of 2024 January 01;
2. **Direct Administration to** close the Calgary Parking Long-Term Investment Fund, and distribute the remaining balance in the fund as follows:
 - a. Allocate \$20.0M to the Fiscal Stability Reserve
 - b. Allocate \$23.0M to the Reserve for Future Capital
 - c. Allocate the remaining balance to the Calgary Parking Capital Reserve Fund;and
3. **Direct Administration to** bring adjustments to reflect the new policy to the mid-cycle budget adjustments in 2024 November.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2024 September 4:

“Moved by Councillor Sharp

That with respect to Report EC2024-0836, the following be approved, **after amendment:**

That Executive Committee recommend that Council:

1. Amend Council Policy CP2021-04, *Calgary Parking Policies*, by replacing section 3 of the policy with the content in Attachment 1 and apply the new policies retroactively as of 2024 January 01;
2. **Direct Administration to** close the Calgary Parking Long-Term Investment Fund, and distribute the remaining balance in the fund as follows:
 - a. Allocate \$20.0M to the Fiscal Stability Reserve
 - b. Allocate \$23.0M to the Reserve for Future Capital
 - c. Allocate the remaining balance to the Calgary Parking Capital Reserve Fund;and
3. **Direct Administration to** bring adjustments to reflect the new policy to the mid-cycle budget adjustments in 2024 November.

For: (10) Councillor Carra, Mayor Gondek, Councillor Sharp, Councillor Spencer,
Councillor Walcott, Councillor Pootmans, Councillor McLean, Councillor
Mian, Councillor Penner, and Councillor Chabot

Against: (1) Councillor Wong

MOTION CARRIED”

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, held 2024 July 23:

“7.3 Parking Financial Policies Review, EC2024-0836

...

Moved by Councillor Sharp

That with respect to Report EC2024-0836, the following be approved, **after amendment**:

That Executive Committee recommend that Council:

1. Amend Council Policy CP2021-04, *Calgary Parking Policies*, by replacing section 3 of the policy with the content in Attachment 1 and apply the new policies retroactively as of 2024 January 01;
2. **Direct Administration to** close the Calgary Parking Long-Term Investment Fund, and distribute the remaining balance in the fund as follows:
 - a. Allocate \$20.0M to the Fiscal Stability Reserve
 - b. Allocate \$23.0M to the Reserve for Future Capital
 - c. Allocate the remaining balance to the Calgary Parking Capital Reserve Fund; and
3. **Direct Administration to** bring adjustments to reflect the new policy to the mid-cycle budget adjustments in 2024 November.

Moved by Councillor Wong

That with respect to Report EC2024-0836, the following be approved:

That Committee postpone Item 7.3 Parking Financial Policies Review, EC2024-0836 to the 2024 September 4 Executive Committee Meeting.

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

MOTION CARRIED”

Operational Services Report to
Executive Committee
2024 July 23

ISC: UNRESTRICTED
EC2024-0836

Parking Financial Policies Review

PURPOSE

The purpose of this report is to provide recommendations from a review of the financial policies guiding the Parking service. The integration of Calgary Parking Authority into The City of Calgary has increased the need to revisit the policies to balance the sustainability of the parking service while maximizing support back to The City. Adjusted policies are proposed that increase the return to The City and support for specific priorities while maintaining a self-supported parking service. This approach will provide an additional \$2.3 million annually to The City from Parking. Closure and redistribution of the Calgary Parking Long-Term Investment Fund is proposed, unlocking \$43M of one-time funds to be used for Council priorities.

PREVIOUS COUNCIL DIRECTION

The work has been initiated by Administration; however it addresses two motions from Council:

1. Report EC2023-0464, which directs “Administration to report back to Council with options to fund the Streets service line annual reinvestment programs of Street Light Lifecycle & Upgrade, and Pavement Rehabilitation with on-street parking revenues as part of the current review of the Financial Return Policies contained in Calgary Parking Policies already planned to be brought to committee in 2023”. Note this date was adjusted to Q2 2024 in report EC2023-1314.
2. The motion arising from report C2023-1148, which directs “Administration to return to Infrastructure and Planning Committee in Q2 2024 with program recommendations that direct net revenues generated through the Market Permit program to support community associations within the various Residential Parking Permit Market Permit zones through the existing Parking Revenue Reinvestment Program.”

Both reports were deferred to Q3 2024 in report EC2024-0693.

RECOMMENDATION:

That Executive Committee recommend that Council:

1. Amend Council Policy CP2021-04, *Calgary Parking Policies*, by replacing section 3 of the policy with the content in Attachment 1 and apply the new policies retroactively as of 2024 January 01.
2. Close the Calgary Parking Long-Term Investment Fund, and distribute the remaining balance in the fund as follows:
 - a. Allocate \$20.0M to the Fiscal Stability Reserve
 - b. Allocate \$23.0M to the Reserve for Future Capital
 - c. Allocate the remaining balance to the Calgary Parking Capital Reserve Fund
3. Bring adjustments to reflect the new policy to the mid-cycle budget adjustments in 2024 November.

Operational Services Report to
Executive Committee
2024 July 23

ISC: UNRESTRICTED
EC2024-0836

Parking Financial Policies Review

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 SEPTEMBER 4:

That Council:

1. Amend Council Policy CP2021-04, *Calgary Parking Policies*, by replacing section 3 of the policy with the content in Attachment 1 and apply the new policies retroactively as of 2024 January 01;
2. **Direct Administration to** close the Calgary Parking Long-Term Investment Fund, and distribute the remaining balance in the fund as follows:
 - a. Allocate \$20.0M to the Fiscal Stability Reserve
 - b. Allocate \$23.0M to the Reserve for Future Capital
 - c. Allocate the remaining balance to the Calgary Parking Capital Reserve Fund;
and
3. **Direct Administration to** bring adjustments to reflect the new policy to the mid-cycle budget adjustments in 2024 November.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2024 September 4:

“**Moved by** Councillor Sharp

That with respect to Report EC2024-0836, the following be approved, **after amendment**:

That Executive Committee recommend that Council:

1. Amend Council Policy CP2021-04, *Calgary Parking Policies*, by replacing section 3 of the policy with the content in Attachment 1 and apply the new policies retroactively as of 2024 January 01;
2. **Direct Administration to** close the Calgary Parking Long-Term Investment Fund, and distribute the remaining balance in the fund as follows:
 - a. Allocate \$20.0M to the Fiscal Stability Reserve
 - b. Allocate \$23.0M to the Reserve for Future Capital
 - c. Allocate the remaining balance to the Calgary Parking Capital Reserve Fund;
and
3. **Direct Administration to** bring adjustments to reflect the new policy to the mid-cycle budget adjustments in 2024 November.

For: (10) Councillor Carra, Mayor Gondek, Councillor Sharp, Councillor Spencer,
Councillor Walcott, Councillor Pootmans, Councillor McLean, Councillor
Mian, Councillor Penner, and Councillor Chabot

Against: (1) Councillor Wong

Parking Financial Policies Review

MOTION CARRIED”

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Morgan concurs with this report.

HIGHLIGHTS

- The revised policies continue to enable Parking to be a self-supported service that generates a return for The City without requiring any tax support.
- Redistribution of revenue provides and additional \$2.3 million annually to The City from the Parking service to support corporate priorities.
- The Streets service would receive an annual \$3 million funding amount to support maintenance activities, that will scale with the total on-street parking supply.
- Parking will only retain an annual funding component (initially \$4 million) to maintain parking facilities and technology.
- External supports for events will be harmonized with existing City processes.
- The Parking Revenue Reinvestment Program will shift to a share of on-street parking net revenue to provide stable funding to business and community areas. Market permit net revenues will also be shared with communities by way of the program.
- The Calgary Parking Long-Term Investment Fund will be closed, unlocking \$43M in funds to support capital priorities outside of Parking.

DISCUSSION

Subsequent to Council’s decision to integrate the Calgary Parking Authority into The City of Calgary in 2021, there is a need to review the existing parking financial policies to better serve both the Parking service and provide further benefits to The City. Additionally, Council had asked for investigation to fund two specific requests that would see a portion of parking revenues reinvested in the Streets service, and distribution of the Market Permit net revenues back to generating community areas. Thirdly, the existing Parking Revenue Reinvestment Program, which has successfully reinvested over \$7 million into community and business areas since inception, needed review as the existing formula did not provide a stable amount of funding on a yearly basis. A holistic review was necessary to consider all these requests.

A background report was prepared (Attachment 2) to review the existing policies and determine how the Parking funding stream could be repurposed to increase corporate support while maintaining a self-supported service. While this work does not generate new parking revenues, it considered if existing revenues could be better allocated to accomplish the above. This is largely accomplished by sharing 100% of all net revenues from the service, with Parking only retaining funding for the Calgary Parking Capital Reserve to meet asset maintenance and technology needs.

To guide the policies, five principles were developed:

- Fiscal Responsibility: The Parking service shall be self-supported and not require tax support
- Increase returns: Maximize the return of net revenues from Parking to The City by way of an annual return

Parking Financial Policies Review

- Support through use of return: Support City priorities through use of the annual return rather than directly from the Parking service
- Streamlined process: Harmonize support for external festivals, events and non-profit activities through existing City processes
- Affordable parking options: Set off-street parking prices to generally achieve 90 per cent of the surrounding market price to provide an affordable option in a competitive parking market

Using these principles, Administration recommends replacing the existing parking financial policies in section 3 of *Calgary Parking Policies* with the following approach:

- Allocate 100 per cent of net enforcement revenues to General Revenues, including the Municipal Impound Lot
- Allocate 100 per cent of net revenues from parking operations as follows:
 - \$3 million annual contribution to the Streets service, to be adjusted annually based on on-street paid parking supply changes
 - An annual contribution for asset maintenance to the Calgary Parking Capital Reserve (initially \$4 million)
 - \$200,000 annual contribution to support funding for festivals, events, and non-profits
 - Share 10 per cent of net on-street parking revenues, with participating Business Improvement Areas and Community Associations by way of the Parking Revenue Reinvestment Program
 - Share 100 per cent of net market permit revenues to Community Associations by way of the Parking Revenue Reinvestment Program
 - One full time equivalent resource to support administration of the Parking Revenue Reinvestment Program
 - All remaining funds to General Revenues

The specific policy amendments are provided in Attachment 1. This approach will reprofile existing revenues to increase support for City priorities and provide more stability for external partners. It addresses the two motions from Council to address funding for street infrastructure and reinvesting Market Permit revenues without any need for tax support while maintaining a fully self-supported parking service. These changes return an additional \$2.3 million annually to The City from the parking service.

Administration is also proposing closing the Calgary Parking Long-Term Investment Fund and distributing the balance of \$53.56 million (as at end of 2023) as follows:

- \$20M to the Reserve for Future Capital to support the 5A network, previously approved by Council in 2022
- \$3M to the Reserve for Future Capital to fulfill the \$1 million funding commitment to Transportation Capital, as allocated in the current 2023-2026 Business Plan and Budget
- \$20M to the Fiscal Stability Reserve which can be reallocated as part of the mid-cycle business plan and budget discussions
- The remaining balance (\$10.56 million) transferred to the Calgary Parking Capital Reserve to support the provision of electric vehicle charging infrastructure

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To implement the proposed changes, adjustments will be brought to the mid-cycle budget adjustments in 2024 November. A 2024 January 01 effective date for the policies will allow the 2024 net returns to be distributed according to the new policies for the 2024 fiscal year.

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 |

Discussion was undertaken with internal parties to assess the impacts of proposed changes. Staff met with Business Improvement Areas on 2024 May 13 to share the proposed changes to the Parking Revenue Reinvestment Program. Community Associations were also engaged at a meeting held on 2024 June 14. The changes do not impact the services that the public will continue to receive from Calgary Parking.

IMPLICATIONS

Social

Redistributing net revenues from parking activities, either through direct support initiatives or through funding via distribution of returns, increases the number and range of social initiatives that can be funded by the City overall.

Environmental

The proposed allocation of the remaining balance in the Calgary Parking Long-Term Investment Fund will enable Calgary Parking to support electric charging at public facilities, supporting implementation of The City's Climate Strategy.

Parking Financial Policies Review

Economic

Adopting a policy of setting off-street prices at 90 per cent of the market rate will provide support for parkers without distorting the overall parking market.

Service and Financial Implications

No anticipated financial impact

Because the policies focus on a redistribution of planned revenues, the total amount of revenue would not change should these policies be adopted. The general revenue return is maintained under the proposed policies, so there is no tax impact. Further, the Parking service can continue to maintain self-support and provide a return to The City.

The current approved budget was developed under the existing policies and will need to be adjusted to adopt the new policies. Increased revenues from parking activities are generally offsetting any existing budget impacts. Budget adjustments arising from this work will be part of the mid-cycle budget adjustments.

RISK

The proposed policies reduce several risks for Council. The Streets service will be enhanced through additional funding which will improve asset conditions. Requests for support for non-parking activities (like events) will be considered by established processes already in use by The City. The allocation to the Calgary Parking Capital Reserve will ensure that facilities and technology continue to be maintained in good condition without requiring capital funding from other sources.

The Parking service would not retain funding for future lands under the proposed policies. This means that if existing lots are repurposed for other civic needs, that the total return will decrease over time. Parking will work with other City units to determine what opportunities exist to support parking supply and the total return. The revised policies would see any variance in the parking annual return be a component of the overall corporate annual variance. If parking funds were to reduce over time due to reduced supply or other variables, the general revenue component would decrease.

If Council does not provide guidance on parking revenue policies, the existing policies will remain in effect. Several trends indicate that the existing dividend model will be difficult to maintain, particularly if parking supply is repurposed for other uses. Capital funding will not be sufficient to sustain parking infrastructure in the long term. Direct support requests would continue to be addressed on an ad-hoc basis by Calgary Parking.

ATTACHMENTS

1. Proposed Amendments to Section 3 of Calgary Parking Policies
2. Parking Financial Policies Background Report
3. Presentation

Operational Services Report to
Executive Committee
2024 July 23

ISC: UNRESTRICTED
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Parking Financial Policies Review

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Doug Morgan	Operational Services	Approve
Troy McLeod	Operational Services – Mobility	Approve
Katie Black	Community Services	Consult
Carla Mae	Corporate Planning and Financial Services	Consult
Michael Thompson	Infrastructure Services	Consult
Jill Floen	Law and Legislative Services	Consult

Author: Chris Blaschuk, Mobility

City Clerks: C. Doi / K. Picketts

Proposed New Policies (repeal and replace section 3 of *Calgary Parking Policies*)

Though the primary purpose of paid parking is to effectively manage parking demand, large cities can generate significant revenues from parking assets. The policies in this section reflect the priorities of efficient management of operating expenses, providing a fair return on investment for Calgarians and providing stable revenues for The City and partner organizations.

To guide the financial approach for parking, the following principles will apply:

1. The parking service shall be self-supported and not require tax support.
2. Maximize the return of net revenues from Parking to The City by way of an annual return.
3. Support City priorities through use of the annual return rather than directly from the Parking service.
4. Harmonize support for external festivals, events and non-profit activities through existing City processes.
5. Set off-street parking prices to generally achieve 90 per cent of the surrounding market price to provide an affordable option in a competitive parking market.

3.1 FINANCIAL CONTRIBUTION POLICIES

General

1. Parking operations shall be self-supported while providing a revenue return to The City and no require tax support.
2. Expenses and revenues for the provision and sale of parking services will be separate line items from other expenses in the Parking service budget.
3. Net revenue from parking is calculated by deducting from gross revenue:
 - a. operating expenditures,
 - b. internal recoveries to and from other business units directly related to providing parking services, and
 - c. principle debt repayment for debt related to past Calgary Parking Authority transactions.
4. All expenses and revenue related to parking enforcement and the municipal impound lot are not included in the calculation in policy 3.
 - a. 100 per cent of net revenue from parking enforcement and municipal impound lot activities is transferred to City of Calgary general accounts.
5. The parking service will return 100 per cent of net revenues from parking operations based on the calculations in 3 excepting specific investments outlined in section 3.2.
6. Activities not related to providing the parking service should be funded out of the return generated in 5, rather than directly by the parking service.

Pricing and Supply

7. Market prices will be used to set prices in Calgary Parking facilities to support business and resident activities while enabling fair revenue from public assets.
 - a. Calgary Parking should price off-street parking at approximately 90% the comparable rate for the location and level of service, and
 - b. Calgary Parking may use promotions or other temporary price adjustments to support low-demand locations and new service offerings.

8. Strategies should be explored to leverage existing City parking assets to offset any parking supply reductions to support long-term revenue amounts.

3.2 PARKING REVENUE REINVESTMENT POLICIES

As part of the objectives of the Municipal Development Plan and Calgary Transportation Plan, it is important for The City to support the creation of vibrant, transit-supportive mixed-use activity centres and corridors. Successful areas typically attract a large variety of visitors, including parkers, which can result in parking congestion. As a result, it is typically necessary to use on-street parking charges to manage the parking supply in the area to keep spaces available for users. This also manages overall demand and encourages usage of other travel options when parking supply is not sufficient. This tool can create a negative perception for some potential visitors and customers to the area that parking is a deterrent for visiting. By allocating some of the revenues generated by these parkers back to business areas where they were collected, they can be used to increase the quality of the public realm and facilitate business vitality to keep these destinations attractive and vibrant.

To facilitate this, a parking revenue reinvestment program has been established to fulfill the following objectives in paid parking areas:

- Facilitate a strong pedestrian environment.
- Further the implementation of complete streets.
- Provide incremental improvements to area parking.
- Enhance area urban design.
- Add to the vibrancy of the area.

Policies:

The following policies manage the administration of parking revenue reinvestment.

1. Of the total net revenues referred to in policy 5 of section 3.1:
 - a. Three million dollars will be reinvested in the streets service to offset street expenses associated with on-street parking. This amount will be adjusted annually based on the difference between the 2023 on-street paid parking supply and the current year.
 - b. Two hundred thousand dollars will fund the use of parking services and assets by external events, festivals and non-profit entities.
 - c. An annual contribution will be made to the Calgary Parking Capital Reserve to support asset maintenance and technology sustainment. This target will be set in the reserve and will be updated periodically based on asset condition assessments and technology planning.
 - d. A full-time equivalent role will be funded to administer the Parking Revenue Reinvestment Program.
2. The City will establish a Parking Revenue Reinvestment Program to use parking funds to support vitality in business areas and communities with paid parking areas.
3. The Parking Revenue Reinvestment Program will be funded with:
 - a. Ten per cent of on-street paid parking net revenue, and
 - b. One hundred per cent of Market Permit net revenue.
4. The funds allocated in 3 will be placed in a reserve fund for reinvestment in public realm infrastructure and programs in areas with paid parking on-street and Market Permit parking.
5. The on-street paid parking revenue reinvestment amount will be proportioned between the share of revenues generated within Business Improvement Areas (BIAs) and outside of BIAs.

- a. For Business Improvement Areas (BIAs), amounts will be distributed proportional to the amount of revenue generated in each respective BIA:
 - i. The proportion will be calculated from the share of net revenues from all on-street stalls within the BIA boundary as of December 31 of the calendar year.
 - ii. The City may meet on an annual basis with each BIA to discuss area priorities and determine the plans for using the funds.
 - iii. This funding must not fund normal day-to-day BIA operations.
 - b. Amounts generated outside of Business Improvement Areas will be retained separately for targeted reinvestment in non-BIA areas:
 - i. Funds will not be further proportioned by area or community.
 - ii. Not all paid parking areas will receive reinvestment on an annual basis. Rather, targeted improvements using the funds will be undertaken over time.
 - iii. The City will work with community associations within on-street paid parking areas ("eligible community associations") to discuss potential projects to be undertaken with the funds.
6. The Market Permit revenue reinvestment amounts will be allocated for use by the community association where the permit revenue was generated.
 - a. Market Permit revenues are not available to BIAs.
 7. The City will post the available funds and annual amounts by April 1 of each calendar year on The City's website.
 8. Reinvested funds can be used for mobility or public-realm improvements and enhanced operations that improve the public realm. A list of eligible items will be published on The City's website. Funds should be used to:
 - a. Apply enhanced standards to base-level capital infrastructure.
 - b. Apply enhanced response or service levels for operational responsibilities.
 - c. Provide for lifecycle replacement of items ahead of regularly scheduled maintenance.
 9. Reinvested funds should not be used to provide base-level infrastructure that would normally be provided in areas.
 10. Reinvested funds will be kept in reserve so that unspent monies may be spent in future years.
 11. Multiple years of reinvestment may be compiled to achieve larger investment objectives.
 12. These policies should be reviewed any time financial contribution policies are reviewed.



Parking Financial Policies

Background Report

June 2024



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Executive Summary

The integration of Calgary Parking Authority into The City of Calgary has presented an opportunity to modernize the parking financial policies. Additionally, typical revenue streams have been challenged as we continue to navigate the impacts of the COVID-19 pandemic. By updating these policies, Calgary Parking can enhance financial returns and funds can be redirected to other City priorities.

The following principles were developed to guide the proposed updates:

- **Fiscal Responsibility:** The Parking service shall be self-supported and not require tax support
- **Increased returns:** Maximize the return of net revenues from Parking to The City by way of an annual return
- **Support through use of return:** Support City priorities through use of the annual return rather than directly from the Parking Service
- **Streamlined process:** Harmonize support for external festivals, events and non-profit activities through existing City processes
- **Affordable parking options:** Set off-street parking prices to generally achieve 90 per cent of the surrounding market price to provide an affordable option in a competitive parking market

Proposed approach:

- Allocate 100 per cent of net enforcement revenues to General Revenues, including the Municipal Impound Lot
- Allocate 100 per cent of net revenues from parking operations as follows:
 - \$3 million annually to the Streets service, to be adjusted annually based on on-street paid parking supply changes
 - An annual contribution for asset maintenance to the Calgary Parking Capital Reserve (initially \$4 million)
 - \$200,000 annually to support funding for festivals, events, and non-profits
 - 10 per cent of on-street parking net revenues shared with participating Business Improvement Areas and Community Associations through the Parking Revenue Reinvestment Program
 - 100 per cent of Market Permit net revenues to Community Associations as part of the Parking Revenue Reinvestment Program
 - One FTE to support administration of the Parking Revenue Reinvestment Program
 - All remaining funds to General Revenues

This strategic reallocation will increase support for City priorities and provide a more stable Parking Revenue Reinvestment Program. It fulfills Council's two motions to address funding for street infrastructure and reinvesting Market Permit revenues. It can be addressed without any need for tax support and it continues to enable a fully self-supported parking service.

Additionally, Administration proposes closing the Calgary Parking Long-Term Investment Fund. The balance of the Calgary Parking Long-Term Investment Fund was \$53.56 million at the end of 2023. These funds in the are proposed to be redistributed as follows:

- \$20M to the Reserve for Future Capital to support the 5A network, previously approved by Council in 2022
- \$3M to the Reserve for Future Capital to fulfill the \$1 million funding commitment to Transportation Capital, as allocated in the current 2023-2026 Business Plan and Budget
- \$20M to the Fiscal Stability Reserve which can be reallocated as part of the mid-cycle business plan and budget discussions
- The remaining balance (\$10.56 million) transferred to the Calgary Parking Capital Reserve to support the provision of electric vehicle charging infrastructure

To implement the proposed changes, adjustments will be brought to the mid-cycle budget adjustments in 2024 November.

Introduction

The Calgary Downtown Parking Corporation was set up in 1958 to create an arms-length entity that could manage municipal parking assets in a competitive market. Over time, this entity evolved into the Calgary Parking Authority (CPA), which self-funded the operation of public parking facilities. Additionally, CPA provided an annual financial return to The City of Calgary, which could be used to lower property taxes and fund other civic priorities.

Why review now?

The integration of Calgary Parking Authority into The City of Calgary as well as the impacts of the pandemic have increased the need to revisit and modernize the parking financial policies. Modernization aims to balance the sustainability of the parking service while maximizing the financial support for other City priorities.

Key items to address:

- Reevaluating parking's current retention of 35 per cent of net revenues from parking sales
- Clarifying the role of the Calgary Parking Long-Term Investment Fund
- Addressing increased requests for direct support of broader corporate priorities (downtown support, pandemic recovery, etc.) through parking discounts or in-kind services
- Assess implications of a shrinking off-street parking supply
- Ensuring contributions to the Calgary Parking Capital Reserve are sufficient to meet ongoing asset needs
- Modernizing the Parking Revenue Reinvestment Program to provide an stable and ongoing stream of funding, which has not been achieved since the pandemic began

Additionally, the work addresses two Council motions:

1. EC2023-0464, which requests Administration explore options to fund programs in the Streets service line with on-street parking revenues.
2. The motion arising from C2023-1148, which directs Administration to bring recommendations that direct net revenues generated through the Market Permit program to support community associations within RPP zones through the existing Parking Revenue Reinvestment Program.

Background

Calgary Parking Authority (CPA) began as an arms-length entity from The City of Calgary in the late 1950s. Under this framework, parking operated as a self-funded entity that could develop public parking facilities, provide a reliable stream of revenue from them, and responsibly manage publicly owned parking assets.

Evolution of CPA Responsibilities:

- 1995: Council approved transferring parking enforcement functions from Calgary Police Service to CPA, creating a distinct revenue category for parking penalties.
- 2002: CPA took over operations of the Municipal Impound Lot (previously privately operated), at which time it began retaining revenues from stored vehicles.
- late 2000s: The in-house development of ParkPlus technologies in the created additional revenue opportunities through as a Software as a Service (SaaS) and significantly expanded CPA's role as a parking manager for third-party lots in Calgary.

Origin of policies

Prior to 2010, parking revenues were generally directed to The City's general revenue program. Specific Council direction included:

- Annual allocation of \$1 million to the Transportation Infrastructure Investment Fund
- Annual contributions to the Parking Land fund for downtown cash-in-lieu parkades, with any excess of the budgeted parking revenues also placed in this fund.
- These processes were documented as Administrative Policies within Finance.

In 2010, The City retained Western Management Consultants to conduct a "Strategic Review of the Policy Foundation, Business Model and Governance of the Calgary Parking Authority." The report made recommendations which were approved by Council in report LPT2010-43.

As part of this work, financial policies were reviewed in conjunction with several business model options for CPA. The review found that the annual returns to The City had not been documented in policy to set a clear expectation on return levels. The recommendations included that The City retain control and establish a parking policy framework to guide the CPA and document financial requirements. Calgary Parking Policies (Council Policy CP2021-04) is the framework document that was created to serve this purpose.

The review recommended three financial policies.

1. 100 per cent of net revenue from parking enforcement activities (continuation of existing practice)
2. The greater of 65 per cent or \$13 million of parking net profits.
3. Operating expenses are not to exceed 57 per cent of gross revenues.

Administration recommended that the \$13 million minimum amount be reduced to \$11 million to increase flexibility for CPA, reflecting anticipated reductions in parking supply and revenue. This arrangement forms the basis of the current returns policy.

The financial policies were approved by Council in report LPT2011-25.

Policy Adjustments:

- Post 2011: After further analysis, the operating expense ratio was increased to 59 per cent, as generally, over the 2010s, CPA's operating expense ratio was in the low 60 per cent range and was 63% for 2023.
- 2021: The policy was dropped as part of the interim policy changes to integrate CPA into The City in report C2021-1185.

Subsequent reviews of CPA's governance were completed in 2013 (Conroy Ross report) and the investigation into the Municipal Controlled Corporation option in 2019-2021 (KPMG). However, neither of these focused on the established financial return policies in detail.

Current policies

The current financial policies are guided by Council Policy in *Calgary Parking Policies* Section 3 (Financial Return Policies).

Section 3.1 outlines the specific return policies:

1. Parking operations shall provide a revenue return to The City.
2. Expenses and revenues for the provision and sale of parking services will be separate line items in business unit budgets from other lines of service.
3. Net revenue from parking is calculated by deducting from gross revenue:
 - a. operating expenditures,
 - b. internal recoveries to and from other business units directly related to providing parking services, and
 - c. principle debt repayment for debt related to past Calgary Parking Authority transactions.
4. All expenses and revenue related to parking enforcement are not included in the calculation in policy 3.
 - a. 100 per cent of net revenue from parking enforcement activities is deposited in a City of Calgary general account.
5. The parking service will operate with a budget surplus that is the greater of:
 - a. \$11 million, or
 - b. 65 per cent of net revenue from parking as calculated in 3.
6. The amount specified in policy 5 shall be reviewed each budget cycle to address inflation and changing conditions in the parking market.

Section 3.2 guides the distribution of collected funds.

- For the budgeted revenue amount:
 - \$1 Million annually for the Transportation capital program
 - \$500,000 annually to fund Transportation Planning initiatives
 - Remainder to City general revenues
- For surplus amounts above budget:
 - 50 per cent of funds are put in the Parking Revenue Reinvestment Reserve, and distributed based on share of parking activity to eligible BIA and CA areas.
 - Remaining 50 per cent of funds go to City general revenues.

Note: For the purpose of these calculations, the budgeted amount is the expected amount of parking returns included in The City's 4-year service plan and budget, which is typically higher than the minimum return requirement identified in the policy.

Property Tax Contributions

Calgary Parking properties are currently reviewed by Assessment for exemption under section 362(1)(b)(ii) of the Municipal Government Act, which exempts properties as follows:

362(1)(b) property held by a municipality, except the following:

- (i) Property from which the municipality earns revenue and which is not operated as a public benefit;*
- (ii) Property that is operated as a public benefit but that has annual revenue that exceeds the annual operating costs;*

Many City properties operated by Calgary Parking meet the criteria in 362(1)(b)(ii), which triggers the requirement for property tax payment. This requirement did not change with the integration of CPA into The City.

Return requirements during COVID-19

The COVID-19 pandemic drastically reduced parking demand, dropping to 35 per cent of 2019 levels during peak restrictions. To support Calgarians and businesses, enforcement activities were reduced and parking prices were lowered in many locations. CPA also provided over \$4 million in direct support through relief programs such as 30-minute free parking, vaccine clinic parking, and free on-street patio support. New products were developed, such as the flex pass, which meet customer need by offering a block of monthly parking sessions at a significantly reduced rate. While activity is returning, parking revenues are still below pre-COVID levels.

As such, Calgary Parking has not met the \$11 million minimum return requirement since 2020. To address the City's budget requirements, interim approaches included:

- 2020: CPA received a \$10.3 million COVID relief payment of \$10.3 million from the Province of Alberta, which was used to meet the \$11 million distribution to The City.
- 2021: City Council waived the \$11 million distribution requirement, and no distribution was returned.
- 2022 and 2023: A combination of measures supplemented the return amount to reach \$11 million:
 - Foregoing the annual \$3 million contribution to the Calgary Parking Capital Reserve
 - Using investment income earned on reserves
 - Redirecting the 35 per cent normally retained by CPA

While these approaches are suitable in the interim, they are not sustainable long-term approaches.

Review of Distribution of Past Parking Revenues

The Parking service has generated an ongoing return to The City of Calgary after accounting for all expenses, averaging \$24.7 million per year since 2014. This return equates to a 1 to 2 per cent decrease in overall property taxes during this period.

Reviewing Existing Commitments

Before any changes are made to the revenue policies, it is important to understand the potential impacts of redirecting such funding. Below is an overview of each funding component, and the potential impacts.

Distribution of Funds from Parking Sales:

These items are funded by the 65 per cent of net revenues from parking sales provided by Calgary Parking to The City. If the 65 per cent amount is lower than \$11 million, then the \$11 million amount applies. This component includes the sale of all parking products, permit sales, net revenues from the Municipal Impound Lot, revenue from the management of internal and third-party parking facilities, ParkPlus and other software contracts, and investment revenue.

\$1 million annual contribution to the Transportation Capital Budget

This policy has been in place for many years to support the overall transportation capital investment program. This funding source has no limiting conditions as to what can be funded with this money, unlike other grant programs.

However, it has not been indexed with inflation and represents less than 2 per cent of the transportation infrastructure budget in the 2023-2026 cycle.

Given changes in Calgary's growth and funding sources, it is recommended that this policy be concluded and the funds be redirected to the Streets service.

Recommendation: Conclude this policy.

\$500 000 annual contribution to fund Transportation Planning initiatives

This funding stream was approved in 2017 as part of the conclusion of the downtown cash-in-lieu program (TT2017-0044). Prior to this time, the \$500 000 annual contribution was being made to the Parking Land Acquisition fund to support purchase of future lands for downtown cash-in-lieu facilities.

The funding has been used to support the Parking Strategist position in the former Transportation Planning business unit (now located in the City & Regional Planning business unit). This arrangement contributed to enable a previous budget reduction request by finding an alternate funding source for this work. The funds

also provided funding for parking studies, strategic initiatives and the 2020 Municipal Development Plan / Calgary Transportation Plan update.

With the integration of CPA into The City, parking duties are adjusting and all City staff supporting the Parking service will be part of the self-supporting budget, reducing the need for separate funding.

Recommendation: Conclude this policy and incorporate this role into the self-supported budget.

Remaining budgeted revenues to City General Revenue Program

Unallocated revenues collected from parking are provided to The City's General Revenue Program, averaging \$8.4 million over the past 10 years.

Redirecting of these funds to specific purposes would require a corresponding decrease in tax-supported budget to avoid impacting the overall property tax rate. If the funds are allocated without any offset, this would require an increase to the property tax rate of approximately 0.36 per cent.

Recommendation: Maintain providing remaining funds to the City's General Revenue program.

Distribution of Funds from Enforcement:

Allocation of net revenues to City General Revenue Program

Net revenues from enforcement are provided to The City's General Revenue Program, averaging \$5.1M over the past 10 years.

This approach ensures there is no direct benefit to the parking service line in terms of achieving ticket quotas as the revenue is not retained within the service. This allows the Parking Safety & Compliance unit to focus on compliant behaviours rather than revenue targets and conforms with enforcement best practices..

Enforcement revenues offset approximately 0.22 per cent of the property tax rate annually.

Recommendation: Maintain providing net enforcement revenue directly to The City's General Revenue Program.

Reviewing Surplus Funds

Once all parking return commitments have been met, surplus funds are split between the Parking Revenue Reinvestment Program and The City's General Revenue Program. This arrangement was established in 2016 in conjunction with the conclusion of the downtown cash-in-lieu program, as the funds had formerly been placed in the Parking Land Acquisition fund, which was no longer needed.

The impacts of the COVID-19 pandemic has resulted in no surplus funds available since 2019. As a result, the funding for this program only occurred between 2016-2019.

Distribution of Surplus Funds

50 per cent of surplus funds to the Parking Revenue Reinvestment Program

Half of surplus funds were placed in the Parking Revenue Reinvestment Reserve, distributed proportionally to the revenue generated in each BIA or CA area. This has resulted in an investment of \$7.6 million since program inception.

The surplus model has led to an inconsistent availability of funds, with some years receiving large amounts, and others none. Increasing funding stability is recommended and the program is reviewed in more detail later in this report.

Recommendation: Review the Parking Revenue Reinvestment Program to increase stability and certainty of funds.

50 per cent of surplus funds to the City's General Revenue Program

The balance of the surplus was retained by The City. Initially, the funds were directed to the former Budget Savings Account program; this policy was updated to direct funds to general revenues in 2021 as part of the policy changes in report C2021-1185. The overall amount from surplus funds directed to general revenues was \$8.1 million.

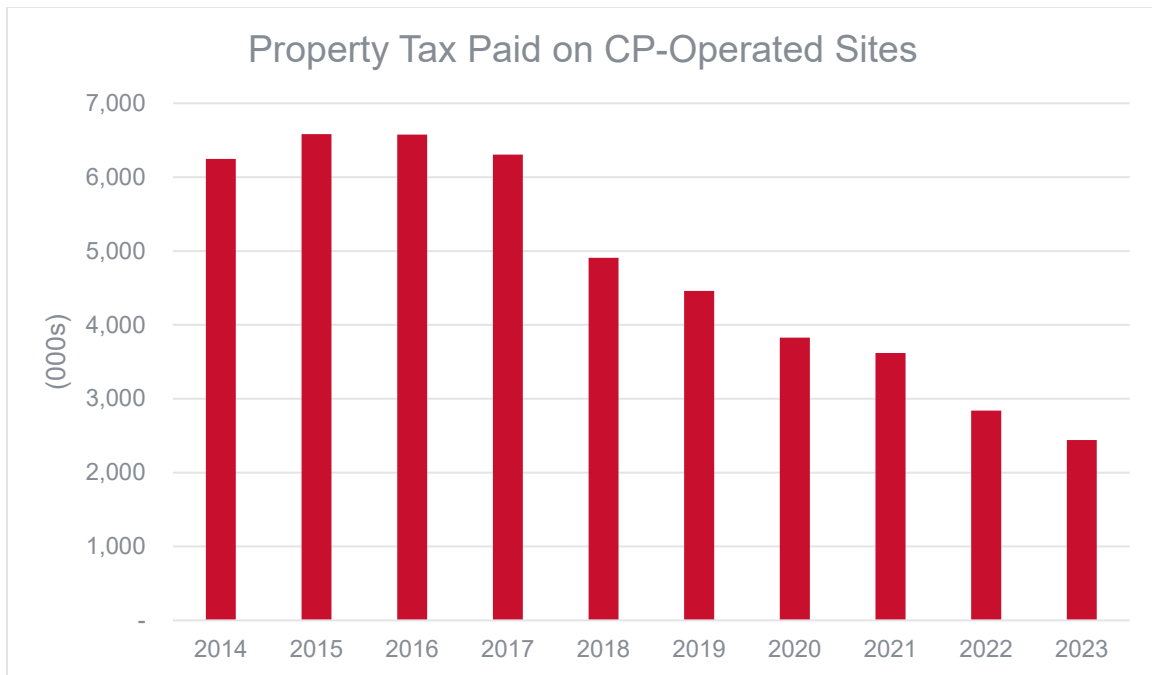
Recommendation: Combine surplus revenues with the overall net revenue return to The City's General Revenue Program.

Other City Returns

In addition to the return amounts provided, Parking provides direct returns as part of operational expenses and as a service provider to other City services/Business Units.

Property Tax

As discussed earlier, Calgary Parking is required to remit property taxes on any property generating a net profit. This amount can vary significantly from year to year, as it depends on several factors such as the assessed value of the property in question and the level of parking activity. If the net revenue of the parcel is less than the property tax owing, the parcel will be considered tax exempt. However, if the parcel earns more net revenues than the tax owing, tax is then due. This includes properties such as the Municipal Impound Lot. In the ten-year period from 2014 to 2023, \$47.8 million was paid in property tax for City-owned sites operated by Calgary Parking.



Direct Transfers to City Units

Calgary Parking manages parking for several City properties that are stewarded by other Business Units. This funding stream is the net revenue for these properties back to their respective Business Units.

A summary of direct distributions back to The City is provided below.

Distribution Type	Current Approach	Net Return (2023)
Fines and Penalties	100 per cent of net revenues – return to City General Revenue Program	\$9,578,000
Sale of Parking and other parking revenues (Impound Lot, parking management, technology, space rentals, etc).	Greater of 65 per cent of net revenues or \$11 million return to City and distributed per Calgary Parking Policies. Remainder retained by parking service – historically placed in Long Term Investment Fund.	\$11,000,000
Property Taxes	MGA requirement that properties generating a net profit pay property tax, even if municipally owned.	\$2,442,130
Direct supports for City Business Units and partners	Revenues from parking sales for managed lands, varies by agreement.	\$1,694,900
External support through Surplus Funds	Parking Revenue Reinvestment Program – 50 per cent of surplus revenues placed in reserve for access by eligible BIA and CAs. Surplus is defined by the amount exceeding the amount in The City’s annual budget.	\$2,131,000

Funding Retained by the Parking Service

As an arms-length entity, CPA had several responsibilities within the operation to ensure that it could both achieve short-term needs and long-term sustainability. These items were funded by the 35 per cent net revenue component retained by CPA after the distribution to The City had been provided.

The previous Calgary Parking Committee had set up specific commitments to address these needs by way of two reserves, the Calgary Parking Capital Reserve and the Calgary Parking Long-Term Investment Fund. These reserves were operated by The City's Treasury team but were considered outside of the City's reserve system. As part of the triennial reserve review report for 2022 (Report EC2023-0466) these reserves were incorporated into The City reserve system. Each reserve had an annual contribution component.

\$3 million annual contribution to the Calgary Parking Capital Reserve

In 2020, the Calgary Parking Committee approved an annual contribution of \$3 million to the Calgary Parking Capital Reserve Fund to provide funds to sustain capital infrastructure. This reserve provides funding for all of Calgary Parking's capital needs; including facility maintenance and lifecycle, vehicles, payment equipment and all technology needs to support the ParkPlus system and infrastructure. As a result, the Parking service does not need to draw on other capital funding sources.

The current balance of the reserve is \$154 million. This includes the \$37 million that was transferred from the Cash-In-Lieu Lifecycle Sustainment Reserve that was closed as part of EC2023-0466.

Building condition assessment reports and technology planning has determined that a total of \$296 million is needed over the next 30 years to support the parking service's ongoing capital needs and commitments to cash-in-lieu facilities. The current \$3 million annual contribution is not sufficient to meet this need.

Recommendation: Review the annual contribution amount for the Calgary Parking Capital Reserve to ensure the fund can sufficiently support future capital requirements.

Contribution to the Calgary Parking Long-Term Investment Fund

The Calgary Parking Long-Term Investment Fund was created by CPA in 2019 to increase returns on funds available for strategic initiatives. This included potential land purchases, opportunities for the ParkPlus technology, or other items that supported the stability of the service. An example of the use of this fund was the construction of Platform Parkade, which opened in 2021 and supports East Village redevelopment. Additionally, as part of the 2023-2026 Service Plans and Budget, Council directed that \$20 million from the fund go to support the 5A network. Currently, there are no other projects planned or allocated for from this fund.

Recommendation: Review the Calgary Parking Long-Term Investment Fund to determine how it can best support both the Parking service and the broader needs of The City.

Summary

In summary, the recommendations based on the review of the existing policies is as follows:

Existing Policy	Recommendation
\$1M per year to the Transportation Capital Plan	Conclude
\$500 000 per year to support Transportation Planning Initiatives	Conclude
50 per cent of Surplus Funds made available for the Parking Revenue Reinvestment Program	Review to increase stability of funding
\$3M per year to support the Calgary Parking Capital Reserve	Review amount to ensure future liabilities sufficiently addressed
Remaining funds transferred to The City allocated to the General Revenue program	Maintain
Place remaining funds retained by Calgary Parking into the Calgary Parking Long-Term Investment Fund	Review the need for this fund and approach

Policy Principles to Guide Returns

The integration of CPA into The City changes the dynamic in terms of revenue allocation and retention. The existing policies were developed with a frame that CPA, as an arms-length unit of The City, was entitled to retain a portion of revenues to further business objectives. An integrated Calgary Parking unit can continue to meet business sustainment requirements while making more funding available to City priorities.

Maintaining a self-supported service

The Parking service is the only City service that generates a profit that is then made available for other City priorities. This also allows the service to be self-supported by users and not require any tax support. The service also competes in a competitive market with other parking operators and landowners. The City's market share in this competitive marketplace is directly correlated to its ability to influence parking supply through long-term strategic planning.

Existing policy already directs that the parking operation be self-supported and return annual proceeds to The City. It is recommended that this policy be retained and strengthened to reinforce that the service is not tax-supported.

As The City's parking service provider, Calgary Parking provides several parking services to internal City Business Units. These include services such as:

- Managing parking lots on lands stewarded by other Business Units and respectively returning a net revenue from sales.
- Selling parking to Business Units that can be used for parking fleet or staff.
- Making parking temporarily available for parking supply impacted by City projects.
- Providing software solutions, such as the Calgary Transit Reserved Parking application.

These services are provided similar to what would be provided to the general public or third parties. The City pays market prices for parking and parking management services. Calgary Parking also has contracts with many Civic Partners to manage their parking facilities, under similar terms.

It is recommended that this approach be continued, rather than eliminating internal fees for service. This ensures that units are using parking services efficiently in alignment with Council's overall policies for the service line. This also keeps Calgary Parking's offerings comparable to the private market. For infrastructure projects that require temporary parking, the cost should be included in the project budget, aligning with the approach used by enabling services. Parking funds generated from this approach contribute to the annual net return provided back to The City. Changing this approach would have a significant impact on revenue returned. If there are unique needs for further support from Parking, it is recommended that the respective area make a case for the use of funds during the annual service plans and budget process, ensuring transparency.

Recommendation: Strengthen the self-supported nature of the parking service, with a focus on providing the maximum return to City general revenue for allocation.

Recommendation: Business units should seek to use the annual return amount if support is needed from Parking, rather than receive discounted services directly from Parking.

Supporting our community

Calgary Parking Authority and Calgary Parking have a rich history of supporting the Calgary community through reduced rates for lot rentals, parking discount programs and the CPA Parking Sponsorship Program. As with all service lines, The City's commitment to social responsibility and community building is clearly shown in Parking service projects and ongoing programs. An example of this is the ongoing Road Home initiative that has been operating for more than 10 years. Calgarians can make donations to the Calgary Food Bank or Calgary Homeless Foundation through ParkPlus machines located throughout the city and anywhere using the mobile app.

Several award-winning initiatives such as High Park at the City Centre Parkade, community amenity space at Platform Parkade and the ParkPark installation at Lot 43 in Inglewood have added extra spaces and a sense of place to the communities Calgary Parking operates in. These efforts are in addition to the funding allocated by The City to support the Parking Revenue Reinvestment Program which provides direct investments into communities that use paid parking.

The integration of Calgary Parking has revealed instances where duplicative support or misaligned support of initiatives The City had already decided not to support. There is a perception that Calgary Parking can absorb costs to support events and initiatives since it generates a net revenue. However, Calgary Parking is also not well positioned to adjudicate the merits of each event, leading to inconsistent community support.

It is recommended that Calgary Parking supports align with existing City processes and have one intake process for requests for support. While Calgary Parking can still provide occasional support or sponsorship (similar to any other Business Unit) community requests should be considered corporately.

Recommendation: Harmonize Calgary Parking's support for community events and non-profit groups with existing City processes.

Role of Price

Calgary Parking responds to different parking constraints and market factors in the different settings that it operates in. On-street and off-street parking facilities serve different purposes and different factors are used to determine prices. In all cases, the principles of the user fees policy guide pricing strategy.

The off-street parking provided by Calgary Parking is strategically located to provide publicly available parking in areas where it acts as a community amenity (provides parking in parking-scarce areas) and where it contributes to city planning objectives (located where it minimizes traffic congestion and Greenhouse Gas emissions). These facilities ensure that there is a reasonable access for all Calgarians to short and long stay parking throughout the downtown and nearby neighbourhoods, despite operating in a competitive market. However, this parking is also provided in a market that has other competing providers. Currently, Calgary Parking operates less than 20 per cent of off-street parking stalls in downtown Calgary.

Calgary Parking Authority's governing bylaw delegated pricing of parking to the CPA, factoring in cost recovery and City policies. This practice has continued since the integration of CP into The City but is not explicitly outlined in a policy document. Typically, off-street parking is priced lower than on-street parking (which is more convenient), to encourage better utilization of the total parking supply. Structured and heated

parking facilities are priced higher than comparable surface parking. Historically, Calgary Parking has priced parking at about 90 per cent of the average rates of competing lots. Promotional rates are sometimes used to maximize lot usage and to promote new offerings.

Unlike policies for commercial and residential on-street parking (section 4.1 of *Calgary Parking Policies*), this approach has not been formally codified in policy to guide the parking service. It is recommended that policy be added to provide guidance on off-street prices.

Recommendation: Adopt policy to set off-street parking prices at 90 per cent of surrounding market prices as a general guide.

Recommendation: Adopt policy to allow promotional rates to maximize lot usage and to promote new offerings.

Role of Supply

The ability for Parking to maintain an annual return depends on the amount of parking supply under operation. This is particularly true of lots where Calgary Parking is the steward, such as parkades in the downtown that were constructed through the cash-in-lieu program. For these lots, Parking can return the full net revenue amount as part of the return. For lots operated on behalf of another Business Unit, a management fee is retained, and net revenue is returned to the respective Business Unit, (typically offsetting their tax funding).

Since 2014, Calgary Parking managed supply has dropped by 5.5 per cent (465 stalls), despite new facilities such as the Platform parkade. This leaves the current supply managed by Calgary Parking at 8100 stalls. An additional 6.0 per cent (560 stalls) has been allocated to the Calgary Municipal Land Corporation (CMLC) to support development in East Village. Further, 9.0 per cent (761) of stalls have been identified to support corporate partners and initiatives, like repurposing Lot 6 for future park and event uses. If this total supply is removed from inventory, Calgary Parking's total off-street supply would be reduced to 6315 stalls, which would be a 15 per cent drop from current levels.

This reduction impacts the long-term strategic function of Parking to influence city planning outcomes, and makes it difficult to meet a fixed, minimum revenue return. As such, an updated policy should focus on a scalable return that can maximize returns at any supply level. Further, Calgary Parking should explore possibilities to collaborate with corporate partners to manage existing inventory to support annual returns and ensure that corporate partners are making existing supplies available for Calgary Parking to manage. This would be a subsequent piece of work.

Recommendation: Eliminate the \$11 million minimum requirement for the net parking operations return due to the forecasted reduction in parking supply.

Recommendation: Explore opportunities to work with corporate partners to further manage off-street parking inventory to support the annual revenue return.

Proposed Principles

Considering the above, the following principles are recommended for inclusion in section 3 of *Calgary Parking Policies* to guide the use of net revenues generated by the Parking service:

Proposed Principle	Rationale
The Parking service shall be self-supported and not require tax support	The service generates a net profit and should not rely on tax revenues
Maximize the return of net revenues from Parking to The City by way of an annual return	So long as parking is self-supporting from a capital and operating perspective, any net revenue can be made available to The City for reinvestment.
Support City priorities through use of the annual return rather than directly from the Parking Service	Increase transparency of support for various initiatives through requests to access the return, rather than direct support.
Harmonize support for external festivals, events and non-profit activities through existing City processes	By leveraging existing City processes, requests are streamlined and only a single request is required to receive supports that include parking.
Set off-street parking prices to generally achieve 90 per cent of the surrounding market price to provide an affordable option in a competitive parking market	Prices are set based on prevailing market prices and consider current parking demand. Once these are accounted for, prices will be set to be less than the market average price.

A Proposal for Revenue Reallocation

Reviewing revenue retention by the Parking Service

Today's parking revenue policies were created under the premise that there was a need for Calgary Parking Authority to retain a share of the parking revenue to support the arms-length entity, while ensuring The City received a minimum return (\$11 million) from parking sales. CPA used the retained earnings to fund the Calgary Parking Capital Reserve, and surplus revenues were placed into the Calgary Parking Long-Term Investment Fund to support strategic priorities.

Administration considered a range of revenue 'splits', from the existing 65 per cent return to The City, all the way to 100 per cent return of net revenues from parking sales going to The City, similar to the enforcement function. Providing 100 per cent of net revenues from parking sales to The City is recommended for several reasons:

- This option maximized transparency for the use of parking returns as they are transferred to The City's general revenue for use, rather than the Parking service directly supporting activities.
- If a percentage of net revenues was retained by Parking, the remaining amount, after funding the Calgary Parking Capital Reserve, was not significant enough to enable land purchases or other large strategic needs for the Parking service.
- It would not be possible to provide funding to address Council's requests through the Streets Notice of Motion if Parking continued to retain 35 per cent of net revenues.
- The Parking service can continue to be self-supported under this approach.
- Moving to returning 100 per cent of net revenue aligns Parking with other self-supporting business units.

Given the above, the move towards sharing 100 per cent of net revenues from parking operations is recommended. Given the expected reduction in supply, a minimum floor amount would no longer be advisable.

Recommendation: Adopt policy that 100 per cent of net revenue from Parking operations is returned to City general revenue.

One item that was identified in the review was that revenues from the Municipal Impound Lot were considered as part of the revenue from Parking operations. Given the nature of activity at the Impound Lot and the link to parking enforcement, it is recommended that this amount be included with the parking enforcement return, rather than the parking operations return. This supports the general mandate of the Impound Lot to be self-supporting within the Parking service.

Recommendation: Include net revenues from the Municipal Impound Lot as part of the net revenues from parking enforcement, rather than parking operations.

Addressing support for specific needs

By returning 100 per cent of net revenues from parking operations, The City can use the additional funding to address specific priority areas, in addition to funding general operations. The following specific supports are proposed to be deducted from the net revenues received. After these allocations, the remaining amount would be available to the corporate general revenue program.

Funding Street Infrastructure (Notice of Motion)

The Parking and Streets service lines are interdependent with considerable overlap. On-street parking is one of the many curbside uses of public street space, and parking administration practices efficiently manage curbside function of the streets, improving traffic flow and safety. This relationship includes several examples of expenses in one service lines which provides a secondary benefit to the other. For example, streetlighting’s primary purpose it to light streets and adjacent sidewalks, but parking is a service that is often located in between.

A review of expenses in the public right-of-way outlined that there are several key areas that are within the Streets service that provide a benefit to the Parking service. The general cost breakdown of annual expenses for street space used by parking is as follows:

Item	Average Annual Cost
Streetlighting	\$771,000
Parking Signage	\$241,000
Surface maintenance (pavement repair, markings, etc)	\$1,021,000
Surface cleaning (snow and sweeping)	\$771,000
Overall annual costs	\$2,804,000

These costs are approximately \$2.8 million per year. Unlike other City service lines with parking assets, Calgary Parking does not provide a revenue return to Streets for revenue associated with on-street parking. If Calgary Parking were to operate an off-street lot of the size and revenue of the paid on-street parking system, a net revenue return to the owner would be approximately \$8 million per year. This revenue stream and the standard used when working with other service lines justifies a transfer to offset the expenses that the Streets service makes to support the Parking service.

A \$3 million annual contribution to the Streets service can be accommodated within the existing budget and will address the direct expenses from the street system. The amount is slightly higher than the \$2.8M to allow for some flexibility in annual costs or indirect costs that may not be captured in the analysis. This funding will go to support infrastructure maintenance levels for the street system. As of 2023, there were 7012 on-street paid parking spaces. It is recommended that the \$3 million annual amount be factored each year based on the changes to the on-street parking supply relative to the 2023 supply amount.

Recommendation: To direct \$3 million annually to the Streets service to support street infrastructure, to be scaled annually based on the current paid parking supply.

Supporting External Events and Non-Profits

Historically, Calgary Parking has provided various supports to enable community festivals and events. This typically includes closure of parking lots to support event activities (i.e. event rentals), which can include discounts on parking for various events or organizations. Event rental rates for non-profit groups are significantly discounted and registered charities receive a further discount, where they are only required to pay a \$25 rental fee for a lot closure, and are not required to address any loss in parking revenues. This support was estimated to be \$191,000 in 2023.

The integration provides the opportunity for Calgary Parking to work more closely with The City’s Festivals & Events team and other internal units to enable a single intake for subsidy requests for City-supported events. This way, event organizers do not need to make multiple requests for City support, and The City provides a consistent perspective on the level of support provided to events.

A \$200,000 annual amount will be set aside to provide support for these requests. The exact mechanisms will be determined in conjunction with the Festivals & Events team. It is expected that there will be a division between event support, and targeted parking discounts for non-profit organizations. This amount should be reviewed prior to each business plan and budget cycle based on the demand for support, and any policy changes brought to the budget cycle if necessary.

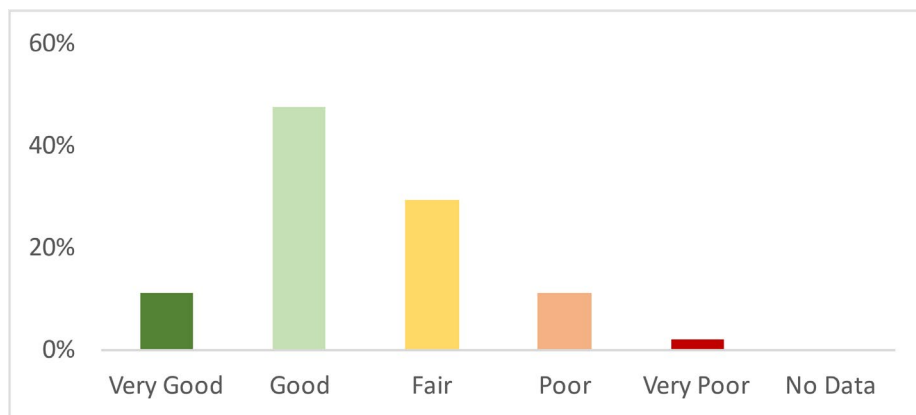
Recommendation: To direct \$200,000 annually to support external festivals, events and non-profit parking programs.

Ensuring sufficient capital to maintain the Parking service

With the proposed policy changes, funding of the Calgary Parking Capital Reserve would be the only location where parking funds are retained within the Parking service.

Ongoing building condition assessment work, as well as technology planning has determined that a total present value of \$296 million (\$404 million undiscounted) in capital projects over the next 30 years is needed to support the parking service’s current operations. Calgary Parking’s physical core assets include 13 parkades (built between 1978 and 2019) and 32 surface lots. While several assets are in good condition, parking assets can deteriorate quickly due to their exposure to weather elements and salts left from vehicles, which can penetrate structural members. Underground facilities are also vulnerable to seepage. Several of the major facilities (City Centre, Harmony, McDougall, City Hall) are older than 40 years old and require more significant rehabilitation over time as building components deteriorate. It is

Condition of Parking Assets (2022)



more cost effective to maintain these structures rather than build new ones. If maintenance is left too long, the facility (or portions of) will need to be closed and a loss in revenue will result.

Additionally, the capital program funds the ParkPlus technology stream and maintains Calgary Parking's technology infrastructure. Capital costs to maintain the software and network environment are approximately \$2M per year. This enables Calgary Parking to provide bespoke parking software to manage the parking system. While the system is continually evolving to address current operating environments, ensure regulatory compliance and system security needs, many software components require 'lifecycle' development so that they do not become obsolete.

Using financial modeling with a 4 per cent annual yield on existing reserves and a 2 per cent inflation rate, the current \$3 million annual contribution is not sufficient to meet this overall need. An increase in annual contributions to \$4 million is recommended to enable the service to continue to be self-supported and not require capital support from The City.

As the amount will adjust over time, it is recommended that the Calgary Parking Capital Reserve terms be amended to include the initial amount directly and review this target amount as part of the triennial reserve review process.

Recommendation: Adjust the terms of the Calgary Parking Capital Reserve to set an annual contribution (initially to be \$4 million per year) for asset maintenance, to be reviewed on a regular basis as part of the triennial reserve review process (informed by building condition assessments and technology planning).

Providing direction for the Calgary Parking Long-Term Investment Fund

The current balance of the Long-Term Investment Fund is \$53.56 as of the end of 2023. A \$20 million allocation to the 5A network was approved by Council in 2022 but has not yet been withdrawn. A recommendation to place this funding in the Reserve for Future Capital will be included in the Council report.

The fund was reviewed relative to the strategic intention of funding land purchases or system expansion. The fund balance was not significant enough to fund a new structured parking facility. While land could be purchased to enable surface parking, the revenues generated from a surface parking operation would have a very long payback time, particularly if the parking facility is in a location with low parking prices, such as a main street. The downtown parking strategy review completed in 2016 envisioned a supply reduction over time with no further public parking structures and the cash-in-lieu program was ended at that time. With the \$4M per year recommendation to support the Calgary Parking Capital Reserve, additional funds are not necessary, except for an amount to fund electric vehicle charging infrastructure. As this is new infrastructure (rather than maintenance infrastructure) it is not currently funded by the reserve. This will enable Calgary Parking to implement climate action measures. After this allocation, this leaves \$20 million available to Council that would be placed into the Fiscal Stability Reserve for future allocation.

Dispersal of the remaining \$33.56 million is recommended as follows:

- \$20 million to the Fiscal Stability Reserve (FSR)
- \$3 million to fulfill the allocation of \$1 million annually to transportation capital (as part of the outgoing policy) that has been programmed in the 2023-2026 budget
- The remaining balance (\$10.56 million) would be moved to the Calgary Parking Capital Reserve to support electric vehicle charging infrastructure

Recommendation: To close the Calgary Parking Long-Term Investment Fund and make funds available for other corporate priorities.

A more predictable Parking Revenue Reinvestment Program

The Parking Revenue Reinvestment Program was established in 2016 to provide direct investment benefit back into the areas where there is paid parking. This is considered best practice in parking planning, but Calgary is unique in that it is one of the few jurisdictions in North America that invests parking revenues directly back in these areas. Today the program allows for fifty per cent of net returns above the budget amount (the surplus) from the sale of parking to be placed in a reserve for the reinvestment in public realm improvements. The reinvestment amount is proportioned between the share of revenues generated within Business Improvement Areas (BIAs). There is a separate allocation for revenue not associated with a BIA. 2017 was the first year that funds were made available from parking revenues.

These funds are used to fulfill the following objectives in paid parking areas:

- Facilitate a strong pedestrian environment
- Further the implementation of complete streets
- Provide incremental improvements to area parking
- Enhance area urban design
- Add to the vibrancy of the area

Due to the pandemic, there has been no surplus revenue available to support this program since 2020. The average annual distribution for this program was in the order of \$1.5 million from 2017 to 2020.

The program's reliance on surplus revenues makes it highly dependent on the forecasted budget for parking revenues rather than the actual parking activity generated by the area. The current 2023-2026 budget has a conservative forecast for parking operational net returns. This resulted in a \$2.13 million surplus in 2023. As Calgary Parking was required to return a minimum of \$11 million return from parking operations, but the anticipated returns in the 2023-2026 budget were much less, thus the surplus that was generated was somewhat artificial. If the existing policy is maintained, the budget should be adjusted to match the \$11 million in future years until such time that parking operations are anticipated to be above \$11 million (current forecast is 2025). However, this would eliminate contributions to the program as a result.

The current surplus calculation does not separate out the source of revenues. Therefore, in addition to on-street revenues, revenues from off-street parking lots, ParkPlus sales, and the Municipal Impound Lot contribute to these amounts, though that was not envisioned when the program was approved. The revenues from many of these items are not directly linked to activity from parkers in these areas.

To provide consistent funding to BIAs for public realm improvements, Administration reviewed and conducted a comparison analysis on the following funding models:

- Surplus model (current program)
- Surcharge model (per transaction charge)
- Surcharge model (per hour charge)
- Flat fee model
- Percentage of net on-street revenue

The surcharge models would include an additional fee of \$0.25 to \$1.00 on the transaction or the hourly rate. The surcharge fee collected will be placed in a reserve to be used by the respective BIA.

The flat fee model includes an annual contribution of \$500 000, \$1 million, or \$1.5 million from Parking net revenue to be placed in a reserve fund for public realm improvements in BIAs. The funds would be distributed based on the proportion of paid parking stalls within the respective area boundaries.

The percentage of net on-street revenues model operates by sharing 10 per cent of annual on-street net revenue with BIAs. Therefore, BIA allocations will align with actual parking sales within the BIA areas.

The table below provides further details of each model:

Funding Model	How it Works	Projected Distribution	Advantages	Disadvantages
Surplus Budget (Current Model)	<p>The City reinvests a portion of net returns above the budget amount (the surplus) from the sale of parking into paid parking areas to fulfill policy objectives.</p> <p>The reinvestment amount will be proportioned between the share of revenues generated within BIAs and outside of BIAs</p>	<p>BIA Total: \$ 1,859,000</p> <p>CA Total: \$ 272,000</p>	<p>This model does not negatively impact Parking's revenue contributions to The City because they are based on budget surpluses</p>	<p>This model allows for inconsistent funding to BIAs and CAs for future projects and programs because funding is only provided when there is a surplus.</p>
Surcharge (Per Transaction)	<p>A surcharge of \$0.25, \$0.50, \$0.75 or \$1.00 will be applied to each on-street transaction within a specific BIA boundary.</p> <p>BIAs are required to apply for the program and select the surcharge amount.</p> <p>Revenue from the Market Permit program will be allocated to the distribution for CAs</p>	<p>BIA Total: \$817,000 to \$3,270,000</p> <p>CA Total: \$140,000</p>	<p>This model allows for consistent and predictive funding for BIA and CA future projects and programs</p> <p>This model does not negatively impact Parking's contribution to The City because the contributions are based on an applied surcharge in addition to the existing on-street rates</p>	<p>This program requires significant administration such as the application process, implementation of surcharge, and the distribution of funds.</p> <p>This approach can create inequities between areas that chose to have surcharges and those that do not. Areas that do not apply a surcharge would not receive parking revenue (but parking would be less expensive)</p>
Surcharge (Per Hourly Rate)	<p>A surcharge of \$0.25, \$0.50, \$0.75 or \$1.00 will be applied to the hourly parking rate within a respective BIA boundary</p> <p>BIAs are required to apply for the program and select the surcharge amount.</p> <p>Revenue from the Market Permit program will be allocated to the distribution for CAs</p>	<p>BIA Total: \$831,000 to \$3,322,000</p> <p>CA Total: \$140,000</p>	<p>The model allows for consistent and predictive funding for BIA and CA future projects and programs</p> <p>This model does not negatively impact Parking's contribution to The City because the contributions are based on an applied surcharge in addition to the existing on-street rates</p>	<p>This program requires significant administration such as the application process, implementation of surcharge, and the distribution of funds.</p> <p>This approach can create inequities between areas that chose to have surcharges and those that do not. Areas that do not apply a surcharge would not receive parking revenues (but parking would be less expensive)</p>

<p>Flat Fee Model</p>	<p>A flat fee amount of \$500,000, \$1,000,000 or \$1,500,000 from Calgary Parking net revenues will be placed in a reserve</p> <p>Funds will be distributed to BIAs based on the proportion of paid on-street stalls within their respective boundary</p> <p>Revenue from the Market Permit program will be allocated to the distribution for CAs</p>	<p>BIA Total: \$333,000 to \$999,000</p> <p>CA Total: \$140,000</p>	<p>This model allows for consistent and predictive funding for BIA and CA future projects and programs</p>	<p>This model will negatively impact Parking's contribution to The City because a portion of net revenues will be placed in a reserve for the exclusive use of BIAs.</p> <p>There is no direct link to increased parking activity, as it only supports the proportion of distribution.</p>
<p>Percentage of Net On-Street Revenue from Parking Sales</p>	<p>10 per cent of net on-street revenues shared with generating area.</p>	<p>BIA Total: \$997,000</p> <p>CA Total: \$140,000</p>	<p>The amount is predictable and directly linked to parking activity in BIA and non-BA areas.</p> <p>The approach can be accommodated within the existing program.</p> <p>Parking revenues from other parking operations are fully retained by The City</p> <p>Administration of this method is simpler than the surcharge models</p>	<p>This model will negatively impact Parking's contribution to The City because a portion of net revenue will be place in a reserve for the exclusive use of BIAs</p> <p>Areas no longer receive revenues from parking services other than on-street parking.</p> <p>Areas that relied heavily on off-street revenues to support the return will receive less funds (e.g. Downtown)</p>

BIAs and CAs were consulted on the surcharge options for funding and feedback was provided through a survey conducted by Calgary Parking. Key comments included:

- **Consistency:** If there was a predictable amount available each year, it would help with budgeting for area improvements.
- **Support for surcharge model:** Some respondents were in favour of the surcharge model being implemented. Proponents see the benefits of consistent funds being available, where those opposed were concerned about potential impacts and perceptions of consumers.
- **Clarification of impacts:** BIAs wanted to see a cost benefit comparison of different surcharge rates subsequently prepared and presented it to the BIAs.
- **Impact on customer base:** Perception that it may create a barrier to accessing businesses.
- A proposal was submitted requesting that the formula for the allocation of funds within areas overlapping with BIAs be made more equitable by distributing 50 per cent of the funds to the CA and 50 per cent to the local BIA. (Submitted by Beltline Neighbourhoods Association).

The net revenue share model was developed as a subsequent option to address concerns identified from exploring the surcharge model. It addresses the consistency of funding impacts and maintains a link between the area and the amount of revenue generated. It eliminates any perception barriers to accessing businesses.

Recommendation: To adopt a 10 per cent share of net revenue policy for on-street paid parking in generating areas.

Analysis of sharing net revenues from residential parking permits (Motion Arising)

With updates to the Residential Parking Permit (RPP) program, a market permit and low-income market permit were made available to residents in large multi-residential buildings. The product offers a parking

option for residents who would otherwise be ineligible at rates comparable to off-street options. The market permit rate structure is as follows:

- \$105/month (city centre zones)
- \$75/month (inner-city zones)
- \$50/month (suburban zones)
- \$2.50/month (low-income market permit – all zones)

This rate structure is intended to encourage on-site parking as a primary parking choice for residents but provides an additional option for circumstances where this is not possible.

As of June 2024, Market Permit uptake is approximately 280 permits including 185 permits and 130 low-income permits. The projected net revenue for the market permit is approximately \$140 000 annually for 2024 and approximately \$160,000 in 2025.

The proposed changes to the Parking Revenue Reinvestment Program maintain the existing process of proportioning revenues generated in a specific area back to that area. Revenues are placed in the Parking Revenue Reinvestment Reserve, and Community Associations may make requests of the reserve to use the funds on infrastructure and public realm improvements that enhance the area where monies are generated. Given that prices for the market permits are set based on surrounding market prices, rather than program costs, the net revenue can be made available for reinvestment by way of the Parking Revenue Reinvestment Reserve.

Policy changes can be made to allocate this net revenue to the non-BIA component of the program because these funds are generated exclusively from residents. This recommendation would address the motion arising from Council to share Market Permit revenues with Community Associations for investments in public realm infrastructure through the Parking Revenue Reinvestment Program. It also helps partially address the proposal to increase the share of parking funds between BIA and CA areas. For clarity, it should be noted that this approach does not flow net revenues directly to Community Associations. Rather, they may submit eligible projects to the Parking Revenue Reinvestment Program, and the program will determine an amount of support that will consider the proportional share of revenue generated by the participating community.

Although no formal request has been made by Council, there have been discussions about sharing net revenues from standard and select residential parking permits. These permit fee levels have been set to achieve cost recovery for the permit program. There is no anticipated surplus revenue from these permits and adjustments to permit prices are considered each 4-year budget cycle to align with the cost recovery objective. As a result, no policy on sharing net revenues for standard and select residential parking permits is proposed.

Recommendation: To allocate 100 per cent of net revenue from the Market Permits to the Parking Revenue Reinvestment Program, to be allocated proportionally to CAs based on the net revenue generated in the respective area.

Supporting program administration

The Parking service is currently working to align the administration of the Parking Revenue Reinvestment Program with the Partnerships Business Unit that already works regularly with BIAs and CAs.

Administration of the program includes tracking available funding by areas, considering requests from BIAs and CAs to use funds and approving eligible costs, and reporting. Previously, these activities would have been addressed as part of the \$500,000 per year contribution to Transportation Planning. As this policy is proposed to be concluded, we recommend funding a separate FTE position (estimated to be \$140,000 per year) to support a position to administer this program.

Recommendation: Allocate funding for one FTE to support administration of the Parking Revenue Reinvestment Program.

Summary of Proposed Policy Changes

The table below summarizes each policy item with recommended direction:

Policy Item	Recommendation
100 per cent of net enforcement revenues to city general revenues (excluding impound lot)	100 per cent of net enforcement revenues to city general revenues (including impound lot)
65 per cent of net parking operations revenues retained by The City, with 35 per cent of revenues retained by Parking. Minimum return requirement is the greater of 65 per cent or \$11 million	100 per cent of net parking operations revenues to the corporate revenue program, with no minimum requirement
Provide a reinvestment in the Streets service to reflect the role street infrastructure plays in providing on-street parking	\$3 million annual allocation to the Streets service, scaled annually by paid parking inventory
Address support for external events and non-profits	\$200,000 annual allocation to support external events and non-profits
Address Calgary Parking capital needs	Set an annual allocation for asset maintenance through the Calgary Parking Capital Reserve terms (initially \$4 million) and review target amount through triennial reserve review process (informed by facility condition assessments and technology planning)
Update the Parking Revenue Reinvestment Program to increase program stability	Move to a model that shared 10 per cent of net on-street parking revenues with generating areas
Investigate sharing Market Permit net revenues with Community Associations	Share 100 per cent of net Market Permit revenues by way of a deposit in the community association component of the Parking Revenue Reinvestment Program
Provide a resource to support administration of the Parking Revenue Reinvestment Program	Fund one FTE to administer the program
Revisit the need for the Calgary Parking Long-Term Investment Fund	Close the fund and redistribute to corporate priorities

Financial Impact of Proposed Policies

The recommended policies can be implemented without any reduction general revenues. This is largely enabled by retaining less money within the Parking service.

Parking Financial Returns

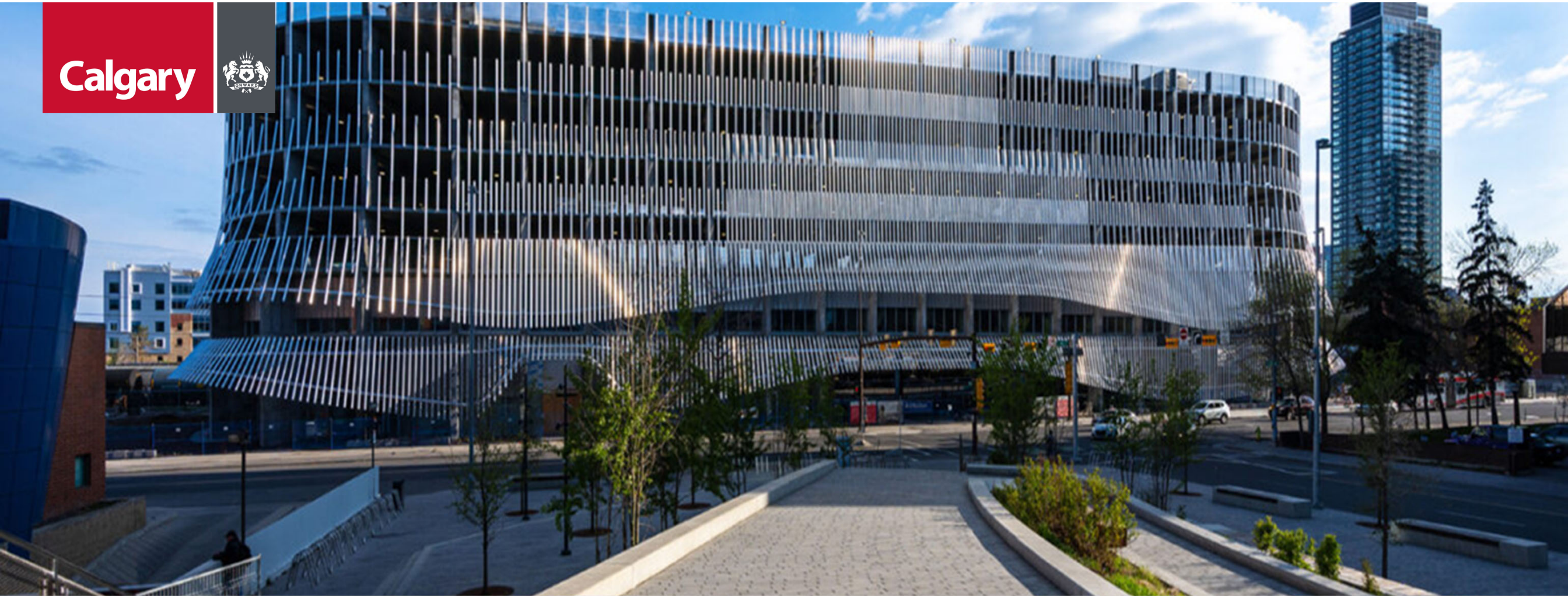
Amount (In \$000)	2023	2024-2026 Projected (Avg) with Current Policies	2024-2026 Projected (Avg) with Proposed Policies
<i>Portion to General Revenues</i>	16 948	16 966	16 531
<i>Specific Allocations Distributed to PRRP</i>	1 500	1 500	3 340
	2 130	635	1 590
Total to City from Parking Operations and Enforcement	20 578*	19 101	21 461
Total retained by Parking Service	4 201	6 360	4 000
Total Net Revenue	24 779	25 461	25 461

Notes:

Revenues are forecasted to increase by roughly 4 per cent per year above 2023 actual levels, based on trends from the first quarter of 2024. The average net revenue amount is less in these years due to an adjustment that occurred in 2023 with respect to the accrual of parking enforcement revenues. Previously, revenues from parking enforcement were accrued in the year they were received. Beginning in 2023, revenues will be accrued in the year the ticket was issued. Due to the court process, there can be considerable lag between when a ticket is issued, and payment is received. This one-time accrual adjustment increased enforcement revenues and returns in 2023, however enforcement returns are anticipated to be less than that amount in the following years.

While the general revenue component is slightly lower given the allocation to several different priorities, the current forecasts for parking revenue will enable a net positive impact on the budgeted general revenue amount. Adjustments to the budget will be proposed as part of the mid-cycle budget adjustments to update the Parking revenue forecast and reflect the new policies.

Calgary



Parking Financial Policies Review

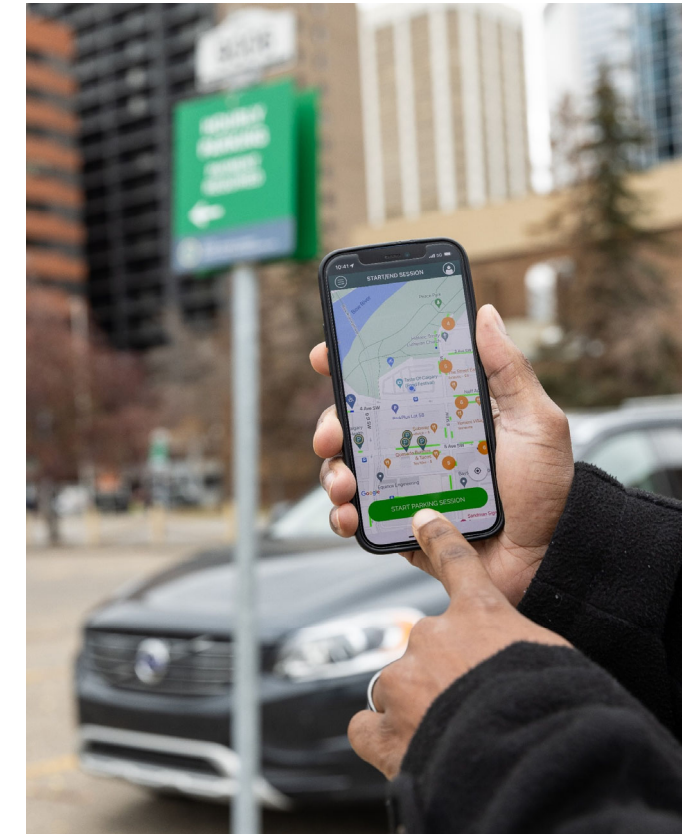
EC2024-0836

July 23, 2024



Previous Council Direction

1. **Report EC2023-0464**, which directs “Administration to report back to Council with options to fund the Streets service line annual reinvestment programs of Street Light Lifecycle & Upgrade, and Pavement Rehabilitation with on-street parking revenues as part of the current review of the Financial Return Policies contained in Calgary Parking Policies already planned to be brought to committee in 2023”. Note this date was adjusted to Q2 2024 in report EC2023-1314.
2. The motion arising from **report C2023-1148**, which directs “Administration to return to Infrastructure and Planning Committee in Q2 2024 with program recommendations that direct net revenues generated through the Market Permit program to support community associations within the various Residential Parking Permit Market Permit zones through the existing Parking Revenue Reinvestment Program.”



Both reports were deferred to Q3 2024 in report EC2024-0693



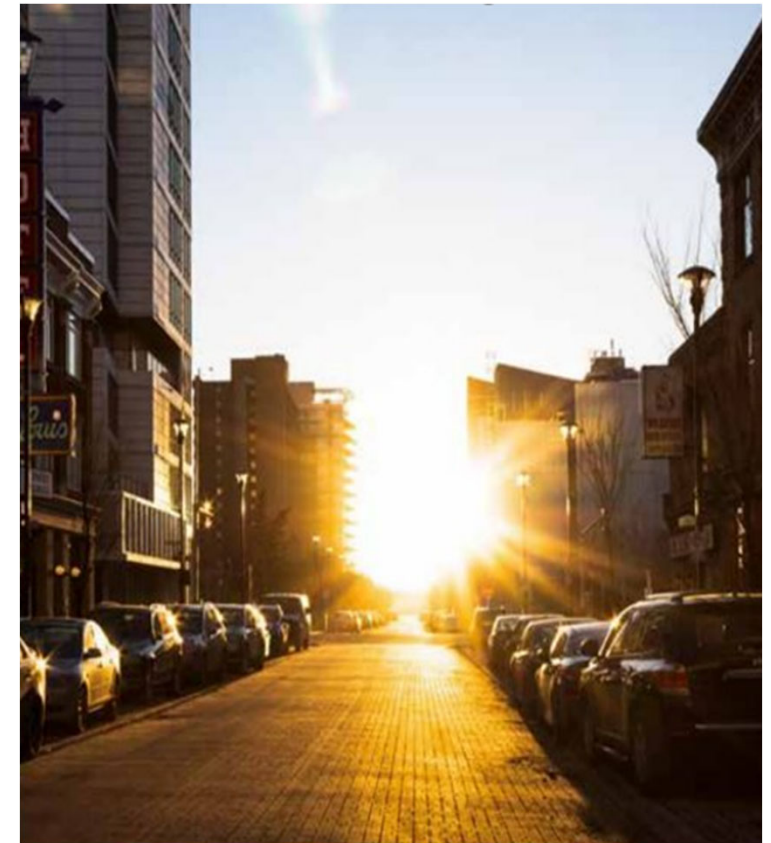
Recommendations

That Executive Committee recommend that Council:

1. Amend Council Policy CP2021-04, Calgary Parking Policies, by replacing section 3 of the policy with the content in Attachment 1 and apply the new policies retroactively as of 2024 January 01.
2. Close the Calgary Parking Long-Term Investment Fund, and distribute the remaining balance in the fund as follows:
 - a) Allocate \$20.0M to the Fiscal Stability Reserve
 - b) Allocate \$23.0M to the Reserve for Future Capital
 - c) Allocate the remaining balance to the Calgary Parking Capital Reserve Fund
3. Bring adjustments to reflect the new policy to the mid-cycle budget adjustments in 2024 November.

Guiding Principles and Approach

- **Remain self-supported**
- **Increase returns**
- **Support through use of return**
- **Streamline processes**
- **Affordable parking options**





Addressing Council Motions

EC2023-0464: Reinvesting On-street Revenue

- Recommend \$3M per year contribution to the Streets operating budget to support infrastructure maintenance.

C2023-1148: Reinvesting Market Permit Revenue

- Recommend contributing 100% of net revenues from market permits to the Parking Revenue Reinvestment Program for use by eligible Community Associations.





Overview of Changes

Parking Service

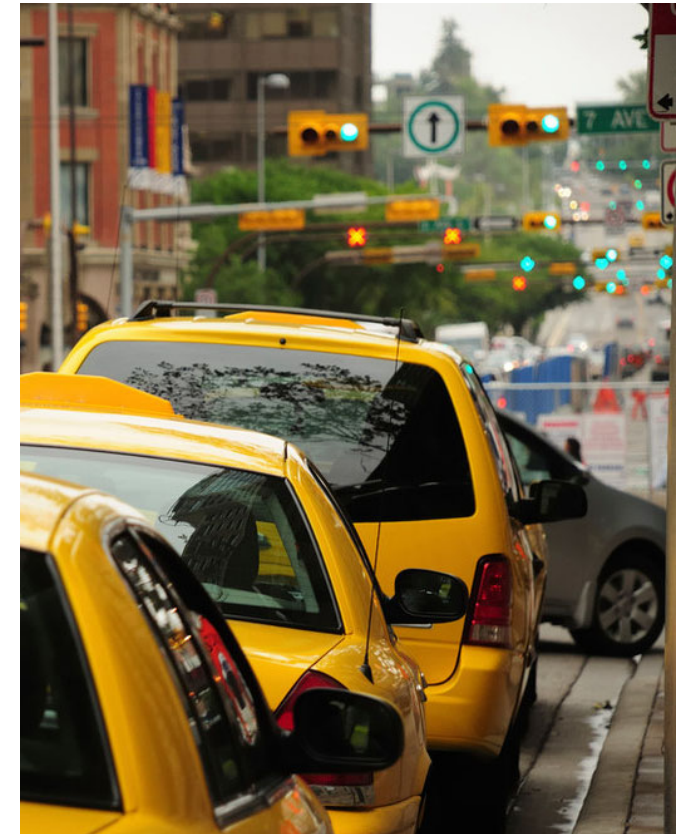
- Shift from sharing 65% of net operating revenues to 100% of net operating revenues
- Only retain \$4M per year to support capital reserve

Parking Revenue Reinvestment Program

- Move to directing 10% of on-street parking net revenues to the program, available to Business Improvement Areas and Community Associations
- Allocate for one admin resource

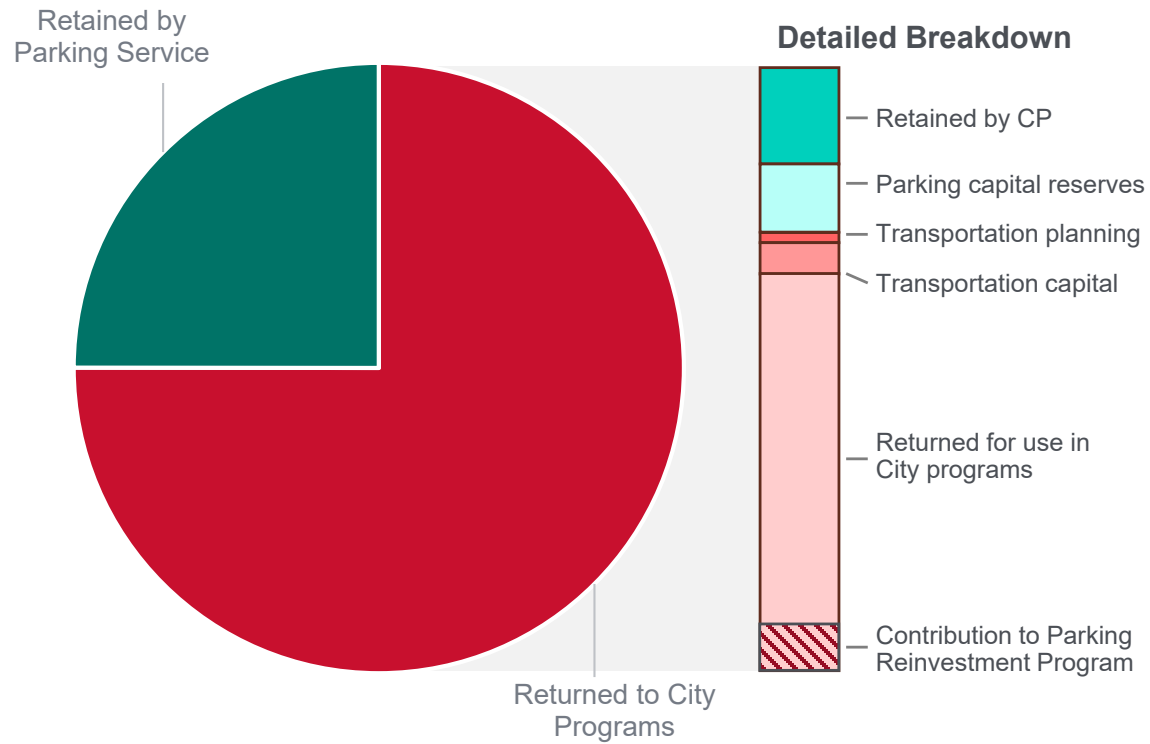
Supporting Events

- \$200,000 per year funding for festivals, events and non-profits, allocated through existing City processes



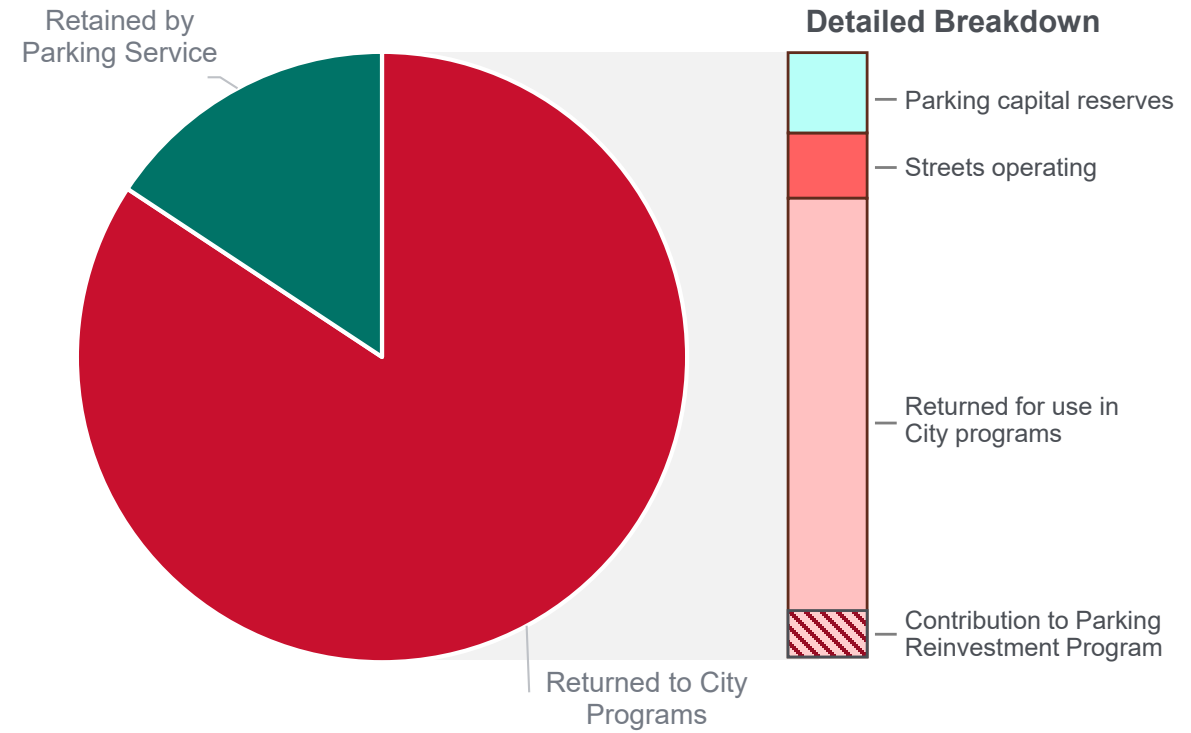
Overview of Policy Changes

Current Policy



\$25.5 million annual net revenue

Proposed Policy



\$25.5 million annual net revenue

Additional \$2.3M Annually from Parking to Council Priorities

Unlocking Opportunities

Redistribute the Calgary Parking Long-Term Investment Fund (53.56M)

- \$20M to Reserve for Future Capital – 5A Network (Previously Approved)
- \$3M to Reserve for Future Capital - complete 2024-2026 capital commitments
- \$20M to the Fiscal Stability Reserve
- Remainder (\$10.56M) to CP Capital Reserve – Electric Vehicle Charging and Climate Initiatives





Recommendations

That Executive Committee recommend that Council:

1. Amend Council Policy CP2021-04, Calgary Parking Policies, by replacing section 3 of the policy with the content in Attachment 1 and apply the new policies retroactively as of 2024 January 01.
2. Close the Calgary Parking Long-Term Investment Fund, and distribute the remaining balance in the fund as follows:
 - a) Allocate \$20.0M to the Fiscal Stability Reserve
 - b) Allocate \$23.0M to the Reserve for Future Capital
 - c) Allocate the remaining balance to the Calgary Parking Capital Reserve Fund
3. Bring adjustments to reflect the new policy to the mid-cycle budget adjustments in 2024 November.

Corporate Planning & Financial Services Report to
Executive Committee
2024 September 04

ISC: UNRESTRICTED
EC2024-0856

2024 Mid-Year Progress Update

PURPOSE

Regular reporting on the current service environment, influences on service delivery, and key results for Council priorities are essential parts of good governance. This report provides an update on progress made during the first half of 2024. The information is important for both accountability and as an input into Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

PREVIOUS COUNCIL DIRECTION

On 2019 April 29 (PFC2019-0401), Council approved an updated Multi-Year Business Planning and Budgeting Policy (CFO004) directing Administration to provide mid-year and year-end reports on The City's performance to the service plans and budgets, including any adjustments to them. Attachment 1 provides additional background.

RECOMMENDATION:

That the Executive Committee recommends that Council:

- Use the 2024 Mid-Year Progress Update as one input to the ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 SEPTEMBER 4:

That Council use the 2024 Mid-Year Progress Update as one input to the ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2024 September 4:

"A revised Attachment 3 was distributed with respect to Report EC2024-0856."

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Carla Male, Chief Financial Officer and General Manager of Corporate Planning & Financial Services, concurs with this report.

HIGHLIGHTS

- We made progress on delivering our service plans & budgets including in council priority areas.
- Population growth and inflation are outstripping spending making it increasingly difficult to maintain service levels, and citizen satisfaction with City services overall is falling.
- We continue to do our best to meet the needs of Calgarians with the resources we have and ensure long-term financial sustainability.
- We have a favourable operating variance of \$117.1 million as of 2024 June 30, which is mainly due to the combined effect of higher revenue, lower-than-expected corporate

2024 Mid-Year Progress Update

expenditures, and a favourable variance across several tax-supported services. The year-end operating variance is currently estimated at \$158 million favourable.

- The first 6 months of 2024 saw 39.6 per cent of the \$2 billion capital budget spent, up from 15 per cent this time last year. This is reflective of the fact that most of the capital spending is aligned with the construction season that is more pronounced in the second half of the year.
- Service and financial performance information provided in this report is a crucial input for Council in preparing and making decisions for the upcoming Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets. These inputs can help to identify areas for service improvement, budget adjustments or additional investment, to better support Calgarians, local businesses and the community.
- Calgary is Canada's fastest growing major city; one of the top five liveable cities in the world. We're experiencing big city challenges and changes now, but through it, The City is committed to delivering services in a way that ensures long-term financial sustainability in accordance with best practices and Council policies.

DISCUSSION

Reporting on the results and progress against the approved service plans and budgets supports good governance. It also provides insights on The City's service performance, helping to make decisions about where more investments may be needed and where reductions may be possible to keep taxes affordable.

The City's service environment is becoming increasingly dynamic due to various external and internal pressures. Population growth over the originally estimated levels and the inflation rate, along with other financial constraints and aging infrastructure are creating challenges to providing services that meet the increasing and evolving needs of Calgarians.

Service delivery

As a municipal government, we are the closest level of government to our citizens, touching every aspect of their daily lives through our essential services. Calgarians feel that quality of life in the city is "good", with 71 per cent rating; however, this score is declining compared to 2023. Moreover, 62 per cent of Calgarians feel that quality of life has worsened over the past three years, a historic high. Additionally, satisfaction with the overall level and quality of services and programs stands at 63 per cent, marking the lowest score since 2015.

Despite the challenges, all our services including the top ten services for Calgarians (according to the [2024 Spring Survey of Calgarians](#)) listed below are working hard to deliver results and are continuously exploring ways to minimize the impact of internal and external pressures.

- **Fire & Emergency Response:** The Fire department responded to almost 36,000 emergency incidents by the end of May. Fire response time improved compared to last year, however, there was a five per cent decline in first-in unit response time compared to the same period as last year (January to May). The service is exploring the optimal number of aerials to meet service demands across communities and working with supply chain to initiate and progress procurement activities. The 25 per cent increase in fire inspections from January to May, compared to the same time period in 2023, along with

2024 Mid-Year Progress Update

increasing complexities, are putting strains on the service to process requests within desired timelines.

- **Police Services:** Since 2020, there has been a steady increase in both the number of service calls and the drive time to respond to emergency calls. The service has used alternative call response mechanisms, piloted downtown safety hub models, diverted calls to more applicable service agencies and introduced touch down police service sites to enhance frontline police capacity and response capability. However, there are concerns in the community around police staffing levels. Some community associations are hiring private security to support police because of short staffing.
- **Calgary 9-1-1:** Demand for 9-1-1 services remains high as Calgary grows. Non-emergency police call times continue to pose a challenge for the teams to answer within an ideal timeframe. Calgary 9-1-1 is using innovative data analytical capabilities to better forecast and optimize daily staffing needs.
- **Emergency Management & Business Continuity:** The service was activated in support of the water feeder main emergency. This included providing resources, centralized communications, planning support and coordination to operational services. The service has also begun the application process to the Provincial Disaster Recovery Program for cost recovery from this event.
- **Building Safety:** Building permit processing timelines are below the expected performance level due to an increase in the volume of applicants; over 14,000 applications were received during the first six months of the year, a 23 per cent increase in permit applications. Despite the rise in demand, the average time to book an inspection remained consistent with last year at four business days. However, the increased demand continues to put pressure on the measure of booking availability within two business days.
- **Water Treatment & Supply:** The catastrophic break of the Bearspaw South Feeder Main on 2024 June 5, which severely impacted our ability to deliver water to Calgary and regional customers, highlighted the importance of asset management. The water main break led to extended voluntary indoor and mandatory outdoor water restrictions and a declaration of a local emergency. As of end of June, a total of 25 days of conservation measures were reported (this number will be higher in year-end given restrictions were still in effect at the time of reporting). After extensive inspections along the full length of the feeder main, additional spots have been identified as requiring urgent repair and plans are in progress to work on repairs.
- **Wastewater Collection & Treatment:** Given the highly regulated nature of wastewater, our team of experts work tirelessly to protect our rivers by ensuring regulatory compliance. So far this year, several initiatives have advanced compliance efforts, including onboarding dedicated Water Bylaw Officers, in collaboration with Community Safety. Significant upgrades were made to three lift stations in our wastewater collection system ensuring safe, reliable service well into the future. Lift stations are critical infrastructure as they move wastewater to our treatment plants.
- **Stormwater Management:** Calgarians' satisfaction results continue to trend upward for this service, an indicator of the importance Calgarians place on protecting public and private property and infrastructure, and proactively preparing Calgary for climate events. The Council endorsed Stormwater Strategy is advancing as planned. Implementation teams have been established to support growth, development and densification. We

2024 Mid-Year Progress Update

continue to balance investments in new and established communities while delivering stormwater outcomes.

- **Waste & Recycling:** Calgarians satisfaction with waste and recycling services is mainly steady with a one-point increase at 87 per cent in spring 2024. Interruptions to waste collection are within normal ranges. With new collection days and routes introduced in early 2024, we saw a slight increase in missed collections overall. We expect this to stabilize as customers and drivers adjust to new collection days.
- **Parks & Open Spaces:** Calgary's parks consistently received high satisfaction ratings from Calgarians. In the [2024 Spring Survey of Calgarians](#), 89 per cent of Calgarians indicated they were satisfied, showing a two-point decrease from spring 2023. The slight drop in score may also reflect decreased service levels in response to low workforce capacity, low contractor availability and unforeseen cost escalations. The overall condition of parks' assets has also been trending downward since 2019, with 46 per cent of playgrounds surpassing the age of 20 years. This could compromise safety standards and lead to a decline in community wellbeing, satisfaction and reputation.
- **Sidewalks & Pathways:** Despite challenges such as supply chain issues and contractor staff availability (work not completed by City employees), we remain committed to improving our service on pedestrian infrastructure. We have steadily achieved the 24-hour snow and ice clearing timeframe, and the average time to complete clearing continues to trend favourably, averaging approximately 25 hours.
- **Streets:** In the first half of the year, pavement quality (e.g., potholes) was a high concern for Calgarians. Our crews repaired 18,055 potholes during the first six months of the year, which is reflecting a 58 per cent increase from the same period in 2023. The mid-year data shows that 38 per cent of pavement is in good to very good condition; at the current funding level, this is estimated to decrease to 35 per cent by 2026.

Council priorities

We continued to make progress on the service plans and budgets, including advancements in Council's priorities.

- **Housing:** We launched the Established Area Linear Levy Pilot in 2024 March, and the Secondary Suite Incentive Program in 2024 May. The first phase of the Non-Market Land Sale #4 prioritizing Indigenous non-profit housing providers closed with a successful applicant for one property, and the second phase is underway. As of the first quarter of 2024, 29 new non-market housing units were approved at the development permit stage and the number of units in the development permit stage is expected to increase throughout 2024.
- **Land use and local area planning:** We continue to deliver residential, commercial and industrial opportunities to make Calgary one of the world's most liveable and attractive cities. Five new local area plans are underway to cover 46 communities and three industrial areas. In May, Council approved Rezoning for Housing, rezoning low density residential parcels to allow for middle density development, with changes taking effect on 2024 August 6.
- **Public safety:** We are seeing positive results from various initiatives and the collaboration among key services and external partners. To meet the increasing demand, we are expanding our capacity with additional staff and improving critical systems. Further efforts are planned to improve downtown safety. Notable achievements

2024 Mid-Year Progress Update

include a heightened sense of safety among Calgarians (73 per cent with two-point increase from fall 2023) and a decrease in Calgary's Crime Severity Index (decreased by 9.6 per cent from 80.2 in 2022 to 72.5 in 2023), which is at the lowest in the past nine years.

- **Transit:** In the first half of 2024, ridership increased by 17 per cent compared to the same period in 2023 with transit boardings reaching to pre-pandemic levels. We are observing an increasing shift in fares being purchased through the Low-Income Transit Pass (LITP) program, along with a growing demand for LITP. We continue progressing on the Green Line LRT to improve Calgarians' access to the primary transit network. There is a slight increase in customers' perceived safety levels while riding CTrain and busses with a 26 per cent decrease in the number of social disorder call volumes at downtown CTrain platforms.
- **Social equity:** We continue to focus on enhancing connections between services and communities to improve social equity and community wellbeing. Increasing demand for our programs and services, such as Fair Entry (18 per cent increase from January to May compared to the same time period in 2023) or Family & Community Support Services, without sufficient funds will impact our ability to support more Calgarians in need. During the first half of 2024, \$5.3 million in mental health and addiction investments were made across almost 30 programs, supporting approximately 12,000 Calgarians. Additionally, \$41 million has been allocated in 2024 (as of 2024 May 31) to 155 local programs, with an estimated reach of 50,000 Calgarians.
- **Climate:** We are observing a positive trend in both total and per capita community greenhouse gas (GHG) emissions. We made progress on climate outreach activities, integrating climate considerations into the City building processes and projects and leading by example with City-owned assets. We completed several corporate GHG emissions reduction projects, including a 115 kW solar photovoltaic system at the Calgary Parking Impound Lot; a new landfill gas to electricity facility at East Calgary landfill; and a new 4.6 MW gas turbine and steam turbine at Bonnybrook Wastewater Treatment Plant. We explored low-carbon options for The City's fleet through pilots and vehicle replacements.
- **Downtown revitalization:** The total downtown taxable assessed value has been increasing since 2021, primarily due to recovery in the highest-quality office buildings. Several projects are on track or completed to bring more social and economic activities to the core of the city. Key achievements include the opening of the BMO Centre Expansion, which officially became Western Canada's largest convention centre, with capacity to host 33,000 and an estimated economic impact of \$100 million a year. Another achievement includes Chinook Blast 2024, which brought more than 433,000 people downtown, with an approximate \$15.7 million economic impact for a \$825,000 investment.

Financial Update

The City is committed to delivering services with the financial resources available and sustaining financial health in accordance with best practices and Council policies. The City had a favourable year-to-date operating variance of \$117.1 million, primarily related to higher-than-expected franchise fee revenue due to elevated energy prices, increased investment income and expenditure savings across multiple categories. The year-end operating variance is currently estimated at \$158 million favourable. As of 2024 June 30, The City has made

2024 Mid-Year Progress Update

approximately \$800 million in capital investments (39.6 per cent of the \$2.0 billion budget). The City's capital budget spend is reflective of the fact that most of the capital spending is aligned with the construction season that is more pronounced in the second half of the year.

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 |

IMPLICATIONS

Social

This report presents an overview of advancements made in support of social resilience, including housing, social equity and public safety, which are highlighted in Attachment 2.

Environmental

This report presents an overview of the environmental and climate advancements in 2023, which are highlighted in Attachment 2.

Economic

This report presents an overview of economic impacts in 2023, which are highlighted in Attachment 2.

Service and Financial Implications

No anticipated financial impact.

RISK

Understanding, assessing and managing risk is critical to achieving Council's vision for Calgary and delivering on our service plans and budgets. Each reporting cycle, The City provides updates on specific internal and external pressures that are impacting or may impact reliable, effective and efficient service delivery. These are highlighted in the [2024 Mid-Year Principal Corporate Risk Report \(AC2024-0518\)](#). The City's risk profile remained relatively stable between January and July of 2024, with all principal corporate risks maintaining the same risk rating. However, this stability is being challenged by a complex interplay of internal and external pressures. In the first half of the year, our progress and status on council and operational priorities have been impacted by certain risks. By proactively identifying and managing these challenges, we can enhance our service resilience and effectiveness.

ATTACHMENTS

1. Background and Previous Council Direction
2. 2024 Mid-Year Progress Update
3. Presentation

**Corporate Planning & Financial Services Report to
Executive Committee
2024 September 04**

**ISC: UNRESTRICTED
EC2024-0856**

2024 Mid-Year Progress Update

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male, CFO & General Manager	Corporate Planning & Financial Services	Approve
Chris Stewart, Director	Corporate Planning & Performance	Approve
David Duckworth, Chief Administrative Officer	Chief Administrator's Office	Approve
Stuart Dalglish, Chief Operating Officer	Chief Operating Officer's Office	Inform
Chris Arthurs, General Manager	People, Innovation & Collaboration Services	Inform
Katie Black, General Manager	Community Services	Inform
Debra Hamilton, General Manager	Planning & Development Services	Inform
Jill Floen, General Manager	Law, Legislative Services & Security	Inform
Doug Morgan, General Manager	Operational Services	Inform
Michael Thompson, General Manager	Infrastructure Services	Inform

Author: One Calgary Program Team

City Clerks: C. Doi / K. Picketts

Background and Previous Council Direction

Background

The 2024 Mid-Year Progress Update fulfills Council’s policy reporting requirement per the Multi-Year Business Planning and Budgeting Policy (CFO004) and supports the Transparency and Accountability Policy (CC039). It commences performance reporting commitments for the second year of the 2023-2026 Service Plans and Budgets cycle, which was approved in 2022 November (C2022-1051).

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2019 April 29	PFC2019-0401	<p>Multi-Year Business Planning and Budgeting Policy Council approved the updated Multi-Year Business Planning and Budgeting Policy (CFO004) and the Transparency and Accountability Policy (CC039) directing Administration to provide mid-year and year-end reports on The City’s performance relative to our approved Service Plans and Budgets.</p>
2022 November 8	<p>C2022-1051</p> <p>Council Minutes</p>	<p>2023-2026 Service Plans and Budgets Council approved the 2023-2026 Service Plans and Budgets, including a selection of community indicators to work towards positively influencing and additional community indicators to monitor.</p> <p>Formal Council direction included:</p> <p>Directed Administration to return to the 2022 December 13 Strategic Meeting of Council to engage in the creation of a process by which Council will provide guidance/direction to Administration to:</p> <ul style="list-style-type: none"> • Revisit the existing budget process to examine its merits and challenges, • Explore ways of ensuring that future budget documents better align with Council’s Plain Language Policy CS014, • Potentially reconstruct the 2024, 2025 and 2026 budgets with Administration to ensure future base operating and capital budgets include the investments necessary to advance Calgary as an increasingly equitable and accessible city - including but not limited to investments in housing, mobility, and transit – are embedded in future base operating and capital budgets; the reconstructed base budgets for future, and • Revisit operating and capital plans and priorities to ensure expeditious delivery of projects and programs that are rooted in the core values and policies of Council, including but not limited to truth and reconciliation, the 5A Network, low-income transit passes, improved transit frequency, affordable housing, mental health supports, and equity index maps.

		<ul style="list-style-type: none"> Come back in Q1 2023 with further options regarding the residential/non-residential tax shares for 2023, including but not limited to: Shifting tax share from non-residential to residential taxpayers, advocacy with Federal and Provincial Governments, including increasing funding options and the municipal portion of payments that can be used to support the operating budget; and an examination of reserves and other funding sources which may be available to reduce property taxes on a one time basis in 2023.
2023 April 25	<p>EC2023-0272</p> <p>Council Minutes</p>	<p>Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal)</p> <p>Council’s Refined Strategic Direction (Attachment 1 EC2023-0272) highlights the top priorities for Administration to work on and intersects the results that Administration should aim to achieve.</p> <p>Formal Council direction relevant to this report included:</p> <ul style="list-style-type: none"> Direct that Confidential Attachment 1 be held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be released publicly following Council approval at the Regular Meeting of Council on 2023 April 25.
2023 November 7	<p>C2023-1148</p> <p>Council Minutes</p>	<p>2023 November Adjustments to the 2023-2026 Service Plans and Budgets</p> <p>Council approved the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets.</p> <p>Formal direction relevant to this report included:</p> <ul style="list-style-type: none"> Approve the recommended adjustments to the 2023-2026 Service Plans and Budgets in Attachment 5 and direct Administration to implement the budgetary changes and relevant performance measures necessary to effect those adjustments. Approve the funding recommendations in Attachment 5.
2024 April 16	<p>EC2024-0291</p> <p>Council Minutes</p>	<p>2023 Progress Update</p> <p>Information on key results and advancements on Council priorities in 2023 including annual look back on progress and an update looking ahead to 2024.</p> <p>Formal direction relevant to this report included:</p> <ul style="list-style-type: none"> Executive Committee recommended that Council use the 2023 Progress Update as one input to the ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

Bylaws, Regulations, Council Policies

Multi-Year Business Planning and Budgeting Policy (CFO004)

Section 5.6 Linking Plans, Budgets and Measures requires Administration to provide mid-year and year-end reports, so Council is informed about the performance of the Corporation in relation to approved business plans (including Council Priorities and performance targets) and budgets.

Transparency and Accountability Policy (CC039)

In the context of accountability reporting, this policy affirms The City's commitment for accountability and transparency to Calgarians by implementing various results-orientated tools to measure progress on achieving performance measures, service standards, goals, and Council's priorities. The City of Calgary is dedicated to producing performance information that measures how The City is doing in all areas it is responsible for, from financial reporting to service delivery.



2024 Mid-Year Progress Update



24-0038808 CRV-23916

Making life better every day



The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of ideas and opportunities naturally come together. Indigenous peoples have their own names for this area that have been in use long before Scottish settlers named this place Calgary. The Métis call the Calgary area Otos-kwunee. In the Blackfoot language, they call this place, Moh-kins-tsis. The Stoney Nakoda Nation refer to the Calgary area as Wicispa Oyade and the people of the Tsuut'ina nation call this area Guts-ísts-i.

We would like to take this opportunity to appreciate and acknowledge that we are gathered on the ancestral and traditional territories of the Blackfoot confederacy, made up of the Siksika, Piikani, Amskaapipiikani and Kainai First Nations; the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation. The City of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3. We acknowledge all Indigenous people who have made Calgary their home.



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Introduction

The City of Calgary’s vision is to make Calgary a great place to make a living, a great place to make a life. The 2024 Mid-Year Progress Update is designed to inform the public and Council on what we are doing to achieve our common purpose of making life better every day. This report offers an overview of The City’s service environment, outlines the services and programs provided by the top ten services for Calgarians, highlights key results and progress on Council’s priority areas, and provides financial updates on our 2024 mid-year operating and capital budgets. It supports Council in ensuring effective governance and provides insights on our service performance to help decide where additional investment might be necessary and where we might make reductions to keep taxes affordable.

The report consists of four sections:

The City’s service environment: Overview of the top pressures that may strain the organization and impact delivering services to Calgarians.

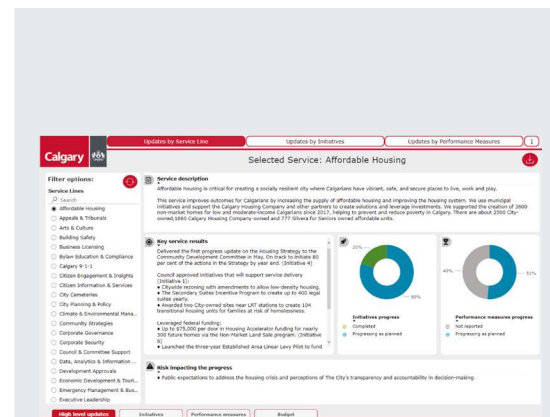
Service delivery: Overview of key services that are important for Calgarians, highlighting the impact of external and internal pressures and how we manage them.

Council priorities: Updates on Council’s seven priority areas, including our progress on Council investments, primary performance measures to assess our ability to meet community needs and risks impacting overall progress in each priority area.

Financial updates: Status and overview of operating and capital budget spending.

Progress status

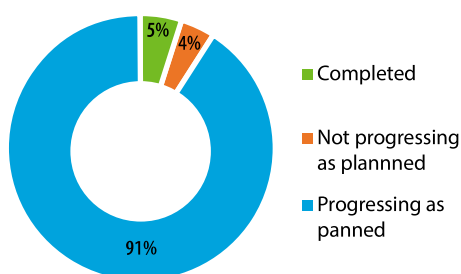
The 2023-2026 Service Plan and Budgets is comprised of 589 initiatives and 286 performance measures, including changes derived from the 2023 November Adjustments. For the 2024 mid-year, 69 per cent of the performance measures were updated and 31 per cent were not reported due to unavailability of data¹; the year-end progress report will include updates for all measures. The majority of these initiatives and performance measures are progressing as planned. A small percentage of these measures (e.g., service level, response rate and satisfaction measures) are not progressing as planned according to the plans due to some challenges, such as increasing demand, complexity or changing needs. We will continue to monitor our progress as well as assess challenges and pressures.



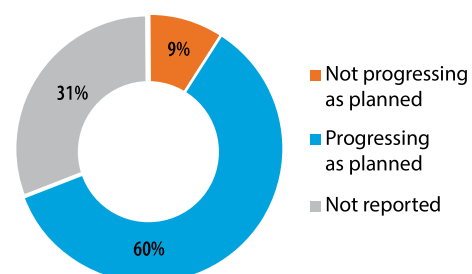
The 2024 mid-year service updates are provided in dashboard format at calgary.ca/progressupdate

The dashboard includes key results, risks impacting progress, and updates on service initiatives, performance measures and budget.. These updates allow Council and Calgarians to dive deeper into the results of our services in the first half of 2024 with the ability to find specific updates by various filtering options. Corporate Planning and Performance continues to streamline the organizational approach to progress and performance reporting, ensuring a clear focus on refining the reporting process to capture priority outcomes and indicators.

Initiatives Progress



Performance Measures Progress



¹ A minimum of two performance measure updates per service line is required for the mid-year reporting.

The City's service environment

This section provides a review of external and internal pressures that shape our service environment. Understanding these pressures and their potential impacts on our services is critical to develop appropriate strategies for maintaining high-quality services while operating efficiently and effectively.

External pressures

Population growth

The 2023-2026 Service Plans and Budgets were developed on the basis of our 2022 forecasts, which was significantly lower than the current estimates. The sharp growth of the population is causing pressure on service capacity.

As of April 1, 2024, Calgary's population is estimated at 1,491,900, representing a population growth rate of 4.9 per cent since April 2023. This estimated addition of 69,000 residents to Calgary's population would represent one of the most significant annual increases in Calgary's history. Significant portion of the growth is expected to be attributable to net migration similar to previous years, as international migrants and newcomers from other parts of Canada flocked to Calgary. Calgary experienced a dramatic increase in the estimated net migration of 6,100, 19,700 and 67,300 during 2021, 2022 and 2023, respectively.

Inflation

The 2023-2026 Service Plans and Budgets were developed on the basis of our 2022 forecasts, which was lower than the current estimates for the first two years of the cycle.

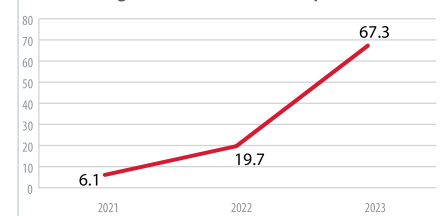
The Consumer Price Index (CPI) year-over-year inflation rate for Calgary Census Metropolitan Area (CMA) hovers at 3.6 per cent as of June 2024, while the national inflation rate is 2.7 per cent. The deceleration of the inflation rate at the national level was largely a result of slower growth of prices in energy, new vehicles, and hotels. In Census Metropolitan Area, the cost of owned accommodation increased by 10 per cent year-over-year. High inflation increases the cost of city services, leading to budget constraints to implement key projects and potential reductions in service quality. Inflation increases the cost of supplies and materials, which not only impacts projects' ability to deliver on time and on budget, but also drives up service delivery costs. As costs rise while budgets stay the same, maintaining service levels is increasingly more challenging.

Population Growth Estimates (%)

	2023	2024	2025	2026
Original planning assumptions	1.7	1.7	1.5	1.5
Current assumptions	5.6*	4.9	2.1	1.4

*actual

Net migration estimate (000's persons)



(Source: Calgary Civic Census)

Overall Inflation Rate Estimates – Calgary Census Metropolitan Area (%)

	2023	2024	2025	2026
Original planning assumptions	3.1	2.1	2.1	2.2
Current assumptions	3.8*	3.1	1.7	1.9

*actual



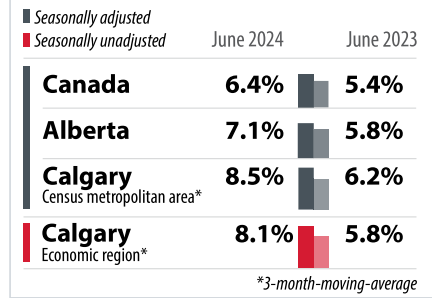
(Source: Statistics Canada)

* Compared to year-over-year as of December 2023.

Unemployment rate

The Calgary Economic Region's (CER) 3-month-moving-average unemployment rate was above the national average hovering at 8.1 per cent for June 2024, indicating an excess supply. The labour force participation rate, which measures the percentage of working-age people in the labour force, remained flat rising marginally by 0.3 per cent year-over-year to 72 per cent in June 2024. Although the labour force in the CER has shown remarkable resilience, demonstrating a stable growth of nearly 6 per cent in June 2024 year-over-year, the growth in employment has not kept a similar pace increasing at a much slower rate (3.2 per cent) thus driving the unemployment rate up from 5.8 per cent to 8.1 per cent. The impact of higher unemployment on our services is the increasing demand for social supports and low-income subsidies.

Unemployment rates



(Source: Statistics Canada)

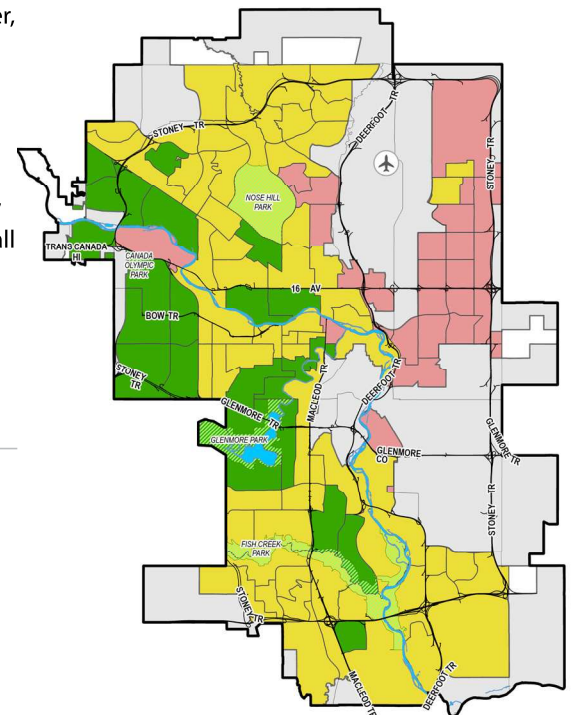
Polarization of political discourse

Polarization as a pressure can impact everything from trust in government to our ability to work effectively with critical interested parties. During periods of heightened polarization within political discourse, The City can experience increased strain on intergovernmental relations and community engagement, which may also have adverse affects on its reputation. Downloading of costs from the provincial and federal government is putting more strain on The City's resources.

Social pressures

Other noted pressures were related to social challenges, including social disorder, food and housing insecurity, increases in vulnerable populations and mental health and substance abuse concerns. The Calgary Equity Index compares 113 community service areas in terms of total equity score, which is a combined score of 20 indicators measuring economic opportunity, social development, physical environment, health and governance. Communities in green are above the target cut-off, indicating low equity concerns. Communities in red are below the benchmark cut-off signalling high overall inequity. Communities in yellow fall between the green and red areas. Calgary's total weighted score is 67, ranging between 30.6 as the lowest and 83.7 as the highest. Social challenges also put pressure on Fire and Police services, Peace Officers and The City's housing and affordability initiatives.

Calgary Equity Index



(Source: Community Strategies)

Climate change

Since 2005, The City's benchmark year for greenhouse gas (GHG) emissions, Calgary's population has grown 45.3 per cent, reflecting substantial and continuous growth pressures for City services. While this growth is vital to Calgary's economic health, every additional person, house, vehicle, industry and business that resides in Calgary contributes to community-wide total GHG greenhouse gas emissions. Simultaneously, service demand for environmental and climate-related programs is increasing while climate-related seasonal changes and extreme weather events are impacting The City's ability to deliver basic services. Programs like the Snow and Ice Control, Community Drainage Program, tree planting and pothole repair are significantly affected by increases in the number of severe events. City services are responding to this challenge by supporting energy efficiency, climate resilience and GHG reductions in Calgary's built infrastructure, transportation network, programs and services. These actions require commitment, consistency, collaboration, and innovation in a time when there is increasing financial and reputational risks for The City.



Internal pressures

Financial constraints

Inflation and cost increases are key contributing factors that continue to pressure our financial resources, which create challenges to maintain current service levels, deliver projects on budget or to full scope, and respond to increasing demand. There are also challenges related to lack of funds/resources, and budget limitations are frequently mentioned across various risk categories. While The City explored and implemented several strategies to manage financial challenges, our ability to grow services and advance key projects for developing our future is strained due to these financial constraints.

Aging/deteriorating infrastructure

The City currently owns over \$100 billion in assets. These assets include buildings, bridges, facilities, roads, machinery and equipment, parks, and other infrastructure that enables The City to deliver valuable services to Calgarians. The City's asset management plan requires continual balancing between ensuring public safety and service continuity, and fiscal prudence and affordability. The City's infrastructure gap, which is the difference between the infrastructure investment needed to meet desired service levels and preventative maintenance, and the resources made available to address those needs, is estimated to be more than \$7 billion. To manage the gap, The City does dynamic and careful monitoring and reprioritization of maintenance priorities.

Service demand complexity

Increased service demands, changing customer expectations, and the need to meet legislative and best-practice compliance are noted as pressures contributing to increased work complexity. This complexity means time and resources need to be dedicated to improve clarity, consistency and coordination of processes, policies and procedures to maintain efficient and effective service delivery to Calgarians.

Capacity constraints

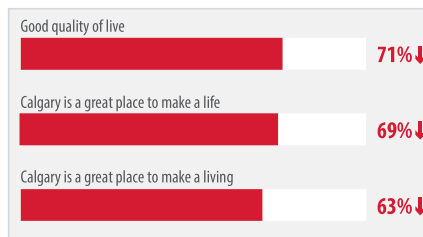
Through our progress update reporting and the corporate risk review, many services highlight challenges related to insufficient workforce capacity, labour shortages, competing priorities, change fatigue and capacity constraints impacting service delivery and project completion. Challenges in recruitment and retention due to a competitive labour market, increased expectations from job seekers, such as pay and flexibility, staff turnover, and time required to train new employees also contribute to capacity constraints.

Service delivery

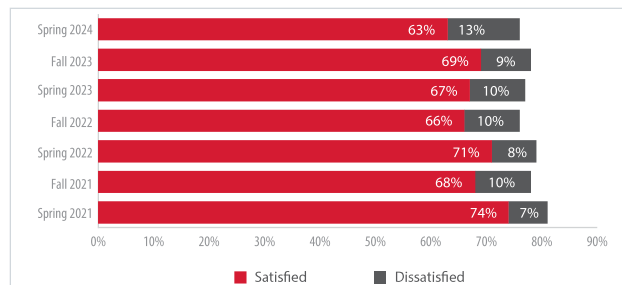
As a municipal government, we are the closest level of government to our citizens. Our essential services touch every aspect of daily life. In this section, we provide an overview on the top ten services for Calgarians highlighting their efforts to maintain quality service delivery while managing the internal and external pressures.

Overall satisfaction with City services

Although Calgary continues to be a city with a high quality of life with 71 per cent of Calgarians agreeing that quality of life is “good” (according to the [2024 Spring Survey of Calgarians](#)), this represents a significant decline from fall 2023 (76 per cent) and spring 2023 (78 per cent) survey results. Additionally, 62 per cent of Calgarians believe quality of life has worsened in the past three years, marking a historic high for this measure. Looking to the future, Calgarians show less optimism about The City’s direction. Only 65 per cent of Calgarians who believe Calgary is on the right track to becoming a better city in the next decade, although this also shows a significant decline from both fall 2023 (70 per cent) and spring 2023 (77 per cent), the lowest this measure has been since first recorded.



Satisfaction with the overall level and quality of services and programs is 63 per cent, according to the [2024 Spring Survey of Calgarians](#); this is statistically lower than fall 2023 (69 per cent) and also the lowest score since 2015. However, many services continue to receive strong satisfaction scores from Calgarians. A total of 32 out of 50 individual services received satisfaction ratings at or over 80 per cent.



According to the recent [2024 Spring Survey of Calgarians](#), the top ten City programs and services that are important for Calgarians are Calgary Fire Department emergency response, water treatment and supply (including availability and supply of clean, safe drinking water), Calgary 9-1-1, wastewater collection and treatment, snow clearing, residential black cart garbage collection, emergency management and business continuity, parks and open spaces, building safety (approvals and inspections) and stormwater management.

The top service requests from Calgarians through 311 are generally consistent with the top City programs and services identified by Calgarians. In the first half of 2024, top inquiries to 311 included inquiring for property tax information, requesting waste and recycling services and reporting snow and ice on sidewalks/roads, potholes on roads and concerning trees at parks.

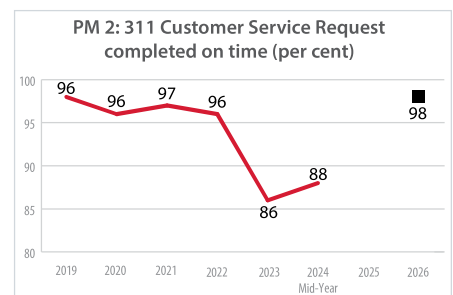
Below is an overview and select highlights of top ten services that are important to Calgarians.

Fire & Emergency Response

The Fire department responded to almost 36,000 emergency incidents by the end of May. Fire response time improved compared to last year, however, there was a five per cent decline in first-in unit response time compared to the same period as last year (January to May). Rapidly growing communities at the periphery of the city and the post-pandemic increase in traffic levels may be contributing to the increased travel times. The Fire and Emergency Response service is exploring the optimal number of aerials to meet service demands across communities and working with supply chain to initiate and progress procurement activities.

We completed about 10,000 fire inspections with a large increase in residential inspections. The service experienced a 25 per cent increase in demand compared to the same period last year (January to May), which is attributed to the increasing complexity of violations in higher-risk occupancies (i.e., secondary suites). The service plans to engage and educate all customers and determine strategies to reduce re-inspections.

From January to May, the service completed 88 per cent of inspections on time but performance is 10 per cent lower than in the same period last year. Fire and Emergency Response continues to observe complex issues in residential higher-risk occupancy groups that are resulting in more violations and these are taking longer to complete. This results in an open 311 service request until such time that all the violations are resolved by the customer. Our re-inspection ratio also increased to 41 per cent, mainly due to increasing complexity of violations in high-risk occupancies. This is due to the length of time, in which certain properties have not completed an inspection and results in a higher volume of code violations.



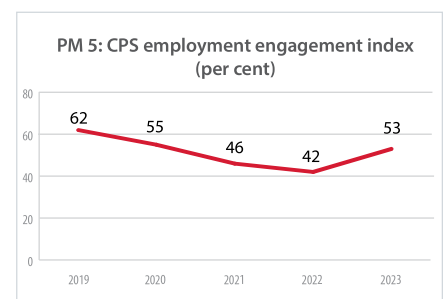
(Source: Fire and Emergency Response)

Police Services

Since 2020, there has been a steady increase in both the number of service calls and the drive time to respond to emergency calls. In 2023, violence continued to trend higher than the five-year average. This increase was driven by increases in assaults and robberies. The severity of these crimes has also increased, as there were more aggravated assaults and assault with a weapon reported.

Police Service has used alternative call response mechanisms, piloted downtown safety hub models, diverted calls to more applicable service agencies and introduced touch down police service sites to enhance frontline police capacity and response capability. However, there are concerns in the community around police staffing levels. Some community associations are hiring private security to support police because of short staffing. The Police Service is prioritizing recruitment as well as retention of experienced officers so critical skills are not being lost.

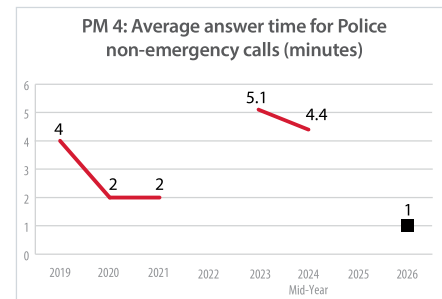
While these pressures also impact employee morale and engagement, the service's work on the Pathways to Engagement initiative with focus on defining a long-term strategy for employee engagement, organizational culture and morale yielded a positive outcome with the first increase in the employee engagement index since 2020, moving from 42 per cent in 2022 to 53 per cent in 2023.



(Source: Police Services)

Calgary 9-1-1

Calgary 9-1-1 has seen a seven per cent increase in citizen satisfaction, 91 per cent compared to 84 percent in 2023. Demand for 9-1-1 services remains high as Calgary grows. Non-emergency police call times continue to pose a challenge for the teams to answer within the timeframe established. Calgary 9-1-1 is using innovative data analytical capabilities to better forecast and optimize daily staffing needs. Using a predictive model to dynamically forecast call volumes and staffing requirements results in a more efficient use of resources. Calgary 9-1-1 has addressed some past challenges that impact this metric through ongoing recruitment, staff training and efforts to reduce call wait times. Calgary 9-1-1 is migrating to Next Generation 9-1-1 (NG9-1-1) technology to take advantage of modern digital telephony capabilities. Upgrades to infrastructure are underway in preparation for connecting to the nation-wide NG9-1-1 digital network.



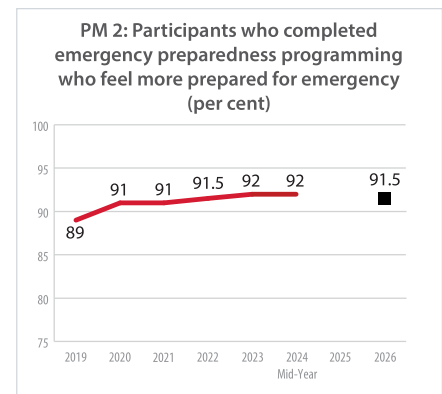
(Source: Calgary 9-1-1)

Emergency Management & Business Continuity

The Emergency Management & Business Continuity service was activated in support of the water feeder main emergency. This included opening the Emergency Operations Centre, providing resources, centralized communications, planning support and coordination to operational services. The successful response was based on the robust exercise, training and business continuity programs the service provides to the Calgary Emergency Management Agency.

Emergency Management & Business Continuity has begun the application process to the Provincial Disaster Recovery Program for cost recovery from this event. The service has reviewed five response plans attached to the Municipal Emergency Plan (MEP) and is currently reviewing the MEP itself. The after-action review of the above feeder main incident will result in additional recommendations.

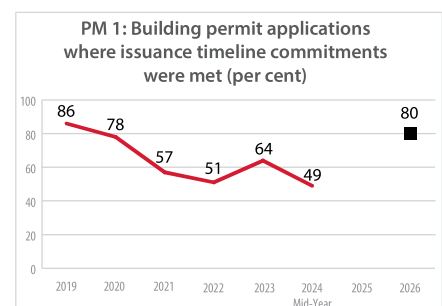
Emergency Management & Business Continuity has been making progress on increasing service accessibility. Four new videos have been developed that focus on basic measures that individuals can take to prepare their household for emergencies. There are now ten videos available and five more planned for this year. These are currently available in eight languages with additional languages being added this year.



(Source: Emergency Management & Business Continuity)

Building Safety

Building permit processing timelines are below the expected performance level due to an increase in the volume of applicants; over 14,000 applications were received during the first six months of the year, a 23 per cent increase in permit applications. The number of building inspections booked in the first half of the year increased by nine per cent, reaching over 34,000. Despite the rise in demand, the average time to book an inspection remained consistent with last year, at four business days. However, the increased demand continues to put pressure on another performance measure - booking availability within two business days. To improve inspection booking capacity, additional staff were hired and a non-standard 40-hour workweek for safety codes officers was rolled out.



(Source: Building Safety)

Water Treatment & Supply

The catastrophic break of the Bearspaw South Feeder Main on June 5, which severely impacted our ability to deliver water to Calgary and regional customers, highlighted the importance of asset management. The water main break led to extended voluntary indoor and mandatory outdoor water restrictions and a declaration of a local emergency. As of end of June, a total of 25 days of conservation measures were reported (this number will be higher in year-end given restrictions were still in effect at the time of reporting).

The rehabilitation and continued operations of the feeder main and service resilience will be key focus areas for Water Treatment & Supply. After extensive inspections along the full length of the feeder main, other spots have been identified as requiring urgent repair and plans are in progress to work on repairs. In relation to the Bearspaw South Feeder Main, The City has committed to an independent review of the incident. A volunteer advisory group has been selected who will work with a recruitment firm to identify individuals and select a panel chair for the full review. An update from this advisory group is expected in fall 2024.

Prior to the feeder main emergency and in response to drought conditions in Alberta, The City collaborated with other municipalities, counties, and irrigation districts to establish water sharing agreements. Additional drought preparation work was undertaken on the Water Efficiency Plan and the Water Loss Strategy, enhancing our ability to respond to future drought events.

Wastewater Collection & Treatment

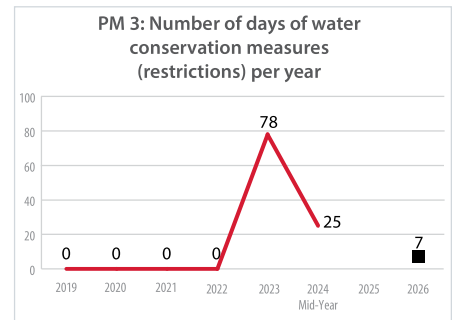
Given the highly regulated nature of wastewater, our team of experts work tirelessly to protect our rivers by ensuring regulatory compliance. So far this year, several initiatives have advanced compliance efforts, including onboarding of dedicated Water Bylaw Officers in collaboration with Community Safety. This approach has found efficiencies between the business units. Moreover, the officers focus on citizen education which has resulted in increased cooperation and compliance from customers. Significant upgrades were made to three lift stations in our wastewater collection system ensuring safe, reliable service well into the future. Lift stations are critical infrastructure as they move wastewater to our treatment plants.

The service is greatly valued by customers, and they expect their wastewater is cleaned to protect the health of the river. Calgary's three wastewater treatment plants continue treating wastewater better than the quality specified by Alberta Environment and Protected Areas, 100 per cent of the time.

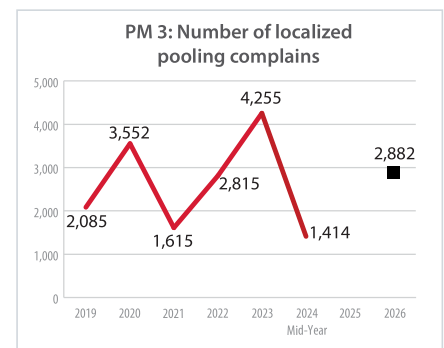
Stormwater Management

Citizen satisfaction results continue to trend upward for this service, an indicator of the importance Calgarians place on protecting public and private property and infrastructure, and proactively preparing Calgary for climate events. The Council endorsed Stormwater Strategy is advancing as planned. Implementation teams have been established to support growth, development and densification. We continue to balance investments in new and established communities while delivering stormwater outcomes.

The Community Drainage Improvement program continues to deliver projects to improve drainage service for Calgarians at risk of stormwater flooding. Stormwater pooling complaints are seasonal and variable each year, dependent on snowpack, temperature fluctuations and intensity of rainfall events. According to the mid-year data, this metric stands at 1,414, which is lower than lower than previous years where more frequent and intense storms have hit Calgary. With over 60,000 catch basins in Calgary, we regularly engage and educate the public to build an understanding of expectations during rain or thawing events and how their efforts can support with local drainage issues.



(Source: Water Treatment & Supply)



(Source: Stormwater Management)

With over 60,000 catch basins in Calgary, we regularly engage and educate the public to build an understanding of expectations during rain or thawing events and how their efforts can support with local drainage issues.

Waste & Recycling

Calgarians satisfaction with waste and recycling services is mainly steady with one-point increase at 87 per cent from 2023. Interruptions to waste collection are within normal ranges. With new collection days and routes introduced in early 2024, we saw a slight increase in missed collections overall. We expect this to stabilize as customers and drivers adjust to new collection days. We continue to seek opportunities to enhance processes to ensure seamless waste collection for Calgarians.

Overall, residential waste generated was 411 kilograms per household during the first half of the year; three per cent lower compared to the same time last year (424 kg per household in June 2023).

Parks & Open Spaces

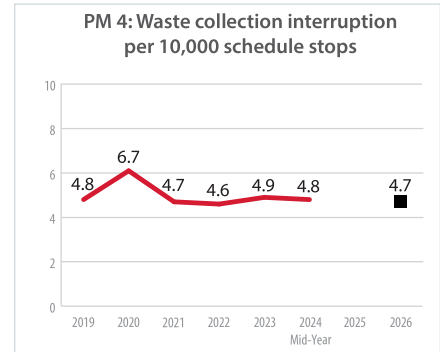
Calgary's parks have consistently scored high in Calgarians' satisfaction since the introduction of the annual survey. The [2024 Spring Survey of Calgarians](#) results indicate that 89% of Calgarians are satisfied with this service, a two-point decrease from spring 2023. The slight drop in score may also reflect decreased service levels in response to low workforce capacity, low contractor availability and unforeseen cost escalations.

The overall condition of Parks' assets has also been trending downward since 2019, increasing the risk of the deterioration of parks assets. This could compromise safety standards and lead to a decline in community wellbeing, satisfaction and reputation. For example, there are 1,159 playgrounds in Calgary, of which now, 538 (46 per cent) have surpassed the age of 20 years, which is the average useful life of a playground. At the current funding level, it is estimated that it will take about 44 years to replace playgrounds that are older than 20 years. Of the 1,159 active playgrounds, about 7.5 per cent have a poor condition rating and have a replacement value of approximately \$5.7 million.

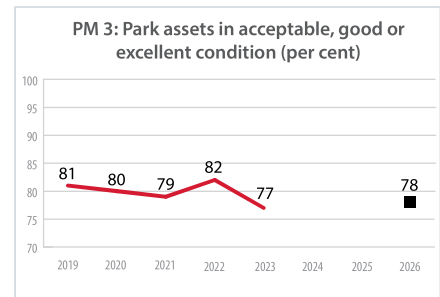
Sidewalks & Pathways

To promote year-round walking and wheeling, improved snow and ice control clearing occurred on pathways, at schools and transit bus pads. We maintain on average, each year, 1,046 kilometers of sidewalks and pathways. Each year we add to the sidewalk and pathway system as the city continues to grow.

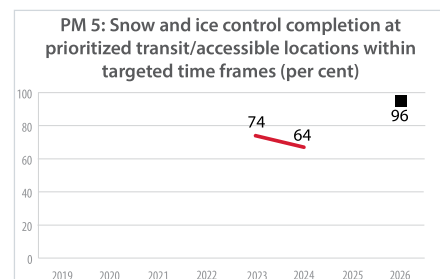
Snow and ice control remains a top priority for the service. Despite challenges such as supply chain issues and contractor staff availability (work not completed by City forces), we remain committed to improving our service on pedestrian infrastructure. A new contract award is anticipated for the upcoming winter season, which will enhance reliability and consistency. We have steadily achieved the 24-hour clearing timeframe, and the average time to complete clearing continues to trend favourably, averaging approximately 25 hours. While extreme snow events, including the record snowfall in March 2024, impacted this measure, our efforts demonstrate resilience and efficiency in maintaining a timely service.



(Source: Waste & Recycling)



(Source: Parks & Open Space)

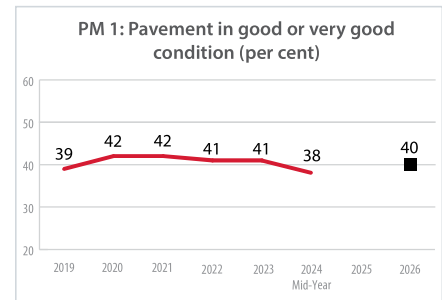


(Source: Sidewalks & Pathways)

Streets

On average, each year, we maintain 16,300 kilometers of roadways and repair over 14,000 potholes. Pothole repairs are completed by operational crews and identified through 311 citizen reports and routine inspections. Inspections are completed and repairs are prioritized based on pothole severity, safety impacts and location.

In the first half of the year, pavement quality (e.g., potholes) was a high concern for Calgarians. Our crews repaired 18,055 potholes during the first six months of the year, which is a 58 per cent increase from the same period in 2023. Extensive and/or frequent roadway repairs affect performance of other services as detours and lane closures interfere with traffic flow and slow down first responders. The mid-year data shows that 38 per cent of pavement are in good to very good condition. At the current funding level, pavement in good and very good condition is estimated to decrease to 35 per cent by 2026. The current paving backlog is approximately \$550 million.



(Source: Street)

We remain committed to understanding the needs of Calgarians, and managing service delivery accordingly. Despite the external and internal pressures, The City continues to deliver key services and address emerging concerns in a thoughtful and timely way.

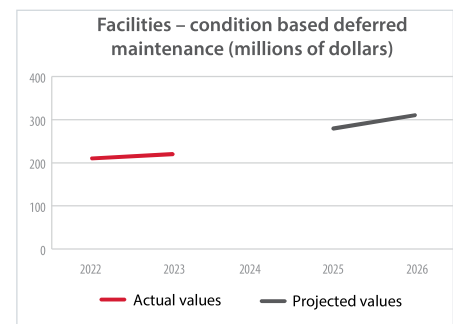
Sustaining infrastructure

We are closely monitoring the structural resiliency of City buildings through Corporate Coordinated Operations & Maintenance Program and the Enterprise Asset Management system. This is critical to ensure our buildings, recreation and community facilities are open to deliver the services and programs Calgarians rely on. Citizen reports through 311 as well as regular inspections help identify infrastructure issues and prevent failures. However, in the first half of the year, we estimated around 49 unplanned closures ranging from one section of the facility (e.g., a hot tub going offline) to full facility shutdowns.

Annually, \$254 million worth of condition-based building maintenance is being deferred. This number continues to increase as the portfolio grows and the condition of assets like Heating, Ventilating and Air Conditioning systems, roofing or pool basins deteriorate with time and use. Once building assets are in a deteriorating condition, the rate of decline is faster, thus requiring more funding to fix.

We continue to address risks by tracking the current building and park asset conditions, accelerating preventative maintenance and aligning best practices. These actions help ensure critical life safety work is prioritized, buildings and parks remain open and services are available to Calgarians that depend on them. Through preventative maintenance, which is at 67 per cent of all maintenance activity compared to 33 per cent on-demand maintenance, we are proactively addressing decays.

When a replacement repair is not viable, the number of maintenance repairs like potholes increase significantly. For example, without a significant increase in the paving budget, we will not be able to meet our goal of 40 per cent of pavement in good or very condition in 2026. In turn, growth and repair impact service performance because of detours and other interruptions in Calgarians' lives. Additionally, unplanned significant repairs because of asset failure or following inspections require us to reprioritize our budget. In some cases, this means service levels are reduced or the cost to use the service goes up.

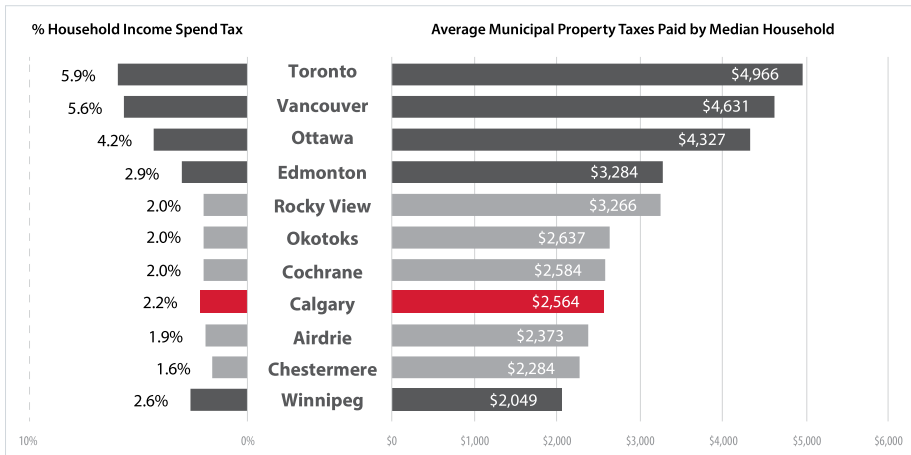


(Source: Facility Management)

Affordability

Calgary's residential property taxes are some of the lowest among comparators. The median single residential household paid \$2,564 in municipal property tax in 2024, which is approximately 2.2 per cent of the average household income in Calgary. In measure of dollars and per cent of household income, Calgary proves

to be a leader in affordability; the lowest of Canada's major cities and lower than Rocky View County, Okotoks and Cochrane.



(Source: Assessment & Tax)

However, significant financial pressures resulting from inflation, housing crises and escalating costs also impact Calgarians. The City is experiencing an increasing demand for our low-income support programs, resulting in a funding gap to continue supporting Calgarians in need. To support Calgarians in need, our actions include:

- We made a one-time investment in Q2 of about \$2.5 million to the United Way of Calgary and Area's Basic Needs Fund to support the affordability needs of Calgarians.
- We supported more Calgarians living with low-income to access recreation at a lower cost, with nearly 50 per cent more spent on providing subsidized access to recreation programs and services.
- The Home Upgrades Program, supporting affordability for low-income Calgarians, is fully subscribed, with 51 homes upgraded for energy efficiency and 54 more homes scheduled or in progress.
- We help non-profit organizations and Calgarians in need with property tax cancellation, reduction or refunds through various programs. Discretionary tax relief programs resulted in approximately \$2.36 million in tax cancellation in the first half of 2024.

The City's financial sustainability is key to ensuring affordability in our services and programs, but the amenities Calgarians expect from a big city cannot be funded from small town taxes. We are also implementing several strategies to help stop costs rising.

- We are changing the way we calculate franchise fees on electricity and natural gas bills, providing greater clarity, predictability and control for consumers. Franchise fees will be a fixed charge unit of energy consumed and not tied to variable energy rates.
- Through the Advanced Metering Infrastructure, we aim to reduce meter reading costs and provide a more timely resolution of billing issues.
- We are also optimizing our energy use through several projects. For example, the Bonnybrook wastewater treatment plant has generated 50 per cent of its internal electrical needs and utilized 27 per cent of biogas production (see Climate section for more information).
- Finally, the majority of the service initiatives continue to focus on ways to improve our systems, processes and practices to address the changing needs and expectations of Calgarians in more efficient and effective ways. Efficiency in terms of cost savings, however, is mainly reflected through services' ability to manage higher volumes of service requests with the same or less capacity.

More information on service initiatives that provide productivity gain, cost avoidance and cost savings will be provided in the Mid-Cycle Adjustments report package.



Council priorities

This section provides updates on the progress we made on Council's seven priority areas. These updates include key results we achieved from Council investments, primary performance measures to assess our ability to meet community needs and risks impacting overall progress in each priority area, including those risks that span multiple priorities.

- Housing
- Land use and local area planning
- Public safety
- Transit
- Social equity
- Climate
- Downtown revitalization

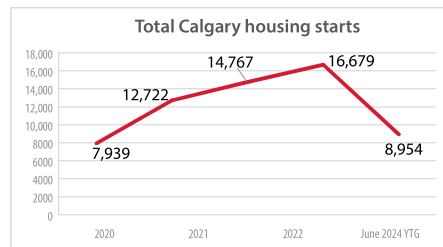




Housing

Community need

Population increase is the primary factor impacting housing capacity, while economic factors, such as unemployment rate, inflation or interest rates, define housing affordability. After a record high of 14,800 units in 2022, total housing starts in Calgary continued its uptrend in 2023. For the first six months of 2024, a total of 8,954 houses were started in Calgary compared to 6,832 started in the same period of 2023. There has been a shift in housing preferences towards apartments as the higher interest rate environment continues to challenge homeownership and affordability. This is reflected in the 20.3 per cent increase in the total housing starts driven by apartments, which recorded the highest sales for Q1 on record.



(Source: Canada Mortgage Housing Corporation)

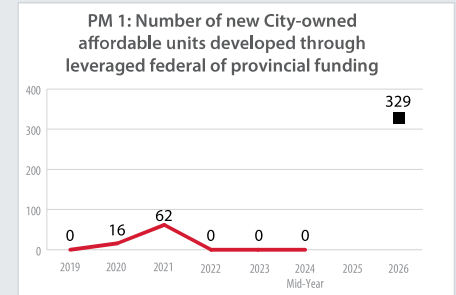
Council investments

- Through the Housing Accelerator Funding (HAF) program, we launched the Established Area Linear Levy Pilot in March 2024, and the Secondary Suite Incentive Program in May 2024.
- The first phase of the Non-Market Land Sale (NMLS) #4 prioritizing Indigenous non-profit housing providers opened in Q1 2024 and closed with a successful applicant for one property. The second phase of NMLS #4 is underway offering four City-owned sites and is expected to announce in Q3 2024. NMLS #4 also includes up to \$75,000 per door top up in capital funding through the HAF program for nearly 300 homes.
- Work is ongoing to build a pipeline of surplus City-owned sites for future rounds of the NMLS program through the Council approved \$20 million Housing Land Fund.
- Fully serviced, shovel ready multi-family lots were made available for sale to mixed-use and multi-family developers at Midfield Heights in June 2024.
- The ongoing lifecycle maintenance projects for City-owned affordable housing properties resulted in renovations of 61 units to date.
- Through a partnership with other agencies, we supported housing needs of Calgarians by assisting 450 households, with funding for the first and last month's rent and providing operating and capital funding to Silvera for Seniors to operate the 775-units Lodge Program.
- The Aurora Business Park is being re-planned as a residential mixed-use community.
- We negotiated the sale of a portion of the Richmond Green Park, which will enable additional housing units to be developed in the area. Anticipated revenues from the sale will support future Park enhancements.

Risks impacting the progress

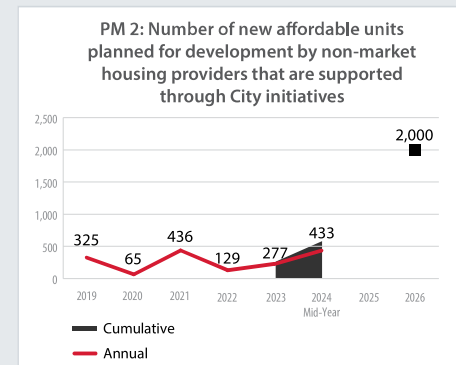
- Widening gap between the housing supply, particularly the affordable housing supply, and the need for housing.
- Public expectations to address the housing crisis and perceptions of The City's transparency and accountability in decision-making.
- Resource capacity risk.

Monitoring progress



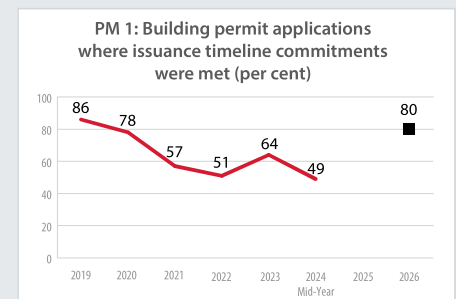
(Source: Affordable Housing)

The data for this measure is counted when the units are opened for occupancy. City projects are progressing, but no new units will be opened in 2024.



(Source: Affordable Housing)

As of Q1, 29 new non-market housing units have been approved at the development permit stage; however, the number of units in the development permit stage is expected to increase throughout the rest of 2024.



(Source: Building Safety)

Performance in meeting timeline commitments was significantly impacted by a 23 per cent year-over-year increase in permit applications (over 14,000) received during the first six months of the year, while we issued 20 per cent more permits. Several initiatives have been undertaken to improve this performance measure.

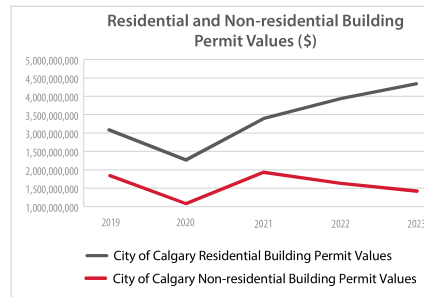


Land use and local area planning

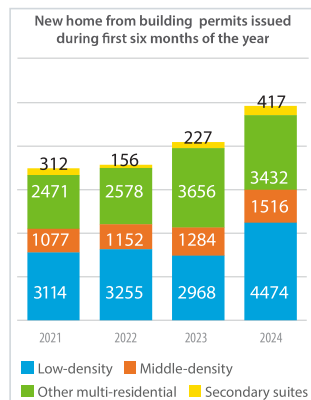
Community need

Total building permit values rose from \$5.7 billion in 2022 to \$5.9 billion in 2023, representing a 4.3 per cent growth rate, the highest value since 2015. On the other hand, the value of non-residential building permits fell by 14 per cent in 2023, marking its second consecutive annual decline. Specifically, non-residential building permits fell from \$1.7 billion in 2022 to \$1.5 billion in 2023. An increase in non-residential building permits is an indicator for job creation and economic growth, which, in turn, can increase the non-residential assessment base.

Progress in advancing modern Local Area Plans, the new Zoning Bylaw and the Calgary Plan will be monitored against long-term trends in the context of Calgary's ongoing growth. The effectiveness of policy efforts and public investments in promoting liveable, diverse and equitable communities can be evaluated in terms of the diverse residential, commercial and industrial land uses that attract and facilitate new development. In particular, residential development is being spurred by strong population growth, with a 33 per cent increase in anticipated units in the first half of 2024, compared to similar periods over the previous three-years.



(Source: Planning & Development Services)



(Source: Planning & Development Services)

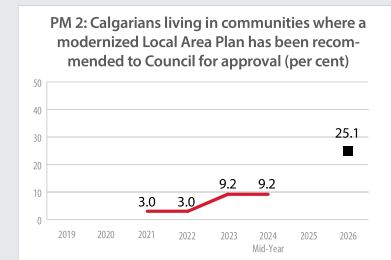
Council investment

- After listening to Calgarians in the largest public hearing in Calgary's history, City Council voted to approve citywide rezoning with amendments on May 14, 2024. Engagement of Calgarians on the Zoning Bylaw will continue throughout 2024 and an update will be presented to Council in Q4 2024. The finalization of the new zoning bylaw will occur throughout 2025 with the participation of interested parties.
- Five local area plans are underway covering 46 communities and three industrial areas. Four area structure plans covering 2,040 hectares (5,051 acres) in Calgary and Rocky View County are under development.
- The Calgary Plan concluded Phase II of engagement in March, with 8,500+ participants. Key insights from engagement supported The Calgary Plan's first draft, which is progressing towards delivery in Q4 2024. The Connect Parks Plan, a core policy document, is under final review; relevant material was incorporated into the Calgary Plan. They will jointly guide how The City will develop and manage an exceptional, inclusive and sustainable parks system into the coming decades.

Risks impacting the progress

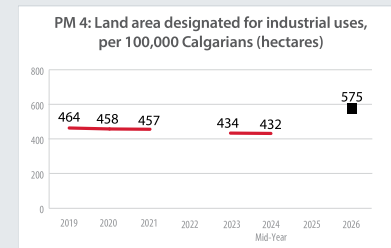
- Public engagement expectations.
- Dependency on council deliberations/approvals.
- Funding environmental resilience.
- Monitoring and managing growth across new and established communities given significant population changes.

Monitoring progress



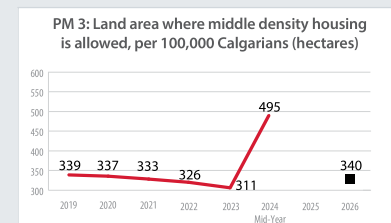
(Source: City Planning & Policy)

Five local area plans are underway in 2024, covering 46 communities and three industrial areas.



(Source: City Planning & Policy)

Industrial land is facing increased conversion pressures from non-industrial uses, as a result of changes to airport vicinity legislation. Actions of the 2023 Industrial Action Plan aim to invigorate Calgary's industrial sector by updating the policy and regulatory environment, exploring financial incentives and identifying strategic considerations when land use conversions are proposed. Higher development costs compared to neighbouring municipalities also challenged industrial development.



(Source: City Planning & Policy)

Due to consecutive years of strong migration, the rate of Calgary's population growth was outpacing the rate of middle density zoning availability. The supply of land area where middle density housing is allowed has struggled to keep up with rising demand. Implementation of the rezoning to a base residential district is scheduled for August 6, 2024, though the impact of these changes will require time to be realized.



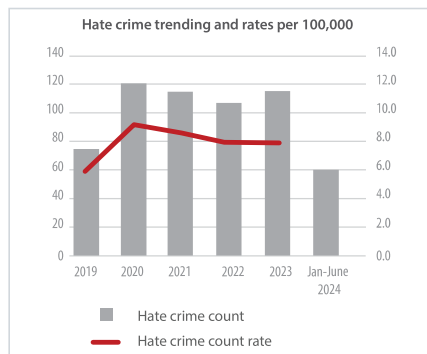
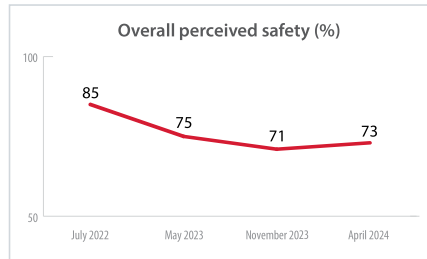
Public safety

Community need

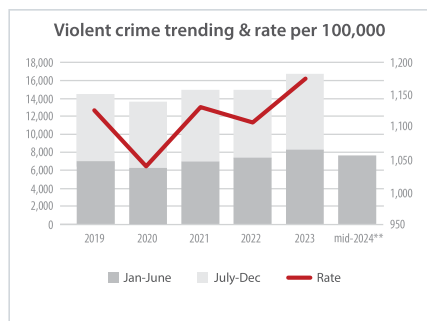
According to the [2024 Perspectives on Calgary Survey](#) results, Calgarians' overall perceived safety had a slight increase, 73 per cent from 71 per cent in fall 2023. The vast majority (87 per cent) of Calgarians surveyed feel that Calgary is as safe, or safer than other large Canadian cities.

Hate crime is often motivated by geopolitical and societal issues (i.e. COVID, middle-east conflict). The lowest volume of incidents was during 2019, followed by a peak in 2020. Since then both volume and rate have stabilized. As hate crime is influenced by environmental factors, it is difficult to predict the 2024 year-end numbers.

Since 2020, violent crime has been trending upwards in both rate and volume. Assault accounts for the largest portion of the violent crime. In 2023, we saw increases in all levels of assault severity (common assault, assault with weapon, aggravated assault), as well as increases in person robberies, while commercial robbery has decreased. Typically, we see more violent crimes reported in the latter half of the year.

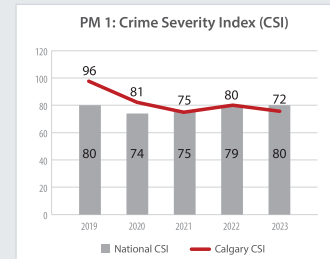


Source: (Calgary Police Service)



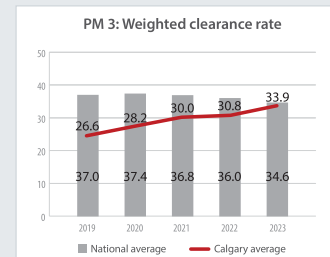
Source: (Calgary Police Service)

Monitoring progress



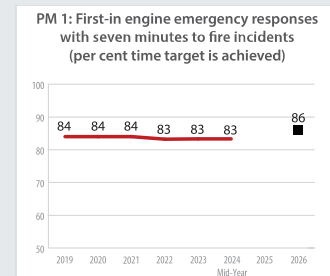
(Source: Calgary Police Service)

Calgary's Crime Severity Index (CSI) decreased by 9.6 per cent from 80.2 in 2022 to 72.5 in 2023. The CSI is at the lowest level in the past nine years. Significant decreases in property crimes account for the decline. The number of break & enters and vehicle thefts that are typically crimes of opportunity have not rebounded to pre-pandemic levels as people working from home provide natural surveillance. In addition, police operations have focused efforts on active break and enter offenders to reduce victimization.



(Source: Calgary Police Service)

The weighted clearance rate is based on the same principles as CSI, whereby more serious offences are assigned a higher "weight" than less serious offences. Calgary's weighted clearance rate improved by 10 per cent between 2022 and 2023 to reach 33.9 per cent. This is the highest level since 2014. This trend is reflected in improvements on the clearance of non-violent crime that saw an increase of 16 per cent in the same time frame.



(Source: Fire & Emergency Response)

From January to May, overall performance of first-in engine emergency response time remains relatively consistent despite an increased volume of 381 first-in engine responses to fire emergencies compared to the same time period last year. However, performance at serious and escalating fires declined by nine per cent and resources were assembled on the scene over one minute slower.

Council investments

- We are enhancing our ability to improve public safety and meet the growing demand for key services by adding new staff and volunteers to various teams, with ongoing recruitment progressing as planned. Additionally, several projects are on track to enhance or upgrade critical systems (e.g., new Computer Aided Dispatch), tools, and facilities. In spring, a ground-breaking was completed for an integrated multi-service facility to provide fire and emergency response service to Cornerstone and its surrounding communities.
- Established partnerships with other agencies and ongoing collaboration among key services contribute to improved results. For example, a 13.7 per cent increase in the number of calls that are non-life threatening and non-criminal transferred to 2-1-1 compared to the same period in 2023, connecting more Calgarians with the right supports and reducing strain on police officers.
- Through the Community Safety Investment Framework, \$4.5 million has been allocated to 26 programs that focus on the wellbeing of Calgarians experiencing crisis. The Safer Mobility Plan 2024-2028 has been developed to improve traffic safety, and implementation of the Public Safety Strategy is underway, with completion of a gap analysis.
- The Downtown Safety Leadership Table developed 28 recommendations for consideration to improve downtown safety. Work began to activate Olympic Plaza throughout the summer, including summer festivals and sport events providing safe and positive experience to Calgarians.
- Emphasizing "education before enforcement," 97 per cent of the Bylaw calls were resolved through education and voluntary compliance.
- The problem properties team demolished 13 problem properties so far this year. With increased capacity, we are aiming to meet the expected performance targets by 2026.

Risks impacting the progress

- Increasing service demand and expectations exceed service capacity.
- Funding and resource prioritization.
- Loss of reputation and public trust.
- Employee health and wellbeing.
- Strained employee and leadership capacity.





Transit

Community need



Feel or would feel safe riding a bus alone:

Daytime 82% **After dark** 52%



Feel or would feel safe riding a C-Train alone:

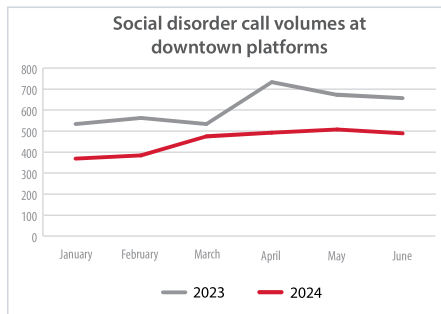
Daytime 69% **After dark** 35%

According to the [2024 Perspectives on Calgary - Safety survey](#) results, 77 per cent of Calgarians surveyed agreed that personal safety concerns are or would be a consideration when deciding whether or not to take public transit. Their feeling of safety when riding a bus or CTrain changes depending on the time of day.

In the first half of 2024, ridership increased by 17 per cent compared to the same period in 2023, reaching 99.5 per cent of pre-pandemic (2019) levels. However, the increase in ridership is not reflected in the revenue due to increasing proportion of fares being paid through the Low-Income Transit Pass (LITP) program. Additionally, monthly passes and single ticket sales continue to be lower than pre-pandemic levels.

Council investment

- Projects underway to enhance transit service delivery and customer experience include upgrades to Transit Signal Priority system and other major systems, including a fare payment system infrastructure review.
- The Green Line LRT program completed the 60 per cent design milestone, including the advancement of the Development Phase negotiations around project costs, risk allocation and schedule. Green Line has acquired all land needed for the start of main construction. Some remaining land requirements may still be identified through the Development Phase.
- Design work is ongoing for the Blue Line LRT Extension and construction continues for the North Central BRT.
- We will continue receiving funding for the LITP program from the provincial government for the 2024-25 fiscal year. However, the cost of LITP is rising as the demand is growing; the total cost is estimated to be \$47 million by the end of 2024.
- Positive outcomes of the Public Transit Safety Strategy include a 26 per cent decline in social disorder call volumes at downtown CTrain platforms in the first half of 2024 compared to 2023. New Transit and Community Safety Peace Officers are being trained and deployed throughout 2024.

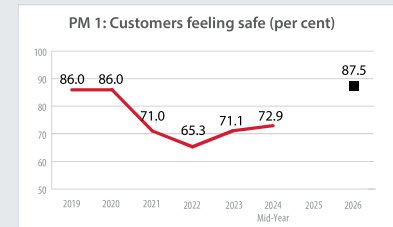


(Source: Emergency Management & Community Safety)

Risks impacting the progress

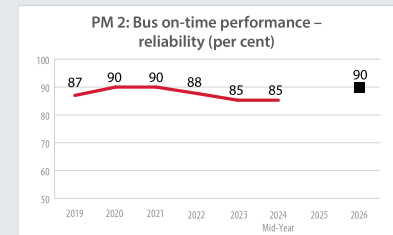
- Funding and resource prioritization.
- Loss of reputation and public trust.
- Transit asset condition.
- Insufficient transit revenue to offset cost of service delivery.
- Transit fleet procurement, maintenance and lifecycle asset condition.

Monitoring progress



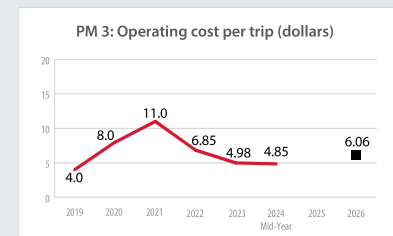
(Source: Public Tansit)

We continue to see a positive trend in customer safety perceptions. However, a significant gap in the target remains.



(Source: Public Tansit)

The acquisition of replacement community shuttle buses has improved fleet reliability, and as new operators hired in 2023 mature in their roles, we expect Bus On-Time Performance to gradually improve.



(Source: Public Tansit)

Operating cost per trip continues to be below the target, primarily driven by service improvements and increased ridership. While strategic investments in Calgary Transit fleet will further reduce operating cost per trip, inflationary pressures continue to challenge overall operating costs. The revenue is also lagging due to shifting trends in the types of fare products customers are purchasing.



Social equity

Community need

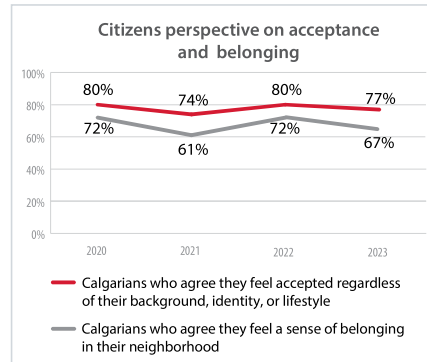
According to the [2023 Calgary Attitudes and Outlook Survey](#), in 2023, we saw a slight decrease in the percentage of Calgarians who feel accepted regardless of their background, identity or lifestyle. We also saw a decrease in the percentage of Calgarians who feel a sense of belonging in their neighbourhood.

Council investment

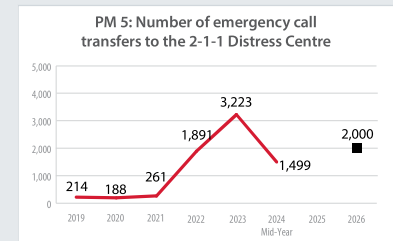
- We continue to increase our capacity and ability to improve social equity and community wellbeing in several ways, such as hiring more staff to build better connections between services and communities and exploring new funding sources.
- There is an increasing demand for the Fair Entry program (18 per cent increase from January to May compared to the same period in 2023). Council's investment last November allowed for the hiring and deployment of social support workers and crisis intervention specialists to respond to clients with complex needs.
- In 2024, \$41 million has been allocated (as of May 31, 2024) to 155 local programs, with an estimated reach of 50,000 Calgarians. With a total of 294 applicants, there was a \$44 million gap in funding requested for the Family & Community Support Services fund.
- To date in 2024, \$5.3 million in mental health and addiction investments have been made across 30 programs that support approximately 12,000 Calgarians.
- We hosted a Racial Justice Conference for 1000+ participants focusing on actionable strategies to create safe spaces and increase opportunities for equity-denied groups to contribute to policy and programs..
- Since January 2024, the Partnership Agency Liaison team has responded to 3,295 encampment calls for service; 2,853 were resolved by peace officers. Peace officers have also conducted 215 welfare checks and assisted four individuals to find supportive housing through our Alpha House partners.
- Collaboration, partnership and recruitment for Indigenous positions continue in several teams to enhance the Indigenous presence in our service delivery, such as the Indigenous Public Art and Indigenous Procurement program.
- Youth unemployment is at 16.6 per cent compared to 11.5 per cent at mid-year 2023. Over 20,000 youth connected with the Youth Employment Centre attending workshops, employment fairs and accessing the resources

Risks impacting the progress

- Ability of The City to meet increasing service demand and expectations.
- Community partners/organizations' capacity to partner with The City to meet the increasing needs of Calgarians for social supports.
- Ability of The City to meet the social wellbeing and safety needs of Calgarians.
- Ability to recruit and retain qualified employees in specialized roles/positions due to the competitive labour market.
- Decreased program grants/funding to The City or community partners.

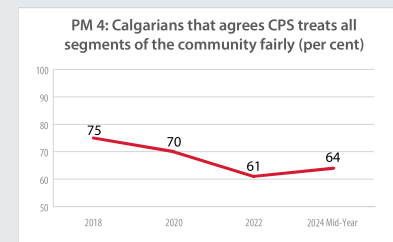


Monitoring progress



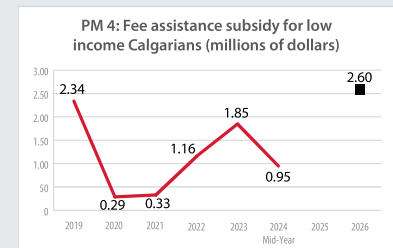
(Source: Calgary 9-1-1)

Calgary 9-1-1 successfully transferred 1,499 emergency calls to the 2-1-1 Distress Centre, bringing the total to 4,722 since the beginning of the initiative.



(Source: Police Service)

This is one measure used to monitor progress toward equity in service delivery. Key areas of work in 2024 include the deployment of Community Engagement Response Teams, the launch of Downtown Street Engagement Team, in-service anti-racism education, and ongoing dialogue to better understand the community's perspectives about improving policing service.



(Source: Recreation Opportunities)

We spent \$0.95 million on providing subsidized access during the first half of 2024, which is 50 per cent more than the same time period last year. The Recreation Fee Assistance subsidy and Calgary Transit's Low-Income Passes continue to be the two most requested services through Calgary's Fair Entry program. Launched in November 2023, the High-Speed Low-Cost Internet subsidy is now the third most requested service through the Fair Entry program.

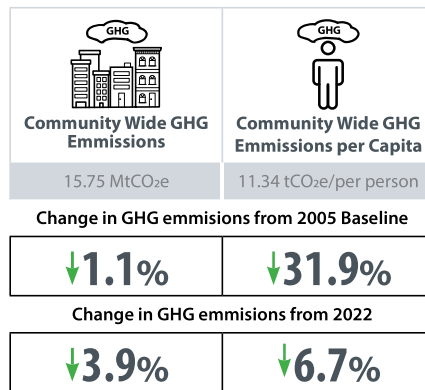


Climate

Community need

Total community-wide greenhouse gas (GHG) emissions have decreased by 3.9 per cent to 15.75 MtCO₂e since 2022, which is 1.1 per cent lower than the 2005 baseline. In comparison, Calgary's community-wide GHG emissions per capita have decreased 6.7 per cent since 2022, which is a reduction of 32 per cent compared to the 2005 baseline.

In the same period (since 2005), Calgary's population increased by approximately 45.3 per cent, meaning emissions have not proportionally increased with population growth. The decrease in both total and per capita GHG emissions is a positive trend that can be attributed to the continuing decarbonization of the electricity grid as well as a slight decrease overall in natural gas and electricity usage. However, to achieve our goal of net-zero emissions by 2050 there must be a much more significant downward trend in total community-wide emissions.



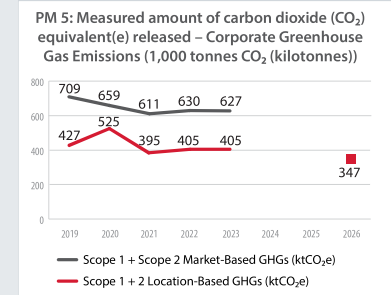
(Source: Climate & Environment)

Council investment

In the first half of 2024, The City made progress on climate outreach activities; integrating climate considerations into City Building processes and initiatives; and leading by example with city-owned assets, including:

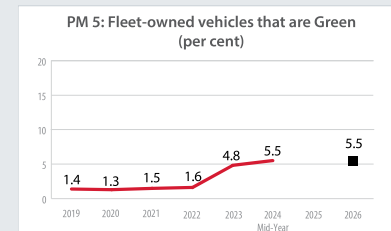
- Integration of drought resilience and water efficiency programs like the Every Drop Counts campaign and Yardsmart Program in early 2024, prepared Calgarians to respond to water shortages. For example, The City supported Green Calgary's rain barrel sales program skyrocketed from 2,466 barrels sold in 2023 to 2,250 by the end of May 2024.
- City-supported climate outreach programming included the Jack Leslie Youth Environment Grants, Earth Hour, the Alberta Solar Show, Eco-Solar Home Tour, the Electric Mobility Awareness and Education campaign and over 50 additional climate education events and programs.
- Integration of climate and environmental considerations into city planning, such as the protection of Environmentally Significant Areas and flood-hazard policy into the Calgary Plan; and energy efficiency, water efficiency, and climate hazards integrated into the design of Scotia Place Events Centre which will achieve LEED Silver as part of its sustainability strategy.
- Public launch of the Planning Actions for Climate Toolkit to provide guidance to developers, applicants, and home owners, and five new projects (256 housing units) entered the Green Buildings Priority Stream Program.
- Completion of several corporate GHG emissions reduction projects, including a 115 kW solar photovoltaic (PV) system at the Calgary Parking Impound Lot; a new landfill gas to electricity facility at East Calgary landfill; and a new 4.6 MW gas turbine and steam turbine at Bonnybrook Wastewater Treatment Plant.

Monitoring progress



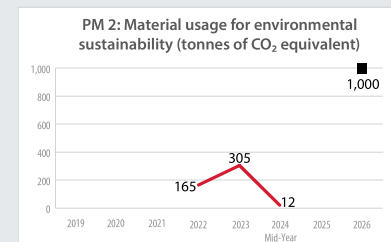
(Source: Climate & Environmental Management)

2023 market-based corporate emissions are 42 per cent lower than 2005. In 2024, The City completed a second-party review of its GHG emissions inventory and updated its methodology to enhance reporting accuracy in alignment with industry best practices. This review resulted in updated data values and 2026 target for this performance measure.



(Source: Fleet Management)

As of mid-year 2024, 5.5 per cent of Fleet-owned vehicles are either battery electric (43) or hybrid (89), surpassing the business cycle target of 5 per cent.



(Source: Sidewalks & Pathways)

The use of General Use Lime (GUL) in construction cement reduces the carbon footprint of this material by absorbing carbon from the atmosphere over time. The reported quantity of GUL cement usage is 500 cubic meters, resulting in a reduction of approximately 18 tonnes of carbon to the end of June. Additional concrete work utilizing GUL cement will further increase the tonnes of CO₂ equivalent captured.



- Several new carbon reduction projects are underway to support The City's Green Fleet Strategy, including incorporating light-duty electric vehicles and equipment into The City's fleet, expanding The City's electric charging network for service delivery, and testing medium- and heavy duty electric vehicles and alternative fuels such as hydrogen and renewable diesel.
- Several paper waste reduction initiatives were active in 2024, with a total of approximately 65,000 property owners signing up for eNotices as of June 30, 2024, and over 80 per cent of new Tax Instalment Payment Plans sign-ups being done online, saving over 23,000 TIPP agreements from being mailed or emailed.

Risks impacting the progress

- Drought.
- Climate & environmental data availability, integration and quality.
- Municipal climate & environmental focus/strategies alignment with other orders of government.



Downtown revitalization

Community need

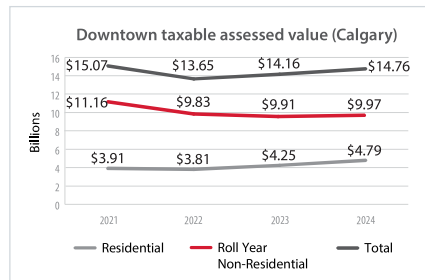
The total downtown taxable assessed value has been increasing since 2021 primarily due to recovery in the highest-quality office buildings. With these buildings becoming more affordable, tenants opt for better spaces and amenities, causing a shift in demand from lower-quality offices to superior ones.

Approximately half (51 per cent) of Calgarians who do not live downtown have visited downtown two or more times a month in the past six months, down from 60 per cent in November of 2023 (2024 Perspectives on Calgary Survey).

According to 2024 Perspectives on Calgary Survey results, among Calgarians who do not live downtown, 81 per cent feel safe walking alone downtown during daytime compared to 30 per cent after dark. The majority feel safer when there are more people around (90 per cent) and believe having more police and peace officers in downtown would also make them feel safer (87 per cent).

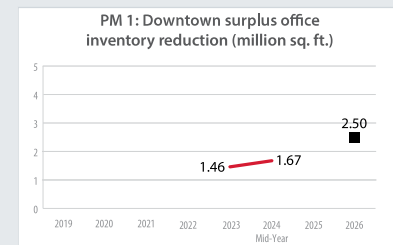
Council investment

- The BMO Centre Expansion opened its doors in June 2024 and officially became Western Canada's largest convention centre, with capacity of 33,000 people and estimated economic impact of \$100 million a year, providing thousands of jobs.
- Chinook Blast 2024 brought more than 433,000 people downtown, a 16 per cent increase from 2023. There was an approximate \$15.7 million economic impact from this \$825,000 investment. More than 1,500 artists, athletes, creative makers and performers were involved as well as over 200 businesses and 20 non-profit organizations.
- In April 2024, the Art Commons Transformation project revealed designs for the new building, valued at \$270 million, introducing a new three-level building with 162,000 square feet of contemporary features including a 1,000-seat theatre and a 200-seat studio theatre, boosting seating capacity by 45 per cent.
- The Chinatown activation grant is a new \$25,000 program to activate Chinatown through cultural activities, with six projects approved so far. Additionally, twelve grants were directed to other Business Improvement Areas and Community Associations to activate downtown with performances and events.
- The Cornerstone project is now complete, creating 112 homes in Calgary's downtown. Place 800 project was approved and will convert approximately 200,000 square feet into 204 new homes in downtown.
- In 2024, the Joint Management Team was formed to unite Calgary Police Service (CPS), Emergency Management & Community Safety, Corporate Security and Parks to address social disorder issues in the downtown core. The Government of Alberta's funding for 50 CPS officers has supported the creation of Community Engagement Response Teams that address social disorder and crime in public spaces, in the downtown core, and on transit corridors.



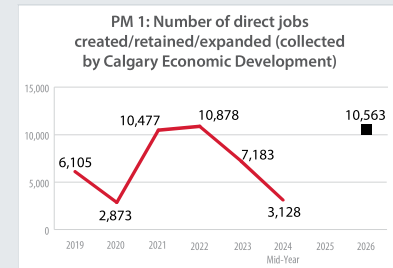
(Source: Assessment & Tax)

Monitoring progress



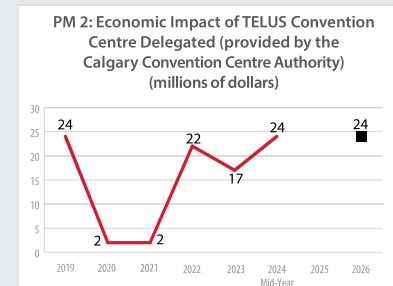
(Source: City Planning & Policy)

Since the beginning of the 2023 -2026 Service Plans and Budgets cycle 12 projects, including one during the first half of 2024, have been approved through the Downtown Calgary Development Incentive Program, creating over 1,556 new homes and removing approximately 1.67 million square feet of vacant office space.



(Source: Economic Development & Tourism)

3,128 new jobs have been created in the first half of 2024, 1,500 of which were created as a result of Amazon's recent investment in fulfillment centres. Fortinet's new Calgary headquarters in downtown core created 165 new jobs and reinforced Calgary as a centre of excellence in fintech and cyber security. UK-based Achilles and Veripark have also recently made Calgary their North American and Canadian hubs, respectively.



(Source: Economic Development & Tourism)

During the first half of the year, the Calgary TELUS Convention Centre hosted 92 events that welcomed 66,742 delegates, generating a total direct economic impact for Calgary of \$23.9 million, meeting the organization's annual economic impact target by mid-year.

Risk impacting the progress

- Financial health and sustainability of The City's Civic Partners.
- Funding and resource prioritization.
- Loss of reputation and public trust.
- Organizational capacity of The City's Partners.
- The health of Calgary's art and cultural sector.
- Public engagement expectations.
- Downtown Incentive Program Funding.



Financial updates

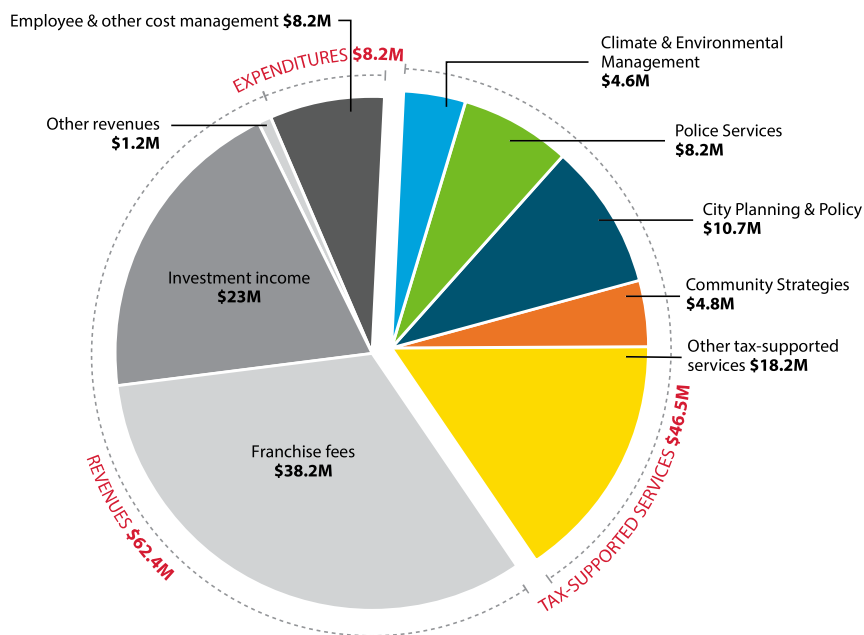
The City is committed to delivering services with the financial resources available and sustaining financial health in accordance with best practices and Council policies. The City had a favourable year-to-date operating variance primarily related to higher-than-expected franchise fee revenue due to elevated energy prices, increased investment income and expenditure savings across multiple categories. The City's capital budget spend is reflective of the fact that most of the capital spending is aligned with the construction season that is more pronounced in the second half of the year.

The City continues to attract new residents from national and international migrations due to its renowned livability. This has translated into increased demand in various municipal services, which The City strives to meet while maintaining the current budgeted expenditures.

Operating budget overview

As of 2024 June 30, The City had a favourable year-to-date operating variance of \$117.1 million. This was due to higher corporate revenue and lower expenditures, combined with the operational service variances. Corporate revenue increase can be attributed to higher franchise fee collection due to higher energy prices, increased investment income from the City's bond portfolio and realized gains on foreign exchange overlay portfolio, additional taxation revenue resulting from higher assessment as well as slightly higher penalties and fine revenue. The revenue impact was partially offset by lower-than-budgeted return on equity (ROE) from utilities services. Lower-than-expected corporate expenditures primarily resulted from increased cost recoveries relating to employee benefits. The favourable variance across several tax-supported services was mainly driven by lower expenditures in salary and wage due to challenges in hiring and delays in program implementation. The year-end operating variance is currently estimated at \$158 million favourable. These estimates are for The City's internal operations and not reflective of the consolidated results presented in the financial statements and we will further revise these estimates in Q4 2024.

2024 Mid-Year favourable operating variance (\$ Million)



(Source: City of Calgary Corporate Budget Office)

Capital budget overview

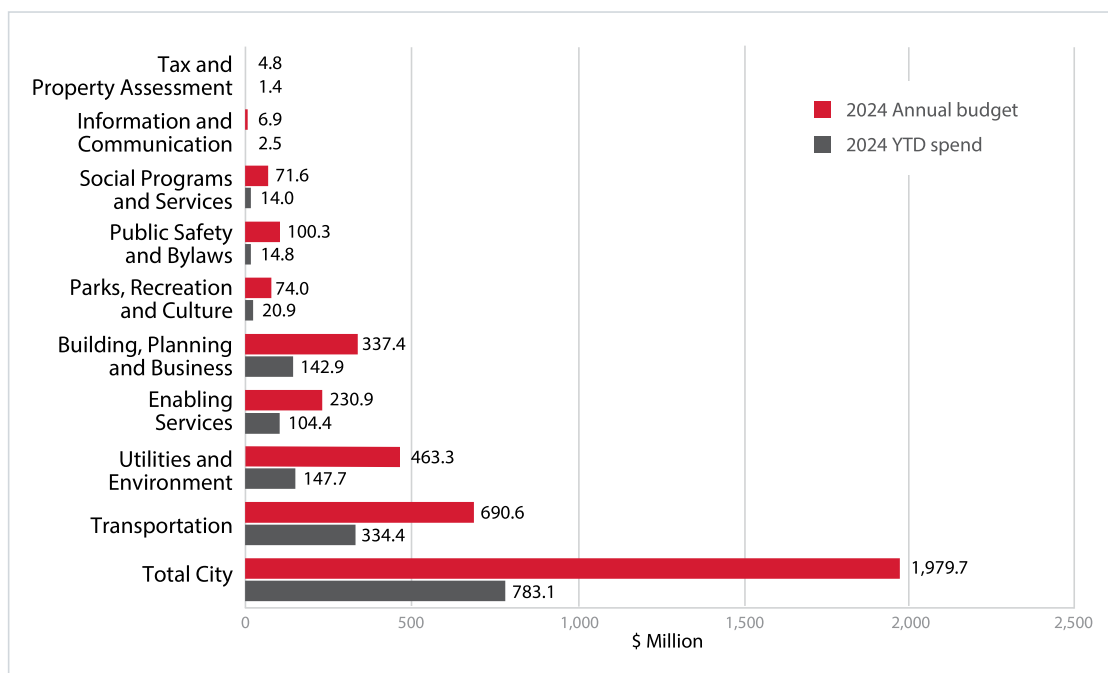
As of 2024 June 30, The City has made \$0.8 billion in capital investments (39.6 per cent of the \$2.0 billion budget). The overview highlights key projects and their progress. The newly expanded BMO Centre, unveiled in time for the 2024 Calgary Stampede, is now Western Canada’s largest convention centre. It features 565,000 square feet of new space, including 38 meeting rooms, a 100,000 square-foot outdoor plaza, and striking public art. The centre can accommodate up to 33,000 people. Some major key road reconstruction to be completed later in the year includes 17 Ave. S.W. Phase 2, 144 Ave. N.W at West Nose Creek and 14 St. from Anderson Road to Canyon Meadows Drive S.W. will continue to support growth, development and connectivity.

The City continues to upgrade electrical and mechanical systems at several aquatic centres, renovating Fire Station 8 and Municipal Building for better climate control, privacy and accessibility. Energy saving programs and retro-commissioning projects are also reducing energy use, greenhouse gas emissions and operating costs across all City of Calgary facilities. The delivery of replacement fleet, including buses and light rail vehicles as part of life cycling assets, allows Calgary Transit to meet ridership growth, enhance service reliability and improve the overall commuter experience. The City remains dedicated to promoting active transportation by investing in the 5A network, including Ward 5 and Ward 10 N.E. Pathways and Bikeways Network Corridor Connections which has commenced this year.

The City typically sees the capital spend rate increase in the second half of the year due to the seasonality of the construction industry and this trend is anticipated to continue this year. By Q4 2024, several key infrastructure services including Stormwater Management, Public Transit, and Facilities Management are expecting a 100 per cent spend rate on major projects.

Supply chain and labour resourcing issues have been identified as challenges for some service categories. The Infrastructure Calgary Steering Committee is currently reviewing capital investments that can be relinquished and reallocated to higher priority, unfunded capital needs. The City also continues to look for third party funding and financing for capital opportunities.

Total City 2024 capital budget and YTD spend by service categories (\$ Million)



(Source: City of Calgary Corporate Budget Office)





2024 Mid-Year Progress Update

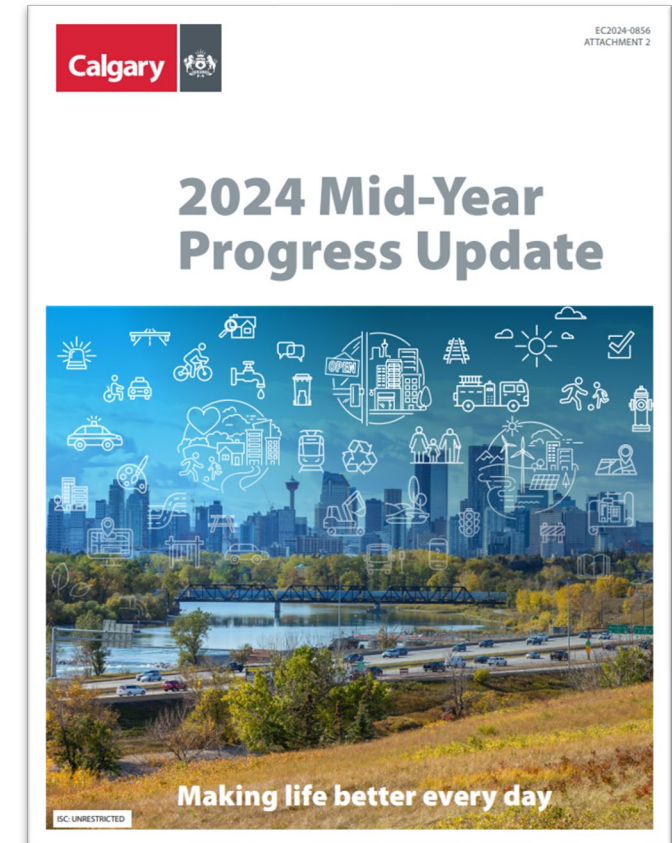
EC2024-0856

2024 September 4

That the Executive Committee recommends that Council:

- Use the 2024 Mid-Year Progress Update as one input to the ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

- We made progress on delivering our service plans & budgets including in council priority areas.
- Population growth and inflation are outstripping spending making it increasingly difficult to maintain service levels, and citizen satisfaction with City services overall is falling.
- We continue to do our best to meet the needs of Calgarians with the resources we have and ensure long-term financial sustainability.
- In the first 6 months of 2024 we:
 - had a favourable operating variance of \$117 million
 - spent 39.6% of the \$2 billion capital budget, up from 15% at this time last year





Calgary is a leader in property tax affordability



2.2%



2.6%



2.9%



4.2%



5.6%

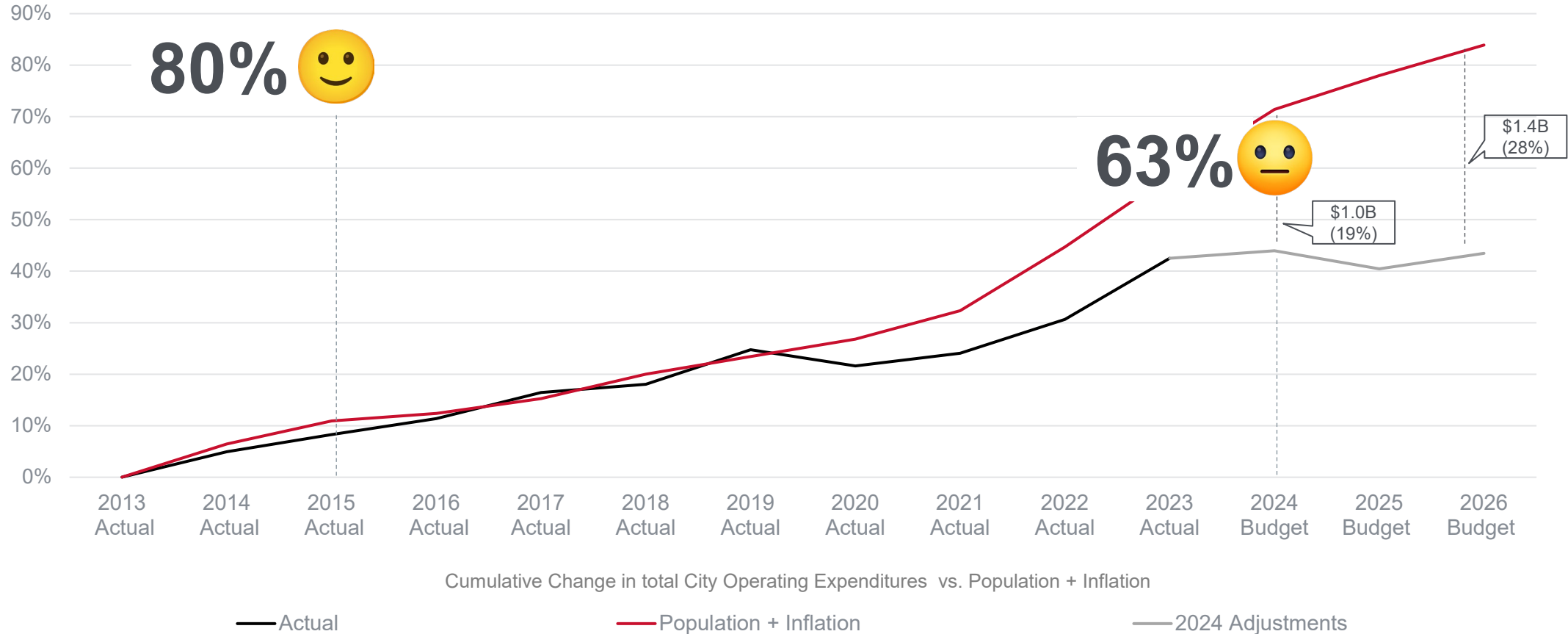


5.9%

of household income spent
on municipal property taxes



Population growth and inflation are outstripping spending and overall satisfaction is falling



Some of the services most important to Calgarians are being impacted



Response times

- Fire first-in unit response within 6 minutes, 30 seconds
- Citizen satisfaction for Calgary 9-1-1
- Average time for snow clearing at target of ~25 hours



5%

Vs same period 2023



7%

Vs 2023



Processing timelines

- Building permit applications meeting processing timelines
- Number of building inspections booked within two business days



15%

Vs 2023



25%

Since 2022



Some of the services most important to Calgarians are being impacted



Water utility

- 25 days of water conservation*, expected to increase due to water restriction currently in effect
- Wastewater continues to surpasses legislated standard 100% of the time.
- Catch basin pooling complaints are lower than previous years.



Conditions of our assets and buildings

- Pavement in good/very good condition
- 46% of playgrounds are >20 years (average useful life)



3%
Vs 2023



* Mid-year data



Investments have enabled significant progress in priority areas



Housing

- 8,954 new housing starts



31%

Vs same period 2023



Public safety

- Overall perceived safety 73%
- Crime Severity Index 72.5%



2%

Vs fall 2023



9.6%

2023 Vs 2022



Lowest in last 9 years



Transit

- Ridership increased, boardings reached pre-pandemic levels
- Decrease social disorder calls in downtown C-train platforms



17%

Vs same period 2023

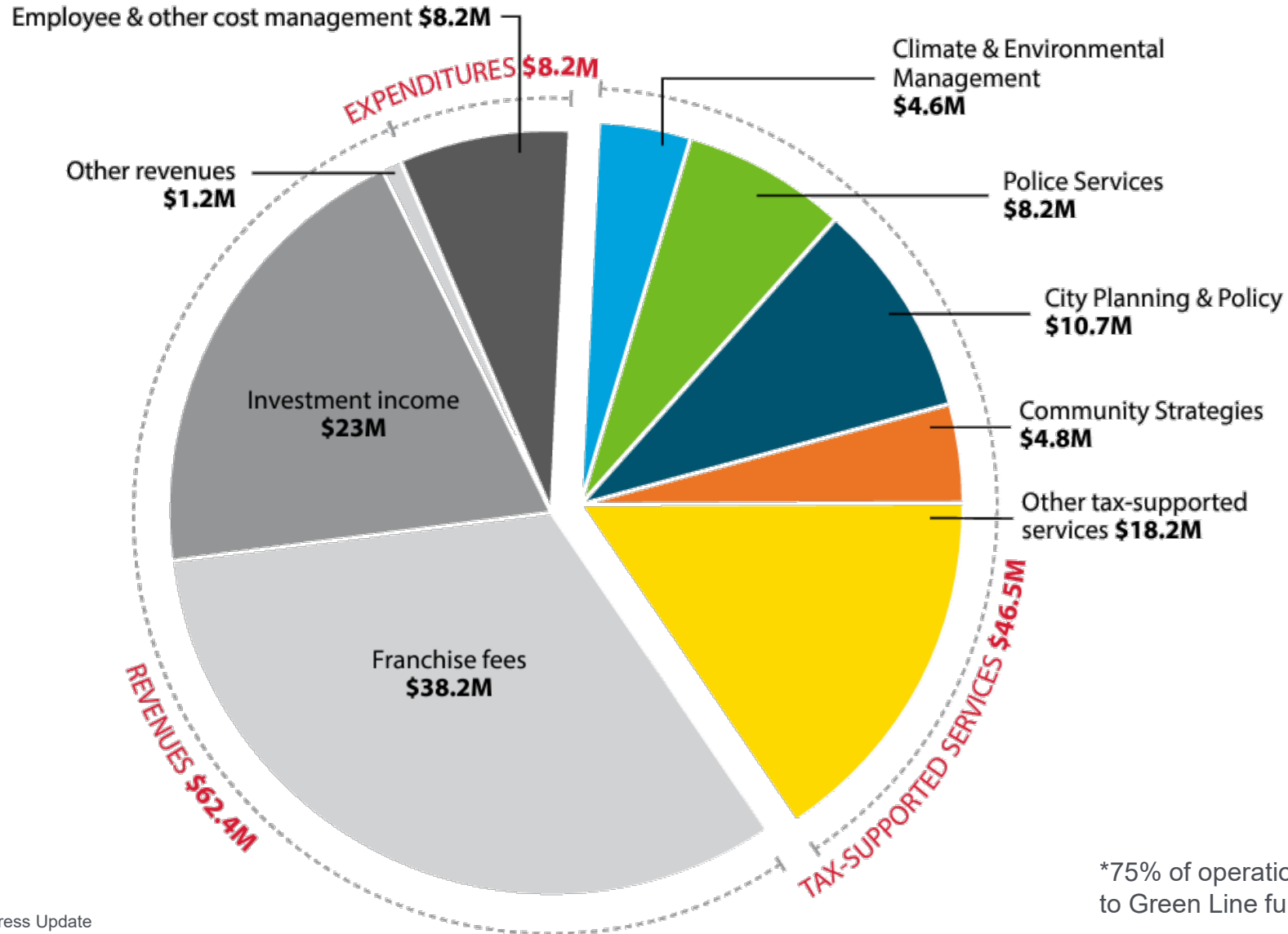


26%

Vs same period 2023



Mid-Year Operating Variance is \$117 million favourable*



*75% of operational savings contribute to Green Line funding strategy



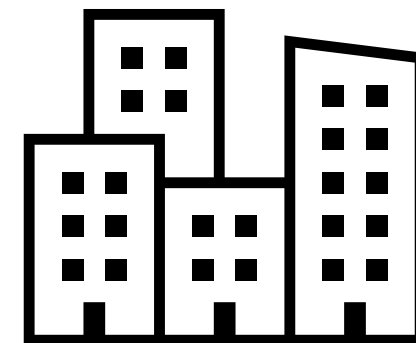
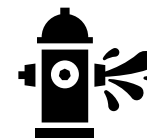
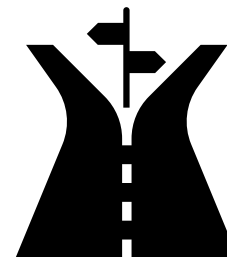
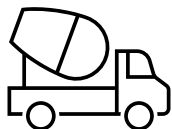
39%

vs

15%

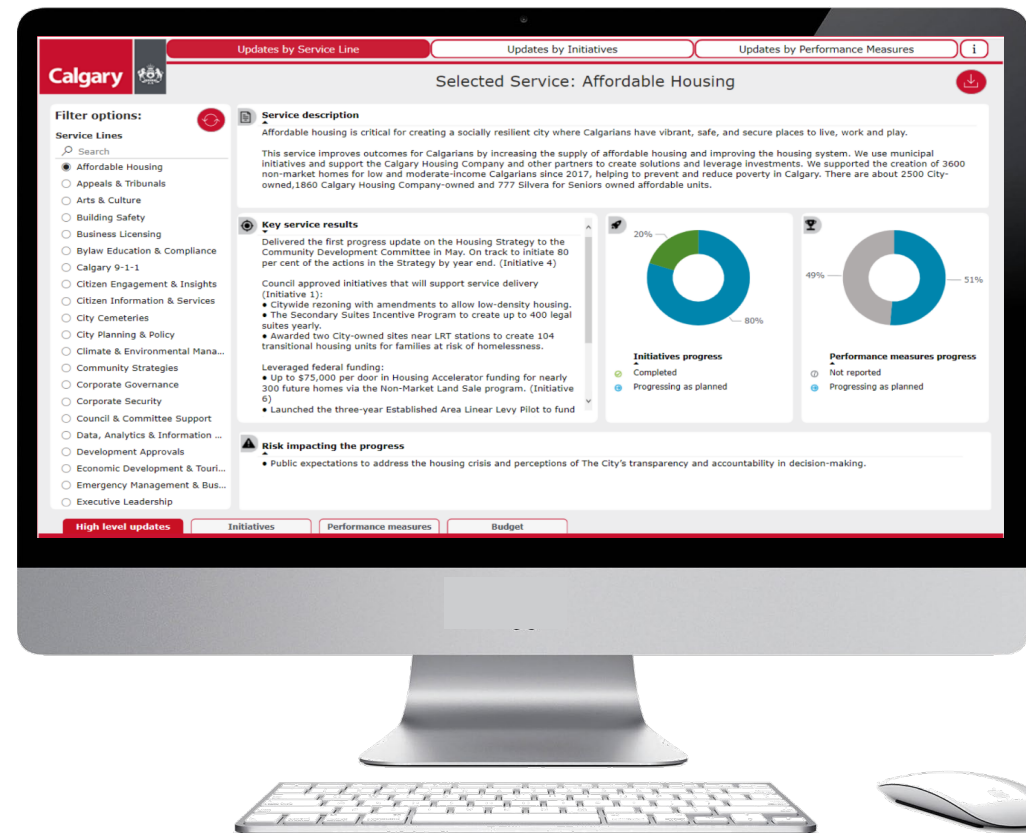
2024 MID-YEAR SPEND AT \$0.8 BILLION

2023 MID-YEAR SPEND AT \$0.4 BILLION





Improving reporting



Recommendations

That the Executive Committee recommends that Council:

- Use the 2024 Mid-Year Progress Update as one input to the ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

Corporate Planning & Financial Services Report to
Executive Committee
2024 September 04

ISC: UNRESTRICTED
EC2024-0956

2024 Non-Profit Tax Mitigation Report

RECOMMENDATION:

That the Executive Committee recommend that Council, under the authority of section 347 of the Municipal Government Act (MGA), cancel municipal property taxes for qualifying non-profit organizations (Attachment 2).

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2024 SEPTEMBER 4:

That Council, under the authority of Section 347 of the *Municipal Government Act* (MGA), cancel municipal property taxes for qualifying non-profit organizations (Attachment 2).

HIGHLIGHTS

- **Reason for recommendations:** Once a year, Council approval is requested to cancel prior year taxes for eligible non-profit facilities under construction, in accordance with the *Non-Profit Tax Mitigation Policy*.
- **What does this mean for Calgarians?** The tax cancellation provides financial support to eligible exempt non-profit organizations pursuant to Council direction.
- **Why does it matter?** This report recommends that Council cancels \$28,980.23 in property taxes overall to support accuracy, fairness, and transparency.
- The \$28,980.23 detailed in Attachment 2 is for the applicable 2022 - 2023 taxes accrued on non-profit organizations identified as qualifying for municipal property tax cancellation under the *Non-Profit Tax Mitigation Policy* (NPTM).
- The NPTM is now a stand-alone report following from Charter *Bylaw 3H2024* and the *Tax Relief Delegated to Administration Council Policy* where corrections to assessment and tax errors in prior assessment years are no-longer included in this report.
- Background and Previous Council Direction is included in Attachment 1.

DISCUSSION

Exempt Organizations and the Non-Profit Tax Mitigation Policy (Attachment 2)

Non-profit organizations that provide public facilities are generally exempt from property tax through the MGA and the Community Organization Property Tax Exemption Regulation (COPTER). Some property tax exemptions require the property and/or facility be used for an exempt purpose. Exemptions based on use do not apply to properties and/or facilities while under construction. To address this issue Council adopted the Non-Profit Tax Mitigation Policy (Policy) to cancel the municipal property taxes of non-profit organizations that paid tax during the construction period of their facility and whose subsequent use of the property met the criteria for property tax exemption. If Council chooses not to support the recommendation, the tax liabilities and amounts paid will remain as originally billed.

2024 Non-Profit Tax Mitigation Report

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 |

IMPLICATIONS

Social

Eligible non-profit organizations can receive financial support through tax cancellations for properties under construction.

Environmental

Not Applicable.

Economic

Non-profit organizations listed in this report will receive tax cancellations.

Service and Financial Implications

Existing operating funding - one-time

Description	2024 Report	2024 Budget
Non-Profit Tax Mitigation Policy	\$28,980.23	\$500,000.00

RISK

Non-Profit organizations face a financial risk if applicable tax cancellations are not approved according to policy. This would also result in a reputational risk to The City.

ATTACHMENTS

1. Previous Council Direction, Background
2. List of Tax Cancellations related to the *Non-Profit Tax Mitigation Policy*
3. Presentation
4. Non-Profit Tax Mitigation Policy

Corporate Planning & Financial Services Report to
Executive Committee
2024 September 04

ISC: UNRESTRICTED
EC2024-0956

2024 Non-Profit Tax Mitigation Report

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male, CFO & GM, CPFS	Corporate Planning and Financial Services	Approve
Eddie Lee, Director	Corporate Planning and Financial Services	Approve

City Clerks: C. Doi / K. Picketts

Background

Exempt Organizations and the Non-Profit Tax Mitigation Policy

Property tax exemptions are governed by the *Municipal Government Act* (MGA) and the *Community Organization Property Tax Exemption Regulation* (COPTER). Exemption provisions in the legislation are different based on the ownership and use of the property: some properties are required to be actively used for a specified purpose to be eligible for exemption, while others are exempt based on ownership alone. This means certain properties, in particular those used by non-profit organizations, are ineligible for property tax exemptions when their facilities are under construction or renovation and are not being used for their exempt purpose.

At the 2014 December 15 Regular Meeting of Council, through C2014-0919, Council adopted the *Non-Profit Tax Mitigation (NPTM) Policy* to fill this gap in exemptions and cancel the property taxes of non-profit organizations that paid tax during the construction or renovation period of their facility. Under the current legislation, organizations that fall into this gap and benefit from the *NPTM Policy* include non-profit organizations and societies such as places of worship, chambers of commerce, food banks, and under certain conditions, arts and cultural activities.

To be considered for municipal property tax cancellation under the *NPTM Policy*, organizations must receive a property tax exemption for the property under the provincial legislation. Until the property is completed, occupied, and being used for the exempt purpose, applicants pay municipal and provincial property taxes.

The *NPTM Policy* ensures that tax cancellations for properties and/or facilities that are under construction are conducted in an equitable and consistent manner through an open and transparent process. The following criteria from the *NPTM Policy* are used to determine if the circumstances and corresponding municipal property tax amounts should be brought forward to Council:

- › a building permit for the site was issued after the date established in the *Policy*; and
- › the organization has filed the necessary application form to request tax cancellation under the *NPTM Policy* to Assessment & Tax; and
- › upon completion and occupancy, the organization has filed an application for property tax exemption under the MGA or COPTER to Assessment & Tax and the application has been approved.

The non-profit organization must meet all the above criteria to qualify for a tax cancellation under the *NPTM Policy*. Up to four years of the municipal property taxes paid over the construction or renovation period are eligible for retroactive cancellation.

The value of the cancellation amount is based on the municipal tax levied during the eligible period the property was under construction and is retroactive to the organization attaining property tax exemption under provincial legislation.

The eligible period begins the year that the required application is submitted to Assessment & Tax. If the application is submitted the same year the building permit is issued, the period begins as of the date the permit is issued. If the application is submitted at any point thereafter, the eligible period begins January 01 of the year in which the application is received by Assessment & Tax. The period ends either four

years from the date that the eligible period begins or when the property becomes exempt from taxation, whichever is earlier.

The recommended adjustments due to the *NPTM Policy* would cancel or reduce only the municipal property taxes in each organization's account. If Council chooses not to support the recommendation, the tax liabilities and amounts paid will remain as originally billed.

Previous Council Direction

Prior to 2024, the *NPTM Policy* was administered through the twice-annual Assessment and Tax Circumstances Report, alongside recommendations for tax cancellations relating to assessment or taxation errors from previous calendar years. The function of tax relief for prior-year assessment or tax errors is now delegated to the City Assessor/Director of Assessment & Tax through Charter Bylaws 1H2018 and 3H2024, and the *Tax Relief Delegated to Administration Council Policy*, meaning NPTM recommendations are now coming as a standalone report. Previous Circumstances Reports that include NPTM recommendations are listed below.

Date	Report Number	Direction/Description
2023 November 28	EC2023-1127	<p>Non-Profit Tax Mitigation Policy Review</p> <p>Motion Carried. The policy was amended to reflect template changes, the corporate realignment, applicability to better coincide with the legislation, and a new basis for building permits.</p>
2023 November 28	EC2023-1064	<p>2023 Assessment and Tax Circumstances Report 2</p> <p>Motion Carried.</p>
2023 July 4	EC2023-0591	<p>2023 Assessment and Tax Circumstances Report 1</p> <p>Motion Carried</p>
2022 November 1	EC2022-1106	<p>2022 Assessment and Tax Circumstances Report 2</p> <p>Motion Carried</p>
2022 June 7	EC2022-0425	<p>2022 Assessment and Tax Circumstances Report 1</p> <p>Motion Carried</p>
2021 November 15	EC2021-1490	<p>2021 Assessment and Tax Circumstances Report 2</p> <p>Motion Carried</p>

Various Others
2014 - 2021

Various

Multiple Assessment and Tax Circumstances Reports

Since the NPTM program's inception in 2014, numerous Council has approved NPTM recommendations through numerous other Assessment and Tax Circumstances Reports.

2014 December 15

[C2014-0919](#)

Non-Profit Tax Mitigation Policy

At the 2014 December 15 Regular Meeting of Council, through C2014-0919, Council adopted the Non-Profit Tax Mitigation Policy to cancel the property taxes of non-profit organizations that paid tax during the construction period of their facility and whose subsequent use of the property met the criteria for property tax exemption.

Bylaws, Regulations, Council Policies

The following are excerpts of the relevant Bylaws, Regulations, and Council Policies.

The *Non-Profit Tax Mitigation Policy*, CP2023-06 is attached to this report as Attachment #4.

Community Organization Property Tax Exemption Regulation (COPTER) Excerpt of Section 15

Day cares, museums and other facilities

15 A non-profit organization that holds property on which any of the following facilities are operated may apply to the municipality within whose area the property is located for an exemption from taxation:

- (a) a facility used for sports or recreation to the extent that the facility is not used in the operation of a professional sports franchise;
- (b) a facility used for fairs or exhibitions, including agricultural exhibitions;
- (c) a facility used for the arts or a museum;
- (d) a program premises as defined in the Child Care Licensing Regulation (AR 143/2008);
- (e) a facility used by a linguistic organization if
 - (i) the use of the property by the general public is actively encouraged, and
 - (ii) a sign is prominently posted in the facility, or information is available online, indicating the hours that the whole or part of the facility is accessible to the public;
- (f) a facility used by an ethno-cultural association for sports, recreation or education or for charitable or other benevolent purposes if
 - (i) the use of the property by the general public is actively encouraged, and
 - (ii) a sign is prominently posted in the facility, or information is available online, indicating the hours that the whole or part of the facility is accessible to the public;
- (g) a facility in a municipality operated and used by an organization for a charitable or benevolent purpose where the majority of the organization's beneficiaries do not reside in the municipality;
- (h) a facility used as a thrift shop;
- (i) a facility used as a sheltered workshop;
- (j) a facility operated and used by a chamber of commerce;
- (k) a facility used for a charitable or benevolent purpose that is for the benefit of the general public if
 - (i) the charitable or benevolent purpose for which the facility is primarily used is a purpose that benefits the general public in the municipality in which the facility is located, and
 - (ii) the resources of the non-profit organization that holds the facility are devoted chiefly to the charitable or benevolent purpose for which the facility is used.

AR 281/98 s15;283/2003;182/2008;77/2010;152/2023

Municipal Government Act (MGA) Excerpt of Section 347

Cancellation, reduction, refund or deferral of taxes

347(1) If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:

- (a) cancel or reduce tax arrears;
- (b) cancel or refund all or part of a tax;
- (c) defer the collection of a tax.

(2) A council may phase in a tax increase or decrease resulting from the preparation of any new assessment.

Municipal Government Act (MGA) Excerpts of Section 362

Exemptions for Government, churches and other bodies

362(1) The following are exempt from taxation under this Division:

[...]

- (d) property, other than a student dormitory, used in connection with educational purposes and held by any of the following:
 - (i) the board of governors of a university, polytechnic institution or comprehensive community college under the [Post-secondary Learning Act](#);
 - (ii) the governing body of an educational institution affiliated with a university under the [Post-secondary Learning Act](#);
 - (iii) a students association or graduate students association of a university under the [Post-secondary Learning Act](#);
 - (iv) a students association of a polytechnic institution or comprehensive community college under the [Post-secondary Learning Act](#);
 - (v) the board of governors of the Banff Centre under the [Post-secondary Learning Act](#);
- (e) property, other than a student dormitory, used in connection with hospital purposes and held by a hospital board that receives financial assistance from the Crown;
- (g.1) property used in connection with provincial health agency or regional health authority purposes and held by a provincial health agency or regional health authority under the Provincial Health Agencies Act that receives financial assistance from the Crown under any Act;
- (h) property
 - (i) used in connection with the purposes of a continuing care home in respect of which a type A continuing care home licence has been issued under the [Continuing Care Act](#), and
 - (ii) held by the owner or under a lease from the owner of a continuing care home referred to in subclause (i);
- (j) property used in connection with library purposes and held by a library board established under the [Libraries Act](#);
- (k) property held by a religious body and used chiefly for divine service, public worship or religious education and any parcel of land that is held by the religious body and used only as a parking area in connection with those purposes;
- (l) property consisting of any of the following:
 - (i) a parcel of land, to a maximum of 10 hectares, that is used as a cemetery as defined in the Cemeteries Act;
 - (ii) any additional land that has been conveyed by the owner of the cemetery to individuals to be used as burial sites;
 - (iii) any improvement on land described in subclause (i) or (ii) that is used for burial purposes;
- (m) property held by
 - (i) a foundation constituted under the Senior Citizens Housing Act, RSA 1980 cS- 13, before July 1, 1994, or
 - (ii) a management body established under the Alberta Housing Act, and used to provide senior citizens with lodge accommodation as defined in the Alberta Housing Act;
- (n) property that is

[...]

- (ii) held by a non-profit organization and used solely for community games, sports, athletics or recreation for the benefit of the general public,
 - (iii) used for a charitable or benevolent purpose that is for the benefit of the general public, and owned by
 - (A) the Crown in right of Alberta or Canada, a municipality or any other body that is exempt from taxation under this Division and held by a non-profit organization, or
 - (B) by a non-profit organization,
 - (iv) held by a non-profit organization and used to provide senior citizens with lodge accommodation as defined in the Alberta Housing Act, or
 - (v) held by and used in connection with a society as defined in the Agricultural Societies Act or with a community association as defined in the regulations,
- and that meets the qualifications and conditions in the regulations and any other property that is described and that meets the qualifications and conditions in the regulations;
- (o) property
 - (i) owned by a municipality and used solely for the operation of an airport by the municipality, or
 - (ii) held under a lease, licence or permit from a municipality and used solely for the operation of an airport by the lessee, licensee or permittee;

[...]

RSA 2000 cM- 26 s362;2003 cP- 19.5 s142;2012 cE- 0.3 s279; 2017 c13 s1(35);2018 c19 s71

List of Tax Cancellations Related to *Non-Profit Tax Mitigation Policy*

<u>PROPERTY TAX CANCELLATIONS</u>				
Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reason
2022				
1	202336061	200 - 240 Midpark Wy. S.E.	\$15,392.26	The municipal property tax exemption is for Multiply Church. It meets the criteria for property tax exemption under the Municipal Government Act (MGA) section 362(1)(k) Religious Body – Divine Worship or Education. The cancellation accounts for the construction period from 2022/05/20 to 2022/12/31.
2023				
2	202898094	1740 – 80 Mahogany Rd. S.E.	\$1,577.70	The municipal property tax exemption is for Goodwill Industries of Alberta. It meets the criteria for property tax exemption under the Municipal Government Act (MGA) section 362(1)(n) and COPTER section 15(k) – Charitable/Benevolent. The cancellation is from 2023/01/19 to 2023/02/09.
3	202720116	230 19th St. N.W.	\$3,459.19	The municipal property tax exemption is for Blum Childcare Academy. It meets the criteria for property tax exemption under the Municipal Government Act (MGA) section 362(1)(n) and COPTER section 15(d) – Care and Supervision of Children. The cancellation is from 2023/01/01 to 2023/05/07.
4	202920260	8 – 1411 33rd St. N.E.	\$8,551.08	The municipal property tax exemption is for the Alfalah Calgary Islamic Centre. It meets the criteria for property tax exemption under the Municipal Government Act (MGA) section 362 (1)(k) Religious Body – Divine Worship or Education. The cancellation is from 2023/07/19 to 2023/12/31.
			\$28,980.23	Total Tax Cancellation



2024 Non-Profit Tax Mitigation Report

2024 September 4



Recommendation

That the Executive Committee recommend that Council, under the authority of section 347 of the Municipal Government Act (MGA), cancel municipal property taxes for qualifying non-profit organizations (Attachment 2).

Previous Council Direction

At the 2023 November 28th Combined Meeting of Council the 2023 Assessment and Tax Circumstances Report 2 was carried.

Exempt Organizations and the Non-Profit Tax Mitigation Policy

At the 2014 December 15 Regular Meeting of Council, through C2014-0919, Council adopted the Non-Profit Tax Mitigation Policy to cancel the municipal property taxes of non-profit organizations:

- That paid tax during the construction period of their facility; and
- Whose subsequent use of the property met the criteria for property tax exemption.



- **Reason for recommendations:** Once a year, Council approval is requested to cancel prior year taxes for eligible non-profit facilities under construction, in accordance with the Non-Profit Tax Mitigation Policy.
- **What does this mean for Calgarians?** The tax cancellation provides financial support to eligible exempt non-profit organizations pursuant to Council direction.
- **Why does it matter?** This report recommends that Council cancels \$28,980.23 in property taxes overall to support accuracy, fairness, and transparency.



Non-Profit Tax Mitigation Eligibility



Building permit issued



Application for tax cancellation submitted



Property tax exemption submission approved



The property has begun to be used for the exempt purpose



Recommendation

That the Executive Committee recommend that Council, under the authority of section 347 of the Municipal Government Act (MGA), cancel municipal property taxes for qualifying non-profit organizations (Attachment 2).



Council Policy

Policy Title: Non-Profit Tax Mitigation Policy
Policy Number: CP2023-06
Report Number: EC2023-1127
Adopted by/Date: 2014 December 15
Effective Date: 2014 December 15
Last Amended: 2023 November 28
Policy Owner: Assessment & Tax

1. POLICY STATEMENT

- 1.1 Council will consider cancelling the municipal taxes where a non-profit organization holds a property, facility, or both, in Calgary that is under construction or renovation for up to four consecutive years, if all the following criteria have been met:
- a. a building permit for the site has been issued;
 - b. the organization has filed the necessary application forms to qualify for the municipal tax cancellation under this policy; and,
 - c. upon completion and occupancy of the facility, the organization has filed an application for property tax exemption under the *MGA* or *COPPER* and the application has been approved.
- 1.2 Per section 1.1, the municipal tax cancellation period may be for up to four years and is defined as follows:
- a. The municipal tax cancellation period begins when a building permit has been issued so long as an application for municipal tax cancellation has been filed within the same calendar year.
 - b. Applications for municipal tax cancellation can be made at any time after a building permit has been issued but if an application is filed in a calendar year following the issuance of a building permit, then the municipal tax cancellation period will begin on January 1 of the year in which an application is submitted.
 - c. The municipal tax cancellation period ends either four years from the date that the municipal tax cancellation period begins or when the subject property becomes exempt from taxation, whichever is earlier.



- 1.3 Where a building is only partially being used for an exempt purpose after construction or renovation, only the portion of the building that is being used for the exempt purpose shall be eligible for the municipal tax cancellation.
- 1.4 A municipal tax cancellation may only be granted if the property received an exemption and a non-profit organization is the property owner or has an active lease with the property owner during the term of construction or renovation.
- 1.5 Any cancellation of penalties imposed under section 344 and 345 of the *MGA* will not be considered for any period while the building is being operated illegally, including situations where a property is being used but final approvals have not been granted.

2. **PURPOSE**

- 2.1 Properties held by public and non-profit organizations for the benefit of the general public are generally exempt from property tax through the *MGA* and *COPTER*. Some property tax exemptions require the property or facility be in active use for an exempt purpose to qualify for an exemption. Exemptions based on use do not apply to properties or facilities while a property is under construction or renovation. This policy addresses this issue by providing the basis for municipal tax cancellations to support non-profit organizations where municipal taxes were paid during the construction or renovation period of their facility and where the subsequent use of the property met the criteria for property tax exemption.
- 2.2 This policy will ensure that municipal tax cancellations for properties or facilities that are under construction or renovation in Calgary are considered in an equitable and consistent manner through an open and transparent process by setting out eligibility criteria and procedures.
- 2.3 The policy does not limit Council's discretion in exercising its section 347 powers under the *MGA*.

3. **DEFINITIONS**

- 3.1 In this Council Policy:
 - a. "Building Permit" means a permit issued under the Safety Codes Permit Bylaw 39M2018;
 - b. "*COPTER*" means the *Community Organization Property Tax Exemption Regulation*, AR281/98; and
 - c. "*MGA*" means the *Municipal Government Act*, RSA 2000, c M-26.



4. APPLICABILITY

4.1 This policy applies to properties and facilities after construction or renovation that qualify under the following sections in the *MGA* and *COPTER*, where use does not include the construction or renovation period of the property or facility:

a. *MGA* section 362(1)

- i. (d) post-secondary educational facilities (excluding student dormitories)
- ii. (e) hospital buildings
- iii. (g.1) health regions
- iv. (h) nursing homes
- v. (j) library boards
- vi. (k) religious buildings
- vii. (l) cemeteries
- viii. (m) lodge accommodations
- ix. (n)(ii) sports and recreation
- x. (n)(iii) charities
- xi. (n)(iv) lodge accommodations
- xii. (n)(v) agricultural societies
- xiii. (o) airports

b. *COPTER* section 15

- i. (a) sports and recreation
- ii. (b) fairs and exhibitions
- iii. (c) arts and museums
- iv. (e) linguistic organizations
- v. (f) ethno-cultural
- vi. (g) charitable or benevolent purposes (users reside outside municipality)
- vii. (h) thrift shops



- viii. (i) sheltered workshop
- ix. (j) chamber of commerce
- x. (k) charitable or benevolent purposes (users reside inside municipality)

5. LEGISLATIVE AUTHORITY

- 5.1 Pursuant to section 347(1) of the *MGA* if Council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:
- a. cancel or reduce tax arrears;
 - b. cancel or refund all or part of a tax; or
 - c. defer the collection of a tax.

6. PROCEDURE

- 6.1 Organizations may apply to be considered for a municipal tax cancellation pursuant to this policy by completing the proper form, available directly from Assessment & Tax or from calgary.ca. This must be submitted to Assessment & Tax before the subject property or facility becomes exempt from taxation.
- 6.2 Applications will be reviewed by the Municipal Assessor or designate for completeness and eligibility; and if complete and eligible, municipal tax cancellations will be recommended to Council for approval. Administration shall recommend municipal tax cancellations pursuant to this policy once annually.

7. AMENDMENT(S)

Date of Council Decision	Report/By-Law	Description
2014 December 15	C2014-0919	Creation of this Council Policy



2016 October 13	NA	Minor revision relates to the update of Alberta Building Code 2006 to Alberta Building Code 2014, which defines "Building Permit" for the purposes of this Council policy
2023 November 28	EC2023-1127	Revisions to update the policy template, reflect the updated organizational structure, the new basis for building permits, and clarify applicability.

8. REVIEW(S)

Date of Policy Owner's Review	Description
2023 September	This Policy was reviewed in accordance with the Council Policy Program.

**Clerk's Note to
Regular Meeting of Council
2024 September 17**

ISC: UNRESTRICTED

IGA2024-0936

RE: Federation of Canadian Municipalities Update (Verbal) – September 2024, IGA2024-0936

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024
SEPTEMBER 5:**

That Council receive the document entitled "Federation of Canadian Municipalities (FCM) Update – September 2024 (Verbal)" for the Corporate Record.

Attachment:

1. Federation of Canadian Municipalities (FCM) Update – September 2024 (Verbal)

Federation of Canadian Municipalities (FCM) Update – September 2024 (Verbal)**Recommendation**

That the Intergovernmental Affairs (IGA) Committee recommend that Council receive this verbal report and distribution for the Corporate Record.

Infrastructure Investment and Resiliency

- In recent months, major Canadian cities have faced catastrophic water infrastructure failures – a feeder main break and subsequent repairs here in Calgary, massive floods on the streets of Toronto, Mississauga and Etobicoke following two large storm systems within two weeks and severe flooding in Vancouver’s Olympic village after a sewer main broke in June.
- Canada is in a funding situation where municipalities are at the end of the pipe – everything filters to the municipal level, and local governments have the least amount of funding levers to address these situations.
- The City of Calgary has been working closely with FCM in their advocacy efforts for additional funding for new infrastructure investments and for the state of good repair to enable resiliency in our municipal infrastructure that provide critical services to residents.
- Mayor Gondek shared in July that she is “committed to working with other cities as well as the FCM to appeal to the federal government for more consistent and equitable funding model that addresses our growing populations and the infrastructure that we provide.”
- FCM President Geoff Stewart also shared that, [municipalities get eight to 10 cents per tax dollar collected](#) and are responsible for over 60 per cent of the local infrastructure.
- In 2021, the federal government committed to a national infrastructure assessment and FCM looks forward to continuing the conversation with the federal government announcing on 2024 August 17 that they are planning on [establishing an advisory body](#) in the coming months.

Pre-Budget Consultation

- The House of Commons Standing committee on Finance (FiNA) invites Canadians to participate in its annual pre-budget consultation process.
- In response, [FCM has submitted recommendations](#) ahead of the Fall Economic Statement and Budget 2025, which included:
 - The creation of a Municipal Growth Framework
 - A Housing and Homelessness Strategy
 - Increased Infrastructure Investment and Resilience funding
 - Funding for Safe and Supportive Communities

Upcoming meetings and events

- FCM Committee of the Whole, 2024 September 18-19, Ottawa (and virtually)
- Big Cities Mayors’ Caucus (BCMC) Strategy Session, 2024 October 23 virtually
- Advocacy Days, 2024 December 3-6, Ottawa

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 September 17**

**ISC: UNRESTRICTED
IGA2024-0935**

RE: Alberta Municipalities Update (Verbal) – September 2024, IGA2024-0935

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024
SEPTEMBER 5:**

That Council receive the document entitled "Alberta Municipalities Update – September 2024 (Verbal)" for the Corporate Record.

Attachment:

1. Alberta Municipalities Update (Verbal) – September 2024

Alberta Municipalities Update – September 2024 (Verbal)

Recommendation

That the Intergovernmental Affairs (IGA) Committee recommend that Council receive this verbal report and distribution for the Corporate Record.

Alberta Municipalities Convention

The Alberta Municipalities (ABmunis) convention will occur in Red Deer at the Westerner Park from 2024 September 24-27. Registration is still open on the ABmunis website.

Calgary forwarded two motions for advocacy at the convention:

- Council voted unanimously to support a motion to advocate for doubling the fines for speeding in school and playground zones. The Village of Duchess seconded the motion.
- Council also passed a motion to advocate for the inclusion of permanent residents in municipal voting, and the Town of Penhold seconded the motion.

There are 27 resolutions up for debate at this year's convention. The Intergovernmental Relations team will be circulating briefing materials for all members of Council who plan on attending.

ABmunis Board of Directors

The 2024 call for nominations for the Alberta Municipalities Board of Directors is open until midnight on 2024 September 13. Five positions scheduled for election for a two-year term, including Directors for Villages East and West, Directors for Towns West and South, and a Director for Cities up to 500,000. Three Vice-President Positions open for one-year term including Vice-President - Villages and Summer Villages, Vice-President - Towns, and Vice-President - Cities up to 500,000. Information and Nomination Packages can be found on the ABmunis' website.

ABmunis Committees

Municipal elected officials or senior administrators who want to shape the direction of Alberta Municipalities' policy and advocacy work can apply to serve on an ABmunis committee. Committees allow members to influence the direction of policy and programs while ensuring their municipality's interests are addressed. Applications are due by Friday, September 27. More information is available on the ABmunis website.

Municipal Grant Survey

ABmunis has a survey open until midnight tomorrow - September 6 - on municipal grant funding. The survey results, along with insights from focus groups, will inform ABmunis general and grant-specific recommendations on the funding municipalities receive from the Government of Alberta. The survey is available through the ABmunis' website.

Provincial Engagement

ABmunis took part in virtual engagement offered by the province on Bills 18 and 20 over the month of August.

Bill 18: ABmunis raised concerns over the regulations associated with Bill 18 including the potential to add unnecessary red tape which would exacerbate timelines associated with federal funding, and advocated for high minimum thresholds to reduce the number of municipal-federal agreements which require provincial oversight.

Bill 20: ABmunis highlighted the potential for Bill 20 to fundamentally redraw the blueprint for local democracy highlighting, among other concerns:

- The ability to dismiss councillors and repeal bylaws without rationale being publicly disclosed.
- The introduction of political parties to municipal elections.
- The increased cost and responsibility for municipalities stemming from the requirement for virtual public hearings, prohibiting vote tabulators and maintaining voter lists.
- Lack of consultation with municipalities.

Drought

Alberta Municipalities highlighted that the province recently released an updated Drought Response Plan that categorizes drought stages by river basin. The new response plan is accessible through Alberta.ca.

We look forward to seeing everyone for the convention in Red Deer.

Author: Matt Zabloski, Intergovernmental Relations
General Manager Chris Arthurs concurs with the information in this verbal update.

People, Innovation & Collaboration Services Report to
Intergovernmental Affairs Committee
2024 September 05

ISC: UNRESTRICTED
IGA2024-0741

2025-2026 Federal and Provincial Budget Recommendations

PURPOSE

The purpose of this report is to provide recommendations to the Intergovernmental Affairs Committee and Council regarding The City of Calgary's 2025 federal and provincial budget submissions.

PREVIOUS COUNCIL DIRECTION

Each year, The City of Calgary prepares written submissions for the pre-budget consultation processes to both the federal and provincial governments. The Intergovernmental Relations team leads this work on behalf of Administration presenting its recommendations to Council.

RECOMMENDATION:

That the Intergovernmental Affairs Committee recommend that Council endorse the pre-budget submissions to the Government of Alberta (Attachment 1) and the Government of Canada (Attachment 2), and request Mayor Gondek to sign and submit on behalf of Council.

RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2024 SEPTEMBER 5:

That Council endorse the pre-budget submissions to the Government of Alberta (Attachment 1) and the Government of Canada (Attachment 2), and request Mayor Gondek to sign and submit on behalf of Council.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Chris Arthurs concurs with this report and its recommendations.

HIGHLIGHTS

- Decisions made at the federal and provincial levels have significant impact on The City and on Calgarians. The pre-budget consultation process is crucial for The City to signal key areas to the other levels of government where working together will maximize benefits for residents.
- The proposed pre-budget submissions for 2025 focus on key City funding priorities, identify areas for collaboration or partnership, and align with shared interests and priorities as identified by Administration and in keeping with Council's Priorities: Housing, Public Safety, Transit, Social equity, Climate, Downtown revitalization and Land use and local area planning.
- By positioning itself to collaborate with other orders of government and offer opportunities to leverage investment, The City enables more funding to create better outcomes that matter to Calgarians and support the well-being of our city.
- The Intergovernmental Relations team engaged with business units and subject matter experts across The Corporation to inform details included in the recommended submissions.

2025-2026 Federal and Provincial Budget Recommendations

DISCUSSION

Each year, The City participates in pre-budget engagement with the other orders of government, allowing The City to highlight opportunities to achieve shared objectives through investment and partnership. As the fastest growing major city in Canada, it is only through collaboration and shared investments by all orders of government that we will meet the challenges associated with this unprecedented growth and ensure Calgary retains its position as the most livable city in North America.

The letters are not identical, but complimentary, focusing on City priorities that align best with each government’s jurisdictional mandate and strategic priorities. The following funding priorities have been identified in the attached draft letters:

Provincial Requests
Recommendation 1: That the Government of Alberta match funding from other orders of government to build and maintain affordable housing.
Recommendation 2: That the Government of Alberta reassess funding tools to enable flexible, consistent, and predictable affordable housing funding for the municipality and its housing partners.
Recommendation 3: That the Government of Alberta support the Calgary Metropolitan Region's Metro-Regional application for the Canada Public Transit Fund application.
Recommendation 4: That the Government of Alberta contribute, through cost-sharing with The City of Calgary, Rocky View County and the Government of Canada, to support utility and transportation infrastructure for the Prairie Economic Gateway.
Recommendation 5: That the Government of Alberta move to Phase 3 of the Bow River Reservoir Options (BRRO) initiative by selecting the most appropriate site and making the corresponding investment.
Recommendation 6: That, on Family and Community Support Services Funding (FCSS), the Government of Alberta allocates an additional \$25 million for a total of \$130 million and indexes its investment to inflation and population growth.
Recommendation 7: That the Government of Alberta continue to support Albertans living with low incomes through \$20.5 million investment in the Low-Income Transit Pass program in Calgary.
Recommendation 8: That the Government of Alberta increase its investment in the prevention and response to the interconnected issues of mental health, addiction, homelessness and health.
Recommendation 9: That the Government of Alberta contribute, through cost sharing with the Government of Canada and The City, \$127 million towards the Foothills Multisport Fieldhouse and \$1 million towards developing a Sports Infrastructure Strategy for The City of Calgary, University of Calgary, Winsport, and McMahon Stadium.
Recommendation 10: That the Government of Alberta continue to support municipalities with the pressures of increasing growth through infrastructure investments and state of good repair funding.

2025-2026 Federal and Provincial Budget Recommendations

Federal Requests
Recommendation 1: Request that the Government of Canada increase funding for new affordable housing and renewal of the existing housing supply.
Recommendation 2: That the Government of Canada reassess funding tools to enable flexible, consistent, and predictable affordable housing funding for the municipality and its housing partners.
Recommendation 3: That the Government of Canada support The Calgary of Calgary's Metro-Regional application and Baseline application for the Canada Public Transit Fund.
Recommendation 4: That the Government of Canada increase funding mechanisms to support municipalities with infrastructure investment and resiliency.
Recommendation 5: That the Government of Canada contribute, through cost-sharing with The City of Calgary, Rocky View County and the Government of Alberta, to support utility and transportation infrastructure for the Prairie Economic Gateway.
Recommendation 6: The City looks to the Government of Canada to invest in the Community Drainage Improvement Program and continue to consider City applications.
Recommendation 7: That the Government of Canada provides predictable funding to respond to homelessness and encampments.
Recommendation 8: That the Government of Canada contribute, through cost sharing with the Government of Alberta and The City, \$127 million towards the Foothills Multisport Fieldhouse.

Priorities highlighted in each letter were determined through the following advocacy principles:

1. **Focus on existing commitments:** The City will prepare recommendations focused on how existing federal and provincial programs can be structured or allocated to advance shared priorities.
2. **Demonstrate our own commitment:** By signaling priorities through investments and drawing the connections to shared objectives, The City creates an attractive environment where other orders of government can leverage current investments and create a partnership.
3. **Offer solutions:** Rather than appealing to other orders of government for investments to solve local problems, The City will align its goals with other orders of government's and come to the table with solutions to these shared challenges, demonstrating local successes where appropriate.
4. **Move investments quickly:** Recommendations for investments in tested local programs or projects will ensure funding can move into the community quickly, benefitting Calgarians and appealing to other orders of government.
5. **Achieve multiple outcomes:** Programs and projects that achieve multiple outcomes with a single investment will have a better chance of seeing leveraged investment from the federal or provincial governments.
6. **Be replicable elsewhere:** Ideas and approaches that can be duplicated in other jurisdictions are more likely to be viewed favourably and result in a positive outcome when being considered for investment.

2025-2026 Federal and Provincial Budget Recommendations

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 |

IMPLICATIONS

Social

Strategic partnerships with other orders of government will assist The City in improving public safety and the provision of social services such as affordable housing, mental health and addictions support, as well as investment for low-income transit passes. The submissions call for support from other orders of government to alleviate the impact of high inflation and rapid population growth to ensure that The City can continue to provide services to newcomers and existing Calgarians alike. Investments in sport will provide continued access to recreational and amateur sports facilities across the city.

Environmental

Priorities identified in the submissions will have a positive impact on Calgary's environmental resilience including flood mitigation and reducing the risks from seasonal drought. Investments in transit infrastructure will ensure that a greater number of Calgary residents enjoy the benefits associated with public transit and reduced dependency on private vehicles.

Economic

With investment from other orders of government we will continue to strengthen, diversify, and modernize the regional economy, delivering economic prosperity and social equity for Calgarians. Support for innovation will ensure that Calgary continues to prosper as the economic landscape evolves. The Prairie Economic Gateway initiative alone will create more than 6,750 jobs, with \$1.6 billion in economic output.

Service and Financial Implications

Other:

Intergovernmental transfers support The City's ability to provide services and help to mitigate the financial pressures which otherwise are passed on to residents in the form of property tax increases.

RISK

Annual budget submissions are one tool that The City uses for advocacy, and Intergovernmental Relations will continue to support further advocacy with both orders of government to advance City priorities. If the report recommendations are not approved, The City risks missing opportunities to secure available funding by not submitting recommendations and requests for financial support through this process. The budget process is also an opportunity to confirm our strategic direction and to highlight areas where cross-corporate work is required.

**People, Innovation & Collaboration Services Report to
Intergovernmental Affairs Committee
2024 September 05**

**ISC: UNRESTRICTED
IGA2024-0741**

2025-2026 Federal and Provincial Budget Recommendations

ATTACHMENTS

1. 2025-2026 Provincial Budget Submission
2. 2025-2026 Federal Budget Submission
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Chris Arthurs	People, Innovation and Collaboration Services	Approve
David Duckworth	Chief Administrative Officer	Inform
Stuart Dalgleish	Chief Operating Officer	Inform
Carla Male	Corporate Planning and Financial Services	Inform
Michael Thompson	Infrastructure Services	Inform
Doug Morgan	Operational Services	Inform
Katie Black	Community Services	Inform

Author: Intergovernmental Relations

City Clerks: C. Nelson / J. Booth

September X, 2024

The Honourable Nate Horner
President of the Treasury Board and Minister of Finance
Office of the Minister
Treasury Board and Finance
Alberta Legislature Building
10800 97 Ave NW
Edmonton AB, T5K 2B6

Dear Minister Horner,

RE: The City of Calgary 2025-26 Budget Submission

As the Government of Alberta prepares its 2025-2026 budget, I am writing on behalf of my Council colleagues to share concrete opportunities for The City of Calgary (The City) and the provincial government to work together to build a stronger, safer, and more economically resilient Calgary.

As the fastest growing major city in Canada, Calgary is a vibrant, diverse and highly livable city that is a key driver of economic growth and prosperity in the province. However, with this rapid growth, our city is facing increasing pressures to keep pace with the need for affordable housing, investments in infrastructure, social supports, and weather and climate adaptation measures while continuing to provide services that Calgarians expect and deserve.

The catastrophic watermain break to the Bears paw feeder main in June and our current work to complete repairs demonstrates the importance of reliable water infrastructure in our daily lives. These events underscore the need for increased investment from all orders of government for new and existing infrastructure, as well as better financial levers to respond quickly to events as they occur. Therefore, I support Alberta Municipalities' call for an uplift to the Local Government Fiscal Framework (LGFF). The City firmly believes shared investment in infrastructure is the best way to build thriving communities while maintaining critical services. We therefore ask you to consider the following investments for The City in the upcoming 2025-2026 provincial budget:

Recommendation 1: That the Government of Alberta match funding from other orders of government to build and maintain affordable housing.

Affordable Housing Partnership Program, Capital Maintenance and Renewal Program: Request a \$228 Provincial contribution.

The housing crisis requires all orders of government to work together to get more homes built and enable affordability for all forms of housing. For affordable housing, equal investments are needed from all governments. The City urges the province to match the federal Housing Accelerator Fund investment of \$228 million announced in fall 2023.

Recommendation 2: That the Government of Alberta reassess funding tools to enable flexible, consistent, and predictable affordable housing funding for the municipality and its housing partners.

Historically, affordable housing grants have inflexible conditions, are project-based, and have unpredictable allocations. This can create red tape and barriers to stacking funding sources or leveraging private investments that can slow down the ability to build new homes or maintain and renew existing units. To improve flexibility, consider giving municipalities more autonomy to determine the grant conditions that will meet the needs of the community it serves. To improve funding predictability, consider indexing existing affordable housing funding to inflation and ensure allocations are proportionate to a municipality's population.

Recommendation 3: That the Government of Alberta support the Calgary Metropolitan Region's Metro-Regional application for the Canada Public Transit Fund application.

The City of Calgary is committed to completing an Expression of Interest application for the Canada Public Transit Fund through two funding streams: the Metro-Region Agreements (MRA) and Baseline Stream. Through partnerships with neighbouring municipalities, Calgary's MRA application will include alignment to regional mobility hubs to connect regional employment centres and education facilities, and will advance the region's mobility connections to housing and employment. The Baseline application will include state-of-good repair projects such as improving accessibility, and critical lifecycle upgrades for transit technology, buildings, and fleet.

Current unfunded transit infrastructure projects include:

The Blue Line Extension: Requests a \$10 million provincial contribution.

The Blue Line Light Rail Transit (LRT) extension enables the Blue Line to connect to the Calgary International Airport and its surrounding industrial-commercial lands via the Airport Transit Connector. This \$160 million project requires investment from all orders of government (\$53 million each). The City thanks the Government of Alberta for their \$43 million funding allocation towards this project in the 2024-25 budget.

The Airport Transit Connector: Requests a \$391 million provincial contribution.

The Airport Transit Connector (Blue Line to Calgary International Airport) will facilitate transit access from the airport to the wider city and provide a key network connection to the Government of Alberta's Passenger Rail Master Plan. The estimated cost of the eastern leg is currently \$1,172 million. The City, in collaboration with the Government of Alberta, is undertaking an Airport Rail Connection study, followed by a functional planning phase scheduled for completion in 2024. An updated cost estimate and funding request will follow.

MAX 301 North Central/MAX Green Bus Rapid Transit (BRT): Requests a \$166 million provincial contribution.

This project will bring fast, frequent, and reliable transit service to North Calgary, connecting communities, employment hubs, tourist destinations, and essential services.

While planning continues for future Green Line LRT service, the North Central Corridor/MAX Green (BRT) offers immediate transit options and begins to prepare a route for LRT service. The project is estimated to cost \$500 million.

Green Line Phase 2: Federal funding request will be considered for the CPTF application.

Recommendation 4: That the Government of Alberta contribute, through cost-sharing with The City of Calgary, Rocky View County and the Government of Canada, to support utility and transportation infrastructure for the Prairie Economic Gateway.

The Prairie Economic Gateway project is a proposed 1,500-acre development with access to high-quality rail and truck services to increase the region's logistics capacity and increase access to continental and global markets. This initiative will prepare the Calgary region for the modern industrial economy and create more than 6,750 jobs, with \$1.6 billion in economic output. The City is seeking the province's support to create an infrastructure funding framework targeting:

- **Utility Infrastructure:** Linear and non-linear utility infrastructure will enable the delivery of water, wastewater, and stormwater services that will connect the Prairie Economic Gateway industrial lands on the East side of the provincial Stoney Trail Highway to the remainder of the City's network on the West. Providing regional service from Calgary enables efficient servicing, the opportunity to leverage existing major infrastructure such as treatment plants and the Shepard Ditch, and alignment with a globally competitive designated industrial zone.
- **Transportation Infrastructure:** Provincial Highway 560 requires additional lanes, a Western Irrigation District (WID) canal crossing, and an interchange to facilitate the movement of goods from the rail-served industrial lots to achieve final-mile transportation connectivity within the Calgary region. It will complement municipal transportation investments on 114 Avenue and the links to Stoney Trail and Highway 560.

Recommendation 5: That the Government of Alberta move to Phase 3 of the Bow River Reservoir Options (BRRO) initiative by selecting the most appropriate site and making the corresponding investment.

The City is seeking commitment from the Government of Alberta in Budget 2025-2026 to Phase 3 of the Bow River Reservoir Options study. A new reservoir on the Bow River will significantly reduce the flood risk of all communities downstream of it, including key economic areas like Calgary's downtown, and could mitigate the risk of seasonal drought caused by shifts in precipitation caused by climate change. The Phase 3 study is a key milestone in ensuring a new reservoir becomes a reality.

Recommendation 6: That, on Family and Community Support Services Funding (FCSS), the Government of Alberta allocates an additional \$25 million for a total of \$130 million and indexes its investment to inflation and population growth.

Family and Community Support Services (FCSS): Request a \$130 million provincial contribution across the province.

Given rapid population growth and high inflation, there is sustained pressure on the non-profit sector undermining their ability to meet the needs of Calgary's most vulnerable residents. The City and the Government of Alberta have a joint goal of ensuring individuals foster their resiliency while supporting community diversity and inclusion. To demonstrate our dedication, The City commits 25 per cent which exceeds the 20 per cent contribution requirement in the FCSS regulation.

Recommendation 7: That the Government of Alberta continue to support Albertans living with low incomes through \$20.5 million investment in the Low-Income Transit Pass program in Calgary.

Seniors, Community and Social Services Alberta: Request a \$20.5* million provincial contribution with multi-year funding agreements. **\$20.5 million = \$6.5 million currently provided by the Government of Alberta and \$14 million is the estimated total that The City of Calgary will run as an operating shortfall in 2025-2026.*

Affordability continues to be top of mind for many Albertans. The Low-Income Transit Pass (LITP) enables residents of Calgary living with low incomes to increase employment, volunteer and educational opportunities, while reducing health care costs and reliance on other social support agencies for transportation. With demand for the LITP continuing to rise and increasing costs for The City, long-term funding agreements would provide program stability not only for both orders of government, but program recipients as well.

Recommendation 8: That the Government of Alberta increase its investment in the prevention and response to the interconnected issues of mental health, addiction, homelessness and health.

Ministry of Mental Health & Addiction & Ministry of Ministry of Public Safety & Emergency Services: Request a \$22 million provincial contribution.

The City has responded to rising mental health, addiction and community safety needs through funding prevention, early intervention and intervention of mental health and addiction. The Mental Health & Addiction Framework (\$6 million) and Community Safety Investment Framework (\$16 million - \$8 million contributed by both The City and Calgary Police Service) support this response. However, community funding requests have exceeded City capacity to respond to this provincial responsibility.

Seniors, Community and Social Services Alberta and Ministry of Mental Health & Addiction: Request a \$10 million provincial contribution.

Addressing encampments is a priority for the Government of Alberta and other orders of government. The province has an opportunity to leverage the federal government's upcoming allocation of \$250 million for encampment response. The City encourages matching provincial funding to respond to this urgent need for encampment response and more permanent supportive housing.

Seniors, Community and Social Services Alberta, Ministry of Mental Health & Addiction, and Ministry of Health: Request a \$20.6 million provincial contribution.

Annually, The City spends an estimated: \$14.6 million on Calgary Fire's medical and overdose response; \$3.7 million on bylaw response to unhoused populations (e.g. encampment enforcement, safety cleaning and welfare checks) and \$2.3 million on Community Outreach Teams. In general, the City welcomes more provincial investments in permanent supportive housing, medical respite for unhoused populations, and shelter safety improvements to reduce reactionary costs.

Recommendation 9: That the Government of Alberta contribute, through cost sharing with the Government of Canada and The City, \$127 million towards the Foothills Multisport Fieldhouse and \$1 million towards developing a Sports Infrastructure Strategy for The City of Calgary, University of Calgary, Winsport, and McMahon Stadium.

Foothills Multisport Fieldhouse: Request a \$127 million provincial contribution.

The Multisport Fieldhouse will be Calgary's only competition-capable indoor track and field facility, comprising multi-activity courts and a FIFA-regulation indoor soccer field. The facility will fill a gap of elite athletic training and competition spaces in Southern Alberta, while providing a wide range of recreational and amateur sports uses for the community. The estimated total cost is \$380 million and requires investment partnerships with the Governments of Alberta and Canada to bring Calgary in alignment with its counterparts (it is the only major city in Canada without a fieldhouse).

Sports Infrastructure Strategy: Request a \$1 million provincial contribution.

In 2023, a City Council-approved Multisport Fieldhouse Amenity Refinement Study confirmed that the planned mix of amenities and usage is the right way to service the community. These types of strategies inform decisions about the future development and growth of sporting infrastructure in our city. The Province has also shared the need for such a strategy. The City of Calgary and our partners in sport are well positioned to conduct this work for the Province.

Recommendation 10: That the Government of Alberta continue to support municipalities with the pressures of increasing growth through infrastructure investments and state of good repair funding.

The City's catastrophic water main break in June 2024 is a stark reminder of water infrastructure's critical role in our economy and daily lives. It underscores the urgent need for stable funding to support population growth and adaptation to a drier climate. The cost of the repairs will be significant, and municipalities need more financial resources to respond to these events, upgrade existing water infrastructure, and invest in new technologies.

The City of Calgary appreciates the collaborative relationships between our orders of government and looks forward to our continued partnership to support the Government of Alberta's Strategic Plan 2024-27.

I look forward to discussing these investments further with you.

Sincerely,

Jyoti Gondek
Mayor
The City of Calgary

cc: The Honourable Danielle Smith, Premier
Calgary City Council
David Duckworth, Chief Administrative Officer, The City of Calgary

DRAFT

September X, 2024

The Honourable Chrystia Freeland
Deputy Prime Minister and Minister of Finance
Office of Department of Finance Canada
90 Elgin Street
Ottawa, ON K1A 0G5

Dear Minister Freeland,

RE: The City of Calgary 2025-26 Budget Submission

As the Government of Canada begins deliberations for the 2025-2026 budget, I am writing on behalf of my Council colleagues to share how we believe The City of Calgary (The City) and the federal government can work together to grow the economy while making life more affordable for Calgarians. As the fastest growing major city in Canada, Calgary is rising to the challenges of unprecedented growth while remaining a vibrant, diverse, and highly livable city. From energy to innovation, I am committed to maintaining Calgary's diverse and globally oriented economy as a powerhouse within the Canadian economy.

The catastrophic watermain break to the Bearspaw feeder main in June and our current work to complete repairs demonstrates the importance of reliable water infrastructure in our daily lives. These events underscore the need for increased investment from all orders of government for new and existing infrastructure. I support the Federation of Canadian Municipalities in its efforts to call for a Municipal Growth Framework and firmly believe that the best way to build thriving communities is through shared investment by all orders of government. In light of the work ahead of us, I ask you to consider the following investments for The City in the upcoming 2025-2026 federal budget:

Recommendation 1: Request that the Government of Canada increase funding for new affordable housing and renewal of the existing housing supply.

Housing Accelerator Fund: Request a \$152 million federal investment.

In 2023, The City of Calgary submitted a \$380 million plan to the Housing Accelerator Fund to create 11,000 new homes in Calgary. The \$228 million received from the Housing Accelerator Fund enables the creation of safe and affordable homes for Calgarians. However, more resources are required to respond to the pressures of our growing city and urge the Government of Canada to continue investing in the Housing Accelerator Fund, including the allocation of the remaining \$152 million outlined in The City's application.

Urban, Rural, and Northern Indigenous Housing Strategy and Affordable Housing Fund - Black-led Organizations: Request \$30 million to match The City's investment.

Between 2024-2026, as part of the Home is Here Housing Strategy, The City will allocate \$30 million for our partners to build housing for Indigenous and equity-deserving populations. We are seeking \$30 million (\$10 million annually over a three-year period) in matching federal funds to finance our community partners to create targeted housing solutions.

Recommendation 2: That the Government of Canada reassess funding tools to enable flexible, consistent, and predictable affordable housing funding for the municipality and its housing partners.

Historically, affordable housing grants have inflexible conditions, are project-based, and have unpredictable allocations. This can create red tape and barriers to stacking funding sources or leveraging private investments that can slow down the ability to build new homes or maintain and renew existing units. To improve flexibility, consider giving municipalities more autonomy to determine the grant conditions that will meet the needs of the community it serves. To improve funding predictability, consider indexing existing affordable housing funding to inflation and ensure allocations are proportionate to a municipality's population.

Recommendation 3: That the Government of Canada support The City of Calgary's Metro-Regional Base Line and Baseline application for the Canada Public Transit Fund.

The City of Calgary is committed to completing an Expression of Interest application for the Canada Public Transit Fund (CPTF) through two funding streams: the Metro-Region Agreements (MRA) and the Baseline Stream. Through partnerships with neighbouring municipalities, Calgary's MRA application will include alignment to regional mobility hubs to connect regional employment centres and education facilities, while advancing the region's mobility, housing, equity, and climate goals. The Baseline application will include state of good repair projects such as improving accessibility, and critical lifecycle upgrades for transit technology, buildings, and fleet.

Current unfunded transit infrastructure projects include:

The Blue Line Extension: Request a \$53 million federal contribution.

The Blue Line Light Rail Transit (LRT) extension enables the Blue Line to connect to the Calgary International Airport and its surrounding industrial-commercial lands via the Airport Transit Connector. This \$160 million project requires investment from all orders of government. In their 2024-25 budget, the Government of Alberta provided \$43 million towards this project.

The Airport Transit Connector: Request a \$391 million federal contribution.

The Airport Transit Connector (Blue Line to Calgary International Airport) will facilitate transit access from the airport to the wider city and provide a key network connection to the Government of Alberta's Passenger Rail Master Plan. The estimated cost of the eastern leg is currently \$1,172 million. The City, in collaboration with the Government of Alberta, is undertaking an Airport Rail Connection study, followed by a functional planning phase scheduled for completion in 2024. An updated cost estimate and funding request will follow.

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This project will bring fast, frequent, and reliable transit service to North Calgary, connecting communities, employment hubs, tourist destinations and essential services. While planning continues for future Green Line LRT service, the North Central

Corridor/MAX Green BRT offers immediate transit options and begins to prepare a route for LRT service. The project is estimated to cost \$500 million.

Green Line Phase 2: Federal funding request will be considered for the CPTF application.

Recommendation 4: That the Government of Canada increase funding mechanisms to support municipalities with infrastructure investment and resiliency.

The City of Calgary's catastrophic water main break in June 2024 is a stark reminder of water infrastructure's critical role in our economy and daily lives. It is clear that Calgary is not alone in struggling to keep municipal infrastructure in a state of good repair. As of 2020, Statistics Canada identified \$72 billion in existing water infrastructure that needs rehabilitation or renewal, and with inflation, that need has risen to nearly \$95 billion. This underscores the urgent need for stable funding for new and existing infrastructure to support population growth and build resiliency for climate change with drier climates and storm surges. Municipalities need more financial resources to respond to these types of events, upgrade existing water infrastructure, and invest in new technologies.

Recommendation 5: That the Government of Canada contribute, through cost-sharing with The City of Calgary, Rocky View County and the Government of Alberta, to support utility and transportation infrastructure for the Prairie Economic Gateway.

The Prairie Economic Gateway project is a proposed 1,500-acre development with access to high-quality rail and truck services to increase the region's logistics capacity and increase access to continental and global markets. This initiative will prepare the Calgary region for the modern industrial economy and create more than 6,750 jobs, with \$1.6 billion in economic output. The City is seeking the province's support to create an infrastructure funding framework targeting:

- **Utility Infrastructure:** Linear and non-linear utility infrastructure will enable the delivery of water, wastewater, and stormwater services that will connect the Prairie Economic Gateway industrial lands on the East side of the provincial Stoney Trail Highway to the remainder of the City's network on the West. Providing regional service from Calgary enables efficient servicing, the opportunity to leverage existing major infrastructure such as treatment plants and the Shepard Ditch, and alignment with a globally competitive designated industrial zone.
- **Transportation Infrastructure:** Provincial Highway 560 requires additional lanes, a Western Irrigation District (WID) canal crossing, and an interchange to facilitate the movement of goods from the rail-served industrial lots to achieve final-mile transportation connectivity within the Calgary region. It will complement municipal transportation investments on 114 Avenue and the links to Stoney Trail and Highway 560.

Recommendation 6: That the Government of Canada through the Disaster Mitigation and Adaptation Fund (DMAF) invest in the Community Drainage Improvement Program.

Disaster Mitigation and Adaptation Fund (DMAF):

The City looks to the federal government to invest in the Community Drainage Improvement

Program. This program is instrumental in Calgary's ability to build community resilience in a changing climate. It is important to highlight that, despite multiple applications meeting all the requirements and a history of the costliest natural disasters in Canada's history, Calgary has yet to receive funding through DMAF.

Recommendation 7: That the Government of Canada provides predictable funding to respond to homelessness and encampments.

Reaching Home - Encampment Funding: Request a \$10 million federal contribution.

The City of Calgary is in urgent need of annual, predictable funding for permanent supportive housing, particularly to respond to Calgarians living in encampments.

Recommendation 8: That the Government of Canada contribute, through cost sharing with the Government of Alberta and The City, \$127 million towards the Foothills Multisport Fieldhouse.

Foothills Multisport Fieldhouse: Request a \$127 million federal contribution.

The Foothills Multisport Fieldhouse will provide Calgarians with 338,603 square feet of much-needed year-round space to play, train, compete and gather while providing the opportunity to showcase Calgary and Alberta on the national and international stage by hosting major sporting events. The estimated total cost is \$380 million and requires investment partnerships with the Governments of Alberta and Canada to bring Calgary in alignment with its counterparts (it is the only major city in Canada without a fieldhouse).

The City of Calgary appreciates the collaborative relationships between orders of government and looks forward to our continued partnership to support the Government of Canada's departmental plans.

I look forward to discussing these investments further with you.

Sincerely,

Jyoti Gondek
Mayor
The City of Calgary

cc: The Right Honourable Justin Trudeau, Prime Minister
Calgary City Council
David Duckworth, Chief Administrative Officer, The City of Calgary

Calgary



2025-2026 Federal and Provincial Budget Recommendations

IGA2024-0741

2024 September 5



Previous Council Direction

Pre-budget submissions are a long-standing practice where The City engages with the other orders of government, highlighting opportunities to achieve shared objectives through investment and partnership.

Recommendation

That the Intergovernmental Affairs Committee recommend that Council endorse the pre-budget submissions to the Government of Alberta (Attachment 1) and Government of Canada (Attachment 2), and request Mayor Gondek to sign and submit on behalf of Council.



2025 Submission Themes





2025 Highlights

Recommendation Value	Portfolio
\$410 million	Affordable Housing
\$792 million	Transit
\$62.6 million	Community Safety & Wellbeing
\$130 million	Family & Community Support Services
\$20.5 million	Low-Income Transit Pass
\$128 million	Foothills Multisport Field House
↑ funding sources	Infrastructure Investment and Resiliency

Recommendation

That the Intergovernmental Affairs Committee recommend that Council endorse the pre-budget submissions to the Government of Alberta (Attachment 1) and Government of Canada (Attachment 2), and request Mayor Gondek to sign and submit on behalf of Council.

People, Innovation & Collaboration Services Report to
Business Advisory Committee
2024 September 06

ISC: UNRESTRICTED
BAC2024-0877

Transition of the Business Advisory Committee

PURPOSE

The purpose of this report is to provide a final report on the activities of the Council-led Business Advisory Committee and request Council direction to disband the Business Advisory Committee and its subcommittees and to rescind its Terms of Reference.

PREVIOUS COUNCIL DIRECTION

At the Regular Meeting of Council on 2024 June 18, Council approved Notice of Motion EC2024-0719 – Transitioning the Business Advisory Committee that directed this report and recommendation.

RECOMMENDATIONS:

That the Business Advisory Committee recommend that Council:

1. Receive BAC2024-0877 as the final report of the Business Advisory Committee;
2. Disband the Council-led Business Advisory Committee and its subcommittees and rescind its Terms of Reference as adopted; and
3. Direct Administration to establish an administrative-led business advisory committee, to be co-chaired by Development Business & Building Approvals and Business & Local Economy, to continue the relationship between The City of Calgary and the business community.

RECOMMENDATION OF THE BUSINESS ADVISORY COMMITTEE, 2024 SEPTEMBER 6:

That Council:

1. Receive BAC2024-0877 as the final report of the Business Advisory Committee;
2. Disband the Council-led Business Advisory Committee and its subcommittees and rescind its Terms of Reference as adopted; and
3. Direct Administration to establish an administrative-led business advisory committee, to be co-chaired by Development Business & Building Approvals and Business & Local Economy, to continue the relationship between The City of Calgary and the business community.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Christine Arthurs concurs with this report.

HIGHLIGHTS

The Business Advisory Committee (BAC) was created in 2018 by Council to ensure that The City was being responsive to the needs of the business community, by removing barriers and providing value for services.

Since that time, feedback from the BAC has led to many programs that have improved how The City of Calgary serves the business community. The BAC and its subcommittees have also

Transition of the Business Advisory Committee

influenced work in the areas of social procurement, the implementation of seasonal patios and how The City responded to the COVID-19 pandemic.

At this time, it is appropriate to transition the BAC from a Council committee to an Administration-led committee. By transitioning the business advisory committee to Administration, it can ensure continued dialogue with the business community and can work within Administration to meet their needs. Other opportunities can be developed for informing and involving Council as appropriate.

The internal business advisory committee will be co-chaired by Development Business & Building Services and Business & Local Economy section of Collaboration, Analytics & Innovation. It will be modeled on the Development Advisory Committee.

DISCUSSION

The Business Advisory Committee (BAC) was created by Council in 2018 and held its inaugural meeting on 2019 April 03. For the past five years, it has provided an important conduit between City Administration and Calgary's business community. Feedback has been given, ideas shared, and the result has been the implementation of many initiatives that have made life better for Calgary businesses. Background and Previous Council Direction to create and disband the Committee can found in Attachment 1. A timeline of the progress of the BAC is in Attachment 2.

At its first meeting, the BAC established a Working Group that consisted of representatives from business-focused groups such as the Chamber of Commerce, Calgary Economic Development, Tourism Calgary, Platform Calgary, Business Improvement Areas, Business Council of Alberta, the Calgary Hotels Association, BILD Calgary, NAIOP, the Canadian Federation of Independent Business, the Alberta Small Brewers Association and the Alberta Hospitality Association. This Working Group met regularly to discuss challenges and shared ideas for improvements to City processes. Administration (usually through the Business & Local Economy or Business Licence team) would be engaged to address emerging issues, often without the need to go to the BAC or Council.

On two occasions, this feedback was gathered and shared with BAC via a What We Heard report. Administration prepared responses to the What We Heard report outlining what issues were already being addressed and would propose recommendations for the BAC to consider where there were gaps. If the BAC agreed with Administration, the report would be referred to Council for further consideration and adoption of the recommendations.

Some of the programs that emerged from this process were:

- The Business Experience Representative program
- Streamlining the Change of Use process
- The Calgary Covid Business Support program
- Benefit Driven Procurement

The ability to hear directly from representatives from the business community allowed Administration to prepare their own workplans and respond to concerns without needing Council direction through the BAC. An example is the Community & Business Relations team in Infrastructure Services and their Main Streets Construction Grant Pilot. An overview of several

Transition of the Business Advisory Committee

of the programs and projects that were initiated, influenced, or otherwise supported by the BAC can be found in Attachment 3.

The presence of the Business & Local Economy team, as well as the establishment of several other teams within Administration who are focused on improving the experience of businesses, means that in recent months the BAC has been meeting less frequently. The response to the What We Heard report that was presented to the Business Advisory Committee in September 2022 (Attachment 4) demonstrates how many of the needs of the business community were already being addressed throughout Administration. Now that the relationship between the business community and Administration has been firmly established, it is time to consider a different approach.

The current Chair of the BAC, Councillor Sharp, brought forward a Notice of Motion to the 2024 June 18 Regular Meeting of Council to direct Administration to report back to the BAC with a final report recommending that the BAC be disbanded and the work fully transition into Administration. The internal business advisory committee will be co-chaired by representatives from Business & Local Economy and Development Business & Building Services. It will be modeled on the Development Advisory Committee and continue to meet regularly with the business community to get feedback and initiate projects.

There are still some projects that were directed by Council that are ongoing. The internal business advisory committee will continue to engage with the business units that are leading this work to monitor progress and provide support and guidance as required. An example of this is the Customer Service Training project that was recommended and adopted in September 2022. This work has been transitioned from the Business & Local Economy team (who did the initial scoping) to the Chief Operating Officer's office for implementation.

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 current members of the Business Advisory Working Group were informed about this proposed direction at their meeting on 2024 June 24. The feedback from the group at that time was positive towards this change.

Administration has committed to working with the members of the BAC Working Group on the Terms of Reference for the new committee.

IMPLICATIONS

Social

Not applicable

Environmental

Not applicable

Economic

Transition of the Business Advisory Committee

This transition will allow Administration to move more quickly on items identified by the BAC as necessary to improve the business environment in Calgary. This is aligned with the Business Environment pillar of Uplook, the Community Economic Strategy that The City has a primary responsibility to implement.

Service and Financial Implications

Removing a Committee of Council will reduce the workload of the City Clerk's Office proportionately and allow them to direct those resources to other endeavours.

Existing operating funding - base

This transition and subsequent operation of the internal business advisory committee will be funded out of current base operating funding in the Business & Local Economy budget. If additional administrative resources are required, Administration will do so within current budget allocations and no additional funding is anticipated.

RISK

There is a small risk that this change will not be viewed positively by members of the business community. However, given that the feedback received so far has been positive to this change, Administration believes that any further concerns can be addressed by the new BAC.

ATTACHMENTS

1. Background and Previous Council Direction
2. Business Advisory Committee Timeline and Progress
3. Overview of Projects Initiated or Influenced by the Business Advisory Committee
4. Response to What We Heard Report (BAC2022-0518, Attachment 4)
5. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Chris Arthurs, General Manager	People, Innovation & Collaboration Services	Approve
Rick Ciezki, Director	People, Innovation & Collaboration Services	Consult
Brenda Desjardin	Planning & Development Services	Consult

Author: Erin Chrusch, Collaboration, Analytics & Innovation

City Clerks: C. Doi / J. Booth

Background and Previous Council Direction

Background

The Business Advisory Committee (BAC) had its first meeting in April 2019. Since that time, meetings have been conducted with the Committee and a Working Group, comprised of representatives from a cross-section of business sectors.

BAC has been a conduit for seeking improvements to The City's business environment and several projects and programs have been developed to improve the experience that a business faces with The City.

Recently, BAC has not been meeting but work is ongoing by Administration and in consultation with the BAC Working Group.

At the Regular Meeting of Council on 2024 June 18, Council approved Notice of Motion EC2024-0719 – Transitioning the Business Advisory Committee, which would disband BAC and transition it to an Administration-led committee.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2024 June 18	EC2024-7019	Transitioning the Business Advisory Committee This Notice of Motion sponsored by Councillors Sharp and Spenser recommended to Council to disband the Business Advisory Committee and subcommittees, and rescind its Terms of Reference, no later than 2024 September 06. Council approved this Notice of Motion.
2019 March 18	C2019-0351	Business Advisory Committee Terms of Reference Terms of Reference and establishment of the mandate for the Business Advisory Committee. Council approved the Terms of Reference.
2018 October 15	C2018-1219	Business Advisory Committee This Notice of Motion sponsored by Councillor Sutherland recommended to Council to create a Business Advisory Committee with City of Calgary Administration and external groups that represent the business sector. This was in response to show that Calgary is perceived as “open for business” to investors and business owners.

Business Advisory Committee Timeline and Progress

The Business Advisory Committee (BAC) acts as a conduit to address perceived City of Calgary barriers that business stakeholders face in their everyday operations.

BAC will continue to provide insight, advice, and recommendations to reduce perceived barriers for business owners. BAC will share updates with the broader community once solutions or services have been determined and implemented.

2018 – 2023

Deliverable	Date	Audience	Lead(s)	Notes
Regular Meeting Council: Notice of Motion – Business Advisory Committee	2018 October 15	Council	Councillor Sutherland, Sonya Sharp, Amie Blanchette	C2018-1219 Notice of Motion Approved for establishment of a Business Advisory Committee and Terms of Reference to return to Council end of Q4 2018.
Regular Meeting Council: Business Advisory Committee Terms of Reference deferral	2018 November 19	Council	Councillor Sutherland	Approved and to return end of January 2019.
Combined Meeting Council: Business Advisory Committee Terms of Reference	2019 March 18	Council	Sonya Sharp	C2019-0351 : Committee Terms of Reference - Approved
Regular Meeting: Business Advisory Committee	2019 April 03	Public	Councillor Demong, Councillor Sutherland, Glenda Cole, Sonya Sharp	Establishment of a Working Group (Verbal) BAC2019-0444 Councillor Demong was elected Vice-Chair of the Business Advisory Committee, by acclamation and acknowledging the City Manager delegation to S. Sharp.
Business Advisory Committee: Working Group Meeting #1	2019 April 10	BAC and Working Group	Councillor Sutherland (Chair) / BAC	Kick off meeting with External Stakeholders and Administration.
Business Advisory Committee: Working Group Meeting #2	2019 May 08	BAC and Working Group	Business Advisory Committee and Working Group	Presentation on potential campaign and refreshed online content on The City's external website. Working Group suggests pausing until Q4 2019.
Meeting with City Approved Indemnified Contractors	2019 May 16	Members of BAC	Councillor Sutherland, Sonya Sharp, Tomi Neilson	Received some stakeholder feedback on timelines, service delivery and communication. Business Advisory Committee conducted a "what we heard" report.
Indemnified Contractors Engagement Session	2019 May 28	Invites	Tomi Neilson	Hosted at the Water Services Building.

Deliverable	Date	Audience	Lead(s)	Notes
Update to GM Duckworth	2019 June 13	General Manager Duckworth, Administration	Councillor Sutherland, Sonya Sharp	GM Duckworth shared the "what we heard" with staff and decided on next steps.
Business Advisory Committee Update to Cllr Demong	2019 June 18	Councillor Demong	Sonya Sharp, Tomi Neilson	Updating Councillor Demong on the "what we heard report" from 2019 June 13.
Regular Meeting: Business Advisory Committee	2019 July 02	Public	Business Advisory Committee	Committee identified system issues with Indemnified Contractors "what we heard" report and next steps. GM Duckworth was advised.
Business Advisory Committee Working Group/External Stakeholders Update	2019 July 04	Working Group	Business Advisory Committee	Level setting - meetings going forward and stakeholder discussions without Administration to create a safe environment.
Business Advisory Committee Working Group Update to City Administration	2019 July 22	Members of City Administration who sit on the Working Group	Business Advisory Committee	Business Advisory Committee provided an update on the more specified direction the Working Group sessions wish to take going forward. This was in response to the suggestion made in previous Working Group meetings.
Business Advisory Committee and Working Group: Opinion on Social Procurement Policy Discussion	2019 July 23	Business Advisory Committee and Working Group	Supply Management	That with respect to Postponed Report PFC2019-0384 , the following Motion Arising be adopted: That Council requests the Business Advisory Committee to consider Report PFC2019-0384 and provide an opinion to Council by no later than Q4 2019.
Regular Meeting: Business Advisory Committee	2019 July 30	Public	Water Resources/Services	Water Utility Report to the Business Advisory Committee on Indemnified Contractors BAC2019-0974 .
Confidential whiteboarding session	2019 September 11	External Lawyers	Councillor Sutherland, Tomi Neilson	Confidential whiteboarding session on City Land Transactions – directed to Administration March 2021.
Regular Meeting: Business Advisory Committee	2019 September 20	Public	Business Advisory Committee	Business Advisory Committee to approve the update report to Council.
Business Advisory Committee Semi-Annual Report to Council	2019 September 30	September 30, 2019	Business Advisory Committee	Consent agenda: BAC2019-1193
Organizational Meeting of Council	2019 October 28	Council	City Council/Clerks	Councillors to serve as Chair and Vice Chair of the Business Advisory Committee. Chair, Councillor Sutherland, Vice Chair, Councillor Davison.

Deliverable	Date	Audience	Lead(s)	Notes
As per PFC 2019-0384 – Opinion on social procurement report		Supply Management	Business Advisory Committee	Working Group through the Business Advisory Committee to provide an opinion on social procurement report.
Regular Meeting: Business Advisory Committee	2019 December 06	Business Advisory Committee	Water Resources/Services	Administration to report back to the committee on status update on the barriers resolved to-date actions for Indemnified Contractors.
Regular Meeting: Business Advisory Committee	2019 December 06	Public	Business Advisory Committee	Social Procurement Policy Business Advisory Committee Opinion - Executive Summary Approval for December 16th Council BAC2019-1524
Business Advisory Committee update back to Indemnified Contractors	Q4 2019	Stakeholders that attended the 2019 May 16 meeting	Business Advisory Committee	Business Advisory Committee
Combined Meeting of Council	2019 December 16	Council	Business Advisory Committee	Business Advisory Committee Appointments (Verbal) C2019-1581 Business Advisory Committee Opinion on Social Procurement BAC2019 -1524
Business Advisory Committee: Working Group Meeting	2020 January 21	Business Advisory Committee and Working Group	Business Advisory Committee	Working group to discuss the Business Advisory Committee's top three priorities for 2020 identified by industry at the 2019 July 04, Working Group meeting: Restaurants, Change of Use and Industrial Land. Gained working group input on potential stakeholders to engage - the Change of Use process, Restaurants, and Industrial lands.
Business Advisory Committee: Restaurant/Brewery Industry Feedback Whiteboarding Session #1	2020 July 07	Restaurant Brewery Industry	Business Advisory Committee, Business and Local Economy	Business Advisory Committee, Business and Local Economy discussed how The City of Calgary can improve processes and remove barriers for the Restaurants and Brewery Industry. Goal was to create a Change of Use "Journey Map".
Business Advisory Committee: "Close the Loop" Meeting: ICs, BILD, Water & Roads	2020 July 16	Indemnified Contractors BILD, Water Resources & Roads	Business and Local Economy, Water Resources/Services and Roads.	Administration provided an update to the Indemnified Contractors and BILD on the progress of the work to address the needs that were identified 2019 May 16.

Deliverable	Date	Audience	Lead(s)	Notes
Business Advisory Committee: Restaurant/Brewery Industry Feedback Whiteboarding Session #2	2020 July 28	Restaurant Brewery Industry	Business Advisory Committee, Business and Local Economy	Business Advisory Committee and Business and Local Economy discussed how The City of Calgary can improve processes and remove barriers for the Restaurants and Brewery Industry. Goal was to create a Change of Use "Journey Map".
Business Advisory Committee: Restaurant/Brewery Industry Whiteboarding report feedback	2020 August 26	Restaurant Brewery Industry	Business and Local Economy, Business Advisory Committee	Final review of the Restaurant/Brewery What We Heard report with the stakeholder's group to finalize before handing over to Administration.
De-brief: Restaurants and Brewery Industry "What We Heard" report, and administration recommendations.	2020 September 09	City Manager David Duckworth, Councillor Sutherland & Councillor Demong	Business and Local Economy, Leader, Sonya Sharp	Discussion to prioritize the issues identified in the Restaurants and Brewery Industry "What We Heard" report. Business and Local Economy to present recommendations to Administration (General Managers and Directors).
Business Advisory Committee and Business Local Economy: Restaurant and Brewery Industry "What We Heard" Report - Next Step	2020 September 30	GM Dagleish, GM Black, Director Desjardins, Director Hinse	City Manager Duckworth, Business and Local Economy Leader, Sonya Sharp	Presented the findings of the Restaurants and Brewery Industry "What We Heard" report developed by Business Advisory Committee and Business and Local Economy. Administration to work with the Business and Local Economy team to respond to issues.
Organizational Meeting of Council	2020 October 26	Council	City Council/Clerks	Councillors to serve as Chair and Vice Chair of the Business Advisory Committee. Chair, Councillor Sutherland, Vice Chair, Councillor Davison. Executive Leadership Team [ELT], via Report C2020-1054 appointed S. Sharp as City Manager's designated delegate.
Regular Meeting: Business Advisory Committee	2020 November 16	Business Advisory Committee	Planning and Development	Update on the Customer Journey issues for the Restaurant and Brewery Industry BAC2020-1312
Regular Meeting: Business Advisory Committee	2020 December 07	Public	Business Advisory Committee	Business Advisory Committee to approve the update report to Council. BAC2020-1339
Combined Meeting of Council	2020 December 14	Council	Business Advisory Committee	Business Advisory Committee Semi-Annual Report to Council Consent agenda: BAC2020-

Deliverable	Date	Audience	Lead(s)	Notes
				1339
Business Advisory Committee update to the Restaurant and Brewery Industry	2020 December 15	Restaurant and Brewery Industry	Business and Local Economy, Business Advisory Committee	Progress update in response to the confidential whiteboarding session. Business and Local Economy team in collaboration with Planning & Development and Calgary Community Standards to address the concerns raised during those sessions. Both Business Units presented a progress report to the Business Advisory Committee on November 16th to update BAC on initiatives already currently in motion, which aspects will be the initial primary focus as “quick wins”, and what will be considered for longer term goals. These Business Units have been directed to report back to BAC by the end of Q1 2021 to provide further details on the longer-term goals identified.
Business Advisory Committee: Working group meeting	2021 January 20	Business Advisory Committee and Working Group	Business Advisory Committee	Conversation and update on the issues and pressures businesses went through in 2020, update on City's relief measures and communication strategy. Looking ahead at 2021 – economic uncertainty, COVID closures and update on BAC's upcoming meetings, and update on BAC's upcoming meetings and the Industrial Growth Strategy priority approach.
Business Advisory Committee update to City Administration on industrial land competitiveness	2021 February 03	Real Estate Development Services, Planning & Development, Chief Financial Officer	Business Advisory Committee, City Manager	Business Advisory Committees' update to the appropriate administration groups that BAC will be conducting confidential whiteboarding sessions on industrial land.
Business Advisory Committee: Industrial stakeholder whiteboarding session	2021 February 22	Industrial Stakeholders	Business Advisory Committee	Whiteboarding session for industrial stakeholders to provide input on the processes when doing business as an Industrial stakeholder with the City of Calgary. Deliverable is a

Deliverable	Date	Audience	Lead(s)	Notes
				"what we heard" report to be distributed to the appropriate City Administration departments to ensure City industrial land remains regionally competitive.
City of Calgary - Streamlining the Change of Use process: Journey Mapping Session #1	2021 March 09	External stakeholders from the Business Advisory Working group and further Industry members from Real Estate Sector Advisory Committee	Business and Local Economy/ Business Advisory Committee	Business and Local Economy facilitated a session on how The City of Calgary can improve processes and remove barriers for the Change of Use process. Goal is to create a Change of Use "Journey Map".
Request for input in how best to deploy Council's approved \$30 million for local small businesses.	2021 March 11	Business Sector Task Force/ Business Advisory Working group	Business and Local Economy/ Business Advisory Committee	Business Advisory Committee received feedback on solutions in regard to the Phased Tax Program passed at Council on March 01, and the \$30 million targeted towards local small businesses C2021-0422
Regular Meeting: Business Advisory Committee	2021 March 17	Business Advisory Committee	Planning and Development	Progress update on the Customer Journey issues for the Restaurant and Brewery Industry BAC2021-0195
Regular Meeting: Business Advisory Committee	2021 March 17	Law Department	Business Advisory Committee	Law Department to receive Confidential What We Heard Report (Verbal) -External Stakeholders of City Land Transactions: BAC2021-0434
Regular Meeting: Business Advisory Committee	2021 March 17	Planning and Development/Real Estate Development Services	Business Advisory Committee	A document entitled "Industrial Stakeholder Whiteboarding - What We Heard" was distributed with respect to Verbal Report BAC2021-0467
Regular Meeting: Business Advisory Committee	2021 April 21	Business Advisory Committee	Planning and Development/Real Estate Development Services	A presentation entitled "Administration Response to the Industrial Stakeholder What We Heard Report" was distributed with respect to Report BAC2021-0590 . Receive the presentation for the Corporate Record; and Direct Administration to continue work on the actions identified in the presentation and report.
City of Calgary - Streamlining the Change of Use process: Journey Mapping Session #2	2021 May 12	External stakeholders from the Business Advisory Working group and further Industry members from Real Estate Sector Advisory	Business and Local Economy/ Business Advisory Committee	Business and Local Economy facilitated a session on Change of Use knowledge and empathy from a stakeholder/user perspective identify key actions; emotions and considerations about the

Deliverable	Date	Audience	Lead(s)	Notes
		Committee		Change of Use journey/story. Goal is to identify gaps and find solutions.
Business Advisory Committee: Working group meeting	2021 May 26	Business Advisory Committee and Working Group	Business Advisory Committee	The BAC Working Group identified the following priorities for 2021/2022, the continuation of improving the Change of Use process, maintaining a strong relationship with Administration's Industrial Growth Strategy team, and initiate competitive timelines and permit process to enable a more competitive and stronger restart for Calgary.
Regular Meeting: Business Advisory Committee	2021 June 25	Public	Business Advisory Committee	Business Advisory Committee to approve the update report to Council. BAC2021-0956
Combined Meeting of Council	2021 July 05	Council	Business Advisory Committee	Business Advisory Committee Semi-Annual Report to Council Consent agenda: BAC2021- 0956
Business Advisory Committee: Working Group Task Force Joint Meeting	2021 July 12	Working Group, Task Force	Business Advisory Committee	Meet and greet for all members of the Working Group and newly appointed Task Force subcommittee to familiarize each with roles, responsibilities, and involvement. Reviewed revised Terms of Reference.
Regular Meeting: Business Advisory Committee	2021 July 28	Public	Law Department	Law Department report back to BAC. BAC2021-0434
Emergency Task Force Meeting	2021 September 16	Task Force	Business Advisory Committee	To help BAC identify the best way to support businesses in response to the Province's Restrictions Exemption Program (REP) announced on 2021 September 15.
Regular Meeting of the Business Advisory Committee	2021 September 17	Public	Business Advisory Committee and Task Force	A group of industry stakeholders representing the arts, restaurants and breweries, hotels and BIAs all spoke in support of a city-wide enrolment in the provincial REP so The City can assist businesses with enforcement and signage/communications.
Special Meeting of Council Re: Calgary's COVID Response	2021 September 22	Public	Business Advisory Committee	Discussed, motion made and passed to make it mandatory for all eligible businesses to enroll and enforce the Provincial Restrictions Exemption Program (REP).

Deliverable	Date	Audience	Lead(s)	Notes
Business Advisory Committee Working Group and Task Force Joint Meeting	2021 December 01	Working Group & Task Force	Business Advisory Committee	Kicked off first combined meeting after the election with Councillor Sonya Sharp as Chair and Councillor Evan Spencer as Vice-Chair. Updated group on Mask Bylaw and Vaccine Passport Bylaw regarding the Provincial Restrictions Exemption Program from Calgary Community Standards. Update from the Business and Local Economy team on Support Local YYC Campaign, Support Grants, and Digital Service Squad.
Combined Meeting of Council Re: Responsible Pet Ownership Bylaw	2021 December 20	Public	Community Services	Report to Council on the Professional Dog Walker Permit within the Responsible Pet Ownership Bylaw: CD2021- 1664 . Feedback while on the Council floor/concerns raised by business owners: <ul style="list-style-type: none"> • Inadequate consultation. • No demonstrated link between animal misbehaviour and professional dog-walkers. • Financial impact for dog owners and increased costs for consumers. <p>Moved by Councillor Sharp Seconded by Councillor Wyness That with respect to Report CD2021-1664, the following Motion Arising be adopted:</p> <p>That Council direct Administration to develop specific criteria under which a Dogwalker Permit would be granted in consultation with business owners through the Business Advisory Committee.</p>
Business Advisory Committee Working Group	2022 January 26	Working Group	Business Advisory Committee	Provided brief update on 2020- 2021 BAC Priorities. Citywide Growth Strategy: Industrial Action Plan report to Infrastructure & Planning Committee on February 3, 2022: IP2022-0080 . Restaurant and Brewery Industry Experience Improvement Program

Deliverable	Date	Audience	Lead(s)	Notes
				reporting back to BAC by end of Q2 2022. Change of Use work being folded into broader Land Use Bylaw Review. Strategy session with Working Group to identify 2022- 2023 industry priorities.
Business Advisory Committee Task Force	2022 January 27	Task Force	Business Advisory Committee	Provided brief update on 2020- 2021 BAC Priorities. Citywide Growth Strategy: Industrial Action Plan report to Infrastructure & Planning Committee on 2022 03, 2022: IP2022-0080 . Restaurant and Brewery Industry Experience Improvement Program reporting back to BAC by end of Q2 2022. Change of Use work being folded into broader Land Use Bylaw Review. Strategy session with Task Force to identify 2022 - 2023 industry priorities.
Business Advisory Committee Next Steps on Responsible Pet Ownership Bylaw stakeholder engagement	2022 February 08	Business Advisory Committee & Community Services	Business Advisory Committee & Community Services	Discussion on which stakeholders were initially engaged. Tomi to action further engagement.
Business Advisory Committee Working Group	2022 February 23	Working Group	Business Advisory Committee	To review first draft of What We Heard report for 2022-2023 BAC Priorities. Aiming to have report to Council in April.
Business Advisory Committee Task Force	2022 February 24	Task Force	Business Advisory Committee	To review first draft of What We Heard report for 2022-2023 BAC Priorities. Aiming to have report to Council in April.
Business Advisory Committee Task Force	2022 March 30	Task Force	Business Advisory Committee	Report back to Task Force on finalized What We Heard report and next steps.
Regular Meeting of the Business Advisory Committee	2022 April 28	Public	Business Advisory Committee	Business Advisory Committee to approve the update report to Council. BAC2022-0518
Combined Meeting of Council	2022 May 10	Council	Business Advisory Committee	Business Advisory Committee Semi-Annual Report to Council Consent agenda. BAC2022- 0518
Regular Meeting of the Business Advisory Committee	2022 June 06	Public	Business Advisory Committee	That with respect to Report BAC2022-0668, the following be approved: That the Business Advisory Committee receive this

Deliverable	Date	Audience	Lead(s)	Notes
				Report for the Corporate Record.
Business Advisory Committee Task Force and Working Group	2022 September 28	Task Force	Business Advisory Committee	Discuss with Calgary Chamber and Downtown Revitalization team regarding the “return to work” and downtown in-person services. Investigate the Public-Use and Commercial Easements Areas fees for patios timeline for the lifting easement.
Regular Meeting of the Business Advisory Committee	2022 October 11	Public	Business Advisory Committee	<p>Update Report on Business Advisory Committee 2022-2023 Priorities:</p> <p>That with respect to Report BAC2022-1129, the following be approved: That the Business Advisory Committee recommend that Council: Receive this report as a response to 2022-2023 Business Advisory Committee Priorities What We Heard Report (BAC2022-0518 Att. 4);</p> <p>Recommend that Administration conduct scoping of 2B – Streamlining Change of Use and 3A – Customer (Centric Training) Service for dealing with business items; and</p> <p>Request that the Business and Local Economy team bring an update on the scoping work no later than the end of Q1 2023.</p>
Business Advisory Committee Task Force and Working Group	2023 March 01	Task Force	Business Advisory Committee	To distribute presentation from Andrew Sedor re: Seasonal Patio Update 2023. To review Change of Use - removing the red tape and allowing uses without development permit and improving the process. Create Customer Service Training.
Regular Meeting of the Business Advisory Committee	2023 April 19	Public	Business Advisory Committee	<p>Update Report on Streamlining Change of Use (BAC2023-0351):</p> <p>That the Business Advisory Committee recommend that</p>

Deliverable	Date	Audience	Lead(s)	Notes
				Council receive this Report for the Corporate Record.
Regular Meeting of Council	2023 May 9	Public	Business Advisory Committee	Consent agenda: BAC2023-0351
Regular Meeting of the Business Advisory Committee	2023 April 19	Public	Business Advisory Committee	That with respect to Verbal Report BAC2023-0348 , the following be approved, after amendment: That the Business Advisory Committee request that the Business and Local Economy team continue the scoping of customer service training and report back to the Business Advisory Committee with an update by the end of Q3 2023.

Overview of Projects Initiated or Influenced by the Business Advisory Committee

1. Business Experience Representative Program

In response to the 2020 What We Heard Report – Restaurant and Brewery Industry (BAC2020-1312) led by the Business Advisory Committee working group, The City identified opportunities to enhance customer service for applications for complex business licence types (i.e., restaurants and breweries) that would provide applicants with a consistent and predictable level of service, and reduced permitting and licensing timelines.

The Business Experience Representative (BERs) Program was first launched as a pilot program for applications for business licence types related to restaurants, breweries, distilleries and urban agriculture. BERs provide consistent guidance through permit and licence processes, connecting customers with subject matter experts and helping to reduce approval timelines. After operating for one year, it was demonstrated that the BER Program reduced the timeline to opening a business by 21% and the program was made permanent and expanded.

The re-named Business Experience Improvement Program now consists of BERs who work with complex licence types and Business Approvals Representatives (BARs) who work with other licence categories. As of August 2023, every single application for a business licence has a file manager that will see the application through to completion, providing customers with consistent service and reduced wait times.

2. Customer Service Training Scoping Project

In 2022, the BAC and Council received the What We Heard Report (BAC2022-0518). That report contained a request for mandatory customer service training for City employees. In September 2022, the Response to the What We Heard Report recommended that the Business & Local Economy (BLE) team begin scoping a customer service training solution. BLE provided progress updates to the BAC in April and September 2023, with options for customer service training based on available resources and desired outcomes.

Throughout Q1 and Q2 2024, meetings have been held with the Chief Operating Officer and his team to discuss what the preferred approach should be. The COO's team will be leading the implementation of any customer service training solution with the support of BLE.

3. Calgary Covid Business Support Program

The impact of restrictions implemented to stop the spread of COVID-19 on Calgary's small businesses was immense. Throughout 2020 and into 2021, many businesses – but particularly those in the hospitality and entertainment sectors – experienced a lot of uncertainty due to ever changing rules on how many people could gather together. With the introduction of vaccines in early 2021, many governments decided to phase in plans to reopen businesses that had been shuttered entirely or whose operations had been severely curtailed. At the same time, the federal government had provided significant financial support to address needs in our community related to this new phase.

In May 2021, Calgary City Council approved three grant programs to assist businesses with the cost of reopening. The Reopening Grant distributed \$7,022,500 to 2,240 businesses. In September 2021, the Alberta government announced a Restrictions Exemption Program (REP) that allowed businesses who limited their clientele to those who had been vaccinated against COVID-19 to be exempt from other restrictions related to occupancy and spacing. The BAC convened a special meeting where representatives from the business community asked the committee to request a bylaw that would mandate that all businesses in scope of the REP must follow it. Council adopted this recommendation. Concurrently, the BLE team led the implementation of a REP Business Support Grant that gave businesses impacted by this bylaw a \$2,500 grant for any expenses associated with its enforcement.

Between these two grant programs, \$12,644,000 was distributed to 4,569 businesses.

4. **Streamlining Change of Use**

Some of the feedback received in What We Heard Report (BAC2022-0518) discussed the challenges of opening a business, including the impact of regulations when applying for a Change of Use. BAC asked Council to direct a review of the Land Use Bylaw to help streamline the Change of Use process. These amendments were unanimously approved by Council 2023 September 19 and began being implemented shortly thereafter. These changes make it simpler, less costly, and faster to open a business in Calgary.

Specifically, these changes have made it clearer as to when a Tenancy Change is allowed as opposed to having to undertake the entire Development Permit process. When a Tenancy Change is required instead of a Development Permit, the application is free and there is less information required to complete. Although the changes have been in place for less than a year, already there are noticeable improvements.

- Because we no longer have to calculate and know what the existing uses in an entire building are to determine whether a new business is permitted or discretionary (C-O district), the time for reviewing applications has been reduced. In some cases, conducting this type of extensive review meant that files had to be retrieved from storage. Now, it can take as little as 30 minutes for a review, instead of up to a full day.
- On other applications, with the removal of a calculation rule (where certain food service types could only have a seating area of 15sqm), there is cost savings for administration review (no longer needing to review as the rule is removed) and less detailed information needed from a business on the drawings.
- Volumes are up overall for both Development Permits (new average is 633 DP's a month, which is +10%) and Tenancy Changes (new average is 394 TC's a month, which is +30%). This increase in volume for Tenancy Change requests directly translates into time and fee savings for our customers.

5. **Social Procurement**

In 2018, Council directed Administration to develop a report on Social Procurement. Following the presentation of that initial report to Council, the Benefit Driven Procurement Advisory Task Force was launched in May 2019. The BAC provided an Opinion on Social Procurement (BAC2019-1524) and made a number of recommendations for Council to consider, including approving the Advisory Task Force Terms of Reference and Work Plan.

A three-year pilot to develop and implement a Social Procurement strategy and framework at The City was approved by Council on 2020 July 13. At this time, the Benefit Driven Procurement Questionnaire was also introduced.

The first focus of the strategy was to determine how to remove barriers and increase access to small- and medium-sized businesses and underrepresented groups while also maintaining The City's accountability to applicable trade agreements and public procurement principles such as fairness and competition. Administration continues to collaborate to implement various goals of the strategy, consulting with the BAC and Working Group as required.

The City of Calgary

**Business Advisory Committee
2022-2023 Priorities What We Heard Report**

**Attach 4 - Response to What We
Heard Report (BAC2022-0518,
Attachment 4) - BAC2024-0877.docx**

Collaboration Analytics & Innovation
Business & Local Economy Team

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BAC 2022-2023 Priorities – Issue/Action Report

Campaign to get people back downtown

Lead By: Downtown Strategy Team

Related Administrative Action: 1A **Theme/Focus Area:** Downtown Revitalization

Context and details around the issue:

1A-1 As work from home orders are lifted and the threat of COVID-19 decreases, members would like to see a marketing campaign to encourage people to return to downtown for work and recreation.

1A-2 One additional suggestion was a parking discount promotion to entice people back to the core

Comments from participants:

“Planning is necessary for a post-COVID environment recovery. How can municipal governments communicate that it is safe to leave your home and return to activities?”

Description of Administration Response:

“Experience Downtown YYC” marketing campaign has been in market beginning in May 2022 to the current date. This campaign has been focused on encouraging Calgarians to visit downtown outside of the Monday to Friday work week and also has focused on supporting businesses and activities happening in the Greater Downtown business improvement areas.

What has happened over the past 6 months:

- Paid advertising campaign ran between May and July 2022, focused on the following tactics:
 - YouTube and Spotify ads
 - Advertorials in Avenue Calgary and Daily Hive
 - Digital advertising at LRT and BRT stations
 - Ethnic radio advertising
 - Ethnic print advertising
 - Unpaid social media campaign has run between May and current date.

What’s next:

- Unpaid social media campaign will run through end of August.
- Customer Service & Communications and marketing consultant are developing a multi-year downtown marketing campaign.

Implementation Phase/Status:

In progress

Expected Implementation Date:

Currently in progress

Customers:

- Greater Downtown BIAs
- Greater Downtown community associations
- Calgary Municipal Land Corporation

Partners:

- Greater Downtown BIAs
- Greater Downtown community associations
- Calgary Municipal Land Corporation

BAC 2022-2023 Priorities – Issue/Action Report

Downtown Parking Costs

Lead By: Downtown Strategy Team

Related Administrative Action: 1B **Theme/Focus Area:** Downtown Revitalization

Context and details around the issue:

Beyond a parking promotion, some members noted that downtown parking is too expensive year-round.

Comments from participants:

“Downtown parking cost, too expensive and part of the problem. No one is coming downtown if parking is that expensive.”

Description of Administration Response:

The Calgary Parking Authority (CPA) sets prices below the prevailing market rate; street parking is free in evenings and on weekends. Maximum prices off-street on weekends and evenings range from \$2 to \$6. Targeted promotions are considered when there is available capacity. These actions support retail and cultural activities in the downtown. Offering parking at a significant discount during the weekday when demand is highest would encourage employees to drive rather than take transit or walk. This does not enhance achievement of strategic directions #3 (Streets for People) or #4 (Transit for All) of the Greater Downtown Plan.

What has happened over the past 6 months:

The parking service aims to be self-supporting which requires no property tax funding. However, due to COVID-19, parking sales in 2021 were down significantly and no dividend was generated for The City from parking sales (only from enforcement).

Parking promotions were undertaken in Lot 888 as well as the current promotion offering discounted rates (\$5 max) after 11 a.m. through to September in underutilized lots. A Flex pass option has also been deployed that allows for a purchase of 10-session pass per month at a reduced rate.

Note some lots are full (Lot 25, Lot 40) at current prices during the day, lower prices would not increase parking activity at these locations.

What’s next:

- Continue to monitor the health of Downtown, and consider targeted promotions that support downtown businesses.
- Convert underutilized street spaces to parking or extend parking stay durations as appropriate.
- Enable underutilized off-street space to support cultural activities.

Implementation Phase/Status:

Ongoing

Expected Implementation Date:

Ongoing

Customers:

- Greater Downtown BIAs
- Greater Downtown community associations
- CPA Customers and Clients

Partners:

- Greater Downtown BIAs
- Greater Downtown community associations
- CPA Customers and Clients

BAC 2022-2023 Priorities – Issue/Action Report

Supports for people in vulnerable situations

Lead By: Community Services

Related Administrative Action: 1C **Theme/Focus Area:** Downtown Revitalization

Context and details around the issue:

Members expressed concern about increased social disorder in downtown Calgary. They suggested working with experts in the homeless, mental health and/or addictions sectors to enhance strategies and supports to address problems associated with the actions of vulnerable populations in the downtown core.

Comments from participants:

A comment was made stating that Calgary needs to do an environmental scan to find a proven strategy to meet the needs of those experiencing homelessness in Downtown Calgary.

Description of Administration Response:

- The safety and wellbeing of our community is a priority, and we are taking bold action to enhance community safety. The City and community partners are acting swiftly and strategically, mindful of three inter-dependent approaches and outcomes:
 - Security – persistent and appropriate enforcement response
 - Community – places and gathering spaces are clean, safe and welcoming
 - Support – social services and community responses that ensure the right kind of help, for people experiencing vulnerabilities, are available at the right time
- Cities in Canada have been hit by the COVID-19 pandemic and Calgary is no exception. The pandemic exposed deep rooted inequities. Those who lived on the margins were disproportionately impacted. Homelessness, drug poisonings and mental health issues increased in every urban centre during the past two years.
- Loss of activity in our core has also contributed to an overall decline in the vigour and appeal of our urban centre and concerns over safety is rising.
- Community safety is a shared responsibility. Solutions require commitment and collaboration from community agencies, enforcement partners, the private sector, as well as all orders of government.
- Solutions require both immediate and longer-term actions.

What has happened:

Security

- As part of the 2022 budget adjustment process, an investment of over \$3 million to provide safety and security to Calgary Transit customers and increase security in downtown parks. Transit added 24 peace officers reaching an authorized strength of 112 front-line officers resulting in an average daily deployment of 32-36 officers on the system over a 24-hour period.
- Implemented a Safety 4 All initiative to ensure safety of Calgarians experiencing vulnerabilities and homelessness and the safety of transit customers. Calgary Transit continues to see improvement in safety on the system with disorder trending downward. Over 500 individuals received outreach services through numerous outreach groups coordinated by the Calgary Homeless Foundation.
- Launched the Stephen Avenue Safety Hub to better enable enforcement agencies and community service partners to strengthen relationships with the community.
- An amended Public Behaviour Bylaw restricts harassment of another person in a public space, went into effect on June 1, 2022. Efforts to increase public awareness are underway, including a campaign encouraging Calgarians to be aware of their own safety and the safety of others.
- Since the launch of the call diversion initiative in February 2022, Calgary 9-1-1 has worked closely with 211 staff to divert almost 250 calls, in three months, to Distress Centre Calgary rather than a police

BAC 2022-2023 Priorities – Issue/Action Report

response. The top three needs identified were mental health assessment, counselling request and shelter inquiries. The initiative expanded to a 24/7 model on 2022 July 1.

- CPS and The City continue working together to transform Calgary's crisis response system. Funded through the Community Investment Framework, the Community Mobile Crisis Response Team will respond to people in need of urgent support due to mental or emotional distress, conflict or safety concerns. Teams of two civilian support workers will be dispatched through Distress Centre Calgary/211 and will provide trauma informed care to people in need of support due to mental or emotional distress. The teams' intent is to fill an identified gap in services in the crisis response system when a police response is not required. For the first three months of this six-month pilot project, CPS will provide officers as assistance to the mobile teams.
- The East Village Safety Hub opened in August 2022 to enable multi-agency teams to coordinate integrated responses and support safety. Funded by Calgary Municipal Land Corporation and The City, the hub will run as a three-year pilot project out of the lower level of the St. Louis Hotel on 8 Avenue SE. The hub will offer a space for agencies to collaborate and share information about community concerns.

Community

- In partnership with community organizations, The City collaborated on a targeted, ongoing response to needle debris, to include proactive patrols and the redistribution of City-managed needle boxes for proper disposal. Sharing data on collection volumes and common needle debris locations has enabled response teams to proactively monitor and adapt. This coordinated city-wide response with partners has resulted in the collection of over 181,000 needles since January 2019.
- In the first half of 2022, downtown community partners hosted 22 events, attended by over 145,000 Calgarians.
- Work on the Centre Street Platform Redesign project, in partnership with the University of Calgary and Calgary TELUS Convention Centre, is underway to improve overall safety for Transit users of the station platform and to create an inclusive, creative, and durable cultural infrastructure for the platform while maintaining functional aspects of its mechanical systems.

Support

- In partnership with the Calgary Homeless Foundation and in consultation with community organizations and the Government of Alberta, progressed activities to increase the number of warm spaces available for unhoused Calgarians, provide basic winter safety essentials and reduce barriers to access shelters. \$750,000 from The City with an additional \$100,000 from United Way of Calgary, was allocated to the Calgary Homeless Foundation to coordinate a community cold weather response to support Calgarians experiencing homelessness.
- 27 programs and initiatives received \$6.5 million of funding through the 2022 Community Safety Investment Framework including increased investment in the Ambassador Program and the Downtown Outreach Addictions Partnership (DOAP) team to connect vulnerable Calgarians to services, information and supports.
- 17 organizations received \$1.9 million through the 2022 Crime Prevention Investment Plan to reduce criminal offending or re-offending and enhance the well-being of individuals.
- Community partners and Transit are planning enhanced outreach events at select LRT stations to connect people with housing supports. This initiative is coordinated by the Calgary Homeless Foundation through the partnership funded by The City and the United Way.



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- Since 2020, The City has partnered with both public and private funders to establish the Community Investment Table which has collaboratively invested \$2.2 million in 43 innovative fast pilot projects to improve Calgary's mental health and addiction system of care.
- Through Calgary's Mental Health and Addiction Investment Framework, The City has allocated \$9.7 million until the end of 2023 towards evidence-based community programs and services that respond to the mental health and addictions related issues affecting Calgarians.
- The Community Information Exchange, Community Collaboration Initiative, and the Integrated Health and Social Service projects were initiated by partners under Calgary's Mental Health and Addiction Strategy to improve coordination and access to mental health and addiction support services.
- Alpha House Ambassador Program focuses on outreach, safety, and cleanliness, providing a presence within five Business Improvement Areas in the greater downtown areas. The program launched 2022 June 27.

What's next:

In addition to the actions and initiatives that are already implemented, there are upcoming initiatives and strategies that will have a longer-term impact.

- Calgary's Mental Health and Addiction Community Strategy and Action Plan 2021-2023 strengthens support for people, families and communities in Calgary living with mental health and addiction issues. This will be achieved through three pillars: being well, getting help and staying safe. Implementation of the Strategy actions is currently underway.
- Enough for All is Calgary's community-driven poverty reduction strategy to create opportunities to align and leverage the work of hundreds of organizations and thousands of Calgarians to reduce poverty in our city. Advancing the objectives of the strategy will include three goals, where:
 - All Calgarians live in a strong, supportive and inclusive community
 - All Calgarians have sufficient income and assets to thrive
 - All Indigenous People are equal participants in Calgary's future.
- A City of Calgary Anti-Racism Action Plan is being developed, with focus on community, organizational and public safety initiatives, and strategies.
- A Housing and Affordability Task Force is being developed to provide advice and policy recommendations relating to increasing, measuring, and managing housing affordability and affordable housing along the entire housing continuum.

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Enable and amplify arts and culture

Lead By: Arts & Culture

Related Administrative Action: 1D **Theme/Focus Area:** Downtown Revitalization

Context and details around the issue:

1D-1 The City should advocate for the growth of Calgary’s arts and culture sectors and make Calgary an easy place for businesses in the arts and culture sectors to operate.

1D-2 There is an opportunity to revisit the nighttime/entertainment economy research for Calgary.

Comments from participants:

“Successful municipalities thriving currently have a strong Arts & Culture sector. How do we amplify what we have now?”

“There is a Creative Economy Strategy that Calgary Arts Development is developing in partnership with Calgary Economic Development, MRU, and a steering committee representing a variety of affiliated sectors. 4 draft pillars to the strategy are: 1) embed audacious creativity into our city's DNA 2) incubate creative collisions 3) mobilize Calgary’s creative capacity 4) value the diversity of Calgary's creativity”

Description of Administration Response:

Arts & Culture utilizes funding to invest in partners through various grants that activate downtown through arts and culture opportunities. This includes supporting initiatives through partnerships like Chinook Blast, BUMP and activities hosted throughout Calgary’s Business Investment Areas in the downtown footprint. Calgary’s downtown has seen an increase in activity and vibrancy through smaller investments such as the microgrant program to support local organizations, and larger investments to support innovative activations hosted by established organizations such as Arts Commons and Tourism Calgary. Without this funding, these organizations would not have been able to host these events in the downtown area, especially during the winter months and off peak-business hours.

In addition, Arts & Culture has also partnered with Calgary Downtown Association to investigate how to activate Calgary’s nighttime economy and create an entertainment district that attracts tourists and citizens alike to the downtown area, year-round and throughout the evening. This work is expected to continue throughout the fall and into the next year should there be resources allocated assigned to support the plan going forward both from The City and from Calgary Downtown Association.

What has happened:

Since March 2022, Arts & Culture has invested over \$1.2 million into the downtown area to support activations through partnerships with local organizations.

What’s next:

Throughout the remainder of 2022, an additional estimate of over \$1.2 million will be invested through Arts & Culture partnerships. This includes a Midwinter Event Grant Program targeting BIAs, the Centre City Banner program lead by Calgary Arts Development, and a \$300,000 grant to Calgary Downtown Association to develop a Nighttime Economy Strategy.

Implementation Phase/Status:

Ongoing

Expected Implementation Date:

Implementation dates vary

Customers:

Calgarians, Visitors

Partners:

Civic Partners, BIAs, Local Arts and Cultural Organizations, Community Associations

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Effects of protestors on businesses

Lead By: Community Standards

Related Administrative Action: 1E **Theme/Focus Area:** Downtown Revitalization

Context and details around the issue:

Recent protests in business districts have created additional pressures for businesses, with concerns about safety and access for their customers.

Comments from participants:

“Protesters along Inglewood 11th Ave and 17th Ave are so disruptive, and property damaged that people are intentionally avoiding those areas and hostile protestors. It’s harassment and not peaceful protesting. What can be done? A huge impact on those businesses.”

Description of Administration Response:

Administration has developed strategies to reduce disruption to businesses and residents who are disproportionately impacted by negative protest behaviour. However, the Charter of Rights and Freedoms protects the fundamental freedom of expression and the right to peaceful assembly. Charter rights are not absolute and may be limited if there are significant negative impacts caused by protests. Therefore, Administration’s response has been to balance the protection of Charter rights with reducing community disruption and risks to public safety.

As protest activity has evolved, Administration has improved preparedness for potential community disruptions through event pre-planning and coordinated crowd management and control. The City of Calgary enforcement partners including Calgary Police Service, Calgary Transit, Calgary Community Standards and Corporate Security, as well as representatives from City of Calgary Emergency Management Agency, Neighbourhoods, Parks and Facilities established a strategic working group to coordinate security and enforcement for protests throughout the city. Through coordinated planning and response, Administration has improved information-sharing and situational awareness among City agencies and has increased The City’s ability to identify emerging issues and collaborate on rapid response plans.

Administration has also developed tactics to preserve public and officer safety at protests. City enforcement partners are often faced with the challenging task of managing large crowds with limited resources. Enforcement personnel typically take action to address bylaw offences, such as unlicensed vendors, honking and jaywalking as they are occurring, however the size and crowd dynamics of protests often require that enforcement action be delayed until after the protest to prevent escalating tensions. To ensure as many infractions are addressed as possible, enforcement partners have developed best practices around investigative techniques and evidence gathering to allow charges to be laid when safe and appropriate to do so. Crowd management best practices serve the best interest of communities by protecting individual rights of assembly while minimizing potential injuries and property damage to local businesses and residents.

What has happened:

On 2022 March 18, Administration applied for and was granted a temporary court injunction to help address escalating protest activity in the Beltline. The injunction broadened the continuum of enforcement options available to City enforcement partners, granting them arrest authority to prevent the blocking of traffic on roads and sidewalks, excessive horn honking and using amplification systems in parks. The temporary court injunction was lifted on 2022 April 26 when Administration discontinued its application for a permanent court injunction.

The temporary court injunction was an effective tool for reducing negative protest behaviour and provided support to enforcement partners in redirecting protest activity toward Municipal Plaza and away from the Beltline and 17th Avenue. Administration is continuing to monitor requests for service from the public and the

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effectiveness of fines in deterring negative protest behaviour and would consider applying for another court injunction should there be an escalation in protest activity causing significant community disruption and public safety concerns.

What’s next:

Despite the lifting of the temporary injunction in 2022 April, The City maintains the ability to respond to protest-related concerns such as public safety issues, noise concerns and traffic disruptions through existing municipal bylaws and provincial legislation. Administration is committed to working with event organizers to discourage negative protest behaviour and to ensure adequate City resources are on-hand to manage large gatherings. There are minimal restrictions that can be placed on individuals obeying City bylaws and legislation, however enforcement partners are prepared to quickly respond when appropriate to maintain public safety and minimize disruption to Calgary businesses and local residents.

<p>Implementation Phase/Status: Monitoring and control</p>	<p>Expected Implementation Date: On-going</p>
	<p>Partners: Calgary Community Standards, Calgary Police Service, Calgary Transit, Corporate Security, City of Calgary Emergency Management Agency (CEMA), Calgary Neighbourhoods, Calgary Parks, Facility Management</p>

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Licensing, timelines, permits

Lead By: Calgary Building Services, Community Planning

Related Administrative Action: 2A-1 **Theme/Focus Area:** Red Tape Reduction

Context and details around the issue:

Requirements for licences and permits

Members noted that the requirements for obtaining new licences and permits from the city, including insurance and documentation requirements, create a steep barrier to obtaining these permits.

Comments from participants:

“Look at total # of Development Permits in \$ worth sitting and waiting for DP hold ups.”

“Simplify the Land Use Bylaw (simple permits too slow, should be done within hours but still takes weeks. Should not take that long. Will re-org have measurable benefits to Planning? Need to be more nimble and responsive to the Business community. Still not there to have City perceived as ‘streamlined’. Where’s our baseline measurements to get better?)”

Note: The Land Use Bylaw has been simplified through consolidation of uses in 2021 and other initiatives noted in Administrative Action 2B 1 and 2.

“CPAG moving to DART is moving forward and should help, but the overall re-org is still miles away”.

Description of Administration Response:

Using feedback from ongoing work with local industry, The City identified opportunities to enhance customer service for complex licence types (i.e., restaurants and breweries) who are opening or growing their business, providing them with consistency and predictability for service, and reduced permitting and licensing timelines. Full details of accomplishments can be found in the [BAC2022-0668 report](#).

What has happened:

- Adopted the Business Experience Representatives (BER) service as a normal business practice to:
 - Provide the customer with consistent support throughout their entire journey to open a restaurant, brewery, distillery, or urban agriculture business.
 - guide customers through the permit and licence processes; provide advice to customers, and connect them to, and act as a conduit with, subject matter experts on the approvals required for their business, whether within The City of Calgary or another jurisdiction (e.g., provincial).
 - Help reduce approvals timelines for customers.
- Formed a multi-discipline team of business-oriented contacts in the various approval areas, resulting in customer service efficiencies, and coordination of permit approvals and inspections.
- Education and training:
 - Redesigned the restaurant and breweries business licensing website, making it clear and easy for citizens to follow the journey for opening a restaurant or brewery, plus other useful information.
 - Implemented a Building Permit Completeness Review to accelerate the approvals process. This review informs applicants of the minimum requirements for a complete application and reduces the number of resubmissions.
 - Implemented a courtesy HVAC inspection service for restaurants and breweries before the permit and licence journey proceeds, where an inspector will visit the site to advise the customer on HVAC requirements, to get approvals and inspections completed quickly.
 - Launched several awareness and marketing campaigns, including media blitzes, and public webinars on how to open a restaurant or brewery, and on outdoor patios.
 - Partnered with a community economic development organization to provide seminars on how to open a business.



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What's next:

Explore an opportunity for The City to help restaurants by connecting with commercial realtors and BOMA to give potential lessees a heads up about major code requirements, to avoid businesses from leasing a space without knowing what ventilation systems they will need, only to find out later that they must pay significant amounts to upgrade those systems.

Expand the Business Experience Representatives service to support approvals navigation for more business sectors. Expanding this program will ensure that the education and enforcement role of the service is capable to respond to the changing business environment to assure Calgarians that businesses have met consistent standards of public safety, consumer protection, and legislative compliance.

Performance Story

Example performance measures:

- Customer journey timeline for applications in the BER program
- Time from location ready to licence issued
- Time from last recommendation to licence issued
- Licence issued relative to agreed intended open date
- Tenancy Change timelines
- Development Permit approval timelines (permitted Change of Use; permitted Change of Use with relaxation; discretionary Change of Use)
- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new commercial buildings
- Home Occupation Class 2 timelines

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Licensing, timelines, permits

Lead By: Calgary Building Services, Community Planning

Related Administrative Action: 2A-2 **Theme/Focus Area:** Red Tape Reduction

Context and details around the issue:

Slow process for obtaining permits

The time to obtain development permits and the time to obtain the permits necessary for opening a new business were identified as being too long.

Comments from participants:

“Look at total # of Development Permits in \$ worth sitting and waiting for DP hold ups.”

“CPAG moving to DART is moving forward and should help, but the overall re-org is still miles away”.

Description of Administration Response:

The City’s goal is to make it fast and easy for entrepreneurs to open and grow their business. Administration is committed to providing ongoing improvements to the business approvals service by providing businesses with:

- Fast and predictable timelines that are measured and monitored with clear metrics.
- Customer service that is knowledgeable, prompt, and tailored to business types, with sufficient information that is always available and accessible.
- Demonstrated value of a business licence.

What has happened:

Reporting on timeline from application to business licence issuance allows us to focus on gaps in the process and create clear timelines that we will share with industry.

1. Dashboards which allow us to measure and monitor:
 - Number of approvals meeting timelines
 - Volume of applications
 - Number of applications in queue
 - Age of applications in queue
 - Performance of individual staff
2. Timelines are measured from receipt of complete application to permit issuance.
3. Training completed for more staff to issue addition/renovation and commercial permits.
4. Standards of quality and quantity of work were reviewed and refreshed. Quality standards increase consistency and speed up approvals.

What’s next:

- Recruitment and training of additional approvals staff due to the increase in permit volumes year over year.
- Explore developing additional quality building standards for other building types (e.g., townhouses) to free up more resources to focus on business-related applications.
- Explore issuing a ‘partial building permit’ instantly, upon application, that would allow commercial alteration projects to proceed to framing stage, with the full building permit to follow soon after.
- Develop ‘customized timelines’ for Building Permits, which may be shorter or longer than standard timelines, depending on project circumstances. This would ensure that timelines for projects with unusual circumstances are measured in a fair and meaningful way.
- Engage a consultant to assist with strategies to improve timelines, with a focus on:

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- Identifying reasons for incomplete applications using data or surveys
- Analyzing/synthesizing individual staff performance data to identify inefficiencies
- Researching/developing templates for additional quality standards
- Marketing campaigns on Complete Applications and how to open a business faster
- Develop education for applicants on the most common application issues and how to avoid them
- Keeping our website information as current as possible.

Performance Story

Example performance measures:

- Tenancy Change timelines
- Development Permit approval timelines (permitted Change of Use; permitted Change of Use with relaxation; discretionary Change of Use)
- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new
- Home Occupation Class 2 timelines
- Time from location ready to licence issued
- Time from last recommendation to licence issued
- Licence issued relative to agreed intended open date

BAC 2022-2023 Priorities – Issue/Action Report

Licensing, timelines, permits

Lead By: Calgary Building Services

Related Administrative Action: 2A-3 **Theme/Focus Area:** Red Tape Reduction

Context and details around the issue:

Inspection requirement uncertainty

Members noted significant inconsistencies on what they were told was required on a project when dealing with different inspectors. Instead, they would like to see the same inspector throughout the entire process for continuity so as not to receive multiple conflicting sets of directions that can result in additional costs.

Comments from participants:

“Will re-org have measurable benefits to Planning? Need to be more nimble and responsive to the Business community. Still not there to have City perceived as ‘streamlined’. Where’s our baseline measurements to get better?”

Description of Administration Response:

A primary business objective is to maintain consistency between an approved set of plans and verification of code compliance through inspections during construction. Calgary Building Services typically assigns one person to review and issue a permit and we have The City mapped out into inspection zones, which are populated by one inspector. Although it is the norm to have one plans examiner and one inspector for the life of a project, it is not possible to guarantee that this will be the case. As a business rule, we require all of the inspections that have been scheduled for the day to be completed regardless of who is available to complete the inspections.

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Licensing, timelines, permits

Lead By: Calgary Building Services

Related Administrative Action: 2A-4

Theme/Focus Area: Red Tape Reduction

Context and details around the issue:

Slow timeline for utility servicing

The time to get new developments connected to utilities, especially in greenfield construction, is too long.

Comments from participants:

Description of Administration Response:

More clarity is needed as to whether this is referring to shallow or deep utilities. The City has limited control over utilities supplied by TELUS, ATCO, and ENMAX. However, shallow utility design and construction timelines are being discussed by the utility providers, BILD and The City.

BAC 2022-2023 Priorities – Issue/Action Report

Licensing, timelines, permits

Lead By: Calgary Building Services

Related Administrative Action: 2A-5 (was 3B) **Theme/Focus Area:** Red Tape Reduction

Context and details around the issue:

Technology to streamline processes

In addition to existing practices with Building Safety Officers, there is an opportunity to explore how new technology practices could improve service delivery to businesses.

Comments from participants:

“Advice for Building Services- approximately half of their safety codes officers/inspectors will be retiring in the next few years and it takes a few year to train new staff as 2 years in residential is mandatory before moving over the commercial inspections, resulting in delays for businesses. Streamline or use technology to mitigate resourcing and process perspectives.”

Description of Administration Response:

A suite of improvements has been implemented.

What has happened:

- Adapted existing technology to improve service delivery for customers, such as:
 - enabled customers to submit permit applications online with the ability to view the development permit status online
 - enabled video inspections
 - enabled customers to book and manage their inspection schedules with a secure online tool
 - enabled the automatic issuance of building permits when all application deficiencies are resolved, eliminating the need for staff to manually check-up on the applications
 - enabled the digital issuance of business licences
- Launched a call quality monitoring program in the planning services call centre to ensure consistent and quality customer service.

What’s next:

A program of continuous improvement for technology is in place for the Building Safety, Business Licence, and Development Approvals Services.

Performance Story

Performance measures are project dependent, but would focus on timelines, customer satisfaction, and productivity.



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Streamline Change of Use

Lead By: Planning & Development

Related Administrative Action: 2B 1 and 2 **Theme/Focus Area:** Red Tape Reduction

Context and details around the issue:

2B-1 Build a better understanding of businesses needs and perspectives when interacting with The City to open and manage their business, especially with the Change of use domain.

2B-2 Identify opportunities to streamline the Change of Use (Policy; Land Use Bylaw; Timeline and Cost) process when opening a business

The process for changing the use of land is currently too slow.

It is not timely enough to wait for Change of Use work to be folded into the Land Use Bylaw review.

Revisiting Change of Use is an ongoing initiative of the BAC. The committee previously conducted a separate whiteboarding session on Change of Use issues (BAC2021-0956, Attachment 4).

Comments from participants:

“3.5 months moving into new location in Vancouver. Was mocked by City of Calgary when brought up. Takes up to 2 years in Calgary for the same Change of Use. Why such a discrepancy? Some municipalities don’t even have a Change of Use process.”

Description of Administration Response:

[Report BAC2021-0956](#) was presented at the [2021 June 25 Business Advisory Committee \(BAC\)](#) meeting, in which Change of Use was identified as priority 2. The Change of Use Update included in the report explains that whiteboarding sessions and workshops were conducted with targeted participants and the [“Change of Use Initiative - What we Heard Report”](#) related to The City’s Change of Use (“CoU”) process was prepared. This CoU What We Heard Report includes details on key findings, major issues, potential considerations [opportunities to streamline], empathy mapping, and environmental scans. The outcome and goals of these sessions and the CoU What We Heard Report were identical to priority 2B-1 and 2B-2 of this report.

The BAC requested that a funding and resourcing request be prepared regarding how to improve the CoU process. A verbal report (BAC2021-1170) was presented at the 2021 July 29 BAC meeting, [noting initiatives impacting CoU and future action items](#). Action items were divided into Education & Support (short-term), Process Change (medium-term), and Regulation Change (long-term). Many of the actions are in progress or have already been completed. A summary of the actions is provided below.

What has happened:

Education & Support – Short-Term Actions:

- **Improved/Simplified Online Information** – Redesign of a one-stop shop website will be completed by year-end 2022, which will provide citizens with clear and easy to follow information on permit applications, Change of Use, business licensing, journey maps, etc.
- **Webinars and education sessions for business applicants** – Several awareness and marketing campaigns, including media blitzes and public webinars were launched. Advertising/marketing campaigns will be ongoing.
- **Support for front-line staff** – Training/coaching and service improvements will be ongoing.
- **Pre-applications – planning and building code information** – This service continues to be available, such as for restaurants, breweries, distilleries, urban agriculture, etc.
- **Business Experience Representatives** – This service has been adopted as a normal business practice. Additional information is provided in response 3A-3 and full details of accomplishments can be found in the [BAC2022-0668 report](#).



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- **Landowner application notification/authorization** – Continue to work with BILD. Amendments to Applicants Declaration and additional BILD input are being developed for review.

Process Change – Medium-Term Actions:

- **Track CoU Application Paths (CoU Discovery)** – The objective of the CoU Discovery, which was administered out of Calgary Growth Strategies (now City and Regional Planning), was initially to understand the approvals continuum to inform Land Use Bylaw reform. The scope of the discovery process was expanded to further define the issues/opportunities around CoU when it became evident that there are more process-related issues. Discussions from a broad spectrum of internal subject matter experts (SMEs) started in Fall 2021. The findings were validated with SMEs in July 2022 and this action item was completed in August 2022 with the circulation of a memo to inform applicable leaders of potential actionable items to consider.

The purpose of this work was to explore pathways and processes related to CoU applications and the approvals continuum from an internal perspective. It is based on interviews and consultations with internal SMEs. The objective is to inform of potential issues and opportunities to improve the CoU process. Any recommendations and considerations for addressing issues described in this memo are only preliminary and intended to inform Planning and Development Services leadership of areas that may be addressed by respective business units or under direction of a future program.

Regulation & System Change – Long-Term Actions: Land Use Bylaw (LUB) Renewal – Scheduled to start in 2023, the renewal will explore additional opportunities to:

- Consolidate Use categories & simplify definitions
- More permitted uses
- Flexible & inclusive commercial districts

Additional work completed that relates to streamlining CoU includes:

- Consolidated land use categories by moving some uses from discretionary to permitted process streams, and simplified definitions for Restaurant uses in the Land Use Bylaw as per Council's approval of report PUD2021-0649 Land Use Bylaw Amendments to Support Business and Economic Recovery. This has reduced the number of development permits required. Further improvement on the Change of Use customer journey is currently under detailed investigation and analysis.
- A Waste Management Facility applications coordination team has improved coordination of applications to better manage the location of waste facilities, reducing the impact of Provincial setback restrictions for restaurants, breweries, and other food services in or near industrial areas.
- LUB amendments were approved by Council on 2022 July 26 to advance the Industrial Strategy. Amendments clarified different waste management and storage sites to align with the Province's Matters Related to Subdivision and Development Regulations. The focus was on clearer regulations for waste management operators and storage uses. This supported businesses by reducing the need for CoU applications in the I-C, I-B and I-G districts. Additionally, increasing the number of uses in the same districts reduces the need for a redesignation/rezoning process, as well as removing the building height restriction for the I-G district
- The Centre City Enterprise Area continues to exempt the need for certain development permits.
- Technology improvements to enable customers to submit permit applications online, and the ability to view the development permit status online
- Consolidated land use categories by moving some uses from discretionary to permitted process streams, and simplified definitions for Restaurant uses in the Land Use Bylaw as per Council's approval of report

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PUD2021-0649 Land Use Bylaw Amendments to Support Business and Economic Recovery. This has reduced the number of development permits required. Further improvement on the Change of Use customer journey is currently under detailed investigation and analysis.

What's next:

The recent work completed in relation to the “Track Change of Use Application Paths – Change of Use Discovery” will inform and guide upcoming work to improve and streamline the CoU process. Themes (streams of work) have been outlined, which create challenges for an efficient change of use process. Each theme details several issues to be addressed and is intended to guide the creation of new projects/initiatives.

Each business unit must decide how to move forward with options outlined in the CoU Discovery memo and supporting documentation, including the previously identified action items and the CoU What We Heard Report. A program manager will be needed to coordinate and track the various projects undertaken to improve and streamline the CoU process and a 0.5 FTE to support a program manager is recommended. As the scoping and planning of CoU projects progresses, additional requirements and resources will be identified. Business and Local Economy will continue to work with Administration in a coordinated fashion to support activities to address issues and identify further ways to improve the Change of Use process. An update will be provided to the Business Advisory Committee by the end of Q1 2023.

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Permit innovative business practices – Parks

Lead By: Parks & Open Spaces

Related Administrative Action: 2C-1 (Parks) **Theme/Focus Area:** Red Tape Reduction

Context and details around the issue:

Enable pop-up commercialization in city parks and lands.

Animate parks. Explore the potential for offering more commercial services in City parks and on other City property and reduce the red tape to set up such an operation.

Comments from participants:

Description of Administration Response:

This issue identified above is being addressed. Parks & Open Spaces has increased commercial services in City parks and developed a new program that helps reduce red tape. The full review of the Vendors in Parks program is underway. We have also created and launched the V.I.P. (Vendors in Parks) Pop-Up program, which began the weekend of July 1st with activations in four parks (South Glenmore, Shouldice, Valleyview and Prairie Winds). The engagement has already begun on the program. This engagement will include park users, seasonal vendors, pop-up vendors and internal staff on determining the benefits and the barriers of the program.

What has happened:

In the last 6 months, we have created a brand-new program to provide more options with less barriers for vendors to activate in parks. The V.I.P. Pop-Up Program, as an extension of the already existing Vendors in Parks Program and aims to help support local business and our economy while enhancing citizens enjoyment of Calgary’s parks. This new program allows vendors to come for a day, a weekend or multiple weekends and setup in one of four designated Calgary parks sites with tents provided. We have also managed to reduce the requirement of a business licence for these vendors as we have put the whole program through the market licence program. To date, we have had 49 applications (for dates throughout the summer) and activated 11 vendors.

What’s next:

The V.I.P. Pop-Up pilot project will run until the last weekend of September. Based on an internal review of the current program, a comprehensive engagement plan, and a review of best practices in other municipalities a new plan and framework for the seasonal vendors program will be ready for the report back to Council at the end of October 2022.

Implementation Ongoing	Phase/Status:	Expected Implementation Date: The pilot the V.I.P. (Vendors in Parks) Pop-up program went live for applications on 2022 June 24.
Customers: Local businesses/vendors Current Park users		Partners: Planning Business and Local Economy
		Strategic Alignment: Cut the red tape initiative Council priority of Economic resilience Council’s guiding principal to Build Strong Communities

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Permit innovative business practices – Parking Lots

Lead By: Arts & Culture

Related Administrative Action:	2C-1 (Parking Lots)	Theme/Focus Area:	Red Tape Reduction, Downtown Revitalization
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Context and details around the issue:

Enable pop-up commercialization in city parks and lands.

Animate parks and parking lots. Explore the potential for offering more commercial services in City parks and on other City property and reduce the red tape to set up such an operation.

Comments from participants:

Description of Administration Response:

As we begin to welcome back Calgarians to experience arts and culture opportunities, many local businesses that hosted festivals and events continue to have limited space for patrons. Many local artists have also suffered major financial setbacks as a factor of not being able to perform in-person, live events. By providing a bookable venue to host festivals and events, The City can advance its business-friendly reputation while supporting artists and local event producers by encouraging downtown vibrancy through the “Lot 6” event space.

“Lot 6” is intended to advance goals for downtown vibrancy and successful mobility connections while supporting the economic recovery for business districts, live performance venues and artists. In partnership with the Calgary Downtown Association (CDA), The City can help enshrine the downtown as a unique community to live and visit by creating sustainable, versatile, accessible, and dynamic public spaces. “Lot 6” is envisioned as an ongoing community open-air bookable site to host live performances with food and beverages located in Calgary’s downtown along major transportation corridors. Furthermore, by providing Lot 6 to the public as a “turnkey” event space, we are significantly reducing red tape, as most of the administrative work has been completed by City staff (Licence of Occupation, Development Permit, Business Permit, Occupancy Load Card). Therefore, affording event organizers and artists the ability to focus on producing and performing, rather than navigating The City’s perceived complex internal processes.

The project has the following objectives:

- Create a dynamic and distinctive public environment adjacent to depressed commercial corridors to attract visitors.
- Support existing local businesses by providing an enhanced outdoor space for them to host performances and increase foot traffic while strengthening the tax base and real estate values.
- Support local artists by providing an alternative performance venue to increase demand for performers.
- Provide an affordable and low risk testing ground for new restaurant and hospitality businesses.
- An operating partnership with the Business Improvement Areas promotes the value of service from BIAs to their ratepayers.
- There is the potential to drive greater use of City revenue engines that include parking fees and Transit fares due to increased user traffic.
- This project will be used to promote the Calgary lifestyle to attract tourists, talent, and residents to the downtown core.

What has happened:

March 2022: Approved for Western Diversification Federal Funding (\$75,000)

March 2022: Approved Downtown Strategy Funding (\$40,000)

April 2022: Ordered sea-cans for the site (Washroom and Storage sea-cans)

April – June 2022: Worked collaboratively with the Calgary Downtown Association (CDA), City Real Estate and Development Services, and The Calgary Parking Authority on a Licence of Occupation for the site.

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April – June 2022: Worked with The City Water Services department to coordinate potable water for the site
June 2022: Execution of the Licence of Occupation
June 2022: Development permit and building permit approval
June 2022: Site fencing erected, sea cans delivered to site
June 2022: Operating guidelines drafted, but not confirmed
July 2022: Occupancy Load Card approved by Calgary Fire
July 2022: Finalized project scope with the School of Architecture, Planning, and Landscape to provide metal folded furniture and 3D-printer exhibition trailer to site
July 2022: Confirmed operating guidelines with the CDA
July 2022: Inspection conducted by Calgary Police Service to identify safety hazards and accessibility issues
July 2022: Met with AGLC and AHS to identify and address risks
July 2022 – August 2022: CDA weekly programming begins
August 4-7, 2022: First major event “Taste of Calgary” on-site
August 2022: Muralist completed public art murals on both the washroom and storage sea-cans
August 2022: Installation of permanent electrical
August 2022: CDA programming continued until August 28

What’s next:

September 2022: School of Architecture, Planning, and Landscape FIAB 3D-printer trailer to site for interactive performances
September – November 2022: Continued programming hosted by external organizations
September – November 2022: Gathering site metrics and financial information for the final report and claim for reimbursement to the Federal Government, and City Administration
November 2022: Site decommissioning

Implementation Phase/Status: April – November 2022	Expected Implementation Date: The first event occurred July 30, 2022
Customers: Event organizers, Community Associations, Community Members	Partners: Calgary Downtown Association
	Strategic Alignment: Eventful City Strategy, Downtown Strategy

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Permit innovative business practices – Living Labs

Lead By: Living Labs

Related Administrative Action: 2C-2 (LL)

Theme/Focus Area: Red Tape Reduction

Context and details around the issue:

Permitting for test sites to pilot new technologies

Make it easier for businesses to pilot new technologies or business practices with support from The City.

Comments from participants:

“Potential Living Labs concept, quick and easy permitting for test sites and piloting new technology. How can the City be better at testing new technologies?”

“Could become a ‘City of Pilots’ creating a super fast lane for companies to try new innovation (i.e. Mountain View, California)”

Description of Administration Response:

Calgary’s Living Lab offers City physical, digital and data assets (where possible) for companies and researchers to test and try ideas and products in a real-life environment. Calgary’s reputation as a Living Lab is growing and The City of Calgary is helping to support our innovation ecosystem.

Living Labs has been operating informally since 2018. The Program has not been funded with dedicated resources since. The actions outlined below aim to establish it as a formal Program with streamlined processes to support the local innovation ecosystem including entrepreneurs, research and business communities in Calgary.

1. Establishing a formal organization structure including resources for Smart Cities

- Smart Cities is the foundational approach/ strategy under which the Living Labs was founded to support piloting new technologies, our City’s innovation ecosystem, the local business community, academic research community and support economic diversification in Calgary
- Executive sponsor is the Director of Information Technology
- Expected required resources for Living Labs would be one to three resources over the next business cycle (2023 – 2026), this would start with one resource over the first year and staff expansion from there based on demand (*note: this number is exclusive of other Smart Cities resourcing needs*)

2. Quickly assess each request

- Living Labs receives a broad variety of new technology pilot requests crossing multiple industry verticals and ranging from products to services or a combination of both
- Program objective is to provide an equal opportunity for any entity that approaches the Program and attempt to support any reasonable pilot request
- Clearly communicate that the Living Labs Program is not a procurement channel to The City of Calgary. While we need to continue collaboration with Procurement to develop the rules on the “City as a First User” rules, new technologies is not piloted with procurement in mind.
- Ongoing internal support from City Legal, Procurement, Intellectual Property, Geospatial, Open Data and various SMEs from across City business areas is paramount to assess operational risk and limit any City exposure

3. Red-tape reduction approach provides a single window for businesses and academia

- Contacting Directors’ offices has proven to result in quicker responses to pilot requests
- Repetitive business area contact has resulted in relationship building and familiarity with the Program and its objectives, and streamlined internal processes to provide SMEs from within the business area to support pilots, e.g., there have been over 10 requests to Roads over the past 12 months and multiple requests involving Waste and Recycling Services



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4. (Currently proposing) Speed-up pilot implementation timeline in a segregated technology lab environment or lab

- Requests where an external entity wishes to pilot new technologies that involve integrating their software or hardware with City technology infrastructures has been challenging due to the secure nature of operational City systems and technology infrastructure
- Establishing a segregated technology infrastructure lab environment for piloting new technologies is a desirable approach to ensure safe piloting. Thus, limiting risk exposure to City operational systems and communications networks. The analogy of this would be a physical or virtual technology lab space with mini-City replica of key operational systems
- A proposal to establish the Technology Integration Center (TIC) initiative is underway, also part of the Smart Cities Program and has its exclusive resourcing needs

What has happened:

- Relationships established with several business area Directors' Offices
- Internal collaboration risk assessment SME relationships established with Legal, Procurement, Intellectual Property, etc.
- Terms and Conditions for Testing Agreement Template has been streamlined by City Legal to include non-disclosure clauses. Ensuring any City data exchanged during the pilot is diligently destroyed within a set period after the completion of the pilot.
- Living Labs has received 50 requests during 2021 for piloting new technology
- For the completed projects, there has been positive customer feedback from the business and academic research communities for the support they have received from The City to develop their products and services.
- Most pilots which have not been completed are attributable to lack of funding to conduct the pilot, which cannot be financed by Living Labs or have faced supply chain delay challenges since late 2021 due to the COVID-19 pandemic.
- Very few pilot requests have been turned down due to operational risks identified by internal City SMEs

What's next:

- Establish formal resources for the Living Labs Programs
- Continue relationship building with Directors' offices to streamline internal intake process and facilitate access to City assets (transportation corridors, facilities, specialized equipment, data and information assets, and pilot permits)
- Support internal evolution and development of "City as a First User" processes of new or innovative technologies through collaboration with internal Procurement partners
- Support establishing the TIC and physical/ virtual lab
 - Establish mini-City systems and infrastructure replica environment
 - Design internal intake processes and living labs procedures for the TIC
- Currently, the number of annual requests is the only reporting KPI for living labs; propose additional KPIs for reporting on the program (e.g., reporting by industry verticals)

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<p>Implementation Phase/Status:</p> <p>In Progress - Establishing a formal organization structure and resources for Smart Cities (including Living Labs)</p>	<p>Expected Implementation Date:</p> <p>Expected completion by end of Q1 2023</p>
<p>Customers:</p> <ul style="list-style-type: none"> • Local, national, and international perspective entities considering doing business in Calgary • Local academic research community • Innovators • entrepreneurs 	<p>Partners:</p> <ul style="list-style-type: none"> • Internal risk assessment partners (Legal, IP, Procurement, etc.) • Calgary Economic Development – refer customers to the program • City Council Member Offices – refer customers to the program • Internal municipal Technology Infrastructure managers/ custodians (Network Engineering function/ Innovation & Collaboration Division in IT)

BAC 2022-2023 Priorities – Issue/Action Report

Permit innovative business practices – Procurement

Lead By: Procurement (ITP) - Supply

Related Administrative Action: 2C-2 (ITP)

Theme/Focus Area: Red Tape Reduction

Context and details around the issue:

Permitting for test sites to pilot new technologies

Make it easier for businesses to pilot new technologies or business practices with support from The City.

Comments from participants:

“Potential Living Labs concept, quick and easy permitting for test sites and piloting new technology. How can the City be better at testing new technologies?”

“Could become a ‘City of Pilots’ creating a super fast lane for companies to try new innovation (i.e., Mountain View, California)”

Description of Administration Response:

Innovation Through Procurement (ITP) Project

Background:

The Economic Resilience Task Force (ERTF) had recommended, and ELT (Executive Leadership Team) approved the Innovation through Procurement (ITP) project. This project would become a part of the Public Value Through Procurement Program alongside Benefit Driven Procurement and Market Led.

The purpose of the program is to contribute to Calgary’s economic resilience by increasing opportunities for start-ups (first try and first buy, creating jobs), small and medium-sized businesses with an innovative idea or technology to have The City as their first customer. The City will achieve this by pursuing Problem-based Procurement, exploring the use of Challenge Statements.

Another benefit of the program is to provide The City with solutions to its challenges while supporting the scale-up of local businesses and creating jobs using revenues from the services they provide. It also means getting additional benefits from the investment of dollars beyond that of the product or service which will increase the return on The City’s investments to the broader community. It’s about building capacity and reducing barriers through innovative processes being more open to all to do business with The City.

Since the project was approved by ELT, Supply engaged with the ERTF and ERTF Working group to develop the project charter in 2021. Following this, Supply engaged with the law department to create a procurement template for the Innovation Through Procurement pilots. As of 2022 August 2, the ITP template was approved for Challenge Statement Pilots.

What has happened over the past 6 months:

Supply worked on developing the ITP/Challenge Statement process, and developing a template to execute on the objectives of the program

What’s next:

Conduct Pilots and gather feedback on progress of the program

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<p>Implementation Phase/Status: Currently in Pilot phase – Expected to run from August -October 2022. After the Pilot, Supply will review learnings and feedback, finish stakeholder engagement and develop policy document</p>	<p>Expected Implementation Date: 2023</p>
<p>Customers: Implementation risks may include the inability to gain the full expected return on investment. An additional risk is the capacity for change. Business units within The City will need to have the capacity and willingness to break new ground and procure in a different way.</p>	<p>Partners: Internal and external stakeholders including local business community</p>
	<p>Strategic Alignment: The ITP initiative supports two Council Priorities and are linked to Alberta Recovery Plan and the Speech from the Throne. Council Priorities include: ‘A Prosperous City’ by creating an environment that draws talent to Calgary, creates and attracts small and medium sized businesses, enhances support for entrepreneurs, focuses on diversifying the economy, which will result in economic growth and job creation. ‘A Well Run City’ where Administration embraces appropriate levels of risk innovation, experimentation which will be tested in pursuing the challenge based or problem based procurement approach. Linkage to the Alberta Recovery Plan exists through Creating Jobs and Diversifying, creating an environment that attracts investment, job creators and better supporting tech start-ups and emerging sector opportunities.</p>

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Permit innovative business practices

Lead By: BLE with Major Partners (Partnerships)

Related Administrative Action: 2C-3

Theme/Focus Area: Red Tape Reduction

Context and details around the issue:

Tactical support for businesses trying to open in BIAs or for other creative ideas

Support from The City, provided to or through BIAs, to make it easier for new businesses to establish themselves.

Comments from participants:

Description of Administration Response:

Established under the Municipal Government Act, Business Improvement Areas (BIA) are groups of businesses within a defined geographical area that work together to improve, beautify, and maintain property; develop, improve, and maintain public parking; and promote the BIA as a business or shopping district. To facilitate legislatively mandated processes and ensure a collaborative approach, The City’s Major Partners division provides direct, tailored support to BIAs through a team of two FTEs who work in partnership with the BIAs to help them achieve their mandate and advance the initiatives and issues that impact their business members. As part of the ongoing efforts to support BIAs, the “[BIA Dashboard](#)”, a new interactive map and dashboard tool was recently launched which contains a visual representation and a variety of data points about each area and can be used by BIAs and businesses for establishment, planning and promotion.

In coordination with a wide range of other divisions at The City, the team assists in the engagement and participation of BIAs in various City strategies and programs that support businesses within BIA areas. The development of new programs is guided by priorities identified by BIAs and various City services. Some examples of work underway include the seasonal patio program and the Main Streets program, both of which contribute to a more business friendly environment within BIAs. The team also works collaboratively with other City divisions to promote initiatives and services that support new businesses to BIAs, such as the Business Experience Representatives and the Business and Local Economy team.

What’s next:

Continue to provide targeted, direct, and coordinated support for BIA’s operating, strategic, and governance needs, while working with them to understand the issues affecting local business and bringing that perspective to City decisions, strategies, and plans.

Implementation Phase/Status: N/A

Expected Implementation Date: N/A

Customers: Businesses, Citizens

Partners: BIAs

Strategic Alignment: Calgary in the New Economy: an economic strategy for Calgary
Economic Resilience, Social Resilience

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Customer-centric training for dealing with businesses

Lead By: Planning & Development

Related Administrative Action: 3A-1 (PD)

Theme/Focus Area: Business Friendly

Context and details around the issue:

Mandatory training for City employees

Opportunity to make customer service training mandatory for City employees, similar to the current practice with Respectful Workplace training.

Comments from participants:

“The City of Calgary defines business-friendly as: the balancing between the needs of our residents, customers and communities with the needs of our business community.”

Description of Administration Response:

Planning & Development currently has an eLearning course embedded in their onboarding program. It is available on the Learning Management System. *PD eLearning – Planning & Development’s Customer-centric Approach to Service Delivery* is a required course for all employees coming into Planning & Development.

The training provides information on balancing our policy and legislative obligations with customer needs and focuses on the importance of customer centric approach to service delivery; Identifying the drivers of customer satisfaction, developing solutions based on the customer’s needs.

This training was implemented two years ago and is currently being updated to encompass the larger Planning and Development Services department. It is based on the corporate Customer Service Approach [Customer Service Approach \(calgary.ca\)](http://calgary.ca) and uses specific Planning & Development scenarios to drive the learner to use their problem solving skills, and is quite specific to Planning & Development.

What has happened:

The training program format has been updated to include “PDS” and new department names as a quick fix.

What’s next:

Updates to scenarios in learning to better represent our customers and citizens throughout the Planning Continuum.

Implementation Phase/Status:

In Progress

Expected Implementation Date:

Q1 2023 for Planning & Development

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Customer-centric training for dealing with businesses

Lead By: Calgary Building Services

Related Administrative Action: 3A-2

Theme/Focus Area: Business Friendly

Context and details around the issue:

Expand Business Experience Program for Restaurant and Brewery Industry to other sectors

Members would like to see the Business Experience Program expanded to other sectors, offering services like a Business Experience representative and streamlined approvals. Potential other sectors mentioned by BAC members included vertical/urban farming.

Comments from participants:

“The City of Calgary defines business-friendly as: the balancing between the needs of our residents, customers and communities with the needs of our business community.”

Description of Administration Response:

The Business Experience Representative service has expanded to support urban agriculture.

What has happened:

See 2A-1

What’s next:

By Q3 2022, we will know how many more complex business types we can support with the Business Experience Representative team, and we will know how many resources will be needed to support all business types in this manner.



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Customer-centric training for dealing with businesses

Lead By: Calgary Building Services

Related Administrative Action: 3A-3

Theme/Focus Area: Business Friendly

Context and details around the issue:

Business customer journey mapping

- Build a highest level of the current state end-to-end journey map to open a business in Calgary.
- Build a better understanding of businesses needs and perspectives when interacting with The City to open and manage their business.

Comments from participants:

“The City of Calgary defines business-friendly as: the balancing between the needs of our residents, customers and communities with the needs of our business community.”

Description of Administration Response:

In 2020, the Business and Local Economy team (BLE) in response to the priorities from the Business Advisory Committee (BAC) completed the design of a higher-level end-to-end customer journey map to open a business in Calgary through the engagement with the Restaurant and Brewery industry. That industry was chosen to set the base for a journey map due to the highest complexity and involvement of the majority of areas within The City. Detailed information from the findings and the journey map can be found in the [BAC2020-1312 report](#) and [Attachment 3](#).

In response to the What We Heard Report – Restaurants and Brewery Industry from report BAC2020-1312, Calgary Building Services created the Business Experience Improvement Program (BEIP) with the following work streams:

- Customer experience – focusing on the relationship between business customers and The City, and the availability of resources to help customers open and grow their business.
- Education and training – focusing on clearly communicating, externally and internally, relevant information that is required for a business customer to be successful in their journey, and for staff to deliver a consistent service.
- Service improvements – focusing on process improvements, adding certainty, and reducing the associated time and costs.
- Business licence – focusing on articulating the value of a business licence and the opportunities to modernize the service.

As part of the work of the above-mentioned program, the customer journey was further refined to include not only a customer lens but also the employee lens. A number of meaningful workshops were held with internal stakeholders to build a deeper understanding of a customer’s journey. As a result, two key objectives were achieved:

1. Staff have become even more vested in supporting the continued implementation of solutions that improve the business customer experience and address issues.
2. A further refined draft journey map was created with business needs/pain points were mapped

What has happened:

The BEIP has implemented a suite of improvements for the restaurant and brewery industry, and the solutions will gradually expand to support the entire business community in Calgary. The service has already expanded to support distilleries and urban agriculture. A couple highlights of the accomplishments are:



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- Completed the 2021 Business Experience Representative pilot successfully and adopted the service as a normal business practice. This new role provides the customer with consistent support throughout their entire journey to open a business.
- Based on the refined end-to-end journey map redesigned the restaurant and breweries business licencing website, making it clear and easy for citizens to follow the journey for opening a restaurant or brewery, plus other useful information.
- Launched a call quality monitoring program in the planning services call centre to ensure consistent and quality customer service.

The full details of accomplishments can be found in the [BAC2022-0668 report](#).

What's next:

By Q3 2022, we will know how many more complex business types we can support with the Business Experience Representative team, and we will know how many resources will be needed to support all business types in this manner. The most complex journeys are typically those that require multiple approval processes and/or involve a building permit because the construction has to be completed before a business licence can be issued.

See 2A-2 for timeline improvements.

Continuous awareness and marketing campaigns, including media blitzes, and public webinars on the approvals navigation for businesses.

Performance Story

Example performance measures:

- Tenancy Change timelines
- Development Permit approval timelines (permitted Change of Use; permitted Change of Use with relaxation; discretionary Change of Use)
- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new
- Home Occupation Class 2 timelines
- Time from location ready to license issued
- Time from last recommendation to license issued
- License issued relative to agreed intended open date

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Succession planning for retiring Building Safety Officers

Lead By: Calgary Building Services

Related Administrative Action: 3B

Theme/Focus Area: Business Friendly

Context and details around the issue:

Strategy for training new officers

Members raised concerns about the effect on service delivery if several new Building Safety Officers are required in the coming years given the long period of time needed to train new officers.

Comments from participants:

“Advice for Building Services- approximately half of their safety codes officers/inspectors will be retiring in the next few years and it takes a few year to train new staff as 2 years in residential is mandatory before moving over the commercial inspections, resulting in delays for businesses. Streamline or use technology to mitigate resourcing and process perspectives.”

Description of Administration Response:

Calgary Building Services (CBS) knows the services provided by our building approvals and building safety inspections staff are important to customers and the collective goal for safe buildings. A retention and hiring action plan for Safety Codes Officers (SCO) was created in Q1 2022. CBS has a strong ‘training ground’ for future SCOs which helps minimize training time. It is no longer mandatory for SCOs to spend two years in residential inspections. One year is enough before adding commercial inspections to their scope.

What has happened:

CBS has a position that is dedicated to the hiring strategy for our business unit. For the building safety service, CBS identified succession planning as a high priority and issue to manage. CBS has have put in place a strong plan including five action items:

- Making projections for turnover and retirements and are hiring new staff proactively into Limited Term positions, 12-18 months before we know someone is retiring.
- A formal commercial plans examination guide has been developed and a fulltime experienced and senior safety codes officer has been designated as a trainer.
- CBS has been cross-training commercial and residential plans examiner staff.
- CBS has established a Planning Safety Codes Customer Advisory role, letting us hire entry-level Safety Codes Officers, which in turn supports succession planning efforts and increases the hiring pool for fully trained and experienced Safety Codes Officers.

What’s next:

CBS is continually monitoring the effectiveness of our plan and are ready to make plan adjustments when, and if, needed. As a result of the plan in place, CBS is confident in the ability to deliver commercial plans examination and inspection services at the level expected by customers and improve timelines and customer service.

Performance Story (if applicable)

Example performance measures:

- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new commercial buildings

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Business construction mitigation strategy/liaison – Non-Green Line

Lead By: Infrastructure Services, Capital Priorities & Investments

Related Administrative Action: 3C-1&2 **Theme/Focus Area:** Business Friendly

Context and details around the issue:

3C-1 Strategy for mitigating the effects of construction on businesses - Members raised concerns about the effect that major construction projects, like roadwork on 17th Avenue or construction of the Green Line, can have on businesses.

3C-2 Liaison to businesses for construction projects - As part of Urban Planning at The City, members suggested creating a liaison position to coordinate with local businesses during major construction projects, especially the construction of the Green Line.

Comments from participants:

Description of Administration Response:

As part of the Corporate Realignment, Infrastructure Services has established a new Capital Stakeholder Relations team who will be responsible for:

- Developing, leading and implementing strategies and tactics to mitigate, minimize or manage the potential effects of construction on businesses (Action 3C-1), and
- Building positive and trusting relationships with Calgarians affected by construction, including individual businesses and business improvement areas (BIAs) and liaising with external members throughout the lifecycle of project (project planning through to construction completion) (Action 3C-2).

Resourcing for six Capital Stakeholder Relations positions was established through the 2021 Budget Adjustment process.

What has happened:

- Capital Stakeholder Relations was established as a Division within the Capital Priorities & Investments business unit.
- Manager of Capital Stakeholder Relations has been established and position filled.
- Manager has been working to operationalize Capital Stakeholder Relations team by establishing mandate, business functions and processes for mitigating or managing potential effects of construction on stakeholders and building relationships and liaising with stakeholders.
- Team recruitment plan has been developed and actioned.

What's next:

- Initial recruitment for two intermediate to senior-level stakeholder relations professionals will be completed in fall 2022.
- Capital Stakeholder Relations Team will begin developing and testing processes, strategies and tools to contribute towards the achievement of Administrative Actions 3C-1 and 3C-2.
- Capital Stakeholder Relations team will pilot approaches to liaising with business stakeholders and mitigating or managing impacts of construction on businesses on upcoming Main Streets / streetscape improvement projects.

Implementation Phase/Status: Early stages	Expected Implementation Date: Program implementation underway
Customers: Stakeholders affected by significant infrastructure projects (e.g. businesses, business improvement areas, residents, communities)	Partners: Team will partner with business improvement areas and others key stakeholders as required.



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Business construction mitigation strategy/liaison – Green Line

Lead By: Green Line

Related Administrative Action: 3C-1&2

Theme/Focus Area: Business Friendly

Context and details around the issue:

3C-1 Strategy for mitigating the effects of construction on businesses - Members raised concerns about the effect that major construction projects, like roadwork on 17th Avenue or construction of the Green Line, can have on businesses.

3C-2 Liaison to businesses for construction projects - As part of Urban Planning at The City, members suggested creating a liaison position to coordinate with local businesses during major construction projects, especially the construction of the Green Line.

Comments from participants:

Description of Administration Response:

Green Line – related business construction mitigation strategy/liaison

Phase 1 of the Green Line LRT Project launched its business support program in January 2022.

The goal of the program is to help businesses to prepare for and manage the potential impacts of Phase 1 Green Line LRT construction. There is a dedicated Community and Business Relations team focused on the following four areas:

1. **Access Planning** - Making sure safe access to impacted businesses is maintained as often as possible for the duration of construction.
2. **Communications** - Provide high quality, consistent and clear information so that stakeholders know what to expect from construction.
3. **Community and Stakeholder Relations** - Maintain regular contact with business owners so they feel informed, prepared, connected and supported as we work to deliver the Phase 1 Green Line LRT project.
4. **Business Support Initiatives** - Work with local impacted businesses to develop projects, events and programs to promote and encourage Calgarians to support business through construction.

The program was approved by the Green Line Board in June 2021 and regular input is provided by members of Green Line’s Business Insights Panel. The panel meets quarterly and is made up of Business Improvement Areas and business representatives along Phase 1 Green Line LRT alignment.

What has happened:

The team has been connecting with businesses, introducing members of Green Line’s Community and Business Relations team and promoting the *Business Registry*. The registry includes contact information and basic business operations information. It is used by the team to communicate directly with businesses (e.g. advance notice of construction or emerging issues) and to proactively plan for construction with businesses in mind.

Green Line launched a [for Business](#) webpage with information including a link to the *Business Registry*.

The webpage includes Construction FAQs so that businesses have a better idea of what to expect from construction for the Beltline Downtown Utility Relocation Project, as well as business resources and links to existing programs available to Calgary businesses. There is a link to Green Line’s construction webpage at calgary.ca/greenlineconstruction, where construction notices and maps are available. These are posted in advance of construction and updated regularly with the latest information on construction impacts.

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There are a number of business support initiatives recently implemented or under development as utility construction begins to ramp up in Beltline and Downtown, including:

- Short-term loading zone to support drop/off pick up services for customers and businesses in the area.
- Access and wayfinding to help customers travelling to/from businesses impacted by detours in the area.
- Temporary on-street parking zones to provide local parking options and offset the loss of on-street parking stalls blocked as a result of construction.
- Business Profiles to showcase the diversity of businesses operating along the Green Line LRT alignment

What’s next:

Ongoing *business registry* build out for Phase 1 of the Green Line LRT alignment, and as construction activity ramps up in Beltline and Downtown a focus on development and implementation of additional business support initiatives.

Implementation Phase/Status: Active program	Expected Implementation Date: Duration of Phase 1 Green Line LRT construction
Customers: Businesses along Phase 1 Green Line LRT alignment	Partners:



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Unintended consequences of The City of Calgary’s Realignment

Lead By: Realignment team

Related Administrative Action: 3D

Theme/Focus Area: Business Friendly

Context and details around the issue:

3D-1 There is uncertainty on how The City’s realignment will affect the business lines that businesses interact with, especially on whether it will improve service.

3D-2 Slow progress on the realignment has added to the uncertainty, with some changes happening before the realignment is completed and other changes delayed until after.

3D-3 Members are concerned that The City lacks the right metrics to assess whether the realignment is a success, which would also require setting a baseline now.

Comments from participants:

“Will re-org have measurable benefits to Planning?”

“Still not there to have City seen as ‘streamlined’. Where’s our baseline measure to get better?”

“CPAG to DART change is moving forward and will help, but now overall re-org is miles away. Supposed to be rolled out in January, but now hearing mid to end of 2022 before completed”

Description of Administration Response:

The City’s realignment program moves the organization to departments that are functionally designed, where employees performing similar functions are working more closely together to serve customers. The four pillars of the structure are Plan, Build, Operate and Enable. This will enable The City to continue providing excellent value to citizens, business, and communities.

Our modernized organization is designed to:

1. Deliver services efficiently and affordably, and allow for decision making at the right level so we can be nimble and respond quickly to citizen needs;
2. Consolidate like functions and teams to reduce duplication, remove silos, and provide fertile ground for collaboration, specialization, and innovation;
3. Focus on the services we deliver to support more seamless interactions between The City’s services and our customers, businesses, and communities; and
4. Empower our employees and make The City of Calgary an employer of choice to attract and retain top talent.

The City continues its service-based business plan and budgeting approach, which in combination with a functional model, prepares The City to maintain a focus on its services and end-users, while leveraging a functional model to improve how teams specialize their work to customers, supported by an environment that strengthens collaboration across functional teams and decentralizes decision-making. This supports The City in improving its responsiveness and quality of service to Calgarians.

The new organization structure went into effect on August 1, 2022. During the implementation, Sr. Management remained flexible and responsive to customers’ needs and monitored business continuity and service performance. This meant that in some cases, teams started working together informally prior to August 1, to soft launch their new team structure. This allowed teams to test and learn what is required to successfully make the new structure work for their customer base and remain agile through the transition.

The Realignment work now shifts to focus on stabilization and leveraging the structure to improve performance and increase value. To successfully operationalize a change of this scale, there is significant IT, HR, Finance and Supply systems work required to transition the organization into its new structure. This step is complex and through the implementation approach, is intended to minimize risks to service continuity for Calgarians. The City

BAC 2022-2023 Priorities – Issue/Action Report

anticipates finalizing the background systems work in Q4 2022. A robust project plan and project management approach are in place to successfully guide this next step.

One area of specific interest to BAC is the realigned Planning and Development Services department composed of five functional divisions: Downtown Strategy, Climate and Environment, City and Regional Planning, Community Planning, and Development, Business & Building Services. Together, these functions deliver the following services to businesses and Calgarians: driving policies that guide long-term planning, setting parameters for land development processes, integrating strategies and actions to grow a resilient and sustainable city, and ensuring Calgary’s buildings are safe to occupy. The Realignment is an opportunity to strengthen the collaborative culture to achieve Council’s priorities and support a changing Calgary. This structure allows the department to be more adaptable while responding to the needs of our business and local economy and creates opportunities for better collaboration between the teams.

What has happened over the past 6 months:

Background HR, Finance, IT, and Procurement/Supply system transition work to move the organization from its current structure to its redesigned structure to ensure employees and vendors are paid as expected, service continuity is prioritized, and employees have a positive experience through the implementation.

Realignment work included in this systems transition is critical business process work (to ensure service continuity), team building and partnership development (ensure relationships are established to maintain service delivery), and the intended design is structurally established.

What’s next:

The City anticipates finalizing implementation and shifting focus to stabilization, performance, and delivery in Q4 2022. The City is prioritizing the need to move the organization through realignment in a timely way.

Implementation Phase/Status:

Implementation Stage

Expected Implementation Date:

Q3 2022 (In effect August 1, 2022)

Performance Story (if applicable)

Planning and Development Services will monitor its service levels as these would be indicators of a successful realignment. Example measurements include:

- Customer experience and satisfaction
- Approval timelines on comprehensive planning applications (Per cent of multi-disciplinary development applications where decision timeline commitments were met)
- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new commercial buildings
- Business license issued relative to agreed intended open date

BAC 2022-2023 Priorities – Issue/Action Report

Climate Resiliency

Lead By: Climate & Environment

Related Administrative Action: 3E (moved from 3B regarding BSOs) **Theme/Focus Area:** Business Friendly

Context and details around the issue:

More work required with climate resiliency

Members noted that additional work is needed from The City to help businesses understand how climate resiliency changes will affect them, and what opportunities are available to business.

Comments from participants:

Description of Administration Response:

The City is currently working on projects and measures to reduce the risks posed by climate change to businesses in Calgary and support businesses with taking advantage of the opportunities a low carbon economy creates. Several projects are underway and the work described in the newly approved 2022 Calgary Climate Strategy will be prioritized within a four year implementation plan, aligned with The City's overall four year service plans and budgets process.

How is climate change affecting businesses in Calgary?

As extreme climate events, such as severe storms, heavy rainfall, and river flooding, grow in frequency and intensity, businesses face increased repair and replacement costs for infrastructure and service disruption from emergency events. These intensified extreme climate events also pose an economic risk from increased insurance costs for businesses. Business continuity will be affected by extreme events damaging and destroying roads and utility infrastructure (e.g., felled powerlines, overflowing stormwater systems). Damage to transportation systems in Alberta, includes roads and rail, which can have significant impacts to businesses that rely on these systems to bring their input materials and transport their goods to markets.

The effects of extreme heat and higher average temperatures, two of the most substantial climate hazards facing Calgary, also have a demonstrated effect on reducing labour productivity. Labour output will also be affected by the health impacts of climate change, including higher instances of heat-related illnesses and illnesses caused by reduced air quality (increased formation of ground level ozone).

Businesses that use significant amounts of water (e.g., restaurants, car washes, certain industrial uses) can also face significant interruptions and production limitations during drought events that will become more frequent due to climate change. Restaurants and food-based businesses can also experience challenges as climate change can affect growing seasons and the crops grown locally and internationally.

What is The City of Calgary doing to reduce risk to businesses?

The City is supporting the development of climate resilient commercial and industrial buildings, with future work including developing a Climate Ready Commercial Buildings Guide to inform business owners about ways to reduce climate risk to their buildings and customers. In the future, through engagement with industry, the business community, and regulators, The City will be creating additional guidelines for climate resilient buildings which considers cost-benefit analysis. The City is also implementing action to enhance food resilience, which supports restaurants and food-based businesses.

The City is also working to reduce climate risk to municipally-owned and utility infrastructure and systems that support businesses, including working with utility service providers to support implementation of climate resilience measures. Among The City's current and future work are measures to reduce flooding and the



BAC 2022-2023 Priorities – Issue/Action Report

impacts of drought in Calgary (e.g., upstream river storage, developing and updating stormwater management strategies).

What opportunities does climate change present?

While climate change poses significant risks, it also presents opportunities for energy efficiency, technological innovation, and growth. Low carbon technologies and systems that reduce greenhouse gas emissions, like renewable energy systems, energy efficiency technologies, and district energy systems, also provide a significant opportunity to reduce energy costs drastically by offsetting energy purchased from a retailer. Reducing the cost of heating and electricity can provide substantial cost savings as the price of carbon set by the federal government continues to rise.

The work needed to transform Calgary into a climate resilient and low carbon economy will need the expertise of many partners, creating numerous jobs and opportunities for businesses in Calgary. Building expertise in low carbon technologies and practices locally can also give Calgary businesses the capacity to participate in the substantial and quickly growing global green economy, as international demand for net-zero and low carbon technologies, services, and goods rises.

With climate change increasingly being a major concern globally, establishing Calgary as a city committed to reducing carbon emissions and being proactive about protecting our communities from climate risks can attract investment, residents, and labour talent to the city, expanding the resources, market, and labour pool for Calgary's businesses.

How is The City of Calgary enabling businesses to capitalise on these opportunities?

The City is supporting the development of buildings that incorporate renewable energy systems, high energy efficiency, and, where possible, district energy, with the eventual goal that buildings standards are net-zero by 2030. These developments present operational cost savings over the long term due to the reduced, and potentially even negative, energy costs. The City is currently operating a voluntary Commercial and Institutional Building Energy Benchmarking program, which informs both The City and building owners about the greatest energy efficiency opportunities.

The City will work with Calgary businesses and other stakeholders to facilitate and support information sharing, education, and capacity building, ensuring businesses are ready for the transition to a low carbon economy. Further work will involve creating incentives and financing opportunities for low carbon developments and retrofits. Among the financing opportunities is an expansion of the Clean Energy Improvement Program (CEIP) to finance deep energy retrofits in commercial uses. These incentives and programs will support businesses in the transition to a low carbon economy by helping offset the capital costs of taking advantage of low carbon and net zero technologies.

The City is also supporting low carbon transportation options, such as walking, wheeling, and transit, which may create business benefits by expanding the accessibility of businesses to Calgarians, especially those without cars. The City will also work with the province and federal government to expand renewable and low carbon energy generation sources, enhancing the appeal of Calgary as a low carbon community and supporting the businesses in Calgary that may have greenhouse gas emissions reduction goals.

How will The City of Calgary work with businesses?

The Calgary Climate Strategy notes the importance of partnerships and collaboration for the success of climate action. The development of the Calgary Climate Strategy engaged businesses through the Calgary climate panel and mitigation working groups. As The City continues to work towards climate goals, businesses will continue to be engaged to support the implementation of actions in the Calgary Climate Strategy. Business sector

BAC 2022-2023 Priorities – Issue/Action Report

engagement will include working with Calgary Economic Development, the Climate Advisory Committee, and the Calgary Chamber of Commerce, amongst many others.

What has happened over the past 6 months:

- Approval of the Calgary Climate Strategy: Pathways to 2050 including several actions that support/impact businesses (July 2022).

What’s next:

- Calgary Climate Strategy Implementation Plan (2022) to be presented to Council in Q4
- Integration of climate change and climate goals in One Calgary Service Plans and Budgets

Implementation Phase/Status:

Calgary Strategy is approved; Implementation Plan is in development.

Expected Implementation Date:

- The Calgary Climate Strategy outlines priorities and program pathways for the next 10+ years.
- The strategy’s Implementation Plan will include key actions for the current four-year business cycle (2022-2026).
- Implementation Plan will be presented to City Council for information in September 2022.

Customers:

Calgary businesses impacted by climate change and/or the transition to a low carbon economy

Partners:

Calgary Economic Development (CED)
Calgary Chamber of Commerce
Alberta Ecotrust
Calgary Construction Association
NAIOP – Commercial Real Estate Development Association
BILD
Calgary Business Approvals
Calgary Growth Strategies
Downtown Strategy

Strategic Alignment:

Calgary’s Climate Strategy: Pathways to 2050 directly aligns with and supports City Council’s priority of “Climate Resiliency.”

The transition to a low carbon economy as outlined in the Calgary Climate Strategy aligns with CED’s business strategy described in *Alberta Energy Transition* (CED, 2021).

The Climate Strategy also aligns with the Municipal Development Plan policies: “A prosperous and diverse economy” and “greening the city.”

BAC 2022-2023 Priorities – Issue/Action Report

Business and Economy Environment Pillar; *Calgary in the New Economy: The Economic Strategy for Calgary*

Lead By: Planning & Development Services - Customer Service & Communications

Related Administrative Action: 4A-1&2 **Theme/Focus Area:** Advocacy

Context and details around the issue:

4A-1 Highlighting investment and innovation in Calgary (communication)

The City, along with partners like Calgary Economic Development, should highlight investment and innovation in Calgary to show what is possible here and to attract further investment and innovation.

- The Calgary in the New Economy strategy positions Calgary to become Canada’s most business-friendly city. The City of Calgary defines business-friendly as “the balancing between the needs of our residents, customers and communities with the needs of our business community”, while business environment refers to both the ease of conducting business and the level of business activities in Calgary.
- The Strategy guides the economic development efforts of Calgary Economic Development, The City, the community, and other stakeholders. Its governance and implementation model supports a collaborative approach to economic development in Calgary where stakeholders work together towards shared goals.

4A-2 The strategy requires active participation from City Administration to succeed. BAC members want to see accountability and evidence of a commitment from The City to implementing the initiatives outlined in the Business Environment pillar of the strategy.

Comments from participants:

“Need more news articles highlighting new tech/pilots in City to encourage more companies to notice Calgary as a destination. Not being talked about enough. Better communication highlighting investment and innovation in Calgary needed.”

Description of Administration Response:

Through 2022, The City, through the Planning and Development Services Department, promoted a number of initiatives that focused on supporting businesses and Calgary’s economy. Each initiative below was announced with a news release, and in most cases, accompanied by a promotional campaign:

- Quarterly Construction stats: Reporting on Calgary’s building permit and construction growth each quarter. Calgary’s construction industry shows no sign of slowing down: as an enabling service to ensure business owners, developers and citizens can be successful with their projects, The City continues to see a rise in licence and construction permits. Promoting these numbers and our processes to support applicants re-enforces Calgary is a great place to invest and do business
 - [News release](#): September 27, 2021
 - [News release](#): March 3, 2022
 - [News release](#): Aug. 4, 2022
- Downtown Calgary Development Incentive Program: converting empty office space into homes is an important step for The City and industry to re-invest in our downtown which will result in more people calling downtown their home
 - Phase 2: News release; July 6
 - Phase 1: News release; April 27



BAC 2022-2023 Priorities – Issue/Action Report

- Reimagined 5 Street S.W. underpass provides immersive experience for commuters: this important connection, provides a better space for people to move between the high density Beltline community and Calgary’s downtown core.
 - News release; June 23
- Future of Stephen Avenue redesign – partnership announcement: creating great spaces for people to visit and move means attracting more people to this central retail, entertainment and office area in the heart of Calgary’s downtown; showing The City is serious about investing in the city.
 - June 22
- The City of Calgary launches new support for local food and beverage entrepreneurs.
 - [News release](#); May 9
 - Ad campaign announcing the new service running May 2022 – October 2022.
- Tomorrow’s Chinatown: an Area Redevelopment Plan and a Chinatown Cultural Plan that provides guidance and predictability for growth with future investors in one of Calgary’s oldest communities, which ensures the cultural aspect of the area is permanently woven through future developments.
 - Cultural Plan and Area Redevelopment Plan
 - Draft completed and promotions coming September
- Patio season returns with changes and improvements to permitting: removing red tape and ensuring the process is easy and efficient for business owners to install patios to attract more patrons and expand their service.
 - News release; May 2
- Downtown Strategy Business Unit: City dedicates a team to exclusively lead and implement Calgary’s Downtown Strategy by formalizing the Downtown Strategy Business Unit on April 1
 - A number of media publications on City’s effort to reimagine Calgary’s downtown, including a Globe and Mail series through spring 2022
 - News release announcing Director Thom Mahler; Oct. 27, 2021
- Calgary Catholic Immigration Society and Immigration Education Society: Presentations to new entrepreneurs on how to open a business in Calgary.
- Calgary Home and Small Business Webinars : An online, webinar series designed to support homeowners and small business owners by providing educational information and a live Q&A segment about popular home improvement and small business topics. Previously recorded webinars are available and all webinars are subtitled for Simplified Chinese, Hindi, Filipino, French, Spanish and Urdu (Calgary’s top five spoken languages). Calgary.ca/webinar

What’s next: [Progress for next period]

- Planning for more business-friendly campaigns are underway, including an upcoming “Open Sooner” campaign. This promotional campaign targets the business community and highlights the services The City provides to ensure people can open their business doors to patrons, faster. We expect the promotional campaign to run for six weeks in the fall, followed by six weeks in Q1 2023.
- Evaluating and restructuring Business and Local Economy web page to reflect the highest needs of the business community regarding the services The City provides to that audience and customer base.

BAC 2022-2023 Priorities – Issue/Action Report

- Work is underway to use the upcoming Mayor Urban Design Awards to showcase Calgary as a modern city where the investment from private industry shows a commitment to Calgary’s urban design and environment and one of the best places to live in the world.
- Complete Applications Campaign – an annual campaign is being planned to remind customers to submit a completed application for their respective building permit type, to ensure their permits are being reviewed and released as quickly as possible.
- Preparing to launch a promotional campaign in the fall to encourage homeowners to book and manage their plumbing, electrical and building permits online via the Inspections Booking System. This enhanced website provides a more streamlined experience for homeowners to better manage their inspections.

BAC 2022-2023 Priorities – Issue/Action Report

Business and Economy Environment Pillar; *Calgary in the New Economy: The Economic Strategy for Calgary*

Lead By: Business & Local Economy

Related Administrative Action: 4A-2 **Theme/Focus Area:** Advocacy

Context and details around the issue:

4A-2 The strategy requires active participation from City Administration to succeed. BAC members want to see accountability and evidence of a commitment from The City to implementing the initiatives outlined in the Business Environment pillar of the strategy.

Comments from participants:

“Need more news articles highlighting new tech/pilots in City to encourage more companies to notice Calgary as a destination. Not being talked about enough. Better communication highlighting investment and innovation in Calgary needed.”

Description of Administration Response:

The Business & Local Economy team at The City of Calgary was created to guide The City’s efforts to becoming more business-friendly, as set out in the original version of Calgary in the New Economy that was passed unanimously by Council in 2018. Over the past four years, BLE has worked with its colleagues throughout the Corporation to implement programs that are intended to improve the business environment in Calgary. This includes the Patio Program, the Film Friendly Pilot Project, and the Digital Service Squad. BLE also works with Calgary Economic Development to remove barriers facing specific clients.

What’s next:

Business & Local Economy will be reporting to Council with a summary of the economic development tools at The City’s disposal and our plan for ensuring that they are communicated in a coordinated manner throughout the Corporation. This report is due by December 31, 2022.

Implementation Phase/Status: Ongoing	Expected Implementation Date: Ongoing
------------------------------------------------	-------------------------------------------------

Customers: Existing and New Businesses, and Administration	Partners: CED and Administration
----------------------------------------------------------------------	--------------------------------------------

BAC 2022-2023 Priorities – Issue/Action Report

Unemployment services (CFIB survey, Chamber partnership)

Lead By: Business & Local Economy with Community Services

Related Administrative Action: 4B **Theme/Focus Area:** Advocacy

Context and details around the issue:

Explore ways that The City can advocate for support for Calgarians dealing with long-term unemployment.

Comments from participants:

Description of Administration Response:

Unemployment encompasses a broad scope of people and the reasons for the long-term unemployment are diverse and interconnected (education, training, technical skills, job market, professional networks, state of economy, racism, social marginalization, mental health etc.). BLE was not able to identify a particular person or business unit to lead [or respond to] an exploration of the ways that The City can advocate for support for Calgarians dealing with long-term unemployment.

Multiple provincial and federal government ministries touch various aspects of employment. Further definition may be helpful to inform advocacy to other orders of government.

To date, most governmental advocacy with respect to unemployment has been ancillary to advocacy for major investments in Calgary that would support job growth. However, Intergovernmental Relations has not specifically advocated for support for those dealing with long-term unemployment as that is outside of The City’s jurisdiction. We do provide support to service agencies who help those dealing with long-term unemployment in our community access resources.

What’s next:

- BLE will do further work to clarify the intent of the business community with respect to this suggestion.
- Intergovernmental Relations will work with BLE and identify subject matter experts to identify appropriate advocacy opportunities
- Intergovernmental Relations will propose to have this topic on an upcoming meeting with Jobs, Economy and Innovation to gain an understanding of what the Ministry has planned to address this and how The City can get involved.

Implementation Phase/Status:

Ongoing

Expected Implementation Date:

Ongoing

Customers:

Calgarians

Partners:

Intergovernmental Relations

BAC 2022-2023 Priorities – Issue/Action Report

Business-friendly messaging

Lead By: Business & Local Economy with Customer Service & Communications

Related Administrative Action: 4C

Theme/Focus Area: Advocacy

Context and details around the issue:

Frame communications from The City in business-friendly terms, especially highlighting Calgary’s competitiveness.

Comments from participants:

“Need more news articles highlighting new tech/pilots in City to encourage more companies to notice Calgary as a destination. Not being talked about enough. Better communication highlighting investment and innovation in Calgary needed.”

Description of Administration Response:

The City aims to communicate its competitiveness and appeal to both individuals and business, as the best place to live, work, and invest in terms that are relevant and impactful. Business-friendly messaging is an ongoing focus for communications teams supporting each department, including Planning and Development Services.

What has happened:

Please see the response to 4A for more details on initiatives related to business-friendly messaging.

What’s next:

- BLE has two marketing campaigns upcoming to support local businesses: Support Local (Q4 2022) and Small Business Week (October 2022).
- BLE is collaborating with Planning & Development Services on updating www.calgary.ca/business and is supporting their Open Sooner campaign (Q4 2022).
- BLE will be presenting a report to Council in December 2022 that will provide recommendations on how to further communicate actions The City is taking to address the needs of businesses, both internally and externally.
- BLE will be working with Customer Service & Communications to bring the business-friendly perspective to their upcoming plans.

Implementation Phase/Status:

Ongoing

Expected Implementation Date:

Ongoing

Customers:

Partners:

Planning & Development Services and Customer Service & Communications



Transitioning of the Business Advisory Committee

BAC2024-0877

2024 September 06

Previous Council Direction

2024 June 18

Transitioning the Business Advisory Committee (Notice of Motion), EC2024-7019

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.



Recommendations

That the Business Advisory Committee recommend that Council:

1. Receive BAC2024-0877 as the final report of the Business Advisory Committee;
2. Disband the Council-led Business Advisory Committee and its subcommittees and rescind its Terms of Reference; and
3. Direct Administration to establish an administrative-led business advisory committee to be co-chaired by Development Business & Building Approvals and Business & Local Economy, to continue the relationship between The City of Calgary and the business committee.

Business Advisory Committee

- Created in 2018
- Council Advisory Committee with Council and Administration members
- Working Group and Task Force consisting of a cross-section of business owners and sectors
- Makes recommendations on how The City can improve its processes to better serve businesses





Notable Improvements

Streamlining Change of Use



Customer Service Training Scoping Project

Business Experience Representatives (BER) Program



Social Procurement

Reason for Transition

- Well-established relationship with businesses through Working Group and other channels
- Council involvement can occur through other avenues
- Administration has the flexibility to manage many concerns directly.
- Terms of Reference for new Committee will be developed with input from current Committee and Working Group members.



Recommendations

That the Business Advisory Committee recommend that Council:

1. Receive BAC2024-0877 as the final report of the Business Advisory Committee;
2. Disband the Council-led Business Advisory Committee and its subcommittees and rescind its Terms of Reference; and
3. Direct Administration to establish an administrative-led business advisory committee to be co-chaired by Development Business & Building Approvals and Business & Local Economy, to continue the relationship between The City of Calgary and the business committee.

Integrity and Ethics Office Report to
Regular Meeting of Council
2024 September 17

ISC: UNRESTRICTED
C2024-1020

Integrity and Ethics Office Annual Report (2023-2024)

PURPOSE

The purpose of this report is to provide City Council with the Integrity and Ethics Office annual report for the period May 1, 2023, to April 30, 2024.

PREVIOUS COUNCIL DIRECTION

The annual report is mandated by the Terms of Reference for the Integrity Commissioner and Ethics Advisor (M2016-0566).

Appendix B to the *Code of Conduct for Elected Officials Bylaw 2018M26* (“*Code of Conduct*”) mandates what information must be set out in the annual report.

RECOMMENDATION:

That Council receive the annual report of the Ethics Advisor and Integrity Commissioner for the Corporate Record.

HIGHLIGHTS

This report covers the period from May 1, 2023, to April 30, 2024, and summarizes the activities of the Integrity Commissioner and Ethics Advisor for City Council and Calgarians in the past year.

The report benefits Calgarians as it reflects the Office’s strategic alignment with the City’s priorities: a well-run city. It demonstrates the commitment of Council Members to ensuring an ethical, transparent and accountable municipal government, through independent oversight by the Integrity Commissioner and ongoing support and advice from the Ethics Advisor.

DISCUSSION

Attachment 1 is the annual report.

Attachment 2 is Appendix B to the *Code of Conduct*, which details mandatory information in the annual report.

The Integrity Commissioner report details:

- Complaints statistics;
- Emerging trends;
- Number of attendances before Council and Council Committees;
- Office administration; and
- Policy development.

The Ethics Advisor report details:

- Confidential advice;
- Information resolution and sanction compliance;
- Policy development;
- Interpretation bulletins;

Integrity and Ethics Office Report to
Regular Meeting of Council
2024 September 17

ISC: UNRESTRICTED
C2024-1020

Integrity and Ethics Office Annual Report (2023-2024)

- Memoranda and guidelines prepared for Council;
- Education and reporting; and
- Annual declarations.

The annual report also details joint office administration, including future planning.

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 |

ATTACHMENTS

1. Integrity and Ethics Office Annual Report (May 1 2023 to April 30 2024)
2. Appendix B to the *Code of Conduct*, mandatory information in the annual report



Integrity and Ethics Office

Annual Report

May 1, 2023, to April 30, 2024

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Integrity Commissioner Report

Terms of Reference

Pursuant to the Terms of Reference, the Integrity Commissioner has the following responsibilities:

- To receive, assess, investigate and adjudicate complaints received about City Council Members pursuant to the *Code of Conduct for Elected Officials Bylaw 26M2018* (the “*Code of Conduct*”).
- To report violations of the *Code of Conduct* to City Council with sanction recommendations and to post the reports on the Integrity and Ethics Office website.
- To assist with in the development of City Council policies and bylaws, and to establish and promote ethical standards for Council Members.
- To provide an annual report to City Council detailing the activities of the office for the preceding year.

Complaints Statistics May 1, 2023 - April 30, 2024

Complaints carried forward from 2023	1
Complaints received this reporting period	51

Total complaints in the year **52**

Disposition of Complaints

Complaints proven and reported to Council	1
Complaints withdrawn	1
Complaints carried to next year	2
Complaints dismissed	48

Reasons for Dismissals:

No jurisdiction - section 74(1) (with appropriate referrals made)	4
Frivolous or vexatious - section 74(b)	12
Insufficient information - section 66	3
No reasonable grounds - section 76(1)	28
Out of time	1

Total complaints concluded in the year **50**

Complaints Investigations

Number of formal investigations 2

Average number of days to conclusion of complaints **14.2**

Nature of Complaints Received

Section 9 Lack of Good Faith/knowledge	1
Section 10 conduct against best interests of the City	16
Section 10.1 Racism	1
Section 11 Non-compliance with law/policy, public confidence	4
Section 14 Failure to communicate truthfully	2
Section 16 non-compliance with Procedure Bylaw	2
Section 19 Disrespectful, bullying, harassing, intimidating	28
Section 20 not adhering to Respectful Workplace policy	2
Section 26 failure to disclose property	7
Section 30(1) Failure to disclose meeting	1
Section 40 Use influence only for official duties	1
Section 40.1(1) Undue influence	3
Section 40.1(2) Undue influence of staff	2
Section 48 Misuse of City funds	1

Historical Comparison of Complaints Received

2020-2021	115
2021-2022	228
2022-2023	58
2023-2024	51

Emerging Trends & Developments

- The number of complaints is trending downward.
- Complaints alleging disrespectful interactions, pursuant to section 19 of the *Code of Conduct* are the most common type of complaint.
- Complaints alleging Members of Council acted contrary to the best interests of the City have increased. A number of these were disagreements with how Council Members voted, which does not, on its own, constitute misconduct, because Members are required to vote under the *Municipal Government Act*. How a Council Member votes is their decision, based on a multitude of factors.

- The number of days from the receipt of a complaint to its conclusion is significantly below the 90-day time frame set out in the *Code of Conduct*.
- The Alberta Ombudsman reviewed our complaint process and procedures in 2023 in the context of an old complaint about a former Integrity Commissioner. The current Integrity Commissioner responded to all inquiries. The Ombudsman determined that the Commissioner's decision was administratively fair; that they acted within their legislative authority, participatory rights were honored, and that they provided adequate reasons, and a reasonable outcome was reached.

Number of Attendances before Council Committees and City Council

- | | |
|----------------------------------|---|
| ○ Council Training session | 0 |
| ○ Council Meeting | 2 |
| ○ Executive Committee of Council | 0 |

Office Administration

- The Office continues to strive to keep up to date with all relevant legal developments.
- The Integrity Commissioner played a role in amendments fine-tuning the *Code of Conduct*.
- The Integrity Commissioner assisted in the development of the interpretation bulletins published or in development.
- The Integrity Commissioner was consulted and made recommendations to the Ethics Advisor on education, memoranda and reports to the Executive Committee and Council.

Ethics Advisor Report

Terms of Reference

Pursuant to the Terms of Reference the Ethics Advisor has the following responsibilities:

- To provide confidential advice to Members of Council on their personal conduct.
- To provide opinions and interpretation bulletins to Council on matters related to Council member conduct.
- To support Council by recommending revisions or additions to Council policies and bylaws where appropriate, and to establish and promote ethical conduct standards for Members of Council.
- To educate Council and Calgarians about the ethical duties of Council Members, maintain a website and provide an annual report to City Council detailing the activities of the office for the preceding year.

Confidential Advice

The Ethics Advisor, Emily Laidlaw, provided advice to Members of Council on a privileged and confidential basis and supported their offices in complying with the *Code of Conduct*. On an as needed basis, the Ethics Advisor worked with the Integrity Commissioner and City staff to support Members of Council. This advice formed the bulk of her work.

Informal Resolution and Sanction Compliance

Informal Resolution	0
Training	1

Policy Development

The *Code of Conduct* mandates a review annually. The Integrity and Ethics Office has reviewed the *Code of Conduct* annually, with amendments adopted by Council in 2020, 2021 and 2023.

During this reporting period, the Integrity and Ethics Office introduced two sets of amendments. In 2023, Council adopted *Code of Conduct* amendments to mandate anti-racism training. These amendments were prepared in close collaboration with the City's Anti-Racism Program to respond to Council's direction to explore updates to Council's bylaws to include anti-racism training. In 2024, Council adopted *Code of Conduct* amendments to clarify the rules for remote participation at Council and Council Committee meetings.

Interpretation Bulletins

The Ethics Advisor prepared one interpretation bulletin, with the support of the Integrity Commissioner, and in consultation with Members of Council, regarding conflicts of Interest.

It is the second interpretation bulletin published by the Integrity and Ethics Office. With the growth and maturity of the office, the Ethics Advisor plans to publish more interpretation bulletins as they provide guidance to Members of Council, their staff, City staff and the public to improve understanding of the substance and scope of the *Code of Conduct*.

Memoranda and other Guidelines Prepared for Council

Memoranda to Council	0
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Education and Reporting

Education sessions to Council	1
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Council or City Committee meetings

7

Annual Declarations

Since 2021, Members must execute and submit to the Ethics Advisor an annual declaration that they have read, understand and abide by the *Code of Conduct* (section 62.1). The form of the declaration is in Appendix A of the *Code of Conduct*. Executed copies are kept on file with the City Clerk's office. Compliance is to be confirmed in the annual report. For the years 2023, all Members of Council executed the declaration.

Joint Office Administration

Office Administration

During the reporting period, the Integrity and Ethics Office focused on five administrative tasks:

- Supporting Council with policy development, including amendments to the *Code of Conduct*;
- Re-designing the Integrity and Ethics Website to strengthen communication with Council and the public to improve understanding of the role of the office, explaining the substance of the *Code of Conduct*, how and when to make a complaint, and the process for investigating and resolving complaints.
- Developing and maintaining internal office policies and standards.
- Publishing the Interpretation Bulletin on Conflicts of Interest, with others in the development stages.
- Meeting with City of Calgary departments (and committees) including the City Auditor, Clerk's Office, the Legal Department, the Whistleblower Program, the Anti-Racism Committee, Intergovernmental Affairs, and the Ward Boundary Commission, to ensure alignment with the objective of a well-run City.

FOIPPA

During the reporting period, the Office received multiple FOIPP requests, for the Integrity Commissioner and the Ethics Advisor, which was a new development.

Pursuant to section 4(1)B of the *Freedom of Information and Protection of Privacy Act*, (the "Act") the Integrity Commissioner's records were protected from disclosure due to the quasi-judicial nature of her role. Complaint information cannot be and was not divulged.

Pursuant to section 27(1) of the *Act*, all legal advice, and related records created by the Ethics Advisor, were exempt from production due to solicitor client privilege.

Future Planning 2024-2025

- Election-focused training.
- Council Member training, guidelines, and memoranda.
- Ongoing updates to the website to ensure access to information and resources.
- Development of interpretation bulletins.
- Collaboration with City committees and departments as needed.

“Appendix “B”

Annual Report

The Integrity and Ethics Office annual report must include the following information:

1. Statistics about Investigations

- The number of complaints received, dismissed, withdrawn, ongoing and reported to Council.
- The number of investigations referred for informal resolution and the number successfully resolved.

2. Investigation Trends

- Description of trends in the number and/or nature of complaints.

3. Policy

- Description of policy development support provided to Council.
- Description of interpretation bulletins provided to Council.
- The number of memorandums and other guidelines prepared for Council.

4. Education and Reporting

- Description of education support provided to Council.
- The number of attendances by the Integrity Commissioner and/or Ethics Advisor at Council or Council Committee meetings.

5. Office Administration

- Information about key administrative tasks undertaken by the office.

The Ethics Advisor will not report statistics on advice to individual Members of Council as it is protected by solicitor-client privilege.

The Integrity and Ethics Office will not report on attendance at closed meetings where their attendance is not reported in the minutes of the meeting.

(7M2023, 2023 February 14)

**Ward Boundary Commission Chair Report to
Ward Boundary Commission
2024 September 09**

**ISC: UNRESTRICTED
WBC2024-0979**

Ward Boundary Commission Report and Recommendations

PURPOSE

The purpose of this report is to present the recommendations and report of Ward Boundary Commission (Attachment 1). This report also presents Administration Preliminary Service and Financial Impact Analysis of the Ward Boundary Commission's Recommendations (Attachment 2).

PREVIOUS COUNCIL DIRECTION

On 2024 January 30, Council approved the Ward Boundary Commission's Public Engagement Plan and Timeline (Attachment 3).

Ward Boundary Commission Report and Recommendations

RECOMMENDATIONS:

That the Ward Boundary Commission recommend that Council approve the following recommendations:

1. That Administration engage with Council Members' offices to prepare impartial administrative reference information before their term of office ends to support the transition and onboarding of newly elected Council Members. Reference materials could include the status of ongoing constituent issues, major projects and associated public consultation and key internal and external contacts, among other things.
2. That Administration review programming for Council's onboarding and continuous learning, with input from Council and their offices. Programming should include professional development and regular training offerings related to governance and financial stewardship, relevant municipal legislation, and constituency office leadership.
3. That Administration review onboarding, professional development, and training programming for Council Members' employees, with input from Council and their offices. Programming should include professional development and regular training offerings related to conflict management, psychological safety, and anti-racism.
4. That Administration develop a mental health support strategy including readily available and easily accessible counselling support services for Council and their employees, with input from Council and their offices.
5. That Administration prepare ward budget structure options for Council's consideration to respond to unique resource requirements among wards, while maintaining a base budget allocation per ward, with input from Council and their offices.
6. That Administration develop a Council Members' office human resources strategy to address Council Member employee environment gaps, with input from Council and their offices.
7. That Administration support Members of Council to establish a consistent and user-friendly format for City of Calgary Council Member webpages to present their vote record and rationale by topic. As well, Administration should establish a link to Council Member vote records and rationale webpages from the Council and Committee meetings landing webpage.
8. That educational and communications programming be expanded to share clear information for the public about the roles and responsibilities of Council and municipal government, as well as opportunities for public participation in City decision making.
9. That all city-wide public opinion research undertaken or commissioned by Administration be designed for and shared at the level of individual wards. This should include developing accessible and customized data dashboards for use by Council Members' offices.
10. That Administration develop a partnership with local post-secondaries or another suitable partner to carry out a high-quality survey of Calgarians' policy priorities and attitudes at least once per year.
11. That Administration commission one to four citizens' assemblies per term, each focused on an important and high-profile policy challenge.
12. That the next Ward Boundary Commission review and provide recommendations to Council on the representational and organizational considerations related to the introduction of political parties and slates. Their work should include consultation with

Ward Boundary Commission Chair Report to
Ward Boundary Commission
2024 September 09

ISC: UNRESTRICTED
WBC2024-0979

Ward Boundary Commission Report and Recommendations

2025 General Election parties, slates and candidates, Administration, and other interested parties.

13. That the next Ward Boundary Commission consider opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core.
14. That the name of future commissions be referred to by their primary mandate (such as review of ward boundaries, number of Councillors or effectiveness of the ward system).
15. That the Ward Boundary Determination and Review Policy (CP2019-04) be amended to provide that a Ward Boundary Commission be appointed to lead the review of all ward boundaries impacting communities, regardless of the number of wards requiring adjustment. Any ward boundary adjustments should continue to be led by the City Clerk's Office.
16. That the Ward Boundary Determination and Review Policy (CP2019-04) be amended to remove Section 6.1.2, "Total Electors," and that the next ward boundary commission examine the Policy criteria to ensure continued relevance.

Ward Boundary Commission Report and Recommendations

RECOMMENDATION OF THE WARD BOUNDARY COMMISSION, 2024 SEPTEMBER 9:

That Council approve the following recommendations:

1. That Administration engage with Council Members' offices to prepare impartial administrative reference information before their term of office ends to support the transition and onboarding of newly elected Council Members. Reference materials could include the status of ongoing constituent issues, major projects and associated public consultation and key internal and external contacts, among other things.
2. That Administration review programming for Council's onboarding and continuous learning, with input from Council and their offices. Programming should include professional development and regular training offerings related to governance and financial stewardship, relevant municipal legislation, and constituency office leadership.
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11. That Administration commission one to four citizens' assemblies per term, each focused on an important and high-profile policy challenge.
12. That the next Ward Boundary Commission review and provide recommendations to Council on the representational and organizational considerations related to the

Ward Boundary Commission Chair Report to
Ward Boundary Commission
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Ward Boundary Commission Report and Recommendations

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16. That the Ward Boundary Determination and Review Policy (CP2019-04) be amended to remove Section 6.1.2, "Total Electors," and that the next ward boundary commission examine the Policy criteria to ensure continued relevance.

Excerpt of the Minutes from the Regular Meeting of the Ward Boundary Commission, 2024 September 9:

"A presentation entitled "Ward Boundary Commission - Final Report" was distributed with respect to Report WBC2024-0979."

HIGHLIGHTS

- The Ward Boundary Commission was appointed in 2023 and includes five public members and one non-voting member (Returning Officer's designate).
- Internal and public engagement was undertaken in Q1 and Q2 of 2024.
- An overview of the public engagement can be found in Attachment 4.
- Accompanied by engagement insights, Ward Boundary Commission members undertook independent research and analysis in formulating their recommendations.
- The recommendations address four theme areas:
 - 1) Continuity, Professional Development and Training
 - 2) Building Ward Office Capacity and Resilience
 - 3) Fostering Effective Representation
 - 4) Leveraging Data to Drive Responsive Decision-Making
- Administration has completed a preliminary analysis of service and financial impacts of the Ward Boundary Commission's recommendations (Attachment 2).

DISCUSSION

The Ward Boundary Commission's Report (Attachment 1) includes the recommendations, research, and analysis, in addition to the details of the engagement that was undertaken.

Ward Boundary Commission Chair Report to
Ward Boundary Commission
2024 September 09

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WBC2024-0979

Ward Boundary Commission Report and Recommendations

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

The public engagement plan and timeline was approved by Council on 2024 January 30. Details of the public engagement and the What We Heard report is included in Attachment 1.

IMPLICATIONS

Social

Recommendations in this report are intended to improve services, support and capacity to Members of Council and their staff, thereby improving Calgary's 14-ward system of representation for Calgarians.

Environmental

Not applicable.

Economic

Not applicable.

Service and Financial Implications

Other:

As set out in Attachment 2, some recommendations can be supported within the existing (2023-2026) budget, where others require consideration in the next (2027-2030) budget cycle. In addition, if approved, some recommendations will require further analysis to determine service and financial implications.

RISK

Identifying opportunities to improve Council's ability to perform their duties and the public's ability to be effectively represented is best practice. Opportunities to improve Calgary's 14-ward system may not be realized if the Ward Boundary Commission's report and recommendations are not given due consideration.

ATTACHMENTS

1. Ward Boundary Commission Report
2. Preliminary Service & Financial Impact Analysis – Ward Boundary Commission Recommendations
3. Previous Council Direction, Background
4. What We Heard Report
5. **Presentation**

Ward Boundary Commission Chair Report to
Ward Boundary Commission
2024 September 09

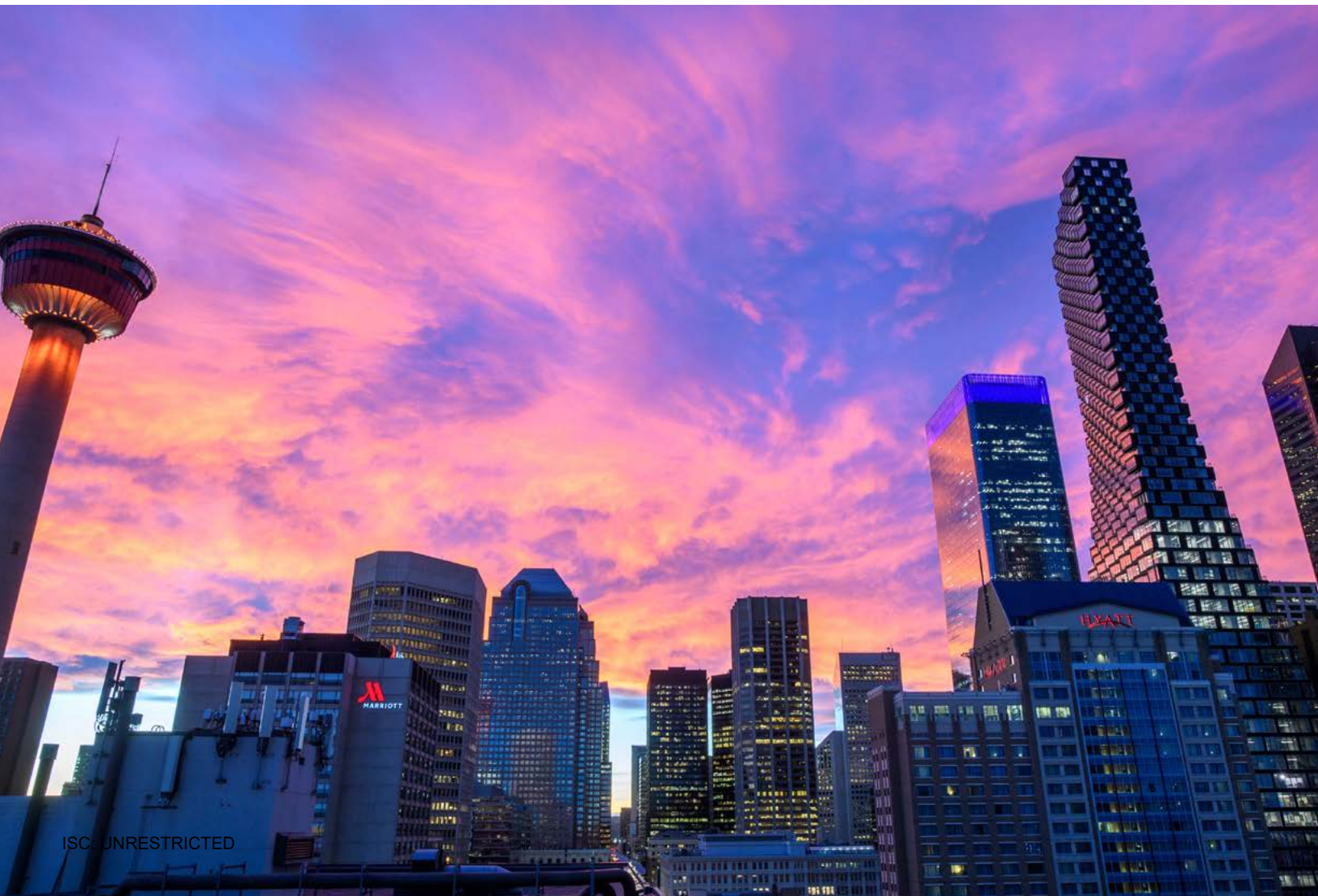
ISC: UNRESTRICTED
WBC2024-0979

Ward Boundary Commission Report and Recommendations

Author: Jordan Pinkster, Chair, Ward Boundary Commission

City Clerks: A. Lennox / C. Doi

Ward Boundary Commission report



Land acknowledgement

The **Ward Boundary Commission** would like to take this opportunity to appreciate and acknowledge that the public engagement, deliberations, and preparation for this final report took place on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6).

We acknowledge all Indigenous people who have made Calgary their home.



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Message from the Ward Boundary Commission Chair

In 1977, Calgarians cast their ballot in a municipal election that featured 14 Councillors, each from single-member wards, for the first time in Calgary's history. In the nearly 50 years since, Calgary has changed dramatically. Calgary's population has more than tripled in that time as Calgary emerged as one of the most livable cities in the world. Today, we are recognized as a city of limitless possibilities creating opportunities for thousands of people who arrive here from around the world.

In 1977, each Councillor in Calgary served roughly 43,000 residents. Today that number is more than 100,000. This growth has made the role of local government more complex and resource intensive. Front-of-mind issues for modern Calgary City Councils span from planning for growth, to providing high-quality public services, to responding to complex social issues, to numerous other pressing challenges.

Local government is important. No order of government is closer to the people they represent, and no order of government makes a bigger day-to-day impact on the lives of their residents. That is a truly humbling reality for anyone who has the privilege of representing their community. Council's establishment of this Ward Boundary Commission is a recognition that improvements are required to enable Council to better represent a growing Calgary.

This report is a result of more than nine months of work by a group of passionate Calgarians committed to our great city. Throughout our time together the Commission looked at examples from other jurisdictions, considered feedback and perspectives from hundreds of Calgarians, and conducted dozens of hours of interviews with current and former Members of Council and their staff, senior Administration at The City of Calgary, Calgary school boards, ethnocultural groups, business groups, community associations, and many other important voices. We thank all these interested parties for their willingness to share their perspectives. Your passion for the betterment of this city is an inspiration.

On behalf of the Ward Boundary Commission, I would like to thank Calgary City Council for appointing us to deliver on this mandate. It has been a privilege to serve Calgarians through this important project. We hope the recommendations within this report generate a constructive discussion on how Calgarians can be better served by their local government.

We thank you for your consideration,

Jordan Pinkster
Chair, Ward Boundary Commission

Acknowledgements

The Commission thanks members of the public, members of Calgary City Council and their staff, Trustees and Administration of the Calgary Board of Education and Calgary Catholic School District, former Mayor Al Duerr, former members of Calgary City Council Shane Keating, Jeromy Farkas, and Druh Farrell, and other interested parties for their participation and recommendations provided throughout the review of the effectiveness of the 14-ward system and *Ward Boundary Determination and Review Policy*.

The Commission is also grateful for the participation, guidance and support provided by representatives and business units of The City of Calgary, including:

- Sarah D'Alton, Council Compensation Review Committee Chair
- Kelly Cote, Manager, Government Relations
- Stuart Dalgleish, Chief Operating Officer
- Jeannine Dryden, Leader, Election Services
- David Duckworth, Chief Administrative Officer
- Lorelei Higgins, Team Lead, Indigenous Relations Office
- Mary Kirk, Strategic Legislative Analyst
- Emily Laidlaw, Ethics Advisor
- Katarzyna Martin, City Clerk
- Ellen-Anne O'Donnell, Integrity Commissioner
- Anti-Racism Program
- City Clerk's Office
- Corporate Project Management Centre
- Customer Service and Communications, including the Engage Resource Team
- Partnerships Office

Ward Boundary Commission members



**Jordan
Pinkster**
Chair



**Jacqueline
Peterson**
Vice Chair



Jack Lucas
Member



Elise Bieche
Member



Karen Jiang
Member



**Andrew
Brouwer**

Returning Officer's
designate and a
non-voting member
on the Commission

Please see [Attachment 1](#) for biographies of the Commission members.

Executive summary

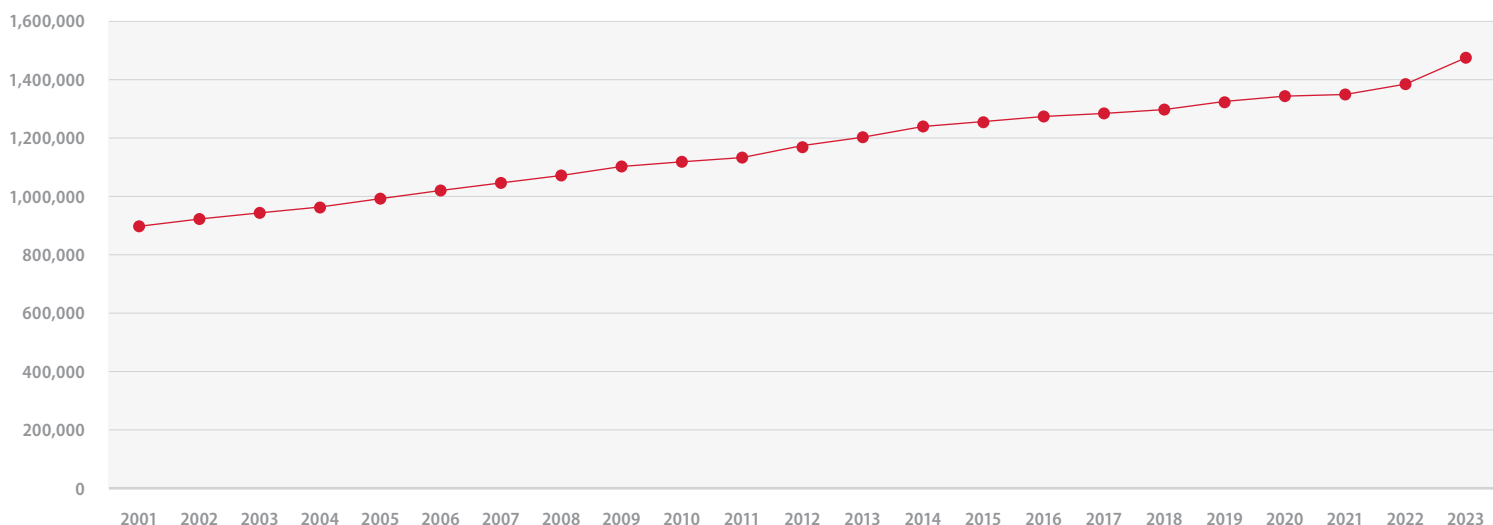
In June 2023, Calgary City Council voted to establish a Ward Boundary Commission to review the effectiveness of the 14-ward system with no changes to the number of Councillors, and to review the *Ward Boundary Determination and Review Policy*. The Commission was directed to do a comprehensive public engagement to hear from Calgarians and impacted parties, and report back to Council with recommendations by September 2024.

The Commission formally began our work in January 2024. A variety of different inputs were considered for the development of this report including the changing nature of Calgary, the complexity of the role

of Councillors, and input from the public and interested parties. These factors, along with the expertise of Commission members, has helped shape the recommendations included within this report.

Calgary City Council last established a Ward Boundary Commission with a similar mandate in 2014. The previous Commission provided strong context and discussion topics that have been woven into this report. But we also must recognize that Calgary is a very different city today. From population changes to new economic realities, and other factors, much has changed in the last decade.

Calgary's population 2001-2023



Population data source: Government of Alberta

In 2014, Calgary had a population of more than 1.2 million people with each Councillor representing an average of 85,000 residents. Today, Calgary is home to more than 1.5 million people and each Councillor represents an average of 107,000 residents. Planning for growth and ensuring that Calgary can continue to welcome new residents from all over the world is a foundational role of Calgary City Council.

Calgary has also seen massive shifts in the local economy in the last decade. Headwinds facing the oil and gas industry were a contributing factor to a hollowing out of Calgary's downtown core through the middle part of the last 2010s. This resulted in high unemployment rates, increased downtown office tower vacancies, and significant financial pressures on local government's revenue-generating capacity. Today, we are seeing an economy on the rebound in Calgary, but new pressures have emerged on how we protect our city against short-term economic shocks in the future.

As the city has changed, the role of Calgary City Council has become increasingly complicated. The public has greater demands on transparency and meaningful two-way communications, the nature of issues facing local government continue to evolve, and pressures from senior orders of government have a significant

impact on Council's consideration of major issues. Rising to these challenges is a balancing act between effectively representing local constituents, acting in the best interests of the city, and advocating to senior orders of government for financial and policy support as Calgary continues to evolve. These macro-level impacts helped shape the context for how the Commission evaluated the overall effectiveness of the 14-ward system.

The Commission also worked closely with The City of Calgary Engage Resource Team to build a comprehensive engagement program to gain insights and feedback from a variety of impacted parties across the city. Council approved the engagement strategy on January 30, 2024. The engagement plan included a mix of internal and external engagement activities.

The Commission's engagement activities began with meetings with every Council Member, their staff, and senior members of City of Calgary Administration. These discussions were helpful to better understand the variety of challenges facing Councillors, their staff, and the Administration that deliver on political direction. Councillors expressed concern with the balancing of their various duties, the ability for them to hire and retain staff, and their overall ability to effectively advocate on behalf of their

constituents. Councillors' staff expressed concerns about their overall employment structure, impacts on their mental health, and the tools provided to them to effectively support their Councillors.

The Commission also held targeted meetings and deployed online surveys with ethnocultural groups, community associations, business associations, and the Calgary school boards. These impacted parties expressed a desire to strengthen their relationships with Calgary City Council and find opportunities for further collaboration. There was a recognition that large turnover in the last municipal election has resulted in a reset for many relationships. This has presented continuity challenges and has left many groups feeling as though their roles are not clearly understood by Council and their staff.

The Commission also sought to hear from Calgarians more broadly on how they felt they could be better represented within the current political system. An engagement portal page was created on The City of Calgary website including a video introduction from the Commission Chair, information about the project's purpose, and a survey. The Commission also held five pop-up events across the city to invite Calgarians to discuss their concerns and provide feedback to the Engage Resource Team and members of the Commission. Through these various activities, the Commission heard from more than 1,000 people.

Feedback from Calgarians on what they expected of their Councillors was broken out into key themes including:

- Meaningful two-way communication with their elected representatives.
- Prioritization of constituents' wishes, concerns, and needs.
- Demonstration of good character, transparency, and integrity.
- Good financial stewardship.
- Focus on well-run City services.

Respondents were also asked to provide suggestions on how they could be better represented by their Councillors. Feedback themes included:

- Improvements to communications, engagement, and input-seeking activities.
- Stronger reflection of local priorities and perspectives on issues.
- Prioritization on fiscal responsibility and core municipal issues.
- Improvements to the transparency and accountability of Council.

Feedback from the engagement process played a pivotal role in the recommendations created by the Commission. An overview of the engagement activities can be found in the What We Heard Report which is included as a separate appendix in the Commission's cover report to Council (WBC2004-0979).

Through internal and public engagement, deliberation among Commission members and analysis of relevant research, the Commission developed 16 recommendations in five theme areas, intended to improve the effectiveness of Calgary's 14-ward system, outlined in the next section. Themes include:

Setting Council Members up for success: facilitating continuity, professional development and training

Elections are an important component of effective representation to keep elected officials accountable, but can have an impact on a political office's ability to respond to the needs of their constituents. This section explores ways to improve continuity, professional development and training opportunities for Councillors and their staff.

Maximizing impact: Building ward office capacity and resilience

Strong ward offices are a direct contributor to the overall effectiveness of a Councillor. This section explores support structures for political staff, and budget structures for ward offices.

Mechanisms for democratic accountability: Fostering effective representation

Calgarians place a high expectation on transparency and effective two-way communication with their elected leaders. This section explores tools to augment information sharing with members of the public.

Knowing your ward: Leveraging data to drive responsive decision-making

Well-informed Councillors are in a better position to strongly advocate for their constituents. This section explores the development of research and engagement tools to give Council a better understanding of local priorities and opinions on pressing issues.

Future Commission considerations, including recommendations related to the Ward Boundary Determination and Review Policy

Provincial legislation regarding the establishment of municipal political parties in Calgary may require deliberation from a future Ward Boundary Commission. This section provides a suggestion on work for a future Commission and provides input on the overarching policy that governs this work.

This set of recommendations is intended to provide a menu of options for Council's consideration. In keeping with Council's June 6, 2023 direction, Administration have consulted with the Commission to prepare their analysis of service and budget impacts. Their analysis is included as a separate appendix in the Commission's cover report to Council.

Ward Boundary Commission recommendations

***Setting Council
Members up for success:
Facilitating continuity,
professional
development and
training***

***Maximizing impact:
Building ward office
capacity and resilience***

***Mechanisms for
democratic
accountability:
Fostering effective
representation***

***Knowing your ward:
Leveraging data to
drive responsive
decision-making***

***Future Commission
considerations, including
recommendations
related to the Ward
Boundary Determination
and Review Policy***

Setting Council Members up for success: Facilitating continuity, professional development and training

When Councillors are elected in Calgary, they are immediately thrust into one of the most challenging political roles in the country. Almost immediately, Councillors are called upon to help their constituents navigate City Administration and solve local problems. They need to make immediate decisions about their roles and priorities like deciding which committees they would like to be on and voting on mid-cycle budget adjustments less than a month after being sworn into office. At the same time, Councillors need to make important decisions about how they'll "staff up" their offices: the roles they need, the skills they need in each role, and how they'll manage their team. They also need to develop a schedule on community engagement and attendance at local events, build relationships with local provincial and federal political representatives, field media requests, and much more. This is an enormously challenging transition.

Detailed and intensive training is provided to Councillors as they begin their terms in office. Through our consultation with Councillors and senior Administration, it was clear that this onboarding is greatly appreciated, especially by newly elected Members of Council. Even so, we also see room for improvement in training and mentorship processes — improvements that, in the Commission's view, will equip Councillors to enhance their knowledge and skills in ways that will directly improve their ability to serve and represent their constituents. In addition, we see particular opportunities for training and mentoring processes for the staff who Councillors hire — staff who play a critical role in effective local representation.

Recommendation #1:

That Administration engage with Council Members' offices to prepare impartial administrative reference information before their term of office ends to support the transition and onboarding of newly elected Council Members. Reference materials could include the status of ongoing constituent issues, major projects and associated public consultation, and key internal and external contacts, among other things.

Elections are disruptive: new faces arrive, and old hands depart. Yet Calgarians rightly expect that Members of Council will continue to serve their needs, even early in their mandates. While core services are administered by the City of Calgary regardless of the election cycle, ward offices, especially newly elected offices, have little or no institutional memory for the roles they are stepping into.

Smooth transitions are not only important for good governance, they also matter for effective representation. When a new Councillor and their office gets up to speed more quickly, they are more effective problem solvers, policy makers, and advocates for their communities. Continuity and resilience ensure that residents have as little disruption to local representation as possible.

At the provincial and federal levels of government, incoming officials receive a robust transition binder shortly after an election.¹ The Commission recommends that Administration support the creation of a similar briefing template that would include information about ward projects and initiatives, stakeholders of note, and other relevant details as part of the onboarding process. Administration could consult with Councillors' staff before each election to fill in relevant details, clarifying that the documents would not contain sensitive political information or violate any *Freedom of Information and Protection of Privacy Act* (FOIP Act) requirements from the previously elected office. Instead, they would offer a factual overview of the most pressing issues in their ward. While these briefing materials will be most helpful for newly elected Councillors, there could also be value for re-elected members as they onboard new staff or share their ward-level priorities with other Councillors.

¹ David Zussman, *Off and Running: The Prospects and Pitfalls of Government Transitions in Canada* (University of Toronto Press, 2013); Graham White and David Cameron, *Cycling into Saigon: the Conservative Transition in Ontario* (UBC Press, 2001).

Recommendation #2:

That Administration review programming for Council’s onboarding and continuous learning, with input from Council and their offices. Programming should include professional development and regular training offerings related to governance and financial stewardship, relevant municipal legislation, and constituency office leadership.

The Commission recognizes the importance of onboarding for Council Members. However, feedback from Members of Council indicated that the onboarding experience was one of “drinking from a fire hose” — too much content, too quickly. This limits the effectiveness of the onboarding process and puts newly elected representatives and their constituents at a disadvantage in terms of effective representation relative to their more experienced colleagues.

A comprehensive review should be conducted of the onboarding process. The review should consider the schedule and scope of content to ensure Councillors are well prepared to undertake their duties. Councillors’ offices should provide input to guide the creation of an onboarding process that delivers maximum benefit to Members of Council. This could include management training, procedure and protocols, overview of responsibilities as mandated in the *Municipal Government Act*, and anti-racism training.

Recent provincial amendments to the *Municipal Government Act* require mandatory local government training. The Commission sees an opportunity for Administration to explore partnerships with Alberta Municipalities and/or post-secondary institutions to develop relevant training tools for Councillors. This could include training programs focused on corporate governance, human resources, and other specialized aspects of their duties.

Recommendation #3:

That Administration review onboarding, professional development, and training programming for Council Members’ employees, with input from Council and their offices. Programming should include professional development and regular training offerings related to conflict management, psychological safety, and anti-racism.

When thinking of an elected representative in Canada, many will think of a specific individual: a Councillor, a Member of the Legislative Assembly, or a Member of Parliament. However, effective representation requires not only that these individuals be equipped to succeed in their roles, but that their support staff also be equipped for success. Solving a problem, responding to a constituent, or advocating on an issue has as much to do with Councillors’ staff as with the Councillors themselves.

Onboarding and training Councillors’ staff is difficult because, unlike their elected bosses, they are not all entering their roles at the same time. Regardless, professional development and training for Councillors’ staff is critical. If we can identify ways to optimize onboarding for Members of Council, we should be able to use similar tools for Councillors’ staff. This training could be in the form of online modules, regularly scheduled learning and training sessions, or peer-support programs to help build capacity and expertise among political staff.

“What makes a Councillor effective is understanding complex issues of city building, setting goals that are city wide, and understanding how these goals impact their wards.”

– What We Heard Report, 2024

Maximizing impact: Building ward office capacity and resilience

As an elected Member of Council, Councillors are expected to perform several roles and responsibilities with a finite number of resources at their disposal. At the same time, Calgarians have high expectations of their elected representatives. During the public engagement, contributors identified meetings and communications with residents, solving local problems, studying and developing policy, and advocating on behalf of Calgarians with other orders of government as important functions. Meeting these expectations is especially challenging in light of the geographic and population size of each Councillor's constituency.

To deliver on their mandates, Members of Council rely heavily on their staff and ward office resources. In numerous interviews, Councillors emphasized the critical role their staff play in their ability to govern, and that the supports and resources available to staff directly influence the Councillor's effectiveness as an elected representative and policymaker.

Despite widespread recognition of the important role played by Councillors' staff, Councillors' views diverged on the adequacy of existing ward resources and office budgets. Each ward has different physical and demographic characteristics, and each Councillor has different personal goals and obligations. Balancing the diversity of resourcing needs while ensuring fairness and equality among wards and Councillors was a recurring theme throughout the interview process.

Recommendation #4:

That Administration develop a mental health support strategy including readily available and easily accessible counselling support services for Council and their employees, with input from Council and their offices.

Councillors and their staff operate in a challenging work environment with limited resources. Many Councillors noted an increase in political divisiveness, toxicity and disrespect both within Council and in public interactions. In jurisdictions across the country, local elected representatives are resigning in the face of these mounting pressures and increasing experiences of online and in-person harassment and abuse.²

Burnout is a reality in these high-pressure jobs. Evaluating mental health supports available to Councillors and their staff is a starting point to improve working conditions in political offices. Inspiration could be taken from a variety of support structures that are provided to first-responders, 311 call centres, and other public facing departments within The City of Calgary. Improvements to mental health support for political offices should be expected to positively impact staff retention and effectiveness.

² The Current with Matt Galloway. *More Politicians Quitting Over Abuse*. (CBC Radio, April 25, 2024).

Recommendation #5:

That Administration prepare ward budget structure options for Council’s consideration to respond to unique resource requirements among wards, while maintaining a base budget allocation per ward, with input from Council and their offices.

Individual Councillors face distinctive challenges in the areas of the city they represent. While all wards have roughly similar populations, differences in demographics and policy needs can shape demands on a Councillor and their office staff. Demands on Councillors’ time and office resources may be shaped by several factors, including, but not limited to: number of community associations; the pace and character of local development; committee assignments; population demographics; business, commercial and industrial activities; local social issues like homelessness and addictions; and major infrastructure projects. Calgary’s open-access data resources and dashboards — such as the 311 dashboard, development permits open dataset, and ward profiles database provide useful insights on the variance from ward to ward.

In our interviews, many Councillors acknowledged that wards in the inner core faced challenges that placed a greater strain on their staff and office resources. The Commission recommends that Council maintain a base office budget across all wards while evaluating options to provide additional resources for wards that may require further support to govern effectively. For instance, wards above an appropriate threshold could have access to an increased budget that would be equivalent to a part-time staff resource. Any criteria, scale or system developed should have fairness, transparency, equity and responsible spending as underlying principles.

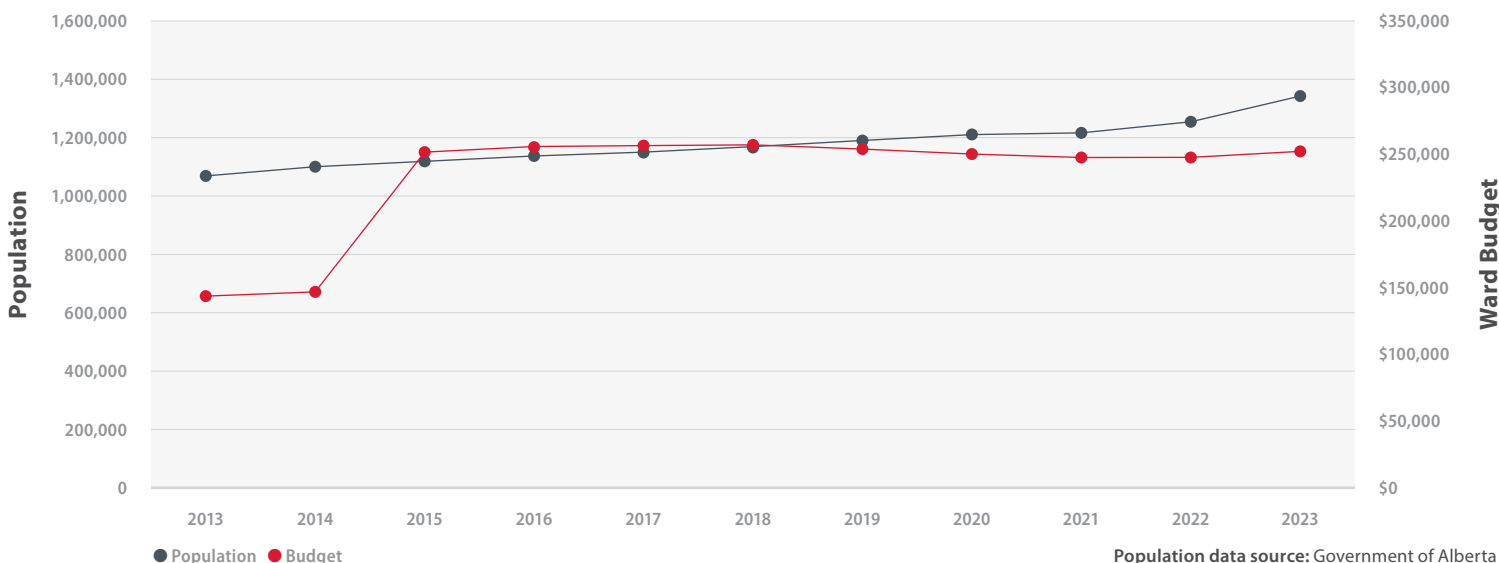
Recommendation #6:

That Administration develop a human resources strategy for Council Members’ offices to address Council Member employee environment gaps, with input from Council and their offices.

Councillors’ staff are in a unique employment position. As private contractors for their Councillors, they are not fully incorporated into existing human resource and staff structures within The City of Calgary. Councillor’s staff are often subject to poor job security, outdated job descriptions, limited opportunities for career advancement, and levels of compensation that may not match their skills and the overall demands of the job. In the Commission’s discussions with Councillors’ staff, it was acknowledged that there has been a reduction in available shared support services. Office administrative and IT support, communications, planning and human resources were identified as areas that could benefit from shared support.

The Commission recommends that Administration develop a human resources strategy for Council Members’ offices that identifies and addresses employee environment gaps in a meaningful and sustainable way. Key priorities for this strategy should focus on giving Councillors the autonomy they require to run functional offices, while also ensuring that Councillors’ staff have support structures in place to protect them in the workplace and that they are well equipped to support their Councillor.

City- wide comparison of population and ward budget by year



Mechanisms for democratic accountability: Fostering effective representation

Effective representation requires constituents to learn about their representatives' actions. This information is important for electoral accountability — when constituents know what their representatives are doing in office, they can incorporate this information into their decisions at the next election. That two-way communication must happen at all points of the political cycle. An informed public should have the opportunity to understand their representatives' reasoning and respond to their representatives' actions by communicating their support or opposition to their representative.

Unfortunately, creating the conditions for this ongoing communicative relationship between constituents and their representatives is an extraordinary challenge. While much of the public believes local government is important for their daily lives, recent research in Calgary shows that more than half of Calgarians do not know how their Councillor voted, even on very high-profile municipal issues.³ We know that trust in municipal council has been declining in Calgary for many years⁴ and our public engagement made it extremely clear that Calgarians are hungry for clear, open communication with their elected representatives. Moreover, our consultation with Calgary's Councillors reflected what many councillors across the country have reported to researchers: residents often struggle to keep track of what their councillors are doing on council, and what the responsibilities of their local municipal council are. This creates enormous frustration for Councillors and constituents alike.

Municipal government is increasingly complicated. Understanding how decisions are made, how institutions and governments work, and the roles and responsibilities of being a citizen in a democracy is not as straightforward as it needs to be. This also presents significant accessibility and equity challenges for elected representatives. The City's own Voting Equity Research conducted after the last municipal election in 2021 indicated some of the challenges facing new immigrants when voting in municipal elections. This is significant as 33 per cent of the City's current residents are immigrants.^{5,6}

The Commission recognizes that some of these challenges and trends reach far beyond Calgary's borders and are not within the capacity of a single local government to fully address. However, we see an opportunity for Calgary's elected representatives and Administration to serve as an innovator in this area and to experiment with tools that may improve civic education and strengthen the mechanisms of communication and accountability that are at the heart of effective representation.

Recommendation #7:

That Administration support Members of Council to establish a consistent and user-friendly format for City of Calgary Council Member webpages to present their vote record and rationale by topic. As well, Administration should establish a link to Council Member vote records and rationale webpages from the Council and Committee meetings landing webpage.

Our research and interviews made it clear that many of Calgary's Councillors are working hard to communicate with their constituents. Some include information on their Councillor profile page on The City of Calgary website. Others include voting rationales on a personal website, on social media, or in community newsletters. These efforts are admirable, and surely appreciated by many constituents.

To maximize the value of these efforts, however, we see an opportunity for Councillors to work with their staff and City Administration to provide Calgarians with more easily accessible and consolidated information about Council votes and their rationales. From the Commission's engagement, there is a public expectation of a *consistent* user experience when constituents seek out information about their Councillor's voting choices. There is opportunity for a more streamlined and consistent approach that will allow constituents to access information about Councillors' voting decisions and their rationales from ward websites, the agenda and minutes webpage, the vote dashboard, and the open data Council and Committee votes dataset. Website update tools available to Councillors' staff could also be updated in this process; the Commission heard from several Councillors' staff that the current website update tools are often cumbersome.

The Commission encourages individual Councillors to share the "what and why" context on significant votes and for the public platform for these rationales to be standardized for all elected representatives. City Administration should explore improvements to website platforms where vote tally information is currently provided. New tools should be explored that are easy to navigate for end users, include translation and accessibility options, and easy to update and edit for ward offices.

³ McPherson, Carter et al. "Issue Accountability in Non-Partisan Municipalities: A Case Study." *Urban Affairs Review*, Forthcoming.

⁴ 2024 Spring Survey of Calgarians The City of Calgary <https://www.calgary.ca/csc/documents/cit-sat>

⁵ <https://www.calgary.ca/election/what-we-do/voting-equity.html> Access date August 1, 2024

⁶ <https://www.calgary.ca/election/what-we-do/voting-equity.html> Access date August 1, 2024

Recommendation #8:

That educational and communications programming be expanded to share clear information for the public about the roles and responsibilities of Council and local government, as well as opportunities for public participation in City decision making.

Effective civic education is an enormous challenge. Research from across Canada and other advanced democracies shows that busy citizens tend, on average, to know little about their governments or elected representatives — and even less about their local governments.⁷ Moreover, despite the admirable intentions of many civic educators, generalized efforts to improve the public's knowledge of public policy and government processes are often ineffective.

What is clear — both from social science research and the Commission's own experience in civic education and communications processes — is that civic education efforts can be effective when focused on providing citizens with *concrete skills* that those citizens are *motivated* to learn.⁸ To this end, we recommend that Council work with Administration to develop civic education resources that would improve council-constituent communication, empower Calgarians to engage effectively with local government, and contribute to civic trust.

“[...] it should be Councillors who go out of their way to engage with and potentially educate their constituents, not the other way around. I say this as a young person in my undergrad who knows many people my age who would benefit from getting to know their Councillor but lack the knowledge of what their issues are, where to go, who to talk to, etc.”

– What We Heard Report, 2024

“There has to be more checks and balances on why/how Councillor vote on issues that may contradict the will of their constituents.”

– What We Heard Report, 2024

⁷ Gidengil, Elisabeth, Blais, André, Neviite, Neil, and Nadeau, Richard. Citizens. Vancouver: UBC Press, 2004; McPherson, Carter et al. “Issue Accountability in Non-Partisan Municipalities: A Case Study.” *Urban Affairs Review*, Forthcoming. For more general comparative context, see Lupia, Arthur. *Uninformed Why People Seem to Know So Little about Politics and What We Can Do about It*. New York: Oxford University Press, 2016.

⁸ For research-informed recommendations on effective civic education practices, see Lupia, Arthur. *Uninformed Why People Seem to Know So Little about Politics and What We Can Do about It*. New York: Oxford University Press, 2016.

Knowing your ward: Leveraging data to drive responsive decision-making

Calgary's Councillors generally feel a strong responsibility to represent both the city as a whole and the distinctive priorities and needs of their ward constituents.⁹ This combined representational focus — special attention to a specific geographic area, without forgetting the interests of the wider community — is one of the strengths of ward-based representation.

To make this system effective, Councillors need access to accurate and representative information about their constituents. In our interviews, many Councillors told us they have limited access to high-quality and representative information about residents in their wards. Moreover, our public engagement data made it abundantly clear that Calgarians feel a strong desire to feel heard by their local representatives. The more councillors know about their constituents, the better they will be able to reflect their constituents' needs and communicate about the actions they've taken in office.¹⁰

This need for high-quality information is especially pressing considering strong evidence that traditional forms of public engagement and public feedback are not representative of the wider public.¹¹ There is an awareness that the individuals who turn up at public hearings or town hall meetings are not a representative sample of the wider public. Many Councillors interviewed through our engagement process expressed a strong desire to understand the preferences and views of all Calgarians.

In many cases, high-quality ward-level data will more accurately reveal the issue preferences and priorities that Calgarians share across our diverse communities and wards. In some cases, however, ward-level information will clarify sharp differences in policy attitudes and service needs across wards. This is perfectly appropriate; indeed, this diversity is a critical reason for Calgary to maintain a system of single-member wards.



9 This is a well-established pattern among Canadian ward councillors. See, for example, Koop, Royce, and John Kraemer. "Wards, At-Large Systems and the Focus of Representation in Canadian Cities." *Canadian Journal of Political Science* 49, no. 3 (September 2016): 433–48; Blidook, Kelly, Royce Koop, and Jack Lucas. "Municipal Representation Style and Focus: Evidence from Canadian Mayors and Councillors." *Representation* 58, no. 4 (2022): 603–22.

10 In the absence of good information, elected representatives' perceptions of their constituents are susceptible to serious misperception and bias; see, for instance, Broockman, David E., and Christopher Skovron. "Bias in Perceptions of Public Opinion among Political Elites." *American Political Science Review* 112, no. 3 (August 2018): 542–63 as well as Pilet, Jean-Benoit, Lior Sheffer, Luzia Helfer, Frederic Varone, Rens Vliegthart, and Stefaan Walgrave. "Do Politicians Outside the United States Also Think Voters Are More Conservative than They Really Are?" *American Political Science Review* 118, no. 2 (2023): 1037–45. The good news, however, is that elected representatives do update their perceptions when provided with good information; see Butler, Daniel M. "Can Learning Constituency Opinion Affect How Legislators Vote? Results from a Field Experiment." *Quarterly Journal of Political Science* 6, no. 1 (August 22, 2011): 55–83 and Pereira, Miguel M. "Understanding and Reducing Biases in Elite Beliefs About the Electorate." *American Political Science Review* 115, no. 4 (2021): 1308–24. For a Canadian municipal application of these findings, see Lucas, Jack. *Ideology in Canadian Municipal Politics*. Toronto: University of Toronto Press, 2024.

11 For strong evidence on this point, see Einstein, Katherine Levine, David M. Glick, and Maxwell Palmer. *Neighborhood Defenders: Participatory Politics and America's Housing Crisis*. Cambridge: Cambridge University Press, 2019. For example, compare the support for rezoning reported in Strasser, 2024a with the more representative data reported in Strasser, 2024b.

Recommendation #9:

That all city-wide public opinion research undertaken or commissioned by Administration be designed for and shared at the level of individual wards. This should include developing accessible and customized data dashboards for use by Council Members' offices.

The City of Calgary regularly conducts and commissions public opinion research. This research — such as the annual Fall Survey and Spring Survey of Calgarians — reflects a serious investment in high-quality and representative information about Calgarians' trust in local government, satisfaction with local services, and policy priorities. To maximize the value of these resources, however, survey results should be shared at the level of the city and individual wards.

In the past, the costs associated with collecting representative data on public attitudes at the ward scale were often prohibitive. However, declining costs of public opinion data have combined with rapid advances in statistical techniques to make reliable, scientific, ward-level public opinion readily accessible in a city of Calgary's size.¹² When undertaking survey-based data collection, precise and representative results at the ward level should be considered the norm, and when commissioning new survey-based data collection, The City of Calgary should require that vendors provide representative ward-level estimates. Both internal research units and external vendors should highlight ward-level results with data visualization and tables that are just as informative, accessible, and interpretable as "topline" city-level analysis. With careful attention to data collection practices and creative data analysis techniques, we are confident that this recommendation can be implemented without significant increases in the cost of The City's survey-based data collection efforts.

Recommendation #10:

That Administration develop a partnership with local post-secondaries or another suitable partner to carry out a high-quality survey of Calgarians' policy priorities and attitudes at least once per year.

Councillors must regularly make decisions on challenging and contentious policy issues. Understanding how residents think about these issues is critical to effective representation and meaningful two-way communication with residents. Through the Commission's interviews, several Councillors expressed a strong desire for high-quality information about public attitudes on important and hot-button issues. Collecting data on these issues is often (appropriately) considered too "political" to be included in research projects undertaken by City Administration. While some Councillors have used office resources to commission surveys on policy issues of this sort, most Councillors' offices lack the resources and technical expertise to collect the high-quality and representative data that Councillors need.

Fortunately, Calgary has local expertise on collecting and communicating survey data that can operate at arm's length from City Administration. Partnerships with students and researchers at post-secondary institutions can provide opportunities for stronger insights into how Calgarians feel about major issues. We envision that academic researchers and affiliated students could meet briefly with Councillors and their staff each year to understand the issues that are most pressing and contentious in communities across Calgary, and then design and share a high-quality arm's-length survey to inform Councillors and the wider public about Calgarians' attitudes on these issues. This partnership would be a win-win, providing elected representatives with much-desired local data on important and contentious policy trade-offs and issue attitudes — while also providing valuable opportunities for research experience and community service for local academic researchers and their students.

¹² For background, see Lax, Jeffrey R., and Justin H. Phillips. "How Should We Estimate Public Opinion in the States?" *American Journal of Political Science* 53, no. 1 (2009): 107–21. For Canadian applications, see Lucas, Jack, and David A. Armstrong. "Policy Ideology and Local Ideological Representation in Canada." *Canadian Journal of Political Science* 54, no. 4 (December 2021): 959–76 as well as Lucas, Jack. *Ideology in Canadian Municipal Politics*. Toronto: University of Toronto Press, 2024. Note that the techniques we discuss here have already been employed in Calgary, on a much smaller budget than what is typically available for The City's research efforts, during the 2021 municipal election. See CBC, 2021 for this example.

Recommendation #11:

That Administration commission one to four citizens' assemblies per term, each focused on an important and high-profile policy challenge.

In governing one of Canada's largest cities, Calgary City Council regularly faces extremely complex and contentious policy challenges from debates to blanket rezoning, to major investments in city infrastructure, and everything in between. On these challenging and high-profile issues, it is especially important to find ways to move beyond unrepresentative and often polarizing public engagement, and to understand how Calgarians might think about an issue if given the opportunity to reflect and deliberate on the issue in the company of their peers.

One valuable tool for this reflective and deliberative work is the *citizens' assembly*. In a citizens' assembly, a group of residents, drawn by a random lottery process to ensure that the assembly's members are meaningfully representative of the wider public, meets to learn about an issue, deliberates on the issue, and makes recommendations. At their best, citizens' assemblies provide elected representatives with feedback from the public that is representative, informed, and deliberative.¹³

Municipal councils can, of course, choose to accept or reject a citizens' assembly's recommendations: this tool should be seen as a form of innovative public engagement and deliberation, rather than a replacement for council's legislative authority. They represent a mechanism for public engagement that encourages serious thinking, respectful discussion, and attention to the complexities of the policy challenges that cities face. Without denying the serious disagreements at the heart of many policy issues, citizens' assemblies would provide Calgary's Councillors with a form of public feedback that would supplement, and perhaps counterbalance, standard public engagement processes, while also demonstrating deep respect for the judgment and capability of ordinary Calgarians of many experiences and backgrounds.

¹³ For more information on citizens' assemblies with a Canadian focus, see Fournier, Patrick et al. *When Citizens Learn from Citizens' Assemblies on Electoral Reform*. New York: Oxford University Press, 2019.

Exploring citizens' assemblies

Citizens' assemblies have been used by municipalities across Canada to tackle important and challenging issues across many municipal policy domains. Here are just a few examples from the Canadian municipal experience.

On Vancouver Island, the municipalities of Victoria and Saanich have discussed municipal amalgamation for many years. This is a challenging issue that goes well beyond questions of costs and service provision and connects with residents' deeply held community identities. Victoria and Saanich commissioned a citizens' assembly to explore the costs and benefits of amalgamation and report their results to both councils.

In Ontario, choosing investments to create a well-integrated public transit network in the Greater Toronto Area has faced challenges. Recently, a set of citizens' panels met, deliberated, and proposed a plan to use a mix of revenue sources to fund the region's public transit needs.

Here in Alberta, citizens' assemblies are also common. In Lethbridge, a citizens' assembly was helpful for developing a compensation plan for the city's mayor and councillors. In Edmonton, a deliberative panel was involved in early decision-making about online voting. And here in Calgary, a citizens' assembly commissioned by the Chamber of Commerce made interesting and informed proposals about the city's fiscal future.

Future Commission considerations

In our research and engagement processes, we encountered several topics that, in our view, should be priorities for Calgary's next Ward Boundary Commission. We encourage Council to include these topics in the next Ward Boundary Commission's mandate. As directed by Council, the Commission is also recommending several amendments to the *Ward Boundary Determination and Review Policy*. The proposed amendments focus on improving the effectiveness of future Commissions and clearing up several logistical and administrative challenges with the existing policy.

Recommendation #12:

That the next Ward Boundary Commission review and provide recommendations to Council on the representational and organizational considerations related to the introduction of political parties and slates. Their work should include consultation with 2025 General Election parties, slates and candidates, Administration, and other interested parties.

Our engagement with elected representatives, City Administrators, and the wider public in Calgary took place while the Government of Alberta announced and then passed legislation to enable political parties and slates in municipal elections in Calgary and Edmonton. As a result, we heard a great deal about this issue. The feedback that we received closely resembled the wider trends reported in media coverage as well as recent academic research on municipal political parties: specifically, a strong majority of the public and municipal elected representatives oppose the establishment of political parties at the municipal level.

Given the institutional changes being brought to The City of Calgary by the Government of Alberta, the partisan or non-partisan character of Calgary's municipal politics will ultimately be a decision made by the candidates who seek office in 2025 and the voters in that election. As a Commission, we believe it is neither appropriate nor desirable to make a recommendation on an issue that is beyond The City of Calgary's control and best left to the workings of local electoral democracy. If Calgarians oppose municipal political parties, then most candidates will continue to seek office as independent candidates and will receive support from voters for doing so.

Even so, should a large number of Councillors in 2025 be elected as members of political parties or slates, this could have important consequences for municipal governance, including policy agenda-setting, committee assignments, council staff organization, and budgeting. We also note that the Government of Alberta has repeatedly described its statutory amendment as a "pilot" to be explored first in Calgary and Edmonton before possible expansion elsewhere. For these reasons, we see an important need for in-depth and arm's-length reflection on the pilot of political parties in Calgary during the next Council term.

This expanded mandate may require that a future Commission begin its work earlier in the next term than would be the case if it were focused entirely on ward boundaries. Having experienced the consequences of the emerging statutory and regulatory changes, the next Commission will be better equipped to offer a judgment on their democratic consequences, and we believe that an arm's-length assessment of these consequences will offer valuable information in the leadup to the 2029 election. This review will clarify the benefits and drawbacks of the Government of Alberta's political parties pilot study for other communities across Alberta.



Policy considerations

The **Ward Boundary Commission's** mandate included a review of the *Ward Boundary Determination and Review Policy* ("the Policy"). The review included consultation with the City Clerk's Office, who led the 2020 minor review of ward boundaries.

Recommendation #13:

That the next Ward Boundary Commission consider opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core.

Calgary's downtown commercial core is a unique part of Calgary, containing the headquarters of many businesses, government and post-secondary institutions, community and social services organizations, arts and cultural centres, entertainment and event gatherings, retail businesses and public transportation serving the entire city. The downtown commercial core continues to attract new residents to high-density housing forms.

The features of the downtown core result in unique representational challenges for Council. At a minimum this includes additional time and preparations for members to represent The City at meetings of interested parties, or to attend to emerging or urgent issues. Historically, the downtown core has been represented by one or two Council Members. Downtown is currently represented by the Ward 7 Councillor.

Over time, proposals have been put forward to share Council representation of the downtown commercial core, including creation of pie-shaped wards. In October 1960, a vote of the electors was held to determine public preference for either pie-shaped or block-shaped wards, with block-shaped wards earning 57 per cent of the vote.¹⁴

The Policy sets out the criteria for the development of ward boundaries, including the requirement for wards to have relatively equal populations, in support of voter parity. The Policy also requires community boundaries to be contiguous with a ward, not to be split between wards. As a result, the current Policy does not support splitting the downtown commercial core between wards.

While ward structure change may not be possible, there may be other opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core, a matter recommended for consideration by the next Ward Boundary Commission.

Recommendation #14:

That the name of future Commissions be referred to by their primary mandate (such as review of ward boundaries, number of Councillors or effectiveness of the ward system).

Section 6.2.2.1 of the Policy provides for work related to ward boundaries (such as the current Commission's focus on the effectiveness of the 14-ward system) be undertaken by a Ward Boundary Commission. The naming of this Ward Boundary Commission resulted in some confusion with Calgarians on our function and responsibilities. If not focused on a review of ward boundaries, for greater clarity it is recommended that the Commission be referred to by its primary mandate.

For example, a future Commission with a similar focus could be called "Commission on Council Effectiveness" or "Commission on Ward System Effectiveness" in its enabling bylaw.

¹⁴ Masson, Jack K., and Edward C. LeSage. 1994. *Alberta's Local Governments: Politics and Democracy*. Edmonton: University of Alberta Press.

Recommendation #15:

That the *Ward Boundary Determination and Review Policy* (CP2019-04) be amended to provide that a Ward Boundary Commission be appointed to lead the review of all ward boundaries impacting communities, regardless of the number of wards requiring adjustment. Any ward boundary adjustments should continue to be led by the City Clerk's Office.

The *Ward Boundary Determination and Review Policy* (CP2019-04) (the Policy) provides that a Ward Boundary Commission is appointed when a city-wide review of ward boundaries is required [when eight (8) or more wards require adjustment, based on population deviation results, or where Council reviews its composition and results in associated ward boundary changes]. The City Clerk's Office leads minor reviews of ward boundaries [where seven (7) or fewer wards require adjustment based on population deviation results].

The 2020 minor review of ward boundaries was the first time the current version of the Policy was applied in practice. An imbalance of population was identified in Wards 3, 7 and 12, therefore, the City Clerk's Office led the review of ward boundaries with the public and Council. While only three wards required adjustment, in the end all wards except one were adjusted to balance population between wards. Even if seven (7) or fewer wards require adjustment based on population deviation results, most wards will likely be adjusted in the end. Given the scope of communities potentially impacted, it is recommended that a Ward Boundary Commission be appointed to lead the review of all ward boundaries impacting communities, regardless of the number of wards requiring adjustment. Appointing a Ward Boundary Commission with public members broadens perspectives and builds public trust and confidence in the review process.

The City Clerk's Office should continue to lead ward boundary adjustments, which occur because of annexation or development of a community that causes new homes or streets to be split by the existing ward boundary or other minor changes to align with community boundaries.

Recommendation #16:

That *Ward Boundary Determination and Review Policy* (CP2019-04) be amended to remove Section 6.1.2, "Total Electors," and that the next ward boundary commission examine the Policy criteria to ensure continued relevance.

Section 6.1.2 of the Policy provides that the total elector count is intended to be relatively equal between wards. This objective is difficult to address given the size of wards, settlement patterns of newcomers and households with persons under 18 years of age.

Moreover, Section 153 (a) of the *Municipal Government Act* provides that Members of Council "consider the welfare and interests of the municipality as a whole and to bring to Council's attention anything that would promote the welfare or interests of the municipality". Members of Council represent constituents, regardless of whether they qualify as an elector under the *Local Authorities Elections Act*.

It is anticipated that ward boundaries will be reviewed in the 2025 term of Council, because of significant population increases in recent years. As part of this work, it is recommended that the next Ward Boundary Commission examine the Policy criteria to ensure continued relevance.

Background

The Municipal Government Act (MGA) sets out specific roles and responsibilities of Council Members. Those responsibilities include considering the welfare and interests of the entire city, developing, and evaluating policies and programs, participating in council meetings and other meetings to which they are appointed, obtaining information about the operations and administration of the municipality, among other duties and functions.

The MGA authorizes Council to divide the city into wards and establish and adjust their boundaries through the passage of a bylaw. Wards are commonplace in many Canadian municipalities, and they serve as a system of representation for Calgary's communities, with relatively equal population counts in each ward in support of voter parity. Council adopted the current 14-ward system in 1976, with the current arrangement of boundaries set out in Bylaw 19M91, as amended. Each of the city's 14 wards is represented by one Councillor elected by ward. The mayor is elected city-wide representing all Calgarians.

The Policy ([Attachment 2](#)) sets out the criteria and process when making changes to ward boundaries. As well, the Policy sets out the role of a ward boundary commission, which is involved in leading a city-wide review of ward boundaries, or related responsibilities directed by Council, such as a review of Council composition and Council effectiveness.

In 2014, Calgary's population was 1.24 million. As a result, Council directed a ward boundary commission to review ward boundaries, as well as to identify the "ideal number of councillors". Council adopted the recommendation of the 2014 Ward Boundary Commission to keep the number of Councillors at 14, and to review the number of Councillors again, following the 2021 General Election.

In 2020, in keeping with the current Policy, a minor review of ward boundary changes to address population imbalances in Wards 3, 7 and 12 was undertaken, a process led by the Returning Officer as set out in the Policy. To adjust the population counts, parts of other wards were shifted. The minor review resulted in the current ward boundaries, adopted by Council in October 2020.

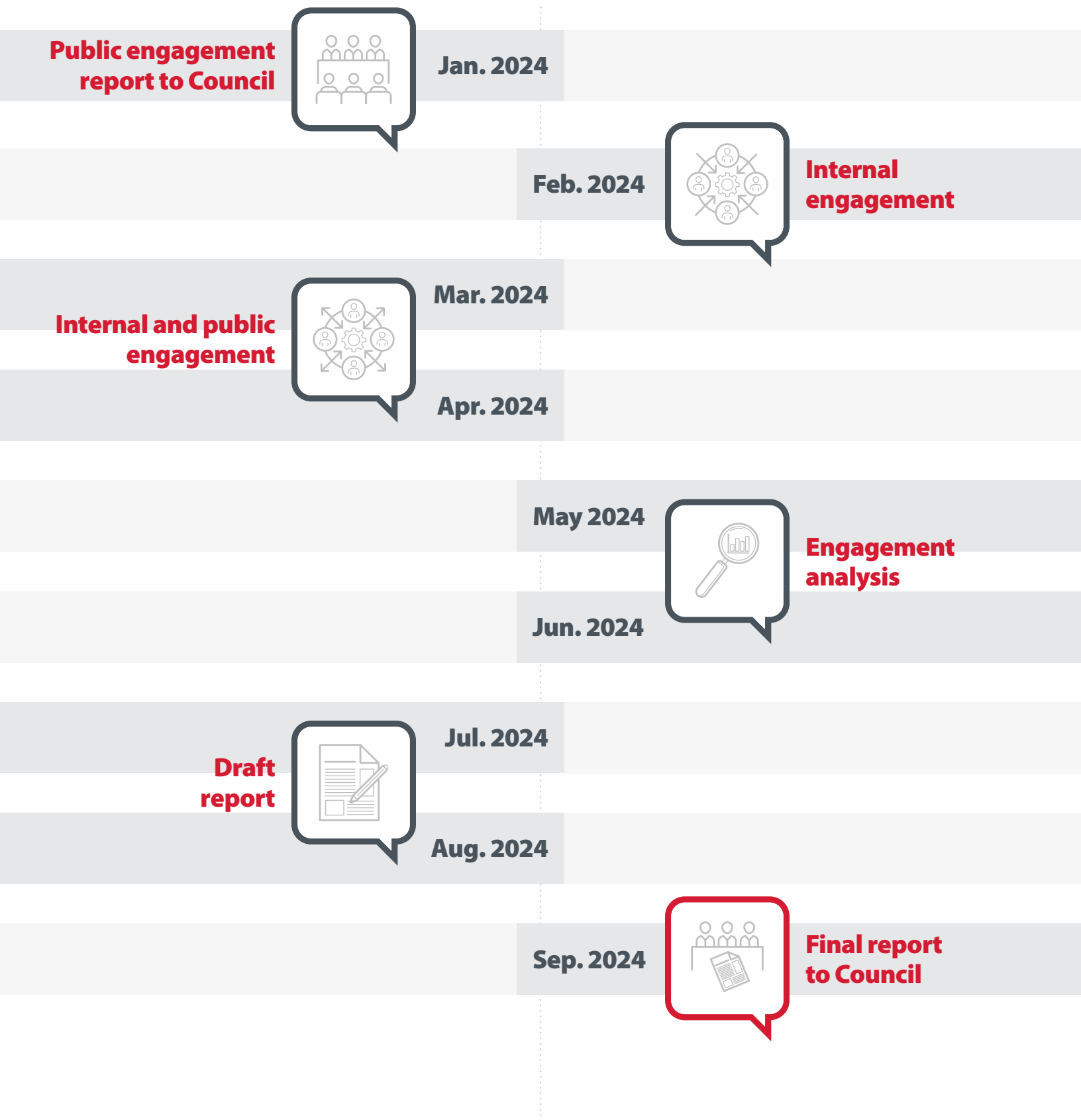
Responding to the 2014 Council direction to review the number of Councillors following the 2021 General Election, on June 6, 2019, Administration presented a report to Council with two options, Option A and Option B. Option A was to direct the recruitment of a ward boundary commission to review the effectiveness of the 14-ward system and potentially increase the number of Councillors in the 2025 General Election. Option B was to direct the recruitment of a ward boundary commission to review the effectiveness of the 14-ward system with no change to the number of Councillors. Options A and B also directed the ward boundary commission review and provide recommendations on the Policy, and that Administration prepare a service and financial impact analysis of the ward boundary commission's recommendation. Council adopted Option B, directing the mandate of the current ward boundary commission.

In the June 6, 2019 report to Council, an analysis of ward population deviations was also included. The mean ward population deviations were determined to be within acceptable Policy limits (i.e., plus or minus 15 per cent, and no more than plus or minus 25 per cent).

Due to recent annexations of land, first reading of a bylaw to adopt technical adjustments to ward boundaries was adopted by Council on July 16, 2024, a process led by the Returning Officer as set out in the Policy. The technical adjustments do not impact any communities or individuals, and changes are intended to ensure ward boundary maps are accurate for the 2025 General Election.

It is expected that due to population growth projections, a ward boundary commission will be required to lead a city-wide review of ward boundaries in the 2025 term of Council. Should Council adopt the recommendations of the current Commission, the next ward boundary commission will also consider the representational and organizational impact of municipal political parties and slates, as well as opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core.

Ward Boundary Commission mandate execution



Ward Boundary Commission engagement

The public engagement plan and timeline was approved by Council at the 2024 January 30 Regular Meeting of Council. The Ward Boundary Commission conducted both internal and external engagement in February, March and April 2024.

Internal engagement included meetings with the following groups or individuals:

- Members of Council and their staff
- Former members of Calgary City Council
- Chief Administrative Officer (CAO) & CAO Office leadership
- Chief Operating Officer (COO)
- Ethics & Integrity Office
- Calgary Board of Education & Calgary Catholic School District
- Customer Service and Communications, including 311
- City Clerk’s Office leadership
- Anti-Racism Team
- Indigenous Relations Office
- Government Relations Office
- Partnerships Office leadership
- Council Compensation Review Committee Chair

The Ward Boundary Commission worked with the Engage Resource Unit in Customer Service and Communications to plan and execute public engagement opportunities. Both online engagement and in-person opportunities were held to gather feedback from members of the general public. A comprehensive communications and advertising campaign was developed to cover a variety of communication channels.

Public engagement opportunities were advertised city-wide

Online engagement offered an opportunity to provide input for those who are not able to attend an in-person event; as well as information about engagement opportunities. Online questionnaires were designed for:

- General public
- Business owners/operators
- Representatives from:
 - Community Associations
 - Business Improvement Areas
 - Business associations
 - Ethnocultural associations
 - Volunteer and not-for-profit organizations

The Commission and the Engage Resource Unit hosted four 90-minute online workshops, one for each of these groups:

- Business Improvement Areas
- Ethnocultural associations
- Business associations
- Community Associations

In-person pop-up events were held in each quadrant of the city, as well as downtown. Details about the public and interested party engagement can be found in the What We Heard Report, which will be included as a separate appendix in the Commission’s Cover Report to Council.

Engagement feedback themes

A summary of the common themes that were heard through engagement is in the table below.

Public	Members of Council	Council Staff
Communication	Know your ward	Unique wards, residents, and resource needs
Representation	Onboarding and orientation	Working environment, training and resources
Problem solving	Resourcing and capacity	Working with Administration
Character	Civic literacy	Incoming and external communications
Financial stewardship	Team building	
Electoral reform		

Attachment 1

Ward Boundary Commission member biographies



Jordan Pinkster

Jordan Pinkster has more than a decade of career experience in the areas of government relations, advocacy, and economic development. In his current role he is the external relations & communications officer with Platform Calgary. His previous work experiences include four years as a director with Global Public Affairs, four years as a chief of staff to a former member of Calgary City Council, and two years as the media and public affairs officer with the British Consulate General in Calgary. He holds a Bachelor of Arts with a major in policy studies from Mount Royal University.



Jacqueline Peterson

Jacqueline Peterson received her PhD from the University of Toronto (Political Science) in 2020. Her PhD research focused on inter-governmental relations, municipal finance and urban climate policy in Canada and the United States. Over the past decade, Dr. Peterson has published research on a variety of topics related to local government and has taught urban policy courses at the University of Calgary. Prior to beginning her PhD, Jacqueline previously worked for Calgary's Office of the Aldermen, the Alberta Legislature and Elections Alberta, the last of for which she completed an electoral district mapping exercise as a Returning Officer. She completed her masters' degree at Columbia University's School of International and Public Affairs and received a BA from McGill University. Dr. Peterson currently works for a Calgary-based company supporting decarbonization efforts in the energy industry.



Jack Lucas

Jack Lucas is a Professor of Political Science at the University of Calgary. He holds a PhD in Political Science from the University of Toronto (2014) and was an Izaak Walton Killam Memorial Postdoctoral Fellow at the University of Alberta (2015). His research and teaching are focused on Canadian politics, with a particular focus on elections, political representation, and policy preferences in Canadian municipalities. He is Project Co-Director for the Canadian Municipal Barometer, an annual survey of municipal mayors and councillors. He has published more than 50 refereed books and articles, including *Big City Elections in Canada* (University of Toronto Press, 2021) and *Ideology in Canadian Municipal Politics* (University of Toronto Press, 2024).



Elise Bieche

Elise Bieche is a graduate of the University of Calgary with a Bachelor of Arts in Canadian History. Her career has spanned 20 years in the energy industry in roles related to sustainability, corporate responsibility and public policy. She has a deep commitment to volunteering in order to make a positive impact on her community. Her family has been defined by their engagement in the community association and how we interface with our city. Over the last three years she has taken in a new perspective on the city by enjoying the expansive pathway system on her bike. She has two daughters, both of whom have attended University of Calgary, she is happily unmarried to her best friend, Kurt.



Karen Jiang

Karen Jiang has worked in the public sector for nearly 20 years, providing objective advice to decision makers.

She has a lifelong passion to learn and promote good governance that support the ideals of a representative democracy.

Karen holds a Bachelor of Arts from Simon Fraser University, Master of Public Administration from Dalhousie University, is a Project Management Professional and with her spouse is raising two kids in the community of Tuxedo Park.



Andrew Brouwer

Andrew Brouwer (he/him) is the Returning Officer's designate and non-voting member of the Commission. Andrew serves as The City's Assistant Director, Elections and Strategic Engagement and Substitute Returning Officer accountable for elections, civic engagement and protocol, and strategic services to the City Clerk's Office.

Attachment 2

Ward boundary determination and review policy CP2019-04

Policy Title: Ward Boundary Determination and Review

Policy Number: CP2019-04

Report Number: C2019-1195, C2023-0496

Adopted by/Date: Council / 2023 June 6

Effective Date: 2019 October 22

Last Amended: 2023 June 6

Policy Owner: City Clerk's Office

1. Policy statement

- 1.1 A ward boundary maintains equitable representation by Councillors across the city of Calgary.

2. Purpose

- 2.1 To establish the criteria to be considered for City-wide Reviews, Minor Reviews and Adjustments for ward boundary changes.
- 2.2 To establish the threshold for City-wide Reviews, Minor Reviews and Adjustments.
- 2.3 To provide authorization and process to the Returning Officer to conduct a Minor Review or Adjustment.
- 2.4 To provide for the establishment of a Ward Boundary Commission ("Commission").
- 2.5 To establish and define the membership and terms of reference of the Commission.
- 2.6 To provide a method for Members of Council to provide feedback to the Ward Boundary Commission and/or the Returning Officer.

3. Definitions

- 3.1 "Adjustments": Adjustments occur as a result of annexation or development of a community that causes new homes or streets to be split by the existing ward boundary or other minor changes to align with community boundaries.
- 3.2 "Boards Commissions & Committees" means Boards, Commissions and Committees ("BCCs") as defined in Council Policy CP2016-03 *Governance and Appointments of Boards, Commissions and Committees*.
- 3.3 "City-wide Review": City-wide Reviews are undertaken by the Commission and occur when eight (8) or more wards require adjustment, based on deviation results, or where Council reviews its composition and results in associated ward boundary changes.
- 3.4 "Community Association Boundaries": The boundaries of a community as set by Community Associations (these may include multiple communities to form one larger Community Association Boundary).
- 3.5 Community District Boundaries: The boundaries of a community as set by The City.
- 3.6 "Elector" means an elector as defined by the *Local Authorities Election Act*, RSA 2000 c. L-21.
- 3.7 "Minor Review": When up to seven (7) or fewer wards require adjustment, based on deviation results.
- 3.8 "Organizational Meeting" means the annual organizational meeting of Council as defined in *The Procedure Bylaw 35M2017* as amended.
- 3.9 "Ward Boundary Commission": Commission appointed by Council, to undertake City-wide Reviews to ward boundaries and provide recommendations to Council as set out in this policy.

4. Applicability

- 4.1 This Council policy applies to:
 - 4.1.1 Members of Council
 - 4.1.2 Returning Officer
 - 4.1.3 Ward Boundary Commission Members

5. Legislative authority

- 5.1** Pursuant to section 148 of the *Municipal Government Act*, RSA 2000 c. M-26, a council may divide the municipality into wards and establish their boundaries and governance structure.

6. Procedure

6.1 Criteria for developing ward boundary recommendations

The criteria used when developing ward boundary recommendations in general order of priority are:

6.1.1 Total population

All calculations will be based on the total population from the most recent civic census. The total population is intended to be relatively equal between the wards and based on allowable deviation from the mean population.

6.1.2 Total electors

All calculations will be based on the total number of Electors from the most recent Provincial data. The total Elector count is intended to be relatively equal between the wards and based on allowable deviation from the mean total Elector count.

6.1.3 Deviation

The allowable deviation from the mean population or total Elector count is +/- 15%. The maximum allowed deviation is +/- 25%.

6.1.4 Natural or physical boundaries

Wherever possible, the ward boundaries will be easily identifiable to the public by utilizing natural or physical boundaries such as major roadways, escarpments, rivers, parks, etc.

6.1.5 Future growth

The potential for growth in each ward over the next ten (10) years will be considered.

6.1.6 Communities of interest

Wherever possible, ward boundaries will ensure communities with common interests or sharing a common roadway access are kept within the same ward.

6.1.7 Community district boundaries

Wherever possible, the ward boundaries and The City developed Community District Boundaries will coincide.

6.1.8 Community association boundaries

Wherever possible, Community Association boundaries will also be given consideration, but it must be noted that these boundaries are not controlled by The City and can change at the decision of the communities involved.

6.1.9 Historical ward boundaries (city-wide review)

Consideration of the historical ward boundaries in an area of the city will be given, however it is not mandatory that these boundaries be used.

6.1.10 Land use mix (city-wide review)

Wherever possible, efforts will be made to equalize the distribution of commercial, rural, industrial, institutional, and green space areas between the wards without pie shaped wards, in keeping with the October 19, 1960 City plebiscite.

6.1.11 Block shaped wards

Wards are to be relatively block shaped.

6.2 Responsibilities

6.2.1 Council

- 6.2.1.1 Give direction to the Commission to conduct a City-wide Review and any related matters (e.g., Council composition);
- 6.2.1.2 Give direction to the Returning Officer to conduct a Minor Review or Adjustment and any related matters (e.g., Council composition);
- 6.2.1.3 Inform the Returning Officer or Commission of desired recommendations during the consultation process; and,
- 6.2.1.4 Consider Returning Officer or Commission recommendations.

6.2.2 Ward Boundary Commission

- 6.2.2.1 Develop ward boundary scenarios and other matters directed by Council, in keeping with the criteria identified in this policy;
- 6.2.2.2 Recommend review timelines and a public and stakeholder engagement plan for Council's consideration;
- 6.2.2.3 Obtain public and stakeholder feedback on ward boundary scenarios and other matters directed by Council;
- 6.2.2.4 Provide Council with its recommendations; and,
- 6.2.2.5 Review this policy at the conclusion of a review and submit any recommendations for Council's consideration.

6.2.3 Returning officer

Post-election report

- 6.2.3.1 Generally within eighteen (18) months of a general election, provide a report to Council highlighting potential population and Elector count deviations (+/-) that may require ward boundary changes or may be impacted in the next general election; and,
- 6.2.3.2 Recommend a Minor Review or City-Wide Review to Council, in keeping with the criteria identified in this policy.

Minor reviews

- 6.2.3.3 Develop ward boundary scenarios and other matters directed by Council, in keeping with the criteria identified in this policy;
- 6.2.3.4 Recommend review timelines and a public and stakeholder engagement plan for Council’s consideration;
- 6.2.3.5 Obtain public and stakeholder feedback on ward boundary scenarios and other matters directed by Council;
- 6.2.3.6 Provide Council with his or her recommendations; and,
- 6.2.3.7 Review this policy at the conclusion of a review and submit any recommendations for Council’s consideration.

City-wide reviews

- 6.2.3.8 Report to Council, prior to appointment of the Commission, with recommendations on remuneration of Commission members; and,
- 6.2.3.9 Provide administrative and professional services to the Commission.

7. Amendments

Date of Council Decision	Report/Bylaw	Description
2023 June 6	C2023-0496	Rescind Schedule A: Ward Boundary Commission is now established by Bylaw 28M2023.

8. Reviews

Date of Policy Owner’s Review	Description

Attachment 3

Ward Boundary Commission Bylaw 28M2023

Being a bylaw of The City of Calgary to establish a Ward Boundary Commission

WHEREAS Council has approved the *Ward Boundary Determination and Review Policy* (CP2019-94, the “Policy”) to ensure a consistent approach to the review and adjustment of ward boundaries in the City of Calgary;

AND WHEREAS Council has considered report C2023-0496;

AND WHEREAS Council deems it necessary to establish a ward boundary commission to provide recommendations to Council regarding the composition of Council, Council effectiveness and the Policy;

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

Short title

1. This Bylaw may be cited as the “Ward Boundary Commission Bylaw”.

Definitions

2. (1) In this Bylaw,
 - (a) “Commission” means the Ward Boundary Commission established by this Bylaw;
 - (b) “Council” means the municipal council of The City;
 - (c) “The City” means the municipal corporation of The City of Calgary;
 - (d) “Policy” means the *Ward Boundary Determination and Review Policy* CP2019-94.
- (2) Any schedules attached to this Bylaw form part of the Bylaw.
- (3) If 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.

Establishment

3. The Ward Boundary Commission is hereby established.

Mandate

4. (1) The mandate of the Commission is to:
 - (a) review the effectiveness of the 14-ward system with no change to the number of Councillors;
 - (b) review the Policy;and provide recommendations to *Council* with respect to the above.
- (2) The *Commission* will report to Council.

Engagement

- (3) The *Commission* shall recommend review timelines and provide a public engagement plan for *Council's* consideration within the first three months of appointment of *Commission* members. The engagement plan will provide for consultation with Council and both school boards, the Calgary Board of Education and the Calgary Roman Catholic Separate School Division.
- (4) The *Commission* shall provide *Council* with a report outlining the timelines and engagement plan within the first three months of appointment of *Commission* members. The *Commission* may use The City's Engage Framework to guide the consultation process.

Report deadline

- (5) The *Commission* shall report to Council with its final recommendations no later than the third quarter of 2024.

Composition of the Committee

5. (1) The Commission shall consist of 5 voting members as follows:
 - (a) 1 person who understands The City from a political and organizational perspective, such as a former member of Council who has not sought election in the most recent election;
 - (b) 2 electors with an interest and expertise in political science, public policy or urban issues; and
 - (c) 2 residents of Calgary.
- (2) The Commission will include one non-voting member, being the Returning Officer or their designate.

Term

6. (1) Members will be appointed at the 2023 Organizational Meeting of Council for a term which commences November 1, 2023.
- (2) Members' term will end at the date the final recommendations report is presented to Council.

Chair and Vice Chair

7. The Chair and Vice Chair shall be selected by the Commission members at the first meeting of the Commission from among the voting members.

Quorum

8. Quorum for the Committee is 3 voting members.

Meetings

9. (1) The *Commission* will meet monthly. Additional meetings may be scheduled at the call of the Chair. Meetings of the *Commission* may be cancelled at the call of the Chair.
- (2) Notice of meetings must comply with the *Municipal Government Act*, R.S.A. 2000, c. M-26, sections 195 and 196(2).
- (3) *Commission* meetings are open to the public; however, the *Commission* may use its discretion under section 197(2) of the *Municipal Government Act* to close all or part of its meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c. F-25.
- (4) The *Commission* may also, by majority vote, permit public submissions on an item at a *Commission* meeting.

Remuneration

10. (1) Members of the *Commission*, other than the Returning Officer, shall receive a flat rate sum for remuneration for the work involved in the *Commission*. The Chair shall receive an additional sum for the work of the Chair.
- (2) Out of pocket expenses for items such as parking shall be reimbursed.
- (3) Remuneration for *Commission* members will be determined by Council based on the recommendation of the Returning Officer prior to the appointment of members.

Meeting support

11. The City Clerk's Office will provide legislative services for the *Commission*.

Vacancies

12. Vacancies on the *Commission* may be filled by resolution of *Council* at any time.

Governance

13. (1) The *Commission* shall act in accordance with Council Policy CP2019-04, Ward Boundary Determination and Review, Council Policy CP2016-03, Governance and Appointments of Boards, Commissions and Committees and the Procedure Bylaw 35M2017.
- (2) Any records submitted to the *Commission* are governed by the applicable provisions of the *Municipal Government Act*, RSA 2000 c. M-26 and the *Freedom of Information and Protection of Privacy Act*, RSA 2000, c. F-25.
- (3) The *Commission* will act in accordance with the *Municipal Government Act*, RSA 2000 c. M-26, Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees applicable to the position held and any other relevant *Council* policies and in the best interest of The City taking into account the city as a whole, and without regard to the member's personal interests. They will consider all issues consistently and fairly, and in the light of all relevant facts, opinions and analysis of which the member should be reasonably aware. In addition, all members will endeavor to incorporate the following guiding principles into the oversight and guidance they provide regarding its mandate:
 - (a) Accountability;
 - (b) Citizen-centricity;
 - (c) Diversity;
 - (d) Inclusivity and authenticity;
 - (e) Neutrality;
 - (f) Respect;
 - (g) Responsiveness and commitment;
 - (h) Timeliness; and
 - (i) Transparency.

Coming into force

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

Disestablishment and repeal

15. The *Commission* shall be disestablished, and this Bylaw repealed, upon the date the final recommendations report is presented to Council.

READ A FIRST TIME ON JUNE 06, 2023

READ A SECOND TIME ON JUNE 06, 2023

READ A THIRD TIME ON JUNE 06, 2023

Signed by
Jyoti Gondek,
Mayor

Signed on June 06, 2023

Signed by
Jeremy Fraser,
For City Clerk

Signed on June 06, 2023

Preliminary Analysis of Service and Financial Impacts - Ward Boundary Commission Recommendations

Recommendation	Primary Service Line for Budget and Supporting Business Unit(s)	Alignment with approved Service Plans/Related work and Timing	Budget impacts	Comments
Section 1 - <i>Setting Council Members Up for Success: Facilitating Continuity, Professional Development and Training</i>				
<p>1. That Administration engage with Council Members' offices to prepare impartial, administrative reference information before their term of office ends to support the transition and onboarding of newly elected Council Members. Reference materials could include the status of ongoing constituent issues, major projects and associated public consultation and key internal and external contacts, among other things.</p>	<p>Primary Service Line for budget: Mayor & Council</p> <p>Supporting Business Unit(s): City Clerk's Office</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes, partially. No current work planned and no capacity for reference materials.</p> <p>If Yes, what is the nature of the plan/work and what is the timing? Existing off-boarding plans for Council</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? Yes, Partially – funds resourcing for existing off-boarding plans.</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) \$150,000 base budget.</p>	<p>Budget represents additional City Clerk's Office capacity to develop programs and support off-boarding and onboarding throughout the term of Council. Additional budget (\$150,000) required in 2027 – 2030 to provide a staff resource to support work associated with Recommendations 1, 2 and 3.</p>
<p>2. That Administration review programming for Council's onboarding and continuous learning, with input from Council and their offices. Programming should include professional development and regular training offerings related to governance and financial stewardship, relevant municipal legislation, and constituency office leadership.</p>	<p>Primary Service Line for budget: Mayor & Council</p> <p>Supporting Business Unit(s): Law (Council orientation) City Clerk's Office (Onboarding) Human Resources (Professional Development and Training) Ethics and Integrity Office (Professional Development and Training)</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes</p> <p>If Yes, what is the nature of the plan/work and what is the timing? Council orientation program</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? Yes, partially. Funds resourcing to support existing Council orientation.</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) To be determined based on scope of programs.</p>	<p>Additional costs required for 2027 – 2030 relate to professional development and training.</p>
<p>3. That Administration review onboarding, professional development, and training programming for Council Members' employees, with input from Council and their offices. Programming should include professional development and regular training offerings related to conflict</p>	<p>Primary Service Line for budget: Mayor & Council</p> <p>Supporting Business Unit(s): Law (Council orientation) City Clerk's Office (Onboarding) Human Resources (Professional Development and Training)</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes</p> <p>If Yes, what is the nature of the plan/work and what is the timing?</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? Yes (Partially – funds resourcing to support existing Council orientation program).</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required?</p>	<p>Additional costs required for 2027 – 2030 professional development and training.</p>

Recommendation	Primary Service Line for Budget and Supporting Business Unit(s)	Alignment with approved Service Plans/Related work and Timing	Budget impacts	Comments
management, psychological safety, and anti-racism.	Ethics and Integrity Office (Professional Development and Training)	Council orientation program.	Yes Class 5 estimate of required budget. (-50% - +100%) To be determined based on scope of programs.	

Recommendation	Primary Service Line for Budget and Supporting Business Unit(s)	Alignment with approved Service Plans/Related work and Timing	Budget impacts	Comments
Section 2 - Maximizing Impact: Building Ward Office Capacity and Resilience				
<p>4. That Administration develop a mental health support strategy including readily available and easily accessible counselling support services for Council and their employees, with input from Council and their offices.</p>	<p>Primary Service Line for budget: Human Resources Support Mayor & Council</p> <p>Supporting Business Unit(s): Human Resources</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes</p> <p>If Yes, what is the nature of the plan/work and what is the timing? Council and Council Member employees can be accommodated in current corporate mental health strategy work.</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? Yes</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? No</p> <p>Class 5 estimate of required budget. (-50% - +100%) N/A</p>	
<p>5. That Administration prepare ward budget structure options for Council’s consideration to respond to unique resource requirements among wards, while maintaining a base budget allocation per ward, with input from Council and their offices.</p>	<p>Primary Service Line for budget: Mayor & Council</p> <p>Supporting Business Unit(s): City Clerk’s Office Finance</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? No</p> <p>If Yes, what is the nature of the plan/work and what is the timing? N/A</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? No</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) To be determined based on ward budget structure recommended.</p>	
<p>6. That Administration develop a Council Members’ office human resources strategy to address Council Member employee environment gaps, with input from Council and their offices.</p>	<p>Primary Service Line for budget: Human Resources Support Mayor & Council</p> <p>Supporting Business Unit(s): Human Resources</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes</p> <p>If Yes, what is the nature of the plan/work and what is the timing? Work is currently under way to support a Council Members’ Office human resources strategy.</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? Yes</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? No</p> <p>Class 5 estimate of required budget. (-50% - +100%) N/A</p>	

Recommendation	Primary Service Line for Budget and Supporting Business Unit(s)	Alignment with approved Service Plans/Related work and Timing	Budget impacts	Comments
Section 3 - Mechanisms for Democratic Accountability: Fostering Effective Representation				
<p>7. That Administration support Members of Council to establish a consistent and user-friendly format for City of Calgary Council Member web pages to present their vote record and rationale by topic. As well, Administration should establish a link to Council Member vote records and rationale web pages from the Council and Committee meetings landing web page.</p>	<p>Primary Service Line for budget: Mayor & Council</p> <p>Supporting Business Unit(s): Customer Service & Communications CAI</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? No</p> <p>If Yes, what is the nature of the plan/work and what is the timing?</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? Yes</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? No</p> <p>Class 5 estimate of required budget. (-50% - +100%) N/A</p>	<p>Currently, Administration sets up initial pages and trains Council Members' staff to update their own Ward-specific pages. There is no additional cost from Administration for Councillors to use their existing page to present their vote record and rationale.</p>
<p>8. That educational and communications programming be expanded to share clear information for the public about the roles and responsibilities of Council and municipal government, as well as opportunities for public participation in City decision making.</p>	<p>Primary Service Line for budget: Council & Committee Support</p> <p>Supporting Business Unit(s): City Clerk's Office Customer Service & Communications</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes</p> <p>If Yes, what is the nature of the plan/work and what is the timing? Incremental improvements have been made, or under review by Administration. This includes improvements to City of Calgary web site information regarding City governance and programs related to civic education (e.g., Municipal Complex Tour Program). Improvements to information about participation in public hearings has been implemented through the Public Hearing Improvements Project.</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? No</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) To be determined based on scope of recourses and tactics to support educational and communication strategy tactics.</p>	

Recommendation	Primary Service Line for Budget and Supporting Business Unit(s)	Alignment with approved Service Plans/Related work and Timing	Budget impacts	Comments
Section 4 - <i>Knowing Your Ward</i>: Leveraging Data to Drive Responsive Decision-Making				
<p>9. That all city-wide public opinion research undertaken or commissioned by Administration be designed for and shared at the level of individual wards. This should include developing accessible and customized data dashboards for use by Council Members' offices.</p>	<p>Primary Service Line for budget: Citizen Engagement & Insights</p> <p>Supporting Business Unit(s): Customer Service & Communications Collaboration Analytics & Innovation</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes</p> <p>If Yes, what is the nature of the plan/work and what is the timing? The Fall Survey currently provides this level of detail. All public dashboards on 311 are accessible and able to drill down to the ward level.</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? Yes, in part.</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) \$100,000 - \$200,000 base budget (ward-level aggregation of the Spring Survey and the Attitudes and Outlook Survey).</p> <p>Up to \$250,000 base budget for staff resourcing to support creation and maintenance of ward-level data dashboards.</p> <p>Additional funding may be required for other, supporting resources.</p>	<p>To provide ward-level data, surveys would require at least 150 – 200 respondents from each ward to obtain a statistically representative sample. Any less and the margin of error becomes so large that the numbers are not meaningful.</p>
<p>10. That Administration develop a partnership with local post-secondaries or another suitable partner to carry out a high-quality survey of Calgarians' policy priorities and attitudes at least once per year.</p>	<p>Primary Service Line for budget: Citizen Engagement & Insights</p> <p>Supporting Business Unit(s): Customer Service & Communications</p>	<p>Does the recommendation align with work that is currently underway or is planned for this budget cycle (2023 – 2026)? No</p> <p>If Yes, what is the nature of the plan/work and what is the timing? Click or tap here to enter text.</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? No</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) To be determined, based on the survey methodology used.</p>	<p>Administration has several established research partners, including the University of Calgary (including Urban Alliance), Mount Royal University and Calgary Economic Development.</p> <p>The most representative sample for primary research is obtained over the phone through random-digit dialing; The City works with external vendors that specialize in primary research and have the call centre capabilities to effectively support this work.</p>
<p>11. That Administration commission one to four citizens' assemblies per term, each</p>	<p>Primary Service Line for budget: Citizen Engagement & Insights</p>	<p>Does the recommendation align with work that is currently underway or is</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation?</p>	

Recommendation	Primary Service Line for Budget and Supporting Business Unit(s)	Alignment with approved Service Plans/Related work and Timing	Budget impacts	Comments
<p>focused on an important and high-profile policy challenge.</p>	<p>Supporting Business Unit(s): Customer Service & Communications</p>	<p>planned for this budget cycle (2023 – 2026)? No</p> <p>If Yes, what is the nature of the plan/work and what is the timing? Click or tap here to enter text.</p>	<p>No</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) To be determined, based on approach to citizen assembly methodology.</p>	

Recommendation	Primary Service Line for Budget and Supporting Business Unit(s)	Alignment with approved Service Plans/Related work and Timing	Budget impacts	Comments
Section 5 - Future Commission & Policy Considerations				
<p>12. That the next Ward Boundary Commission review and provide recommendations to Council on the representational and organizational considerations related to the introduction of political parties and slates. Their work should include consultation with 2025 General Election parties, slates and candidates, Administration, and other interested parties.</p>	<p>Primary Service Line for budget: Municipal Elections</p> <p>Supporting Business Unit(s): City Clerk's Office</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? No</p> <p>If Yes, what is the nature of the plan/work and what is the timing? N/A</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? No</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) \$480,000 one-time budget.</p>	<p>Cost estimate represents a 12-month mandate to review: ward boundaries (\$200,000), representational and organizational considerations related to the introduction of political parties and slates (Recommendation 12) and opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core (Recommendation 13) (\$150,000) and limited-term staff resourcing (\$130,000).</p> <p>Based on population projections, a City-wide review of ward boundaries will be required in the 2025 term of Council.</p>
<p>13. That the next Ward Boundary Commission consider opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core.</p>	<p>Primary Service Line for budget: Municipal Elections</p> <p>Supporting Business Unit(s): City Clerk's Office</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? No</p> <p>If Yes, what is the nature of the plan/work and what is the timing? N/A</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? No</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? Yes</p> <p>Class 5 estimate of required budget. (-50% - +100%) Included with Recommendation 12.</p>	
<p>14. That the name of future commissions be referred to by their primary mandate (such as review of ward boundaries, number of Councillors or effectiveness of the ward system).</p>	<p>Primary Service Line for budget: Municipal Elections</p> <p>Supporting Business Unit(s): City Clerk's Office</p>	<p>Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes</p> <p>If Yes, what is the nature of the plan/work and what is the timing?</p>	<p>Will existing operating budget (2023- 2026) fund the recommendation? Yes</p> <p>Will additional operating budget (2027 – 2030 budget cycle) be required? No</p>	

Recommendation	Primary Service Line for Budget and Supporting Business Unit(s)	Alignment with approved Service Plans/Related work and Timing	Budget impacts	Comments
		Included in work required to establish a future commission (e.g., Council report to approve enabling bylaw).	Class 5 estimate of required budget. (-50% - +100%) N/A	
15. That the Policy be amended to provide that a Ward Boundary Commission be appointed to lead the review of all ward boundaries impacting communities, regardless of the number of wards requiring adjustment. Any ward boundary adjustments should continue to be led by the City Clerk's Office.	Primary Service Line for budget: Municipal Elections Supporting Business Unit(s): City Clerk's Office	Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? No If Yes, what is the nature of the plan/work and what is the timing? N/A	Will existing operating budget (2023- 2026) fund the recommendation? No Will additional operating budget (2027 – 2030 budget cycle) be required? No Class 5 estimate of required budget. (-50% - +100%) N/A	
16. That the Policy be amended to remove Section 6.1.2, "Total Electors," and that the next ward boundary commission examine the Policy criteria to ensure continued relevance.	Primary Service Line for budget: Municipal Elections Supporting Business Unit(s): City Clerk's Office	Does the recommendation align with work that is currently underway or planned for this budget cycle (2023 – 2026)? Yes If Yes, what is the nature of the plan/work and what is the timing? Routine amendments to the Ward Boundary Determination and Review Policy, to be brought forward in the 2025 term of Council.	Will existing operating budget (2023- 2026) fund the recommendation? Yes Will additional operating budget (2027 – 2030 budget cycle) be required? No Class 5 estimate of required budget. (-50% - +100%) N/A	

Previous Council Direction

2024 January 30

WBC2024-0042

That Council approve the public engagement plan and timeline.

2023 June 06

C2023-0496

Recruit a Ward Boundary Commission through the 2023 Boards, Commissions and Committees process to review the effectiveness of the 14-ward system with no change to the number of Councillors as set out in Attachment 1; Include one-time funding of \$176,000 to the City Clerk's Office 2024 budget for the operation of the Ward Boundary Commission for consideration during the 2024 One Calgary budget adjustment deliberations; and, Consult with the Ward Boundary Commission to prepare a service and financial impact analysis of the Ward Boundary Commission's recommendations, to be presented with the Ward Boundary Commission's final report in Q3 2024. Give three readings to Bylaw 28M2023 to establish a Ward Boundary Commission and set out the terms of reference of the Commission (Attachment 3); and, give three readings to Bylaw 28M2023 to establish a Ward Boundary Commission and set out the terms of reference of the Ward Boundary Commission (Attachment 3); and, Rescind "Schedule A" from Ward Boundary Determination and Review Policy (CP2019-04) (Attachment 4).



**After the Ballot:
Public Engagement on Effective Representation
in Municipal Government**

Report Back: What We Heard

May 23, 2024

After the Ballot

Report Back: What We Heard
May 23, 2024

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Project overview

On June 6, 2023, Calgary City Council directed Administration to recruit a Commission to review the effectiveness of Calgary's 14-ward system with no change to the number of Councillors. Part of this review includes public engagement, which will inform the Commission's recommendations to Council.

The purpose of the review is to understand how Calgarians want to be represented by Council, what that could look like in the future, as well as looking at the role of Council and the effectiveness of the systems they work within. Feedback will be used to inform recommendations made to City Council by the Commission. The City's Engage Resource Unit (ERU) worked with the Commission to plan and carry out the public engagement.

Following the public engagement phase, the Commission will analyze all feedback, along with relevant research and data, to develop comprehensive recommendations. These will be presented to Calgary City Council in September 2024, with the aim of implementing changes that will enhance the effectiveness and responsiveness of the city's governance.

Engagement overview

The public engagement strategy was designed to include both in-person and online opportunities and was approved by Council on January 30, 2024.

Engage portal page

A dedicated page for the project's engagement was included on the [Engage portal page](#). The page was open to the public and included a video introduction by the Chair of the Commission, information about the purpose of the project, the role of engagement, links to relevant web pages (e.g., About the Commission) and documents (e.g., the bylaw governing the Commission's work), a timeline, and information about the pop-up events. The page went live on March 12, 2024. There were 8,299 page visits, 7,529 visitors, and 833 survey participants via the project's Engage portal page.

Accessibility:

- The Engage portal's translation feature was enabled on the project's Engage portal page. It uses translation software powered by Google Translate, Amazon Translate and Localize. The languages from which users can select are: French (Canada), Arabic, Chinese (both Simplified and Traditional), Korean, Punjabi, Spanish, Tagalog, Urdu, and Vietnamese.
- Closed captioning was enabled for the video introduction.
- As much as possible, plain language was used in the portal page content.

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Online questionnaires

Online questionnaires were designed for each of the following interest holder groups in Calgary:

- General public;
- Business owners/operators;
- Representatives of volunteer and not-for-profit organizations;
- Community Association representatives;
- Business Improvement Area (BIA) representatives;
- Business association representatives; and
- Ethnocultural association representatives.

Online questionnaires for the general public, business owners/operators, and representatives of volunteer and not-for-profit organizations were available on the project's Engage portal page. Participants were allowed to complete more than one of these questionnaires if applicable to them. These questionnaires were available to be completed from March 12 to April 30, 2024.

Online questionnaires for representatives of Community Associations, Business Improvement Areas (BIAs) and business associations, and ethnocultural associations in Calgary were made available directly to these groups. A list of publicly available email addresses was compiled for each of BIAs, business associations, and ethnocultural associations and the Chair of the Commission sent an email to each address. Emails to community associations were sent via The City's Neighbourhood Partnership Coordinators (NPCs). The email included a brief introduction to the project, a link to the applicable survey and a link to register for an online workshop (see the following section for more details about the online workshops).

Online workshops

The Commission and the ERU hosted four 90-minute online workshops, one for each of:

- Business Improvement Area (BIA) representatives (March 19, 2024);
- Ethnocultural association representatives (April 9, 2024);
- Business association representatives (April 10, 2024); and
- Community Association representatives (April 16, 2024).

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Each workshop began with the Commission’s Chair explaining the project and the purpose of the workshop. The Chair then led a discussion about participants’ experiences with:

- Councillors’ responsiveness to the organization’s concerns and communications;
- Councillors’ advocacy of issues important to the organization;
- Information their organization receives from Councillors; and
- Topics their organization has brought forward to Councillors for discussion.

In-person pop-up events

Pop-up events are an example of “going to where the people are.” They allow us to introduce the project to those who otherwise would not be aware of it and request their participation (either providing their input at the event or directing them to the online engagement opportunity on the Engage portal, whichever suits the participant). It is also an opportunity for those already aware of the project to provide input in person, as these events are advertised on the project’s Engage portal page.

Five pop-up events were held, with one in each city quadrant and one downtown. Options for pop-up event locations are somewhat limited during colder months of the year. The locations selected are indoor venues with the potential for a good amount of foot traffic.

Quadrant	Location	Date	Time
SW	Cardel Rec South 333 Shawville Blvd S.E. #100*	April 4, 2024	4 – 7 p.m.
SE	The Spring Market at Deerfoot Inn & Casino 11500 35 St S.E. #1000	April 14, 2024	9:30 a.m. – 3:30 p.m.
NW	Calgary Farmers’ Market West 25 Greenbriar Drive N.W.	April 20, 2024	11 a.m. – 2 p.m.
NE	Genesis Centre 7555 Falconridge Blvd N.E. #10	April 25, 2024	4 – 7 p.m.
Downtown	Central Library 800 3 St S.E.	April 27, 2024	11 a.m. – 2 p.m.

*Although this location has a S.E. address, it is on the west side of Macleod Trail and borders the S.W. quadrant.

At each pop-up event, two Engage staff members and a member of the Commission were available to explain the project and purpose of the event to those who stopped by, answer questions and discuss the topic, and encourage them to complete the online survey. Small cards that included the project’s Engage

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portal page URL and QR code were handed out at the events. Paper copies of the surveys were available to those who wanted to complete the survey on-site and index cards were provided to anyone who wished to write down their idea(s) for improving representation by Council. One paper copy was completed and 5 people submitted an idea using an index card.

The pop-up event at Genesis Centre was attended by three Community Connectors from Action Dignity who provided translation support as needed for the languages Hindi, Punjabi, Spanish and Urdu (languages more commonly spoken in the surrounding communities).

Number of participants by tactic

There were 848 survey submissions, a total of 11 participants in the four online workshops, and approximately 80 people were engaged at the pop-up events. The table below shows the number of people engaged by tactic:

Tactic	Details
Online questionnaires for: <ul style="list-style-type: none"> - General public - Business owners/operators - Volunteer/not-for-profit organizations - Community Associations - BIAs/Business associations - Ethnocultural associations 	# of submissions: 803 23 7 11 0 4
Online workshops with representatives of: <ul style="list-style-type: none"> - BIAs - Community Associations - Business associations - Ethnocultural associations 	# of participants: 2 4 1 4
Pop-up events <ul style="list-style-type: none"> - Cardel Rec South - Spring Market at Deerfoot Inn & Casino - Calgary Farmers' Market West - Genesis Centre - Central Library 	# of people interacted with (approximately): 12 27 21 10 10

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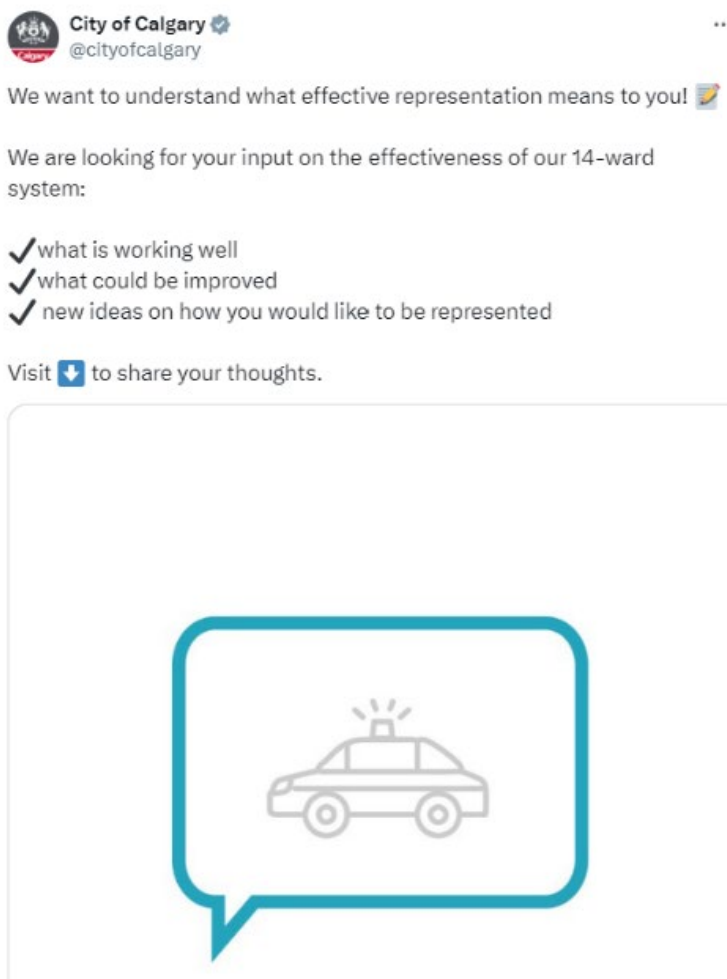
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Communications overview

Given the broad scope of the project's public engagement, the communications approach for this project was to use a wide variety of communications channels to reach as many people as possible across Calgary. The following tactics were used to invite Calgarians to participate in the public engagement:

- A comprehensive ad campaign was created to cover a variety of communication channels. Ads appeared on City social media platforms (Facebook, Instagram, X, Nextdoor), YouTube, Spotify, Curbox signs, and on local English and multicultural radio.
- The ad campaign ran from March 12 until April 29, 2024. Example of a social media post:



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- Organic content was also posted on City social media channels.
- A news release was sent when the engagement launched, which resulted in media coverage from City News, 660 Calgary and Global News.
- The Curbex signs (see image below) ran for two weeks in each quadrant of the city around the timeframe of the pop-up locations and dates. Signs were translated to Punjabi script for the Northeast and to Traditional and Simplified Chinese for the Northwest and Downtown.



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What we heard: Executive summary

The majority of participants consider themselves to be at least somewhat knowledgeable about the work Calgary's City Council (current and/or past) does and have contacted or attempted to contact a City Councillor and/or the Mayor within the past three years.

Participants were asked "What actions do you think make a Councillor effective in representing their Ward constituents/organizations like yours?" The key themes in participants' responses were:

- Listening to and communicating with their constituents in a genuine way. Many participants do not feel that Councillors are truly listening to them and being open to their input and would like to have more meaningful engagement with Councillors.
- Prioritizing their constituents' wishes, concerns and needs over their own and those of other members of Council and/or special interest groups. Many participants mentioned that Councillors' decisions tend to be based on their own opinions and ideology rather than on what the majority of their constituents want/need.
- Demonstrating good character by being transparent, honest and acting with integrity. This includes being transparent about their positions/ideology during their campaign and keeping their promises.

When asked about the perceived importance of specific Councillor roles, participants rated them all as important. However, meeting and communicating with those they represent and helping them solve specific local problems stood out as areas participants would like Councillors to focus their time and attention.

Participants were asked if there are any other roles they think are important for a Councillor to do. The themes that arose from participants' responses were similar to the actions identified previously:

- Representing their constituents' wishes, concerns, and needs at the municipal level, putting aside their own ideas and those of other members of Councils and special interest groups. This is underscored by the fact that most participants disagreed their perspectives are reflected in Council's decisions.
- Listening to and communicating with their constituents in a genuine way. Many participants shared their concerns that Councillors do not listen or pretend to listen without really being open to what constituents tell them.
- Ensuring good financial stewardship by ensuring City budgeting, spending and taxation is done responsibly and kept in check.
- Focusing on local/municipal issues such as ensuring City services are running well and directing Administration rather than on responsibilities of other levels of government.

The themes from participants' ideas for improving how Calgarians are represented in municipal government decision making are:

- Improving Councillors' engagement and communication with constituents by actively seeking their input through a variety of methods, being open to their input, and communicating better and more

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often with constituents. Many participants voiced a desire to have more opportunities to vote on important issues, changes, proposals and major decisions.

- Improving Councillors' representation of their constituents' wishes, concerns and needs in Council discussions and decisions. Many participants expressed that Councillors seem to vote in way that reflects their own opinions and perspectives rather than those of their constituents.
- Requiring Council to prioritize fiscal responsibility and focus on other municipal issues and responsibilities rather than spending time on those that are seen to belong to other levels of government.
- Improving transparency and accountability of Council in terms of Council decisions, reasons underlying Councillors' votes, sources of campaign donations, and candidates' political affiliations during the campaign period.
- Considering electoral reform and other system changes, such as looking at other types of electoral systems, decreasing the number of Wards, and instituting term limits.

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What we asked and what we heard: Online surveys

General public

The vast majority of participants said they are knowledgeable about the work Calgary’s City Council (current and/or past) does and participants tended to disagree their perspectives are reflected in Council’s decisions. The majority of participants reported that they’ve contacted or attempted to contact the office of a City of Calgary Councillor or Mayor (either current or past), with many of them having most recently done this within the past year.

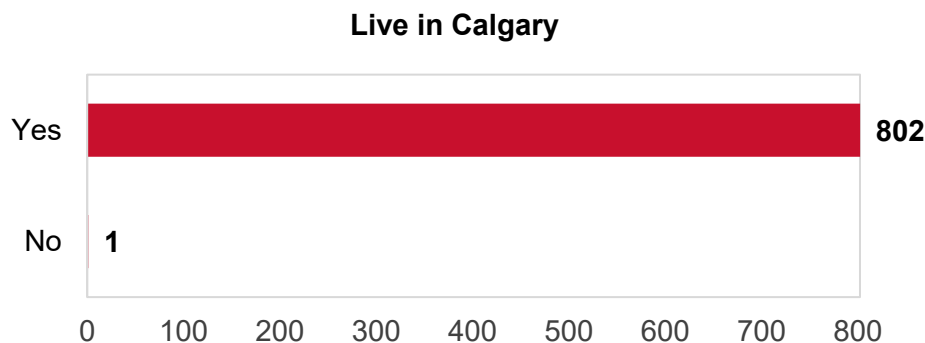
All four of the Councillor roles presented to participants were considered important by the majority. When asked which of the roles they would have Councillors focus more time and attention on, participants tended to select either ‘meeting and communicating with Calgary residents’ or ‘helping Calgary residents solve specific local problems.’

Participants’ responses to the open-ended questions (questions to which they respond in their own words) reflects the importance they place on Councillors actively seeking input from and engaging with their constituents. They expressed wanting to be truly heard and to have their wishes, concerns and needs represented and prioritized in Council’s decision making. Other themes that arose from participants’ feedback was that Council should demonstrate responsible financial stewardship and focus on municipal issues.

Detailed results:

All questions were optional, unless otherwise noted.

- 1. Do you live in Calgary?** [required]
(answered by 803 of 803 participants)

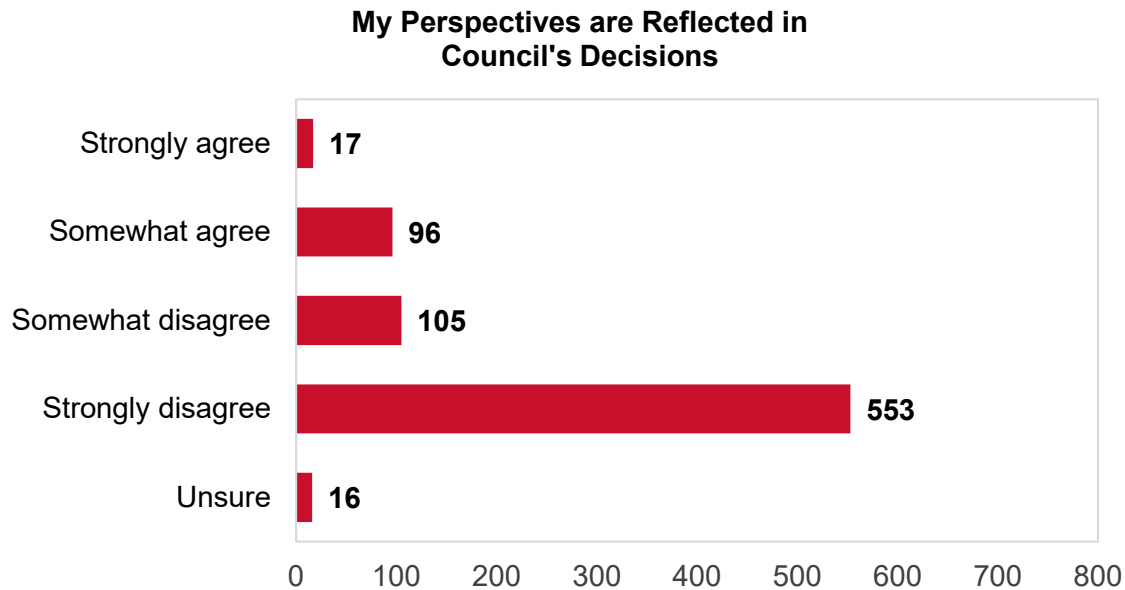


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2. To what extent do you agree or disagree your perspectives are reflected in Council's decisions?

(answered by 786 of 803 participants)



3. What actions do you think make a Councillor effective in representing their Ward constituents?

(answered by 672 of 803 participants)

Theme, Details and Sample Quotes from Participants

Listening to and communicating with their constituents:

- Engaging with their constituents in a genuine way and actively seeking their input/feedback.
- Truly knowing and understanding their constituents' wishes, needs and concerns and what is going on in their Ward.
- Responding to and communicating with their constituents in a genuine way.
- Holding public meetings regularly and attending community events and meetings.

“The Councillors need to be engaged with their constituents. They need to respond to concerns (if they respond) in a manner that is meaningful rather than a cut and paste email that restates the City Council's approach.”

“Actually communicate with and listen to citizens, in substance, instead of pretending to engage and simply dictating to citizens.”

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Theme, Details and Sample Quotes from Participants

“Seek out, listen to, and represent their constituents.”

“Engaging with the local communities and the public and actually listening to feedback.”

“Listening to their constituents, engaging with them, having meaningful discussions and debates with them, even if they disagree with them.”

“Communicating regularly with their constituents and listening to their feedback and concerns. [...] Completing the loop by communicating what actions they’ve taken and the results. Our current councillor does none of the above.”

Prioritizing their constituents’ wishes, concerns, and needs:

- Representing their constituents by acting on (voting, advocating for) their constituents’ wishes, concerns, and needs.
- Councillors putting aside their own ideas and agendas and those of other Councillors/the Mayor and special interest groups in favour of their constituents’ wishes, concerns, and needs.
- Representing the majority of constituents.

“A Councillor should be the voice of their constituents and be vocal about what the constituents want and try to implement the ideas, to fight on their behalf.”

“Voting on city issues that is representative of how their constituents would like them to vote. To be the voice of their constituents with the city and municipal issues.”

“Voting based on feedback from their ward, not their own views.”

“They should be representing their constituents and not voting as a block with other Councillors (even though technically there are no political parties in Council).”

“I believe that an effective Councillor is one who communicates to Council the will of individual constituents and small business owners. She/he should not be representing the interests of large business (i.e. builders and developers) who already have voices and even lobbyists representing their interests which are often in direct conflict with the wishes of individuals, families and communities.”

“They need to listen and act on what the majority of their constituents want even if those views are contrary to their own personal view or opinion.”

Demonstrating good character:

- Being transparent, accountable, and honest.
- Acting with integrity and keeping one’s promises.

“Start to be accountable and transparent.”

“Honesty, integrity and a willingness to listen.”

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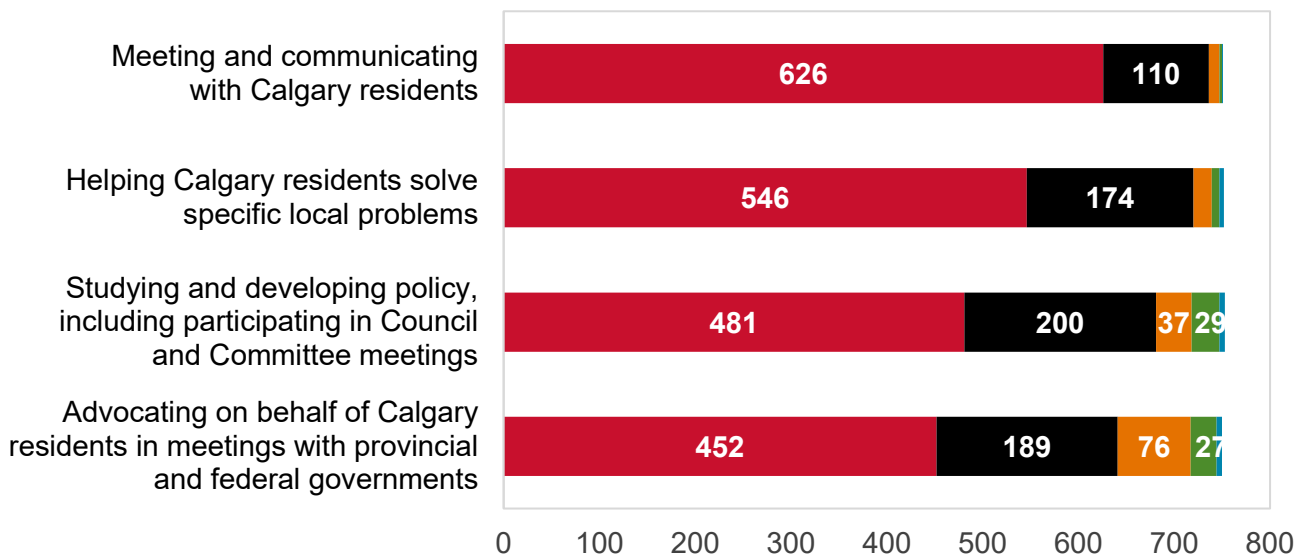
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Theme, Details and Sample Quotes from Participants
<p>“They need to keep their word.”</p> <p>“They need to be more transparent on the plans they plan to introduce and champion during the election cycle.”</p> <p>“Honesty, integrity and transparency.”</p> <p>“Carrying out the promises and values they were elected on.”</p>

4. Councillors have many roles. For each of the following, to what extent is it important or not important to you personally?
(answered by 750 – 753, depending on statement, of 803 participants)

Importance of Roles

■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Unsure



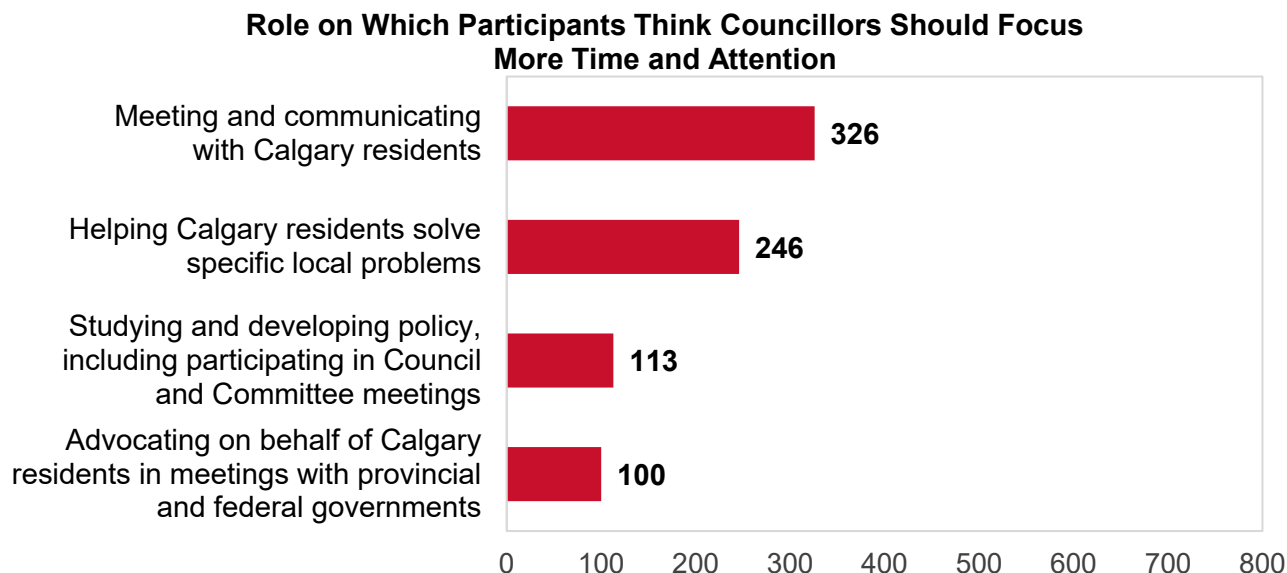
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5. If you could have Councillors focus more time and attention on just one of these roles, which would you choose?

(answered by 785 of 803 participants)



6. In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?

(answered by 471 of 803 participants)

Theme, Details and Sample Quotes from Participants
<p>Representing their constituents' wishes, concerns, and needs at the municipal level:</p> <ul style="list-style-type: none"> – Representing their constituents by acting on (voting, advocating for) their constituents' wishes, concerns, and needs. – Putting aside their own ideas and agendas and those of special interest groups in favour of their constituents' wishes, concerns, and needs. <p>“Voting in a way that represents the views of those who elected you, not your own opinion.”</p> <p>“Advocate on behalf of the people and what the people want.”</p> <p>“Advocating on behalf of residents in their ward in Council and Committee meetings.”</p> <p>“Be the voice of your community, not of your own or Council-only voices.”</p> <p>“Act in the interest of the people, not the special interest groups that have their ear.”</p> <p>“Advocating on behalf of their Constituents at City Council also feels pretty critical and it doesn't always just involve policy or the Province.”</p>

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Theme, Details and Sample Quotes from Participants

Listening to and communicating with their constituents:

- Engaging with their constituents in a genuine way and actively seeking their input/feedback.
- Truly knowing and understanding their constituents' wishes, needs and concerns and what is going on in their Ward.
- Responding to and communicating with their constituents authentically (meaningfully?).

"THE MOST important role for all Councillors is to listen and communicate with the people they represent."

"Being available to the residents of their constituency to answer questions and resolve issues."

"Communicate, to the constituents, what Council is deciding and why decisions are made. The more unpopular the decision or policy, the more communication is needed."

"Definitely communicating with the residents in their Ward on all issues, specifically those that are contentious!"

"Meet with constituents in person, listen to constituents, look at what the communities need."

"Meeting and communicating with residents. Helping residents resolve specific problems and issues. Listening and supporting is the most important, we know our communities."

Responsible financial stewardship:

- Responsibly budgeting and spending tax dollars.
- Working to decrease taxes (or at least stopping tax increases).

"Cutting costs. Lowering taxes."

"Managing city finances and budget - lets see actions taken towards spending less rather than spending more."

"Get costs down. Get the tax increases under control."

"The most important is to stop the waste, red tape, and killing the homeowners and business owners with taxes."

"Responsible financial stewardship and accountability to electorate."

Focusing on local/municipal issues:

- Focusing on municipal issues (e.g., ensuring City services are running properly, directing Administration) rather than on those seen to be the responsibility of other levels of government.

"Advocate for their ward. Forget doing the Province's job of social services."

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Theme, Details and Sample Quotes from Participants

“Putting forward changes that are municipal in nature and which represent their constituents’ views.”

“Councillors should be focused on the basic needs of our city to make essential services better. Roads should be a priority, addressing increased crime and rising drug problems. City councillors do not need to be focused on Provincial or Federal problems.”

“Focus on core municipal responsibilities rather than things that are not important for daily living in Calgary and not in their jurisdiction.”

“Municipal government has municipal scope. Take care of the things you are responsible [for] and no more.”

“This is municipal government, stick to the issues in your ward. Bigger issues of city will be dealt with by the Mayor, provincial by the Premier and so on.”

7. What ideas do you have for improving how Calgarians are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

(answered by 656 of 803 participants)

Theme, Details and Sample Quotes from Participants

Councillors should improve engagement and communication with constituents:

- Actively seek out constituents’ input and genuinely listen to and be open to it.
- Offer constituents a variety of ways to provide their input (online, in person, by phone, regularly scheduled Town Halls, surveys).
- Allow public voting (e.g., plebiscites) on important issues, changes/proposals with a city-wide impact, and major decisions.
- Communicate better and more often with constituents, providing information such as updates, upcoming Council decisions, proposed changes, reasons for decisions made by Council, and answers to questions.

“[...] it should be Councillors who go out of their way to engage with and potentially educate their constituents, not the other way around. I say this as a young person in my undergrad who knows many people my age who would benefit from getting to know their councillor but lack the knowledge of what their issues are, where to go, who to talk to, etc.”

“Specifically going out of their way to hear from people that have not reached out and shared their thoughts (i.e. not just listening to the loudest voices).”

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Theme, Details and Sample Quotes from Participants

“Councillors should offer more surveys or interactions with their constituents - usually only the loudest voices are heard publicly, ensure there are ways to hear the people that may not have the time or abilities to dedicate to communicating their needs and wants.”

“There should be a multitude of channels and opportunities for citizens to weigh in and provide feedback. It would be nice to first generate an awareness and understanding of the needs, prioritization of the issues and ideas together (citizens and counsellors) after prioritizing then we can move together towards proposed solutions that are timely and provide access to all citizens.”

“Community meetings on smaller issues. Significant input on larger issues - secure a mandate or hold a plebiscite when an issue is perceived by taxpayers to have a significant impact on them.”

“Having monthly meetings or communications with their wards to describe what they have voted on and what they plan to vote on.”

Councillors should improve representation of their constituents’ wishes, concerns, and needs in Council discussions and decisions:

- Represent their constituents by acting on (voting, advocating for) their constituents’ wishes, concerns, and needs.
- Put aside their own ideas and agendas and those of special interest groups in favour of their constituents’ wishes, concerns, and needs.

“Right now I don't feel our Councillor represents us or hears our concerns. Other Councillors are sympathetic, but have said that our own Councillor must bring the motion forward.”

“Elected councilors should listen to their constituents' concerns and act accordingly.”

“Representing their community's best interest and not necessarily the interests of city council as a whole.”

“There has to be more checks and balances on why/how and should Councillors be allowed to vote against their own constituents.”

“Municipal government councillors need to represent the opinions of their constituents, not their own personal agendas they want put forward.”

Prioritize fiscal responsibility and focus on municipal issues and responsibilities:

- Reduce taxes and budget and spend responsibly (e.g., do not spend money on “pet projects” or things that won’t benefit the majority of Calgarians or provide lasting value to the city).
- Focus on City services, local issues and municipal responsibilities rather than spending time and money on responsibilities of other levels of government.

“It is not enough for the mayor and city council to “listen,” but to do what Calgarians want: potholes filled, safe roads, police, financial and fiscal responsibility, among others.”

After the Ballot

Report Back: What We Heard

May 23, 2024

Theme, Details and Sample Quotes from Participants

“Keeping taxes in check is of great importance. It does not seem that my tax dollars are spent on local issues in my area like keeping parks clean, grass cut, graffiti clean up, roads etc. We spend on affordable housing built in parks that should be a provincial issue.”

“Try to reduce costs & taxes for a change - we are already overtaxed at all levels.”

“Councillors are very aware of what is happening in the world and their communities--they should be more in touch with local concerns (housing, cost of living etc.) rather than dealing with huge issues (such as climate change and this single use bylaw) that are not on the radar of people struggling to survive.”

“We need councillors to solve problems specific to their ward, not to try save the world.”

Improve transparency by and accountability of Council:

- Require Council to be more transparent about Council discussions and decisions (e.g., reasons for voting against or in favour of something), including limiting in camera meetings and disclosing potential conflicts of interest.
- Increase transparency about the sources of each Council member’s campaign donations as well as candidates’ political affiliations during the campaign period.

“Council needs to be transparent. No “in camera” meetings. Everything needs to be in the open and public.”

“Have councillors publish the results of constituent input to them on topics. This will make them more accountable.”

“Provide a mechanism of communication with councillors that ensures open and not closed in camera sessions, transparency and ultimately responsibility to constituents.”

“Candidates must fully disclose their platform during elections.”

“[...] being open about what their political stance/backing is during elections and being TRANSPARENT about where election funding comes from.”

Electoral reform and other changes to the existing system:

- Consider other types of electoral systems such as alternative vote/ranked ballot or a system that reflects proportional representation principles (e.g., party list).
- Decrease the number of Wards/Councillors and have term limits.
- More reasonable recall system.

“Ranked choice ballot system to give underdogs a chance and eliminate the “vote the lesser of two evils” mentality.”

“I highly recommend that Calgary adopts a PR-STV voting system to better represent Calgarians.”

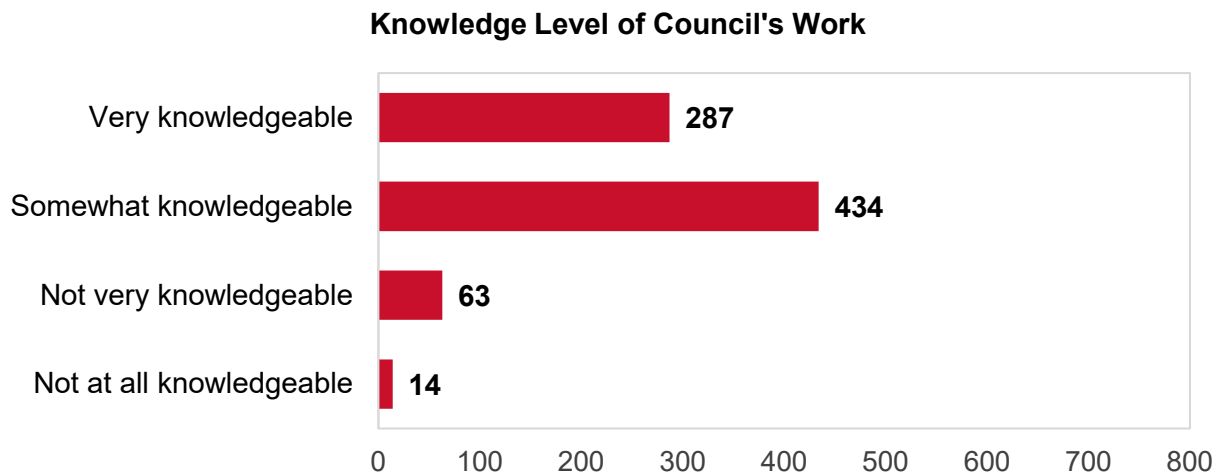
After the Ballot

Report Back: What We Heard
May 23, 2024

Theme, Details and Sample Quotes from Participants
“[...] in the election cycle limit the candidates or allow a run off election for the two with the highest percentage of votes.”
“Reducing the number of wards to 6 or 7 and have the remaining councillors elected by the whole city.”
“Make recall legislation more realistic. If a councillor is not doing their job, they need to be removed and replaced.”

8. In general, how knowledgeable are you about the work Calgary’s City Council (current and/or past) does?

(answered by 798 of 803 participants)

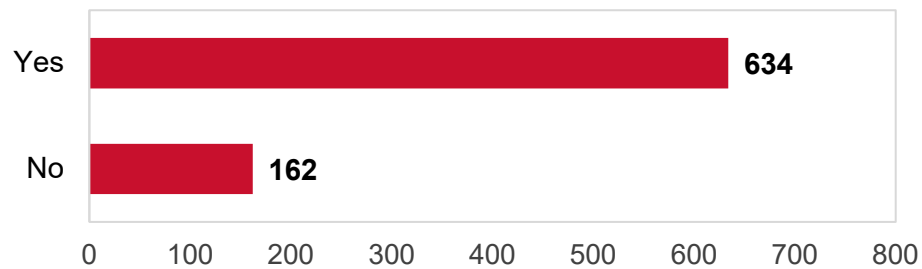


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May 23, 2024

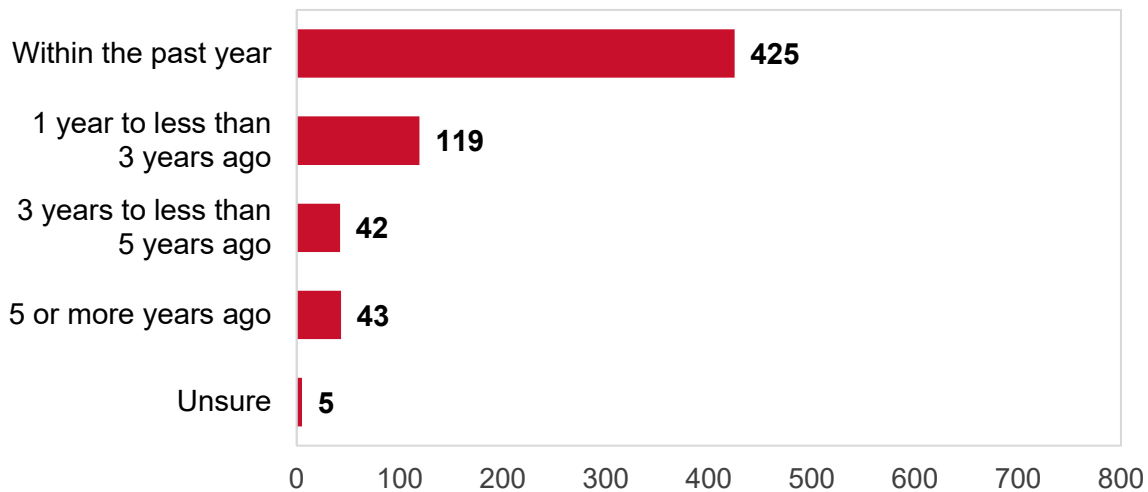
9. a) **Have you ever contacted or attempted to contact the office of a City of Calgary Councillor or Mayor? This includes current or past Councillors or Mayors.**
(answered by 796 of 803 participants)

Ever Contacted/Attempted to Contact a City of Calgary Councillor or Mayor



9. b) **When was the most recent time you did this?**
(asked only of those who answered “yes” to question 9a; answered by 634 of 634 participants)

Most Recent Time Contacted or Attempted to Contact a City of Calgary Councillor or Mayor



After the Ballot

Report Back: What We Heard

May 23, 2024

9. c) What was/were your reason(s) for contacting a Councillor and/or Mayor?

(asked only of those who answered “yes” to question 9a; answered by 572 of 634 participants)

Many participants' have most recently contacted or attempted to contact a Councillor and/or Mayor to express their concerns about an issue or voice disagreement with a decision or viewpoint of a Councillor or Council in general. The most common topic of the contact was land use planning/rezoning and development. Other prominent topics included bylaws and policies, City finances (taxes, budget/spending), City services and responsibilities (especially, traffic/roads, Transit and infrastructure), community/Ward amenities and issues, and safety/crime/social disorder.

10. If you needed to contact a Councillor, how would you decide which Councillor to contact?

(answered by 744 of 802 participants)

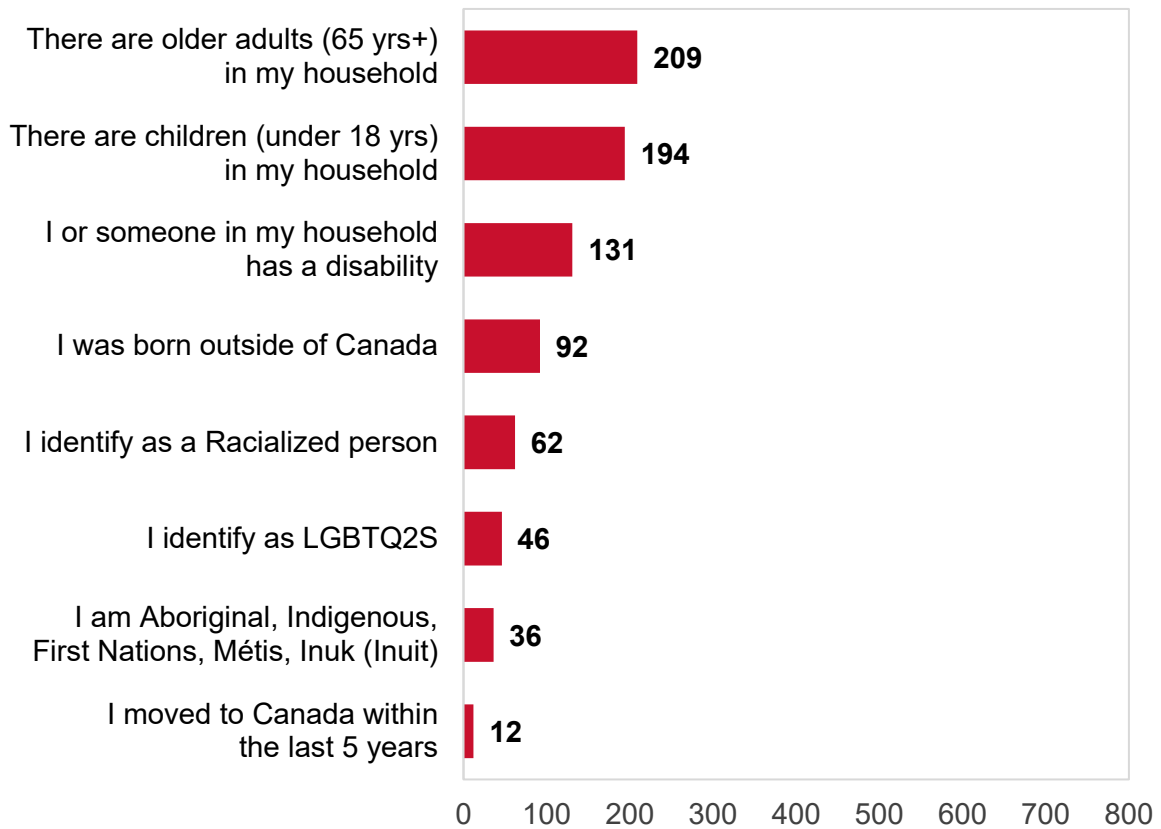
Many participants said they would contact their own Ward Councillor. Some participants said they would contact all Council members. Some said they would contact the Councillor(s) for the Ward(s) the issue/problem impacts and/or the Councillor(s) most connected to the issue. Some participants would contact the Councillor they think would best represent them and/or are likely to respond.

After the Ballot

Report Back: What We Heard
May 23, 2024

11. Please select any of the following that apply to you.
(answered by 536 of 803 participants)

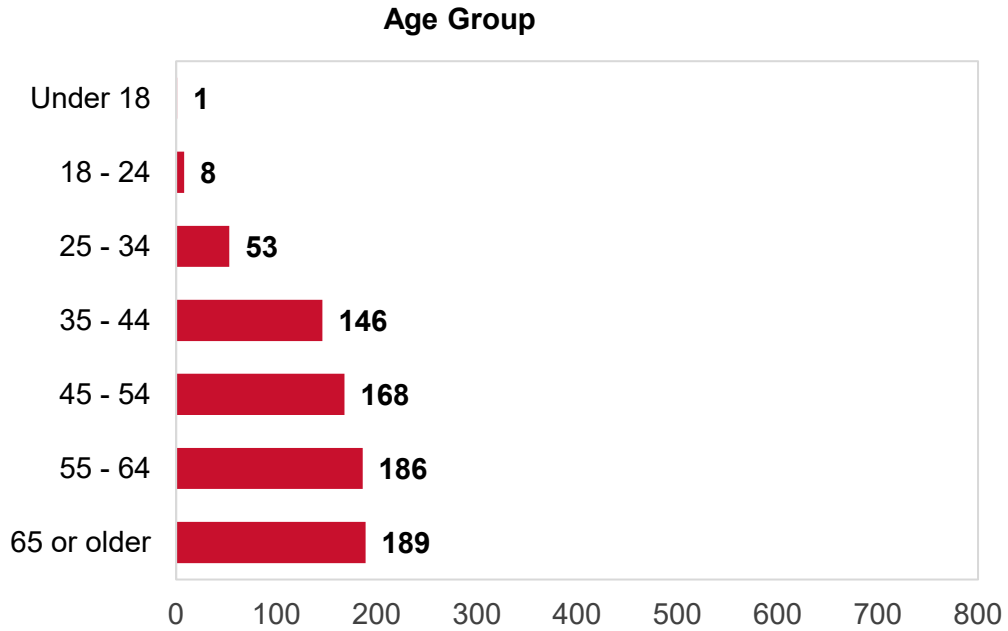
Participant Demographics



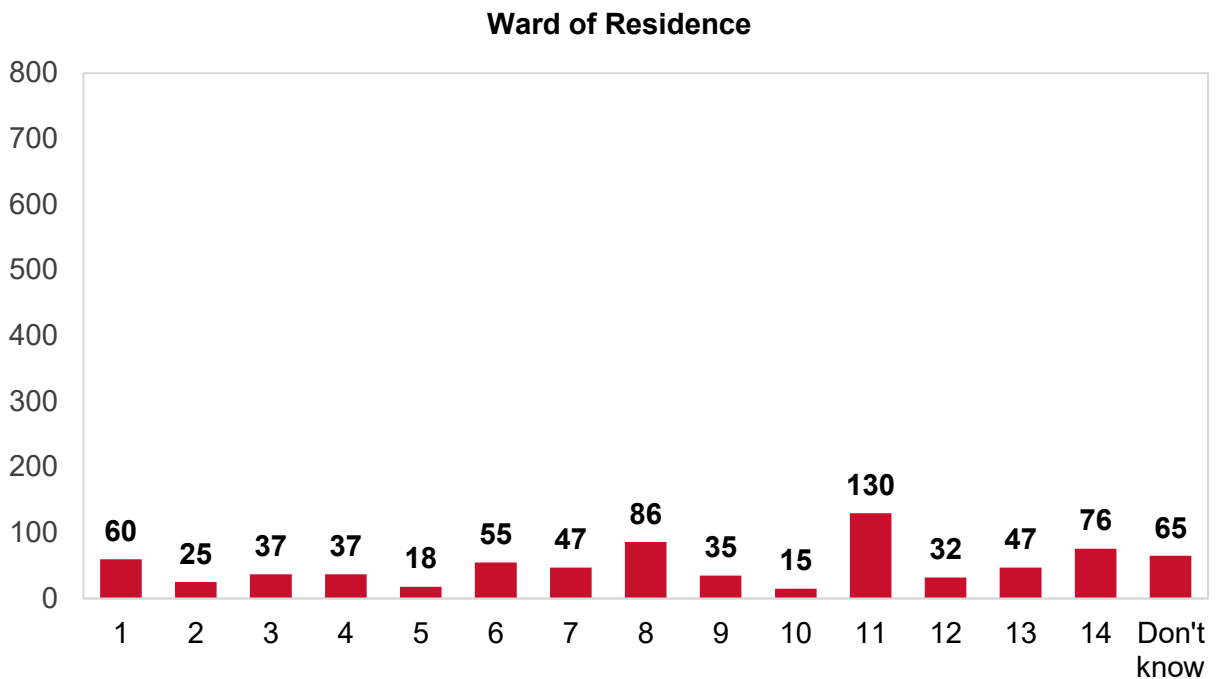
After the Ballot

Report Back: What We Heard
May 23, 2024

12. Which of the following age groups applies to you? (answered by 750 of 803 participants)



13. In which Ward do you live? (answered by 765 of 803 participants)



After the Ballot

Report Back: What We Heard

May 23, 2024

Business owners/operators

Nearly all participants said they are knowledgeable about the work Calgary's City Council (current and/or past) does and participants tended to disagree their perspectives as a business owner and/or operator are reflected in Council's decisions. Half of participants reported that they've contacted or attempted to contact the office of a City of Calgary Councillor or Mayor (either current or past), with most having most recently done this within the past three years.

All six Councillor roles presented to participants were considered important by most of the participants. When asked which of the roles they would have Councillors focus more time and attention on, 'studying and developing policy that impacts Calgary businesses' was selected by more participants than were the other roles. However, a few participants selected 'meeting and communicating with business owners/operators' or 'marketing and publicly supporting local business.'

Participants would like Councillors to engage with and listen to business owners/operators in Calgary, have their views represented in Council decision making, and be valued by Councillors for their contribution to Calgary.

Detailed results:

All questions were optional, unless otherwise noted.

1. What type of industry (e.g., retail, industrial, etc.) does your business belong to? (answered by 23 of 23 participants)

A variety of industries were represented by participants: auto repair, consulting, energy, engineering, entertainment, hospitality, manufacturing, real estate, retail, and technology.

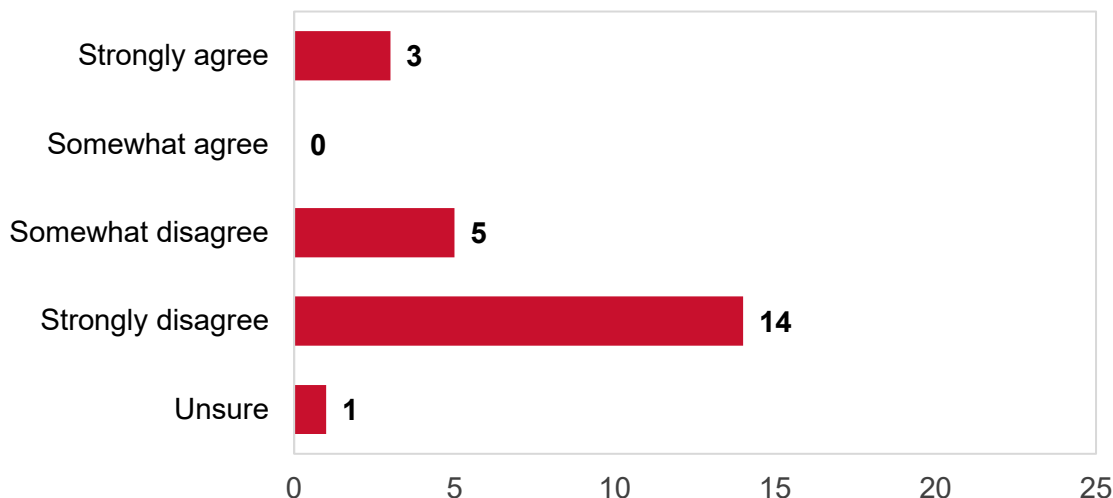
After the Ballot

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2. To what extent do you agree or disagree your perspectives as a business owner and/or operator are reflected in Council's decisions? (answered by 23 of 23 participants)

My Perspectives as a Business Owner/Operator are Reflected in Council's Decisions



3. What actions do you think make a Councillor effective in representing businesses in Calgary?

(answered by 17 of 23 participants)

Theme, Details and Sample Quotes from Participants

Engaging with, listening to, and representing business owners/operators and seeing the value of businesses in Calgary.

- Actively engaging with business owners/operators to hear their perspectives and concerns and bringing them forward to Council.
- Understanding business and the value they bring to our city.

“I think outreach will make Councillors more effective. I have been running a business in Calgary for 15 years and I have never been approached by the City to discuss what I think as a business owner. I have had both federal and provincial outreach but never the City.”

“Listening to their constituents, understanding their perspective and issues and representing them rather than their own agenda or views and opinions.”

“An honest belief that business provide value to a community not only as a tax generating vehicle but as an important part of the community.”

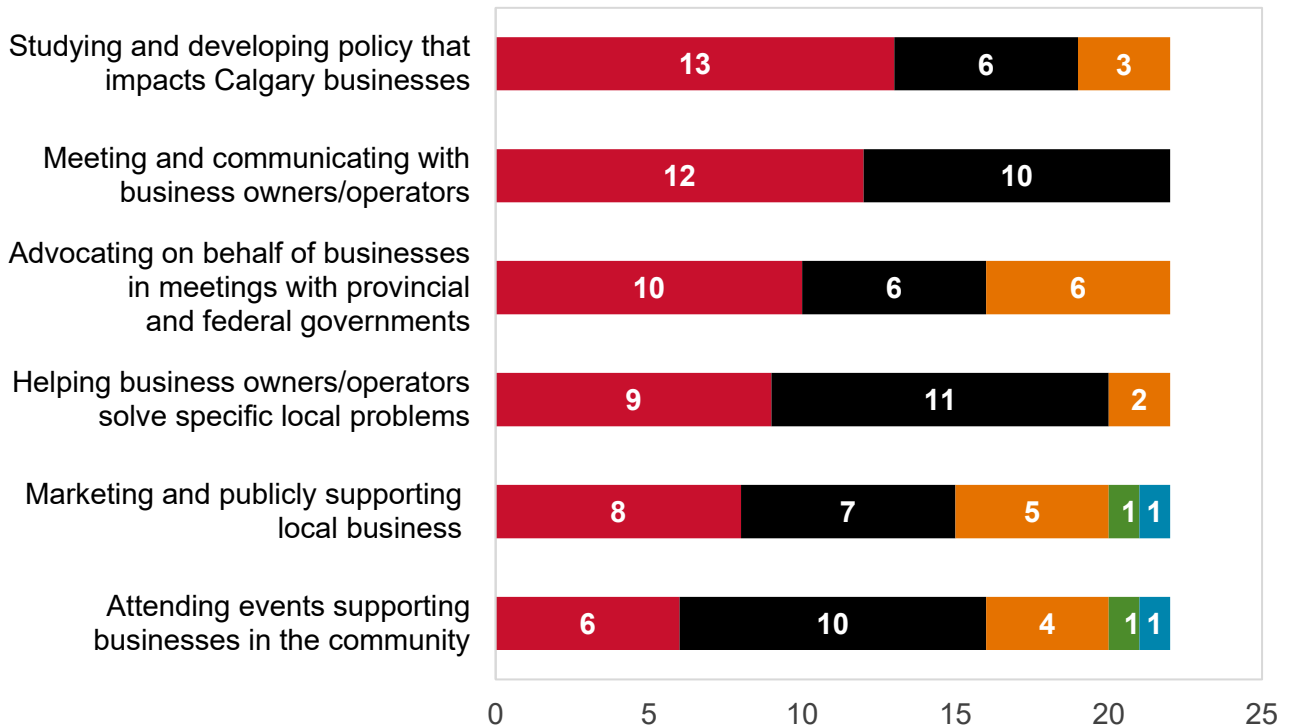
After the Ballot

Report Back: What We Heard
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4. Councillors have many roles. For each of the following, to what extent is it important or not important to you personally? (answered by 22 of 23 participants)

Importance of Roles

■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Unsure



After the Ballot

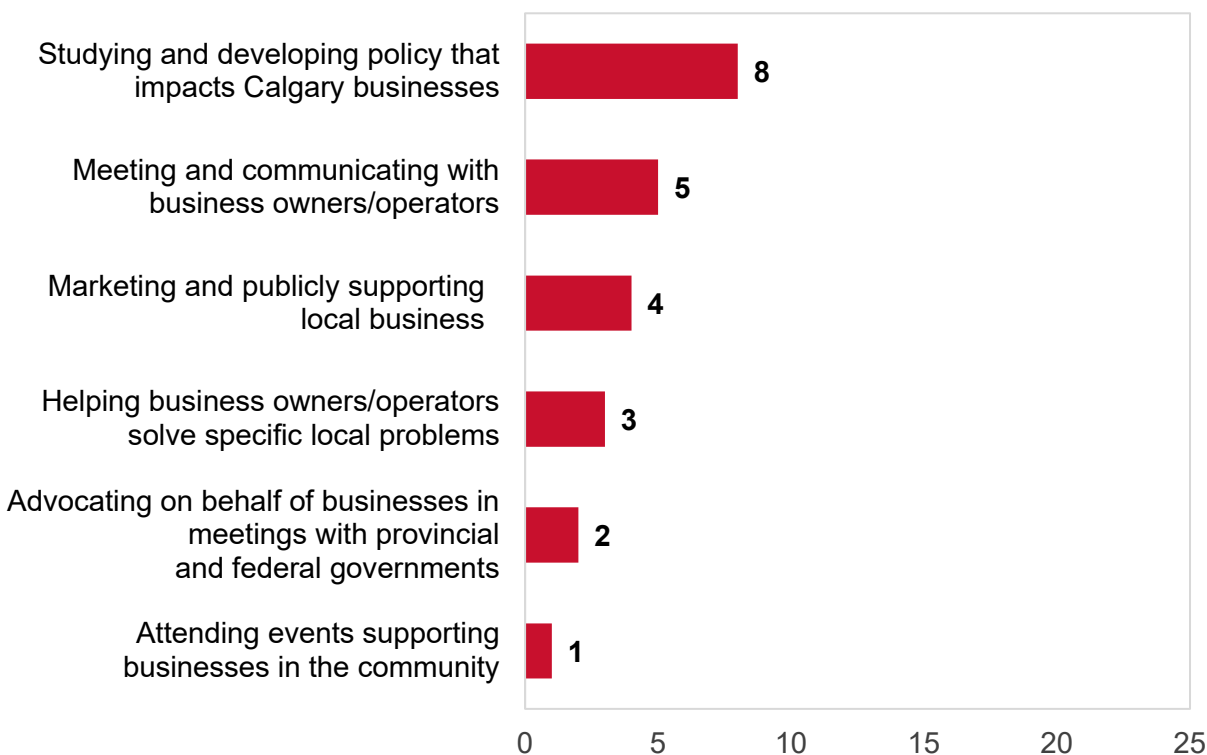
Report Back: What We Heard

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5. If you could have Councillors focus more time and attention on just one of these roles, which would you choose?

(answered by 23 of 23 participants)

Role on Which Participants Think Councillors Should Focus More Time and Attention



6. In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?

(answered by 8 of 23 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

After the Ballot

Report Back: What We Heard
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7. **What ideas do you have for improving how Calgary businesses are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.**

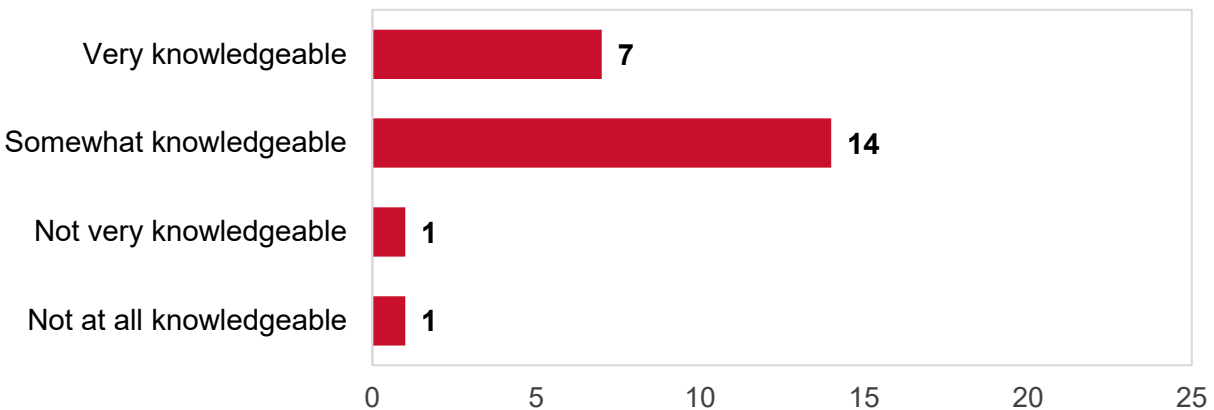
(answered by 19 of 23 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

8. **In general, how knowledgeable are you about the work Calgary's City Council (current and/or past) does?**

(answered by 23 of 23 participants)

Knowledge Level of Council's Work



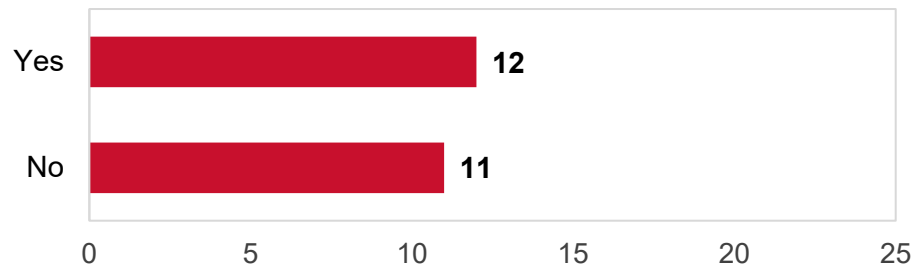
After the Ballot

Report Back: What We Heard
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9. a) Have you ever contacted or attempted to contact the office of a City of Calgary Councillor or Mayor on behalf of the business(es) you own and/or operate? This includes current or past Councillors or Mayors.

(answered by 23 of 23 participants)

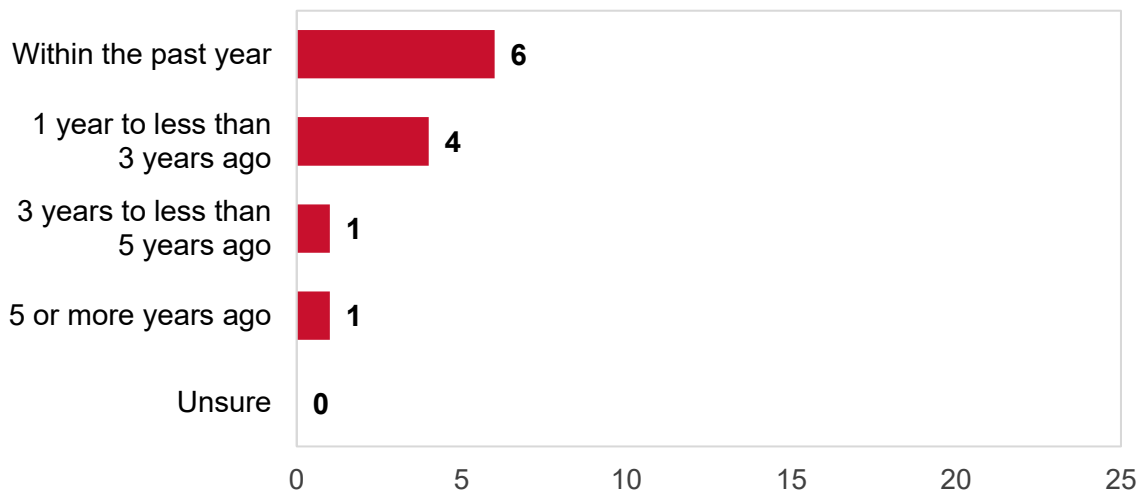
Ever Contacted/Attempted to Contact a City of Calgary Councillor or Mayor



9. b) When was the most recent time you did this?

(asked only of those who answered “yes” to question 9a; answered by 12 of 12 participants)

Most Recent Time Contacted or Attempted to Contact a City of Calgary Councillor or Mayor



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May 23, 2024

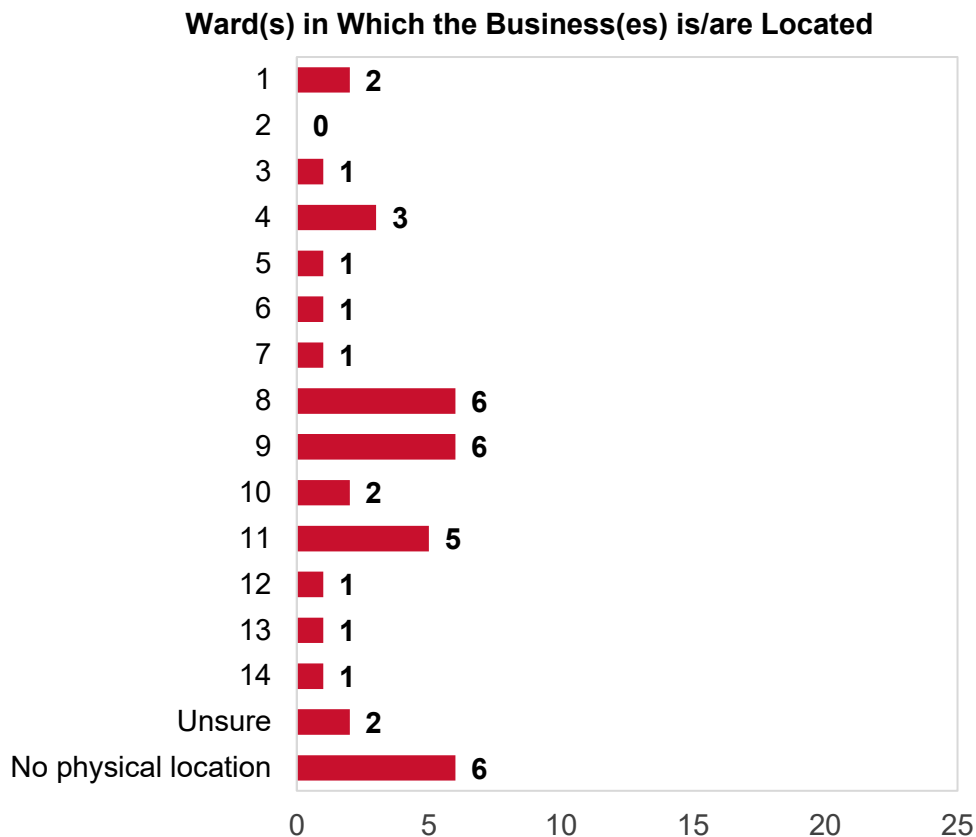
- 9. c) What was/were your reason(s) for contacting a Councillor and/or Mayor?**
(asked only of those who answered “yes” to question 9; answered by 9 of 12 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

- 10. If you needed to contact a Councillor on behalf of the business(es) you own and/or operate, how would you decide which Councillor to contact?**
(answered by 21 of 23 participants)

Participants would contact the Councillor of the Ward in which their business is located or of the Ward in which they live.

- 11. In which Ward is/are the business(es) you own and/or operate located?**
(answered by 23 of 23 participants)



After the Ballot

Report Back: What We Heard

May 23, 2024

Volunteer and not-for-profit organization representatives

Among the few participants who completed this survey (7), most said they are knowledgeable about the work Calgary's City Council (current and/or past) does and disagreed their organization's perspectives are reflected in Council's decisions. Nearly all reported that they've contacted or attempted to contact the office of a City of Calgary Councillor or Mayor (either current or past), with all having most recently done this within the past year.

The six Councillor roles presented to participants were considered important by most of the participants, except for 'attending ceremonial events that support your organization.'

Detailed results:

All questions were optional, unless otherwise noted.

Due to the small number of participants (7), responses are not charted.

1. To what extent do you agree or disagree your organization's perspectives are reflected in Council's decisions?

(answered by 7 of 7 participants)

Strongly agree	1
Somewhat agree	0
Somewhat disagree	2
Strongly disagree	3
Unsure	1

2. What actions do you think make a Councillor effective in representing organizations like yours?

(answered by 6 of 7 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

After the Ballot

Report Back: What We Heard
May 23, 2024

3. Councillors have many roles. For each of the following, to what extent is it important or not important to you personally?

(answered by 6 – 7, depending on statement, of 7 participants)

	Very important	Somewhat important	Not very important	Not at all important	Unsure
Meeting and communicating with organizations like yours	6	1	0	0	0
Studying and developing policy, including participation in Council and Committee meetings	5	2	0	0	0
Helping organizations like yours solve specific local problems	5	2	0	0	0
Increase capacity building and resources for volunteer and not-for-profit organizations	3	3	1	0	0
Advocating on behalf of organizations like yours in meetings with provincial and federal governments	3	2	1	0	0
Attending ceremonial events that support your organization	1	3	3	0	0

After the Ballot

Report Back: What We Heard

May 23, 2024

4. If you could have Councillors focus more time and attention on just one of these roles, which would you choose?

(answered by 7 of 7 participants)

Advocating on behalf of organizations like yours in meetings with provincial and federal governments	3
Helping organizations like yours solve specific local problems	2
Studying and developing policy, including participation in Council and Committee meetings	1
Increase capacity building and resources for volunteer and not-for-profit organizations	1
Meeting and communicating with organizations like yours	0
Attending ceremonial events that support your organization	0

5. In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?

(answered by 5 of 7 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

6. What ideas do you have for improving how organizations like yours are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

(answered by 5 of 7 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

After the Ballot

Report Back: What We Heard

May 23, 2024

7. In general, how knowledgeable are you about the work Calgary’s City Council (current and/or past) does?

(answered by 7 of 7 participants)

Very knowledgeable	5
Somewhat knowledgeable	2
Not very knowledgeable	0
Not at all knowledgeable	0

8. a) Have you ever contacted or attempted to contact the office of a City of Calgary Councillor or Mayor on behalf of the organization you represent? This includes current or past Councillors or Mayors.

(answered by 7 of 7 participants)

Yes	6
No	1

8. b) When was the most recent time you did this?

(asked only of those who answered “yes” to question 8a; answered by 6 of 6 participants)

Within the past year	6
1 year to less than 3 years ago	0
3 years to less than 5 years ago	0
5 or more years ago	0
Unsure	0

8. c) What was/were your reason(s) for contacting a Councillor and/or Mayor?

(asked only of those who answered “yes” to question 8a; answered by 5 of 6 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

After the Ballot

Report Back: What We Heard
May 23, 2024

9. If you needed to contact a Councillor on behalf of your organization, how would you decide which Councillor to contact?

(answered by 7 of 7 participants)

Participants would contact the Councillor for their Ward.

After the Ballot

Report Back: What We Heard

May 23, 2024

Community association representatives

Among the few participants who completed this survey (11), all said they are knowledgeable about the work Calgary's City Council (current and/or past) does and most disagreed their community association's perspectives are reflected in Council's decisions. The majority of participants reported that they've contacted or attempted to contact the office of a City of Calgary Councillor or Mayor (either current or past), with many of them having most recently done this within the past year or 3 to 5 years ago.

All six of the Councillor roles presented to participants were considered important by the majority. When asked which of the roles they would have Councillors focus more time and attention on, 'helping community associations solve specific local problems' was selected by more participants than were the other roles.

Detailed results:

All questions were optional, unless otherwise noted.

Due to the small number of participants (11), responses are not charted.

1. In which Ward is your community association located?

(answered by 10 of 11 participants)

Participants were from community associations located in Wards 1, 2, 4, 6, 7, 8, 9 and 10.

2. To what extent do you agree or disagree your organization's perspectives are reflected in Council's decisions?

(answered by 10 of 11 participants)

Strongly agree	0
Somewhat agree	1
Somewhat disagree	3
Strongly disagree	6
Unsure	0

After the Ballot

Report Back: What We Heard

May 23, 2024

3. What actions do you think make a Councillor effective in representing organizations like yours?

(answered by 9 of 11 participants)

Participants mentioned more Councillor engagement (e.g., attending community events and meetings) within their communities and better representation of community associations' and community residents' wishes, needs and concerns.

4. Councillors have many roles. For each of the following, to what extent is it important or not important to you personally?

(answered by 10 of 11 participants)

	Very important	Somewhat important	Not very important	Not at all important	Unsure
Helping community associations solve specific local problems	8	1	1	0	0
Advocating on behalf of community associations in meetings with provincial and federal governments	8	1	1	0	0
Studying and developing policy, including participation in Council and Committee meetings	6	4	0	0	0
Attend community association meetings	3	6	1	0	0
Attend community association events	3	5	2	0	0
Facilitate community association resource and capacity-building	2	7	1	0	0

After the Ballot

Report Back: What We Heard

May 23, 2024

5. If you could have Councillors focus more time and attention on just one of these roles, which would you choose?

(answered by 7 of 7 participants)

Helping community associations solve specific local problems	4
Advocating on behalf of community associations in meetings with provincial and federal governments	2
Facilitate community association resource and capacity-building	2
Studying and developing policy, including participation in Council and Committee meetings	1
Attend community association meetings	1
Attend community association events	0

6. In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?

(answered by 7 of 11 participants)

Participants mentioned Councillors should actively promote and advocate for the communities they represent at Council.

7. What ideas do you have for improving how organizations like yours are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

(answered by 8 of 11 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

After the Ballot

Report Back: What We Heard

May 23, 2024

8. In general, how knowledgeable are you about the work Calgary’s City Council (current and/or past) does?

(answered by 10 of 11 participants)

Very knowledgeable	4
Somewhat knowledgeable	6
Not very knowledgeable	0
Not at all knowledgeable	0

9. a) Have you ever contacted or attempted to contact the office of a City of Calgary Councillor or Mayor on behalf of the organization you represent? This includes current or past Councillors or Mayors.

(answered by 10 of 11 participants)

Yes	8
No	2

9. b) When was the most recent time you did this?

(asked only of those who answered “yes” to question 9a; answered by 8 of 8 participants)

Within the past year	4
1 year to less than 3 years ago	0
3 years to less than 5 years ago	3
5 or more years ago	0
Unsure	1

9. c) What was/were your reason(s) for contacting a Councillor and/or Mayor?

(asked only of those who answered “yes” to question 9a; answered by 7 of 8 participants)

There were no common themes among the responses to this question. Please see the Verbatim Report for the verbatim responses.

After the Ballot

Report Back: What We Heard
May 23, 2024

10. If you needed to contact a Councillor on behalf of your organization, how would you decide which Councillor to contact?

(answered by 7 of 7 participants)

Participants would contact the Councillor for their Ward.

After the Ballot

Report Back: What We Heard

May 23, 2024

Ethnocultural association representatives

All questions were optional, unless otherwise noted.

Due to the very small number of participants (2), numbers are not reported.

The two participants agreed (strongly or somewhat) that the perspective of their organization is reflected in Council's decisions.

Both participants felt the following Councillor roles are important (very or somewhat):

- Studying and developing policy, including participation in Council and Committee meetings.
- Helping ethnocultural organizations solve specific local problems.
- Attending ethnocultural organization meetings.
- Attending ethnocultural organization events.
- Advocating on behalf of ethnocultural organizations in meetings with provincial and federal governments.
- Facilitating ethnocultural organization resource and capacity-building.

Both participants selected "Helping ethnocultural organizations solve specific local problems" as the one on which they think Councillors should focus more time and attention.

Both participants said they feel 'somewhat knowledgeable' about the work Calgary's City Council (current and/or past) does.

Both participants have contacted or attempted to contact the office of a City of Calgary Councillor or Mayor for a reason related to their work as a representative of an ethnocultural organization. This took place between 1 and 3 years ago.

For participants' responses to the open-ended questions, please see the Verbatim Report.

Business Improvement Area (BIA) and business association representatives

There were no submissions to this survey.

After the Ballot

Report Back: What We Heard

May 23, 2024

What we heard: Online workshops

Due to very small numbers of participants in each online workshop, common themes across the four sessions are reported instead of reporting on each individual session.

Themes:

- Councillors should respect and value the associations' position as a conduit to, representative of, and source of information for their members and communities. These associations can be of value to Councillors because they're tuned into the concerns, struggles and needs of those they represent and can bring these forward to the Councillor.
- Participants understand it's difficult for a Councillor to get to so many meetings but said it's important to attend some (e.g., Annual General Meeting, large multicultural event) to get to know the members and communities.
- It's important for these participants to have an opportunity to meet with new Councillors to begin a positive working relationship with them (e.g., as part of their Council Orientation).
- Participants said some Councillors are/have been more supportive and provided more communications and information than other Councillors.
- Participants haven't felt heard by Councillors and think some do performative as opposed to genuine engagement.
- Participants said that efficient Councillors know and understand the concerns, struggles and needs of the communities and the constituents they represent.
- Participants have found other ways to connect into The City and get things done rather than going to a Councillor for assistance (e.g., if they perceive their issue will be a low priority for a Councillor or if they don't have an existing relationship with the Councillor).
- Participants identified a need for information from Councillors to provide to their members and communities, who look to and trust them for information and guidance.
- Participants said they appreciate receiving newsletters from their Councillor's office, letting them know about what the Councillor is working on and events in the Ward that might impact them.

Ideas for improving representation of the participants' associations:

- Better notification and more information about projects that will impact BIAs.
- Post the Council meeting agendas earlier than the Friday before the meeting, so BIAs have sufficient time to review the agenda and prepare a response to an agenda item if needed
- At least include BIAs on project/issue/decision notification emails sent to impacted parties.

After the Ballot

Report Back: What We Heard

May 23, 2024

- Ensure Administration and Councillors work together so Councillors have the information needed about projects, etc. to pass along to associations.
- Require Council to have Key Performance Indicator (KPI) metrics to hold them accountable.
- Include representatives of these types of associations in the Council Orientation so new Councillors know about them and how they can work together for the benefit of both sides.

Next steps

The Commission will look at the engagement feedback, relevant research and data analysis to create recommendations for Council. City of Calgary Administration will also create an accompanying report, which will lay out budget and service impacts. The recommendations and report will be brought to Council in September 2024.

After the Ballot

Report Back: What We Heard

May 23, 2024

After the Ballot: Public Engagement on Effective Representation in Municipal Government

Report Back: What We Heard Verbatim Comments

May 23, 2024

After the Ballot

Report Back: What We Heard

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Verbatim Comments

Verbatim comments include all feedback collected via the online and in-person engagement. All input has been reviewed and provided to the project team to be considered in decision making for the project. Verbatim responses are in unedited format (no changes to spelling or grammar) unless there is offensive language or inappropriate commentary, in alignment with The City of Calgary's Respectful Workplace Policy, or personal information. No other edits to the feedback have been made, and the verbatim comments are as received. As a result, some of the content in this verbatim record may still be considered offensive or distasteful to some readers.

Links to sections

General Public

[What actions do you think make a Councillor effective in representing their Ward constituents?](#)

[In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?](#)

[What ideas do you have for improving how Calgarians are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.](#)

[What was/were your reason\(s\) for contacting a Councillor and/or Mayor?](#)

[If you needed to contact a Councillor, how would you decide which Councillor to contact?](#)

Business Owners/Operators

[What actions do you think make a Councillor effective in representing their Ward constituents?](#)

[In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?](#)

[What ideas do you have for improving how Calgarians are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.](#)

[What was/were your reason\(s\) for contacting a Councillor and/or Mayor?](#)

[If you needed to contact a Councillor on behalf of the business\(es\) you own and/or operate, how would you decide which Councillor to contact?](#)

After the Ballot

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Volunteer and Not-for-Profit Organization Representatives

What actions do you think make a Councillor effective in representing organizations like yours?

In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?

What ideas do you have for improving how organizations like yours are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

What was/were your reason(s) for contacting a Councillor and/or Mayor?

If you needed to contact a Councillor on behalf of your organization, how would you decide which Councillor to contact?

Community Association Representatives

What actions do you think make a Councillor effective in representing community associations in their Ward?

In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?

What ideas do you have for improving how community associations are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

What was/were your reason(s) for contacting a Councillor and/or Mayor?

If you needed to contact a Councillor on behalf of your community association, how would you decide which Councillor to contact?

Ethnocultural Association Representatives

What actions do you think make a Councillor effective in representing organizations like yours?

In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?

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What ideas do you have for improving how organizations like yours are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

What was/were your reason(s) for contacting a Councillor and/or Mayor?

If you needed to contact a Councillor on behalf of your organization, how would you decide which Councillor to contact?

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Comments Submitted at Pop-up Events

General Public

What actions do you think make a Councillor effective in representing their Ward constituents?
Clearly presenting positions in a sustained way and explaining positions heard, but always agreed with.
They can only do so much as the mayor will override them.
Collecting data and input in a variety of ways, knowing what is important to the people and how to prioritize.
I think asking about "actions" is missing the point. Calgary's municipal government is very much a form over substance government. Enormous amounts of taxpayer funds are spent to create the appearance of fair elections, listening to citizens and competent governance. However, in substance, unions have dictated major decisions for many years, important decisions are made behind closed doors and then propaganda is used to create the impression that the government listens and respects citizens, and fiscal responsibility is not taken seriously. This survey follows that trend by pretending to listen, at taxpayer expense, but in substance no change is likely to occur.
Listening and taking actions the majority support; respecting democratic process and fundamental rights and freedoms of calgarians
Engaging with the local communities and the public and actually listening to feedback.
Transparency, honesty and being fiscally responsible. Unfortunately, very little of these actions are present currently. Our municipal government makes decisions behind closed doors and then goes through the motions of pretending to listen to citizens.
That isn't the job of a Councillor. Councillors are elected to serve in the best interests of the city overall. A Councillor should prioritize the needs of Calgary as a whole and as a long-term society, over the voices of the loudest of their ward residents.
A City Councillor is a representative of the majority of his/her constituents. This is not being reflected in decisions being made by several Councillors.
Honesty, integrity and a willingness to listen. Unfortunately, very little of these seem to be present currently.
Spending time in each community and actually speaking to the residents of those communities. I have never met my community councillor even though I'm actively involved in my community.

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Report Back: What We Heard

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What actions do you think make a Councillor effective in representing their Ward constituents?
Understanding complex issues of city building, setting goals that are city wide, understanding how these goals directly affect their wards.
To be transparent and honest and stop the wasteful spending for their pet projects.
Currently, very little. Some suggestions: start to meaningfully listen to citizens, use less propaganda to pretend bad ideas are good ideas, introduce a reasonable level of transparency and start to be financially responsible.
Responding to constituents -- no point in trying to have a discussion with myself which is what I have to do when my councillor ignores any form of communication
Calgary is a great City that unfortunately has a failing municipal government. The unionized workforce pays to elect a majority of Council and then Council spends money irresponsibly in ways that benefit friends and family of the unionized elite. Unions were created to help the vulnerable, but in Calgary unions prey on the vulnerable.
How about they listen to the people that elected them and act in the best interests of those very people. All too often citizens get the 'we're listening' email and then councillors do the exact opposite of what they 'heard'
Focus on running the city as a business, stop speeding money on "Official Birds" and City slogans. \$5million dollars wasted on new city slogan. For what value ?
Actually listening to their constituents and working on our behalf
They need to be more transparent on the plans they plan to introduce and champion during the election cycle. They also need to represent the majority of their constituents.
Local engagement, not Just sitting in council chambers
By actually listening to what their constituents are telling them and voting accordingly
Communicate regularly with both residents and community associations. Attend Community meetings when asked, not back out at the last minute with minor excuses. Our Cllr. has his own agenda regardless of what his constituents or community associations tell him. In fact we have not seen him in over a year, maybe to scared to face the voters?
They need to interact with their constituents to see what they want and need
Represent Ward constituents not their personal ideology, for example proposal to change the voting requirement to anyone awaiting their Canadian citizenship!

After the Ballot

Report Back: What We Heard

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What actions do you think make a Councillor effective in representing their Ward constituents?
I think a lot of council members are not confident in their ability to make a difference in our communities. I'm hearing a lot of dissatisfaction in several wards from friends, family members and colleagues that public hearings are bias an ineffective. Many believe that decisions are already pre-meditated and that community meetings and input are becoming pointless. Calgary residents are tired of being ignored and pushed aside on major issues that have a very large impact on their livelihood, their communities and their homes. A Councillor that is effective would listen to their communities, take true action based on data and representation versus going with the popular opinion of council.
Voting based on feedback from their ward, not their own views. Being actively invested, not just coasting till retirement
First of all I don't believe my councillor was actually elected. He didn't campaign at all from what I saw, when others campaigned heavily and had very attractive platforms. I don't know anyone who voted for Gondek and yet she's in. So the first step would be free and fair elections. The second would be to talk to constituents. My councillor didn't even appear to campaign during the election, so I don't think he bothers now to talk to people. I have certainly never heard from him. I think the while lot if them should be removed.
If our Councillor is respected amongst their peers, than they can be effective as a whole with Council and the Mayor. I do wonder about how effective a councillor can be if not respected amongst their peers.
All councilors should be treated with respect and with equal opportunity to serve on committees and to express views and feedback from residents in their ward. More opportunities for public meetings to discuss key issues or just to get to know our councilor and others in our community better.
Listening to their constituents and following through to support them and their views to make Calgary a better city without wasting tax payers money
They need to listen and represent the will Of the people
Dealing with residents' problems, planning to avoid problems in the future, but also: an effective councilor understands that running a city is not a zero-sum game, that we all have an interest in the prosperity of Calgary as a whole (and even Canada as a whole), and because of that, an entirely ward-based first-past-the-post system does not serve us best.

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Report Back: What We Heard

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>A councillor who engages, replies to concerns expressed from their wards emails, letters and phone calls and not just a form canned response. A councillor who doesn't have their own preconceived notions and works to only promote their point of view and discount opposing views. A councillor not overly influenced by lobby groups. A councillor who can declare all their interests in a matter and recuse themselves when needed. A councillor with ethics and desire to serve who they work for and not just their own interests</p>
<p>Responding to concerns submitted by constituents</p>
<p>Listening to their citizens, and implementing what the majority want, not WHAT THE COUNCIL WANTS/THINKS (within safety and logistical reasons). We want Calgary needs attended to, not what someone in another province wants that doesn't live here. To respond to the citizens when they ask questions - to be completely transparent. You are only in the role of Councillor to act as our representavate, not as an owner.</p>
<p>Actually do what the constituents want and not what a political party wants.</p>
<p>Holding town hall meetings in their areas, access to websites and asked for feedback, coffee chats to understand what the people in their riding want.</p>
<p>Almost nothing currently.</p>
<p>Make the road better. Stop with the virtue signalling.</p>
<p>LISTENING to what people are saying and ENGAGING. Effectively representing the citizens they serve.</p>
<p>There are eight councillors (the Hateful Eight) that vote in favour of whatever Mayor Gondek puts in front of them. They do not care what is in the best interests of the constituents, ie the blanket rezoning proposed by Mayor Gondek will harm all residential property owners. She and they do not care about that. They have their own agenda.</p>
<p>Fight to make life affordable. You've become insatiable, greedy monsters. You're rated as the worst city council ever - take that seriously and do better.</p>
<p>Being open to conversation and dialogue. Not just showing up at public consultation events and being rude and patronizing to residents. Feels like all community engagement is just to check a box and we're not actually heard.</p>
<p>Listen to their constituents!</p>
<p>Keeping communities safe and clean</p>

After the Ballot

Report Back: What We Heard

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>I do not see any engagement at all between my Councillor (Ward 12) and the constituents. I admit I that I have been passive in terms of my approach to city management since moving here in the mid 1980's, but I thought the city was managed relatively well. But under the last 2 mayors (Nenshi and Gondek) I feel that the Council is totally out of touch with its citizens and what they want. Therefore I don't think they are effective at all in representing their constituents. We only see them at election time, proposals and promises get made, and that is all forgotten once the election is over.</p>
<p>Focussing more on what the issues are in his ward and not trying to solve the world's problems.</p>
<p>Meeting with the people, having conversations with people, listening and taking action on what people need and want.</p>
<p>Listen to community feedback. Maybe 3 councillors do this and the mayor might as well be in orbit. Stay in your lane. Fix Calgary and our taxation problems before you spout off about global issues or issues in Quebec. Clueless group.</p>
<p>Getting their input. Maybe have each councillor send a questionnaire to his/her constituents, and get their feed back on what is working/not working</p>
<p>Showing up to events, listening, communicating our views to council</p>
<p>I always thought the government was for the people. But we have no say on where our taxes are being spent.</p>
<p>Communication with their constituents-Facebook, community meetings, and being able to communicate what the actions of council mean in the constituents' lived</p>
<p>Be transparent! Publish comments and feedbacks collected from their constituents on each subject. It really confused me that when I heard most objection voices in the neighborhood on a subject that the councillor still voted a Yes in the council. He/she has to show us the percentage of each side's feedback they collected to support his vote, and tell use his vote is not just a personal decision.</p>
<p>They need to keep their word.</p>
<p>Listening to their constituents. Seems none of them do - and we elected them! They are supposed to work for us, and stand up for what we want/need, without imparting their own desires into the roll.</p>
<p>Representing the interests of all constituents and not just the ones with money</p>

After the Ballot

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What actions do you think make a Councillor effective in representing their Ward constituents?
Listening to the people who live in the Ward. NOT just getting elected and then doing whatever they want, like our Mayor has.
By being accessible and accountable
Don't use their own agenda. Do what the people want regardless if it is not what they want.
Clear open communications, putting their personal agendas aside and working as a cohesive team to address City issues. I believe there is too much ego and infighting in the current Council with little to no effort to resolve interpersonal issues. The showboating is not working for the community.
Listening and voting in the interest of the majority. No to blanket rezoning.
Meet with people on a regular basis similarly to when they are campaigning. Why is it that they only come out to interact with us when campaigning but not throughout their terms?
listening to all their constituents and representing those areas rather than driving their own agenda
Surveys and data. It seems like there is often a tendency to jump in with both feet on topics that may be politically charged without making sufficient effort to gain a better understanding as to how the majority of constituents feel about the topic.
Start to listen. Start to be accountable and transparent.
Our councillors need to stop thinking that they know better than their constituents. Council consistently passes things behind tightly closed doors that the city doesn't want. There is zero transparency.
They should actually consult constituents rather than going by what they feel.
Carrying forward the constituents perspective and airing any disagreement with the Councillor's view since their perspective usually has a different context.
Carry forward the opinions and requests of the members of the communities they (she) represents
Listening to council , they need to look at the whole picture . Stop by starting at the end result they want but complete the steps in logical order. As an example. Rezoning : we now it needs to happen but before jumping into and building these massive apartments town homes etc make sure the infrastructure is in place first to accommodate the population increase.

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>A councillor should consider all input and not summarily dismiss those that do not agree with their own views. City council should never be a place to further your own agendas but rather a place where all opinions are valued and considered. Making a difference, as a councillor, should not be confused with pushing your pet projects at all costs. It is understood that a councillor will not be able to meet the wishes of all constituents on any given issue. However, it appears to us that councillors who avoid plebiscites on major issues, just don't want to be stopped in their actions by pesky citizens who's money it is that they are spending. Respect, is the most important action of an effective ward representative, ego the worst.</p>
<p>Listening to what their constituents are saying but also understanding they are in a position where they are making decisions that will shape Calgary for decades to come. Sometimes constituents may have strong opinions about items based on a very short timeframe. Council needs to think long term when making decisions.</p>
<p>A councillor needs to represent the interests and needs of his/her constituents or ward at the municipal level</p>
<p>Seek out, listen to, and represent their constituents. If you go off on your own tangent, be ready to hear criticism.</p>
<p>Ask questions before doing what feels good or makes a good sound bite: Is it your responsibility? How will it be paid for?</p>
<p>The pay should increase to a level where we would get competent professionals running for election.</p>
<p>Not giving in to ideology that "sounds good" but is quite bad for people.</p>
<p>Council doesn't listen, they are there to promote only their views and themselves. They have even admitted that they don't listen or represent those that voted for them.</p>
<p>Actually listening and acting on constituent concerns. Like blanket rezoning, the majority of constituents don't want blanket rezoning and the present councillors are throwing out local area plans and the MDP for a bribe of 228 million \$ from the feds.</p>
<p>If they actually listen and truly represent their constituents.</p>
<p>Listening to the people who elected them.</p>
<p>A councilor must have the best interests of their ward in mind and feel free to disagree with the mayor and other councilors.</p>
<p>Meeting and listening to their constituents and doing what is best for their Ward.</p>
<p>Actually representing the opinions and direction of the constituents of the ward.</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?

Actually listening and engaging in conversations with constituents (the ones who pay taxes to cover their paychecks). In Ward 11 where I live, our councillor is petrified of standing up in front of her constituents and LISTENING to their concerns. Stick to running the city instead of socialist ideologies, like a perceived climate change emergency and an ineffective paper bag bylaw. In case you didn't understand my first comment, I'll repeat it for you. LISTEN TO THE CONSTITUENTS AND ACT ACCORDINGLY!

That they listen, and are able to include all perspectives not just the one they brought to office

Council is mostly far left progressive ideological motivated people and do not listen to the real needs of calgarians

Listen to their constituents and take actions and speak in accordance with their wishes.

Being available to constituents, responsive to constituents. I despise Councillors who hide from voters or don't listen/respond.

to answer the question above - policy is only as good as it's implementation - council does not do a great job of holding admin to account in implementation (of their recommended policies to council) - enforcement of the community standards bylaw?, priority of pedestrian infrastructure inside TOD? safer streets where density is being approved?

What makes a councilor effective - Data based decisions from local data more than international / national trends. Advocate / vote - that money disproportionately collected in taxes from a community is reflected in the budget spends in those communities on public realm. Ensure the city's hiring people diverse in thought as well as demographics for the policy drafting teams - and spend equal time on what hits the ground in the elected term as on the long range city wide decades away projects - when the unfunded list is so long as to be outside of a life time - the future planning is way to detailed -as it is 95% going to change before ever implemented. Budget to fix things where the decisions did not turn out well - eg, painted line bike lanes that feel safe only for very experienced riders and terrifying for recreational users; give greater consideration to the "smart growth" directive to not have the commuters degrade the quality of life / safety of residents when they travel through to get to their end destination.

Listening to tax payers who pay their salaries would be a start. Also, responding to them would be a bonus as well.

Actually listening to the people in their ward and representing the people's decisions and not the councillors own personal agenda. We have sufficient number of councillors for the city as is. They need to stay in their lane and focus on local issues.

How about you listen tom the concerns of your constituents instead of special interest groups

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What actions do you think make a Councillor effective in representing their Ward constituents?
- actually listening to constituents after being elected. - doing what they said BEFORE being elected.
Responding to concerns
Listen to what the people are saying. Blanket re-zoning isn't what people want.
Lower taxes
Once elected, councilors and mayors should still remember they are to represent their constituents. When there are issues that have an impact on their ward, they should be soliciting input from those constituents on how they should vote to best represent them. They SHOULD NOT assume that once elected they take on a "parent role" that knows best.
They LISTEN to the people
Finding a balance between the left and right perspectives, not just hardlining an extreme.
Not listening to what people of the community actually want and advocating for it.
Actually listening and doing what is best for their constituents, not lobby groups, developers or other special interests that funded their campaign or larger agendas of political parties, the federal government, globalism, wef, etc. Just stick to basic running the city for residents!
Listening to their constituents and representing them and NOT just representing their own personal view point.
For effective representation, the townhall meetings that occur around the city should be inquiry focused rather than agenda focused, telling people partially what the city is planning to do. These meetings are not focused on gathering information from informed or inquiring citizens. They are about trying to convince people to follow directions. Council's job is to take direction from people not dictate direction.
Fulfilling the needs of the population based on their immediate and future needs. They hold no bias, no political affiliation, no personal opinions that do not represent the needs of their ward
Listening to constituent concerns, polling residents acting on behalf of citizen for complex issues, eliminating red tape
Proper representation can only be achieved if each councilor evaluates recommendations and votes as an individual, based on the feedback and opinions of his specific constituents. Being part of a group of councilors pursuing a group objective has absolutely no place on the municipal level of governance in a Canadian style democracy.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Listening to residents concerns and supporting the community to oppose the re-zoning
I feel that many homeowners are not in favor of the blanket rezoning proposal. If this is the case in their riding, councilers should do a better job representing these concerns
The current councillors are more concerned with appearance than making decisions to benefit the city. Your job is to run the city...keep taxes low, maintain streets and facilities, and do the best for the majority of your constituents.
I would like our Councillor's to focus on municipal issues - this Council is diving into issues that are not a municipal responsibility. I feel that my Councillor represents me well and seems to be willing to listen to community members.
Listening
Demong and his main guy haven't been to our community meetings anymore so its not at all being representing my areas representatives. We have mentioned it quiet a few times and nothing. Maybe they both would come on an election year?
If they actually listen to what their constituents tells them and vote based upon such.
They are ineffective serving the citizens of Calgary. They did not swear an allegiance to we the people. Only the federal government and the globalist
Actually representing the views of their constituents and not their own views as is currently the case.
Not voting for their own pay raises. Especially when tons of Albertans are struggling to make ends meet.
<ol style="list-style-type: none">1. Being authentic; understanding how people perceive you and more importantly, being able to ask for / receive feedback is massive.2. Being curious; have the ability to look at issues from the standpoint of all your constituents, not just the ones you share an inherent bias with.3. Being analytical; have the ability to decode the stories hidden within the data and figure out what it is telling you.4. Being adaptable; take on assignments that demand flexibility in order to expand personal growth and development5. Being creative; encourage and promote diverse perspectives on your team and embrace learning from failure.6. Being comfortable with ambiguity; ask a lot of "what ifs" and "so whats" - don't just stop at the first answer.7. Being resilient; Successful leaders recognize the fluid nature of situations and strive to understand the cultural context within which they operate.

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>I would expect my Councillor to take my concerns to council. I feel Terry Wong die that but does not get heard at the Council level.</p>
<p>Available to speak directly to people in the ward rather than sending automated responses to concerns.</p>
<p>Not making decisions that line their pockets</p>
<p>Not letting the vocal minority hold more sway in governance than the quieter majority, making decisions that help with today's issues rather than kicking things down the road to avoid tougher/less popular decisions</p>
<p>Listening</p>
<p>Change the electoral system from the current ward system where the public know little about a candidates political leanings. In short, move to a slate of candidates, i.e. party system, where policies are front and centre before the public votes.</p>
<p>Listening to their constituents concerns and taking action to change their policies when enough of them disagree with what decisions are being put forth by city councillors.</p>
<p>Dealing with actual issues. Not virtue signalling. Staying within city level items.</p>
<p>Telling the truth</p>
<p>They need to listen to the tax payer. Our taxes go to improving the city we live in.</p>
<p>Taking every possible action to broaden the middle class and incentivize/ maximize business, regardless of personal benefit.</p>
<p>Read the room - lower taxes - don;t take a raise</p>
<p>Listening to the opinions and values of their constituents rather than just following their own agenda.</p>
<p>Listening to the people. We cannot afford the current tax hike. We do not want blanket rezoning. Demoing and Gondek are pursuing their own agenda. All city council needs to remember who they work for. They do not work for developers or the federal government. They are responsible to the people of Calgary.</p>
<p>A good councillor will listen to their constituents concerns, ask for input and vote accordingly.</p>
<p>Bring feedback from constituents to council and advocate for the majority perspectives even if they conflict with the Councillors' personal views.</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?
The councillor should represent the majority views of her constituents and not the minority which had been the case since the last election. She should also respond to inquiries from constituents and not dismiss them out of hand
Communication
Listen and engage with members of their area , regularly.
Responding to concerns, making themselves available for in-person conversation, changing course when presented with new important data including when over 75% of constituents are against a policy.
Listening to contents and actually acting on their wishes.
Lowering taxes. Snow removal. Clean neighborhood
A councillor is there to represent their constituents, regardless of their own personal beliefs. Don't make decisions that lack common sense or make life harder for people. The bag tax?!? My goodness. What were any of you thinking?!? Absolutely ridiculous.
Listening to their constituents. Regular open houses. Keep ward offices open more often.
Listening to their constituents, ALL of them, and not just special interest groups. When over 70% of your constituents are upset about certain issues and plans that City Hall is following through on, I think it's pretty important to listen to them. Quit gaslighting them. Not only quit gaslighting them, quit disrespecting them.
They are out in their ward asking questions, listening and representing them accurately. They represent the people not their own opinions and agenda.
My councilor is involved in the community and provides frequent updates as to what is going on and details the discussions held at City Hall. Also, my councilor shares the results of the votes at City Hall, which is great for transparency, and provides details as to why they voted that way. It seems many councilors are voting based on individual agenda's vs. the greater good for the City, which Mayor Gondek appears to be blind to as well.
Actually consulting with their ward constituents

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>A councillor MUST:</p> <ul style="list-style-type: none">-have some education in what they are getting in to.-be upfront on their beliefs based on the NEEDS of the ward FIRST,- be upfront on their wants of their ward, secondly.-campaign on those beliefs/needs-work solely toward implementing those beliefs/needs-hold meeting with constituents IN PERSON regularly. Not virtual chicken[removed] meetings- not spend needlessly or frivolously-declare political party status they follow and believe.- show up to office every day. No home working-no monetary perks paid by the constituents-NO MANDATORY RAISES- no raises when they haven't lived up to the job requirements.- have give constituents the ability to rate the quality of their work quarterly- not be complacent- be out in there ward connecting with community and constituents <p>SO MUCH MORE...</p>
<p>Listening to their constituents, representing what those constituents want and NOT having their own agenda/voting with a block of councillors/mayor who go into a vote having decided to vote together.</p>
<p>Stop being commies</p>
<p>ASK the constituents what they want (by vote or a poll?) and then DO what the majority wants.</p>
<p>Truly open to persuasion and listen to the people</p>
<p>I feel council is not for the best interest of Calgary but their own gains. I also believe they should not be getting those raises and than raising our taxes. This is BS. I don't support the current council.</p>
<p>Responding to emails.</p>
<p>Talk to those that elected them and carry forward what the majority of people would like to see represented in their actions even if they disagree with it.</p>
<p>Monthly open houses, inviting Representatives from the various City departments, to tell us what they're doing, and to invite public input.</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?
Councillors need to listen to the voice of the majority of their Ward constituents. They have the mistaken idea that they need to make decisions on behalf of the citizens. They do not. They need to heed what their constituents want.
Seek feedback from constituents and actually follow through on their wishes - even when they are contrary to council's personal agendas
Meeting with citizens, listening to their needs
Prioritizing the NEEDS of Calgarians before vanity or woke investments
Listening to what their constituents want to see as Calgary grows as a city
I believe that there are only 1-3 councillors who actually take the general public's opinion into consideration when voting on council
First they need to listen to the majority of the citizens. It seems rather that they are only listening to fringe activists such as [removed], unions, and foreign entities such as the WEF and pseudo science cult alarmists who push a false narrative. There is no climate emergency in Calgary that is for certain. Stop the nonsense and get back to managing the city in a sane and responsible manner. The city is administration must not be governed by activists pushing an agenda. We only want the basics, law and order, fiduciary responsibility, (prudent financial management), fix the roads, and issue building permits in a timely manner. That's it. Stay out of the Israel/ Palestine conflict. The mayor should have lit the manora as is tradition, despite her personal opinion on a foreign war for example. Celebrate the great things about our history don't try and rewrite it. If not for the settlers of this land we wouldn't have the city and province we have today. To sum up, get back to basics, focus on your job leave your personal agenda, and opinions aside. As a council you are only there to provide basic services to the citizens of Calgary. You must be prudent not a social activist.
Specific Ward Councillor holding info gathering sessions with their Ward constituents. Come out of hiding.
Genuine engagement with constituents. Most now is lip service to say that engagement has taken place without any accountability to those who participated or represented. Engagement is seen to many to reflect a predetermined outcome. Either they engage or they don't. Pretending to do so is a sham.
Vote the way their constituents want.
Listening to constituents and communities. Supporting initiatives that are important to them.

After the Ballot

Report Back: What We Heard

May 23, 2024

What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Listening to the people's concerns in their ward. Councillors work for the people they serve. It seems everything we complain about noone listens. The complete opposite is done. Our voices, our choices are being ignored and left policies are being pushed on us without our say and approval.</p>
<p>Councillor Penner has her own agenda and will not listen to the constituents in Ward 11. She used to hold community coffee sessions at the most inconvenient times during the week, when very few people were able to attend. This is her idea of engagement and she brags about collaboration in her Friday updates. She has stopped having any in person engagement sessions of any kind and is unwilling hear constituents concerns. Emails sent to her office get a canned response from her administrative assistance. There is no reason to believe that Councillor Penner actually sees any of the communications from her constituents,</p>
<p>Listening to the people and have clevis site for the people to actually speak</p>
<p>Listening to who put them in office</p>
<p>Quit pandering, focus on items that will provide the greatest benefit to the greatest number of people. \$0.15 for take out bags, like get out of here the city infrastructure is crumbling and this is the l important things your focusing on. Get a grip</p>
<p>Listening to ALL constituents for feedback and voting as they want</p>
<ul style="list-style-type: none"> -advocating for the concerns of their ward constituents -engaging with their constituents and actively seeking to understand their needs
<p>Voting against motions that do not align with the wishes of constituents in their riding.</p>
<p>They need to actually LISTEN and ACT ON the things that voters have asked for, rather than their own agenda.</p>
<p>Representing the people that voted them in and listening to their ward. Some of these councillors seem to have hidden agendas.</p>
<p>Not just listening, but actually observing</p>
<p>Listening to their ward constituents and then working to fulfill those needs</p>
<p>Listen!! My biggest issue is the lack of response to the public's needs</p>
<p>They should listen to Calgarians and not just do what they want.</p>
<p>Maybe try listening and use some common sense</p>
<p>Prudent use of tax dollars. Putting aside personal pet projects. Provide only basic core services</p>

After the Ballot

Report Back: What We Heard

May 23, 2024

What actions do you think make a Councillor effective in representing their Ward constituents?
Listening and voting correctly
Equality for every constituency
Getting back to constituents is important and arguing in favour of constituent concerns. For example upzoning! If some communities want this, like inner ring areas then they should be represented rather than a blanket approach that most communities DO NOT favour. Also, while driving along a polluting and snow covered solar panels along 52 St SE, it occurred to me that THIS is where the high density up zoning should take place with panels on top. Why are counsellors talk8ng about that instead of representing Agenda 21?
A great first step would be for a councillor to actually respond to emails and inquiries from their constituents. Kourtney Penner does not. She is a terrible "leader".
Listening to their constituents. Meeting with them and implementing what they want.
Ones that aren't alcoholics, listen to community members, act on behalf of residents, and so on...
Maybe listen to them. Feels like they have their own agendas and kickbacks.
Not just pandering to the loud vocal minority. Making decisions that impact the greater good.
Listening. Kourtney Penner thinks she was elected to represent her own perspective, doesn't care what people think. Well documented in a video and social media posts. Councillors need reeducation on their job which is to represent OUR CONCERNS.
Listening to their ward, not listening to their ideologies
They find a balance between the diverse views of residents who live in the community and support change at a pace of where the community is at on its path of evolution. They make decisions based on city census data. They spend significant time learning about the communities history and where city policy has NOT been effective in support of changes - they support the communities with investment in public realm that are / have realized changes over time in the direction of the targets of the MDP - less carrot and more reward. (ward boundaries change)
Listen and respond to your constituents. Penner is our representative and I have tried to contact her on three seperate occasions and did not receive even one response. I'm a member of our community on FB and have seen the same complaint MANY times. Penner never responds and MANY of us do not want her re-elected.
Having an open mind and listening to constituents and then making decisions from the perspective of your Ward.

After the Ballot

Report Back: What We Heard
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What actions do you think make a Councillor effective in representing their Ward constituents?
Engaging and listening to their constituents and representing their perspectives. Ongoing engagement.
They should represent our views, not just their views
Following the wishes of the voters. Which does not happen in Calgary.
Listen, communicate honest information, control spending on their expenses and remember they are the voice of the people
I think councillors are not listening to the voice of Calgarians. Especially regarding rezoning.
Listen to the constituents Be Available Be reasonable be honest
Listen to the people, stop doing whatever you want. The proposed zoning issue is one example, no one I have talked to is in favor of this but the city is deaf to the people!
Listening not telling.
Maybe start by listening to them.
They need to do what the constituents want whether they like it or not. They cannot disregard us or do the opposite based on their own political opinions and beliefs.
I find Courtney Penner ineffective in how she responds (or more likely) doesn't respond to people in the community. The bike lane on 18 st during Covid was ridiculous! First it would be nice if you actually get a response from their office if you send in anything. Redirecting to 311 isn't always the solution. Second maybe be a little more in the community with your constituents. Third ask us her community what we think of some of the ideas as it seems things are done without actually asking if that's what we would want.
Actually listening to their constituents, rather than looking after THEIR OWN wants/needs !!!!!!!
Make decisions based on what is best for the community they represent
Engagement with constituents and ongoing (weekly, 15 min Fridays) informative updates.
use common sense
My goodness could their actions be any worse. Latest and worst decision ever is rezoning the city. Could my council member once listen? She needs to listen, plan and care Truthfully she needs to resign right now. Even her resume is a lie. Tech expert is a joke!

After the Ballot

Report Back: What We Heard

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What actions do you think make a Councillor effective in representing their Ward constituents?
The exact opposite of what they are doing. We don't want NO STINKING SOCIALISTS AND PERSONAL IDEOLOGIES COLOURING CITY DECISIONS FULL STOP!
How about representing what the average person wants and stop pursuing pet ideological narratives such as "climate emergencies". Another action would be to remember you are our servants, not our masters. Start behaving that way!
Listening to constituents. Our alderman belittles us and thinks he is always right.
Actually using data collected from their Ward residents to formulate a position on particular issues.
Meeting face to face. Not shutting down and making it all "teaching moments." 2024 Council treats the public like we're stupid.
Council Penner doesn't pay attention to any of her constituents or their e-mails to her!
I do not think my Councillor is effective at all in representing his Ward constituents. My Councillor barely got in & if there wasn't such voter apathy in this city he would have been gone. My community has repeatedly informed him that he is not representing us & he blatantly ignores us. Crime, dangerous roads, over crowding is increasing in our area as a result.
Actually listen to the people
Listening to all the people in their area, responding to their inquiries, and working for all their constituents, not just to the community they live in
Listening to the people and working FOR the people.
Councillors should make it a habit to regularly attend a Community meeting in their Ward to get direct feedback on the communities concerns. They also should be much more active in managing their managers and administrators. It has been apparent to us that Councillors are not being given access to the actual workers supporting their Ward from Planners to waste removers to Parks department.
They divide everyone. And listen to no one.
Being heard and voicing opinions , never hear anything about this councillor until election time
caring about what is important to everyone these days
Applying what Calgarians in their riding are pushing for. NOT their own agenda.

After the Ballot

Report Back: What We Heard

May 23, 2024

What actions do you think make a Councillor effective in representing their Ward constituents?
<p>The majority of our current councillors appear to have a hidden agenda. Calgarians have lost trust. This all started with the mayor calling a climate emergency, allowing child groomers to read story time to kids in our libraries, unilaterally calling a single use plastic bylaw, unilaterally creating a censorship bylaw and unilaterally (with zero meaningful public consultations) pushing city wide blanket rezoning. It appears one individual councillor benefits from this. Remember, people lost trust when Groerge Chahal campaigned for the liberal party while being paid as a councillor. He should have taken an unpaid leave as per policy. It is clear the majority of City Councillors are influenced by others, and not representing Calgarians. The recent rezoning, which Trudeau is pushing, must go to plebiscite. The situation at City Hall has caused a huge lack of trust. Thus, Councillors as a whole are not trusted enough. This must absolutely be a vote by all Calgarians.</p>
<p>Listening to constituents concerns and bringing them to council Holding town halls in all areas of the constituency and acting on constituents concerns</p>
<p>Engaging. I think he thinks he does. Having a drop in somewhere during the weekday isn't helpful OR engaging. He also is gaslighting when responding to criticism on his FB page. Hello- is anyone listening?</p>
<p>Actually understanding and listening to the people they represent and voting accordingly. Leave arrogance and the attitude that council knows best and the public just needs to be educated to their way of thinking.</p>
<p>They are making decisions without consulting the public</p>
<p>Being present and listening to what the constituents want is key, elected officials are elected to represent the people. Not subject them to council, or force counsell's vision upon them. Remember the people who put you in that trusted position. This council has forgotten that part.</p>
<p>Listening, giving us a voice, and understanding we may think differently than they do</p>
<p>Listen to what the people in their ward want</p>
<p>Listening to it's constituents instead of pushing their woke agendas. Stop this BS of blanket up zoning and climate emergency and hear the people who voted you in</p>
<p>People should be consulted in decision making. It should not be based on one person or few people's belief</p>
<p>Listening to what is best for Calgarian no their own agenda</p>
<p>Focusing on their mandate and the messages they're receiving from constituents</p>

After the Ballot

Report Back: What We Heard

May 23, 2024

What actions do you think make a Councillor effective in representing their Ward constituents?
LISTEN to ALL of your constituents and act/ vote accordingly even if it may go against what you personally want. For example, if the bulk of your constituents want a plebiscite on blanket rezoning then vote in council for it rather than against it!.
Having a councillor have town meetings with their ward members or how about having a social media page where constituents can join where they discuss things with us. Present upcoming bills they will be voting on and letting us know what they are about. Responding to emails is also a responsibility of theirs. With the rezoning of all Calgary I am so angry about, crickets about it before and crickets during. I watched the hearing and it was disgusting of the behaviour from Mayor and Councillors to individuals who stood up at the hearing. It was horrible to watch and I believe the whole group of them are bullies, entitled, have no connect to their constituents and don't care who they are suppose to be representing.
How about listening to us! They were voted in and they will be voted out. We're struggling, why raise the tax'es? And give yourselves raises? You don't hear us at all!
In big issues such as blanket rezoning, an effective councillor would carry out their own plebiscite in their ward and. Ore accordingly.
Voicing their concerns for one!
Vote on council to reflect the views of their ward. Boot this mayor.
Listening to their constituents and representing the many and not the few!
Listening to the people, and vote accordingly
Get rid of blanket Rezoning. Stop the green line. Get rid of Gondek. Stop the raises and taxes.
Actually communicating with the constituents. My representative Penner will not even respond to emails!
A blanket rezoning of Calgarians' neighbourhoods when it's abundantly clear that HOMEOWNERS don't want it.
Listening to constituent concerns
Listening to what the constituents say. Standing up in council for them. Not having inside information and prosperong from it. If constituents say no to rezoning for example...there should be no rezoning of established residential areas. Build density around transit. But definitely standing up for constituents wants and needs. Not just voting with the mayor...voting for constituents! Be non partisan...for example Courtney Walcott stood with antifa and voiced negatively against the freedom protests because he disagreed with them

After the Ballot

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What actions do you think make a Councillor effective in representing their Ward constituents?
Had a 2h debate with my councillor. I asked him about how his opinion was formed. The first thing he says is he talk to people like myself. However, throughout the debate it becomes more and more apparent he had already formed his opinion and it was irrelevant what the people living in the community thought. Typical politician.
Listening to their constituents which they are NOT doing now
Communicating with constituents so that they 'represent' their opinions, concerns, and ideas when council is making policies. If not communicating with constituents, it is basically a dictatorship council!
LISTENING to their constituents not playing lapdog to the mayor
While I want a councillor that has a solid set of values and vision that he or she will adhere to I want to see more flexibility when the situations they deal with change. Add to that effective communication that acknowledges dissenting viewpoints without dismissing them outright.
Get to know the residents. Quit deflecting responsibilities to their assistants.
Supporting a plebiscite on major policy decisions such as changes to city-wide zoning designation.
Listening to taxpayers, communication, attending Ward functions, a sense that the councillor cares about it Ward, not own agenda
This goes out to the Hateful 8! Drop the Socialist Woke BS and start doing your jobs. To Gondek, you dogged a bullet with the Recall. Stop your Tax Happy Climate Cult BS and just leave. No apology for what you've done to Calgary. Wouldn't be Sincere anyway. Just Resign!
Asking us what we think through some kind of straw poll process versus always voting with the current mayor
Councillors should be in touch with the people they represent. Easy to communicate with them. Stop hiding behind the secretary or at least be present on social media.
Councillor's are elected to represent the constituents, not to push their own personal or political agenda. City of Calgary Councillor's appear to push their own agendas and are significantly out of touch with what every day Calgarians want/are going through.
Listen! Do not introduce woke policies - declaring a climate emergency, paper bag bylaw, breaking the arena deal, blanket rezoning etc.

After the Ballot

Report Back: What We Heard

May 23, 2024

What actions do you think make a Councillor effective in representing their Ward constituents?
The current Council has Sean Chu who is alleged of serious sexual crimes.
This alone makes the Council incongruent with the values of Calgarians.
How in the hell is Sean Chu getting away with what he is alleged to have done!?
Keep their WOKE Left Winged Dingbat ideas at home where they belong and do what they were elected to do. Represent the people in their ward instead of bringing their personal agendas to council. This applies mostly to the Hateful eight and the Mayor!
Reflecting the needs of constituents in their votes. Not making life difficult. Not passing crappy little motions like the bag thing. Keeping the city safe.
When the public are asked for input not only listen but hear what is being said. Never take part in closed door decisions.
Listening to the constituents. Respecting the wishes of constituents and understanding why they reside in the neighbourhoods they have chosen. Councillor are tone deaf and only listening to the minority but loudest voices that get media coverage for special interests. Those that do not show up at rallies or publicized events work hard and have better things to do with their lives than show up to make noise. There are those who are making noise and those who are improving their situation and watching their hard work diminished by council. Become more AWARE and in-tune to what the people in your community are doing.
Participating in the community that they represent. Getting out to hear real concerns. Not voting personal agenda or popular vote.
Actually listening to their constituents instead of talking down to them like they are uneducated children.
Almost this entire city council is absolutely not in touch with average Calgarians. They don't seem too interested in getting their constituents views.
staffing to respond to emails or online inquiries on citizen concerns, getting input from citizen opinion before voting on important issues, reporting back to constituents
To listen to local concerns, getting out to local meetings and community town hall meetings. Responding not just constantly tell us to contact 311

After the Ballot

Report Back: What We Heard
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What actions do you think make a Councillor effective in representing their Ward constituents?
Listen to your constituents. No one wants this blanket rezoning or the impact it will have on home owners, the neighborhood, and established communities. You are all hastily reacting to building for the benefit of developers and not for actual everyday folks who require AFFORDABLE housing. You're also forcing many long term renters out and targeting single family homes for unwanted solicitation and harassment to sell. You fail to see the long term impact of this hasty decision on all levels.
None
Actual listen to people
They should be working on behalf of their riding not what they personally want.
Majority of BASIC needs being met for MAJORITY of constituents. There are too many considerations for niche projects and minority groups or needs. When I say minority, I mean that our world and this includes our city, is focussed on the needs of the few, rather than the many. It doesn't make any sense. There has to be a way to do both. And NO it shouldn't be equal.
Actually communicate with and listen to citizens, in substance, instead of pretending to engage and simply dictating to citizens.
Listening to the views of their constituents and being a voice for those residents in the political process. Standing up for issues that matter to the citizens.
Actually stand up for what their community is saying
do they see their job as representing their community or following their own agenda? I believe they should represent the neighbourhood.
When they listen to their constituents.
Listen to your voters instead of ramming your personal agendas down our throats - bag ban, rezoning, climate emergency, tax increas, pay increase, ...
Town hall meetings, answering emails, phone calls and messages
representing their constituents
They should actually listen to what the constituents are concerned about. AKA less single use plastics / climate emergency and more efficient use of funds / lower taxes
My councillor listens but the rest of council is more interested in their own agenda.

After the Ballot

Report Back: What We Heard

May 23, 2024

What actions do you think make a Councillor effective in representing their Ward constituents?
A Councillor should vote in respect to the majority of their constituents. A Councillor should not sway to the views of the other councillors if the people they represent do not agree with it. For example the Glenmore landing debacle or REZONING in areas where single family lots should remain as is.
For starters, hold REGULAR town hall meetings at least once a month. Gain the perspectives from the citizens that put you into the position. Put aside personal agendas and be willing to put personal beliefs, pet projects and personal agendas. This current mayor and council have their own agendas and pet projects.
I don't feel our present ward councillor has effectively engaged with the ward ie should have monthly or quarterly at the least community halls engagements to hear directly from constituents. I have seen on multiple occasion both on council votes and in personal media interviews a total lack of interest in ward constituents concerns.
Listening to and meeting with constituents
Listening and following up as appropriate
Making decisions based on city -wide needs, not just special interest groups, like the anti-Glenmore Landing cult.
Being able to not bow to NIMBYs
Replying to their constituents emails and messages of concern, hosting in person events to get the chance to discuss topics in person with the councillor, not teams meetings.
Talking with and hearing from constituents about what concerns they have.
more frequent interaction with various communities & groups, more specific information sessions to let communities know the impact of future council decisions & get feedback on voting in council
-have some local ward meetings to explain issues and accept our opinions -reach out to us on email through surveys on issues or simple ask us to vote on an issue via email and respond back to the ward

After the Ballot

Report Back: What We Heard

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Listen to their constituents Respond to communication Represent and speak FOR the community you represent Be visible, receptive to input, comments Prompt response to queries Avoid pushing your own opinions only Stop shadowing the mayor</p>
<p>To allow serious engagement with their constituents. Most recently, certain members of council have publically voiced their 'displeasure' with the seeking of a plebiscite related to the 'blanket re-zoning issue', suggesting that there was 'misinformation' which is certainly not the case. The various promotional brochures we have all received do not even begin to scrap the surface of the issues, and at best, promote 'one idea'. My councillor has had public townhalls about this issue, but I am not so certain that other members of council have allowed their constituents such a forum in an issue that will have a profound, long term effect on residential property owners, both current and future - a deeper effect than the put to a plebiscite 'support the 2026 Winter Olympics Bid".</p>
<p>They must represent the wishes and the interests of the citizens in their ward, not the interests of the large corporations owning property in that ward, particularly in cases where those interests conflict.</p>
<p>All council nominees outline their stance on key issues affecting the city during campaigning for office. We should know more about where these candidates stand before voting.</p>
<p>Listening to the input shared with them by the constituents in the Ward they've been elected to represent.</p>
<p>Respect, ability to listen and take constituent's ideas back to City Council, ability to disconnect from Councillor's own bias and agenda and true representation for constituents</p>
<p>If they actually listen and act in the interests of their constituents instead of promoting their ACTIVIST agendas. Penner in Ward 11 does not give a damn about her constituents.</p>
<p>Listening to the Ward constituents via town hall meetings, surveys, electronic input. Current ward constituents (particularly Kourtney Penner) listen to no one but charge ahead with their own decisions and prejudices. Case in point = Glenmore Landing sale to RioCan. Kourtney Penner has solidly taken RioCan's favour while the residents are saying NO in multiple petitions, presentations to council, written material. Mayor Gondek -- there is a Calgary citizen's movement to have her taken out as mayor. She should solidly reflect on why this is happening. Gondek is in way over her head and does not have the skills to be an effective mayor.</p>

After the Ballot

Report Back: What We Heard

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>There was very little communication from this person prior to the election & certainly none after. No real talk of what she believed. No talk of "blanket zoning". No talk of selling donated parkland. No talk of ruining beautiful neighbourhoods & parks ramming through a huge commercial development beside our city water source. There is no real representation. My impression is - she has some power now & she is following her own political agenda & that of whoever installed her. Have yet to talk to anyone who voted for her. The Mayor & the City council should all be fired.</p>
<p>Listening to their constituents and not pushing through their own personal agendas.</p>
<p>Their acting in a way that reflects results of surveys</p>
<p>Listening to their constituents and voting accordingly</p>
<p>Ensuring that the interests of constituents are supported. Ensuring that capital spending on city wide vanity projects are brought under control. Tighten up control over operating costs. Enmax should not be used as a revenue generator/an indirect tax.</p>
<p>Voting that represents the views of constituents. Listening to what people have to say. Responding to letters that are sent in.</p>
<p>Listen to what their constituents are saying. Respond to communications from constituents.</p>
<p>Frequent polling of constituents on matters that require a vote. Open communication on their social media platform with clear purpose of informing and not with the purpose to pander or make comment on others.</p>
<p>ask first rather than go with council's direction</p>
<p>Councillor Penner does not represent the constituents wants or needs. Listen to the constituents in a democratic way but not autocratic. All councillors should listen to the majority not just their wants.when it makes sense to have a referendum to major city wide issues it should be implemented. Not just the wants of the councillors who are making decisions for all communities .</p>
<p>Actually listening to constituents rather than following their own agendas</p>
<p>MonthlyTown hall meetings Answering emails</p>
<p>Better represent the interests of her constituents whom she doesn't seem to know very well .</p>
<p>Interact with residents and not make decisions based on their own ideology</p>

After the Ballot

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Engaging in town hall meetings and actually listening to citizens concerns, and advocacy for finding ways to include citizens feedback & ideas into city solutions & plans. Not ignoring & choosing based on their own opinion</p>
<p>Listen to feedback from their constituents and not just do what they think is best for us. They could be wrong and often are!</p>
<p>The Councillor for Ward 1 is excellent. Many of the other Councillors ignore what the people of Calgary want. The town halls and public consultations are held only so that they can check of the box to say that it was done. They don't listen. Most people do not want the proposed rezoning.</p>
<p>It would seem that elected officials have jumped on the same bandwagon that the media and much of the world are on right now - namely to be activists for a cause. In a democracy, elected officials are servants. Hired and paid for by the public. They are not rulers and they are not activists. They are hired managers and representatives. Servant leadership. I don't know that "leadership" is even needed at the local alderman level. They are administrative clerks, meant to convey the concerns of their citizenry regarding potholes and taxes and speed limits. They did not get elected for some vision or some activism. And they certainly did not get elected to raise 50+ yrs of established protocols and feel of majestic neighbourhoods. We will not stand for the demolition of our history and our investments in our neighbourhoods. We don't need the wealth redistribution.</p>
<p>Listen to their concerns and not be seen to be in the pockets of development companies.</p>
<p>Listening to their constituents instead of blindly pushing their own agenda</p>
<p>Easy - Listen to learned people in the ward and stop thinking that you know best.</p>
<p>Listen to constituents</p>
<p>They should listen to what the majority of their constituents say to them. Not every special interest group</p>
<p>Accountability, clear and prompt communication, genuine presence in the community, deep listening, integrity, a service mindset</p>
<p>Transparency and listening to the wants/needs of the constituents they represent</p>
<p>They need to listen and act on what the majority of their constituents want even if those views are contrary to their own personal view or opinion.</p>
<p>Our Councillor does not represent our Ward, but represents a neo-marixist ideology propagated by the progressive left. This is not the ideology of Calgarians.</p>

After the Ballot

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May 23, 2024

What actions do you think make a Councillor effective in representing their Ward constituents?
listening and responding to constituents questions and concerns.
Listening to the majority of constituents.
speaking up
Taking action instead of pretending to listen
The majority of the councillors no longer listen to their constituents. They pretend to and then do whatever best suites the councillor, not their residents.
Public consultation, regular communication by forum, email, mailers. Door knocking (and not just at election time).
I do not want my neighborhood in Marlborough to be rezoned. I dealt with problems associated with two basement suites on my street one legal one not a few years back. Between the two houses there where sixteen cars added to our limited street parking. Calling 311 did nothing a couple of the renters would purposely park in front and behind my neighbor's vehicle leaving only inches. There was no way for them to move. We have a lot of seniors on our block they should be able to park in front of their houses. If the city would build more affordable apartment buildings with provided parking this would look after the housing issues. Also put a cap on the rental increases. Many of the landlords took advantage and raised the prices so high it put people on the streets. I had a family member get one month's notice to move as the unit is being sold. They bought a place as no rentals were available. They paid several thousand more than they should have, as they needed a place to live. Calgary used to be a great place to live but with increased prices on everything taxes utilities, food and housing to name a few. I find myself considering leaving the city after living here for over thirty years. I am so disappointed that the city council only answer these days involves gouging the citizens. And whoever thought this rezoning would solve the problem is so wrong. We have enough issues, let our homes be our safe place. Vote NO!
engagement and attending events in their Ward to hear from the constituents on pressing matters
That they actually listen to concerns instead of pushing forward their own socialist agenda!
Engagement with the community, having some sort of open dialogue with community members, attending community events, etc
Actually talking to and representing their constituents. Voting in favor of tax increases, re-zoning, green incentives and generally spending their constituents money freely without a general consultation is extremely wrong and needs to be changed.
Make it easier to remove people like Sean Chu and Dan McLean

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What actions do you think make a Councillor effective in representing their Ward constituents?
Making sure the people in their ward are heard. Your personal opinion is not the only opinion
Communication is key. When a constituent emails a councillor, that councillor should be required to respond, even when it's the Mayor. Councillors should make themselves available through events where they can talk with constituents instead of just presenting information. It would be very beneficial if constituents could book appointments with council members. I have a good Councillor who usually responds to my emails, but I don't get any response from most of the other councillors when I write them, nor have I ever received a response from the Mayor. This makes me believe that council members do not care what the public thinks, which is frustrating as the council is supposed to represent the citizens of Calgary.
Listen to request made by citizens who are in fact your employer, who pays for your extravagant wages and benefits.
Common sense and not being tone-deaf? How difficult is to see that the citizens are unhappy with rising taxes, poor outcomes from city services, bloated bureaucracy and continuing salary increases for counselors while the citizens suffer from no salary increase and rising inflation? FYI: Potholes everywhere, esp NE, e.g., 16 ave, 104 Ave NE towards Jackson Port/Cityscape People spitting in C Trains Dirty C rain stations
responding to communications from constituents
I feel the best interests of Calgarians are not reflected by this council.
At a minimum, they respond to emails from constituents. Both Sean Chu and Mayor Gondek do not do this.
NOT SO MUCH ACTIONS AS RESULTS IN MAKING THINGS HAPPEN.TIRED OF THE TALK NEED TO SEE CHANGE.
By actually looking out for the people, and trying to make lives easier instead of harder.
I believe that an effective Councillor is one who communicates to Council the will of individual constituents and small business owners. She/he should not be representing the interests of large business (i.e. builders and developers) who already have voices and even lobbyists representing their interests which are often in direct conflict with the wishes of individuals, families and communities.

After the Ballot

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What actions do you think make a Councillor effective in representing their Ward constituents?
Councillors should provide opportunities for face to face meetings or open houses with their constituents, especially leading up to important decisions like the upcoming blanket rezoning decision. Councillors or their staff should try to regularly attend Community Association Planning & Development Committee Board Meetings.
Public engagement & accessibility
Engaging with the people who live in the ward. Ward 11 councillor Penner refuses to engage in any meaningful way with her constituents. She has HER own agenda and WILL NOT LISTEN TO ANYONE. She is the worst councillor Ward 11 has ever had. She will not respond to emails or phone calls. She is arrogant and self centered. She should be removed from office asap.
A Councillor should be the voice of their constituents and be vocal about what the constituents want and try to implement the ideas, to fight on their behalf.
Listening and representing their city. Council thinks they are the smartest and mind made up before Calgarians have any input...
When they represent and vote on behalf of the MAJORITY of their constituents. They should not be allowed to vote on their personal opinion. This is a copy the role of City of Calgary Councillors from their website. "Councillors represent the citizens in their ward in making Council decisions that have local and city-wide impact."
Doing what's best for everyone. Not implementing stupid taxes (e.g. instructing restaurants to charge for bags; worrying so much about climate change; giving \$100M to developers/building owners to revamp buildings to residential housing without any stake in the building (even the federal government obtained shares when they bailed out Air Canada); doing something about the vagrants and homeless people so that they stop urinating everywhere and generally being a nuisance; more money for the police to handle issues like the homeless; stop giving into special interest groups; having a mayor who is not such a social justice warrior and a bully.
Actually listening to what the residents want, and following through on their promises.
Listening to people that live and work in that particular ward.
I wish that the council wasn't organized by districts but was instead based on allocating chairs per number of votes received, citywide. Then I might feel there was someone representing me, regardless of my views.

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Keeping us informed of what is being discussed/proposed. Partnering with community associations as part of regular communications Voting according to constituent feedback.</p>
<p>Councillors should actually listen to their constituents.</p>
<p>Transparency. Calgary's municipal government hides as much as it can behind closed doors, which is a recipe for corruption and waste. Supreme Court Justice Louis Brandeis famously stated that "sunlight is the best disinfectant," enshrining a principle of transparency as a cornerstone for open democracy and good governance. This metaphorical expression emphasizes the power of publicity in revealing and purifying corrupt behavior. It underscores the importance of transparency in holding individuals and institutions accountable.</p>
<p>Assessment of needs of population within the area.</p>
<p>Diversity, Respectfulness and ability to lead</p>
<p>Humility. Understanding of basic democratic math. Majority rules. Open mind. Personable and empathetic.</p>
<p>I don't think Sean Chu is ever going to take any action that represents his constituents. He seems to have only one interest, and that is keeping his job. But if he were to listen, he could start by being our voice for better housing plans in our neighbourhood instead of allowing the developers to destroy it so they can make a profit and take away any chance of average folks ever owning a house that is not in the suburbs.</p>
<p>Listen to the residents! LISTEN LISTEN LISTEN</p>
<p>I think that an effective Councillor is available to his or her Ward constituents (in person, via email, via telephone) and responds to their questions and concerns. An effective Councillor has their office phone number and email readily available to the public and they do not hide behind 311 and other supposed means of contact that really ensure that they are inaccessible to their constituents. They may not always agree with their constituents, but they listen and consider what they are being told. An effective Councillor is not arrogant, condescending and believes that they know better than their constituents because they are now a Councillor. (This actually describes the Mayor and every member of Calgary's current council.) They also vote according to what the majority of their constituents tell them rather than following their own personal agenda regardless of what they hear from the residents of their Ward.</p>
<p>Voting in line with their constituents priorities</p>
<p>Representing constituents values without any outside international interference.</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Not aligning and contracting with the UN sustainable development goals and truly representing constituent values without outside influence</p>
<p>Listening to the constituents and representing the majority. Not demeaning the constituents by being deaf to their wishes and implementing unwanted agendas</p>
<p>If the Cllr would listen to the constituents, after all we know our communities much better than someone who shows up once a year. Many times if only the Cllr. would listen to suggestions we would not deal with the issues afterwards. We are not against all changes, many times small changes would make the proposal better and with limited impact on the residents. Unfortunately we do not have this representation from our Cllr. has his mind made up and we are expected to agree. Wrong approach from an elected official. After all our taxes pay their wages. Current City Council must be receptive to suggestions, after all they are not experts. Individuals with knowledge and expertise live in every community in Calgary and go home to them daily. Sensible suggestions/changes should be considered. Developers do not run City Hall.</p>
<p>The councillor needs to reach out more to constituents and get a feeling of how the majority is feeling towards decisions being made by council. Times change and the reasons a councillor was elected is not always based on a platform (party politics) but more on how the councillor will represent the ward. Online polls , social media posts, and community newsletter updates are key ways to get the message to constituents.</p>
<p>Councillors who listen to their constituents concerns and acts on those concerns not some global unelected body</p>
<p>Standing up for their constituents instead of following their fellow councilors and mayor.</p>
<p>Listening to their riding constituents instead of terrible city policy or mandates. ie. Blanket Rezoning.</p>
<p>Understanding the perspectives of the majority of Ward constituents and voting accordingly, even if it means going against how the Councillor would vote personally. They should be representing their constituents and not voting as a block with other Councillors (even though technically there are no political parties in Council).</p>
<p>soliciting community feedback and voting based on that feedback, potentially in spite of personal ideology</p>
<p>Councillor's should be bound to academic task force recommendations, such as with the Housing and Affordability Task Force. Failure to implement policies suggested by experts is failure to represent the best interests of Wars constituents.</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?
seeking input and not ignoring it
seeking their constituents' opinions and voting along those lines. Stop voting with other councillors just because
Working for the people of there ward. Helping make our ward a better place to live.
Responding and actioning issues that are important to the residents. This could sometimes mean going against popular politically correct priorities.
Transparency, accountability, ethics and fiscal responsibility are important to me. None of these values are present in our current municipal government in any meaningful way. If our Councillor adopted one or more of these values, he would be more effective.
Properly engaging with their constituents - not just hosting a "town hall" which those who have the time and/or those who have a specific agenda are the only people able to attend. engagement with as many demographics of their community as possible - through means that don't necessarily have to be political in nature.
Listening and communicating with their constituents. I believe a Ward councillor should represent the constuents and bring their ideas forward to council in whatever vehicle is available. It is very evident thaty councillor has an agenda and that's what he goes after 100%
i feel like council doesnt care about what i want for the city
A councillor could be a lot more transparent with the process of decision making within city council. I would also see it as their job to provide constituents with plain and unbiased information packets (electronic or otherwise) on bills or decisions being made. This way, we are on the same playing field as the councillor and we could then have an avenue to streamline contact with the councillor so that if my councillor is making a decision I don't like about something like taxes, or parks, or public building or whatever the issue is, my voice is heard. As well as other constituents. That way, the councillor would have a better idea of how their constituents want to have/do and the constituents feel more satisfied with communication.
Polis questions of issues
Taking all viewpoints into consideration not just the vocal minority or wealthy. Goes out of their way to talk to a variety of people.
have an election because the counselors are not looking out for the people in Calgary they're looking out for the liberal agenda, fire them all, start over.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Actually engaging with all constituents - and then bringing those voices forward even if they are not in-line with the councilors personal ideology.
Living up to what they have actually campaigned on and upon being elected not focusing on enriching their own pockets but actually doing good for the community with real solutions not woke diversity hire or [removed] targeting one or two minority groups to please. I'm ashamed to be a Calgaryian now
Councillors should represent their ward constituents by putting forward motions and/or voting in alignment with the position of the residents.
Meeting with and speaking with as many constituents as possible and not just those lobbying for something. Reading and answering emails and responding personally to phone messages (that are legit).
I feel that an effective Councillor votes for or against policies in alignment with the people in the communities that he or she represents.
I live in Marda Loop and there has been a travesty of citizen participation around developers overriding building regulations on 33rd avenue -- and not being listened to by Councilor. That situation has colored my impression in a significant way. (I am relatively new to the city). Definitely could have done better for the residents living close to 33rd.
Spending more time with average everyday constituents to hear what issues they are actually having. As opposed to listening to special interest who make up problems that most people aren't really having, or don't care that much about.
Listening to their constituents and acting on their behalf.
Easier recall ability and required written reasoning why they voted in a certain manner
Not bullying constituents, treating them as adults and not children.
Decisions on how to vote should be made after discussions with their constituents. Their own views or agenda should not dictate how they vote
Listening to their constituents and voting accordingly in council
Representing their ward - not their own secular/virtue signaling/save to world causes
Not just listen to the constituents but actual hear the concerns. Remember that they work for us we do not work for them.
They. Must listen to their constituents regardless of their own political views Also they should meet on from time to time with the people who elected them.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Listening to the constituents opinions, arguments and bringing forth those concerns
Council and current mayor are not representing Calgarians, the focus is self preservation and personal perspectives.
Listening, not lecturing. We are represented in Ward 8 by someone who was elected with barely 31% of the vote and is only interested in engaging with citizens of his ward, who agree with his opinion. He can be counted on to press forward with his agenda / propaganda at any community meeting, even if people are present who have more expertise on the subject. Also, he's quick to block people on Twitter aka X for respectfully challenging him. Seems wrong that an elected official doesn't want two way dialogue on that platform, especially when he's very slow to respond to email and never follows up on 311 concerns.
Listening to and aligning with their constituents needs.
Being accessible and listening to the concerns of their local constituents - our councillor rarely replies to email or phone correspondence and if we do receive a reply it is usually telling us that it isn't feasible without further engagement (eg. consider adding a dog park to the area)
Not bowing to woke politics Common sense towards running the city
Councillor should represent residents' opinions and not to force radical foreign ideas on the residents.
Listening to constituents and representing us at council. Avoid the group-think that all too often affects decisions. Put pressure on administration to present viable options.
Not only listen but act upon the way the constituents would like.
Getting to know them and learn about their everyday problems
Listening to their constituents and doing what is right for the city.
Voting on issues in a way that supports how constituents think.
Listening to their constituents means getting out into the community meeting the people. Communication
Everything that Courtney Wallcott is not doing. He is the biggest ghost councilor I've ever seen. Guy has done nothing since he was elected.

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Engaging and actually listening to constituents. I've attended many "engagement sessions" where councillors clearly have no intention of doing what residents are telling them or they say it's not their job. Many times councillors say "that's a different city department" in response to concerns rather than truly listening to concerns and engaging on behalf of residents</p>
<p>Good listening skills and good communication. Providing feedback by email or mail and updating social media.</p>
<p>Talking with their constituents at planned meetings</p>
<p>Some education or experience that they can debate, have business acumen or accounting skills</p>
<p>Sandstone drive and sandarac drive corner with Chevron... needs lights, 4 way stop, anything!!! It's madness seeing so many almost collisions, and people running the stop Sign.. or even running OVER the stop sign... check 311!! We've reported it so many times. Surveys are wrong, we actually need the upgrade to anything. Even a round about would be perfect!</p>
<p>Town halls. Frequent town halls</p>
<p>Helping constituents navigate the City and its programs. Advocate and work with City programs to realize investment within their ward.</p>
<p>Stop with the property tax increases. My god what don't you people understand?</p>
<p>Listening to constituents and voting at council meetings based on what constituents have expressed.</p>
<p>Actually representing instead of thinking they know what's best for you.</p>
<p>Communicating with their ward constantly and listening to what is being said and acting on those wishes....who are you taking your orders from??? If you can't really represent what the people want then step down.</p>
<p>Communicating regularly with their constituents and listening to their feedback and concerns. Taking action based upon the feedback and concerns gathered... actions would include voting or putting forward a motion, answering questions, etc. Completing the loop by communicating what actions they've taken and the results. Our current councillor does none of the above.</p>
<p>Clearer communication of councillor stance on issues before they come to council vote.</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?
truly listening and being amenable to persuasion, doing what's right for the local citizens the represent not bowing to federal or outside ideological agenda, treating citizens that take the time to speak at hearings with respect (this did not happen Sept 14/15 of last year), no more hiding funding for campaigns behind 3rd party advertisers - they shouldn't have outside influence or favours to repay, for example Walcott's campaign office was in a developers showroom! if approval rating is below a certain percent a by election should be called. Plebiscites on big issues where people feel they are not being heard like blanket upzoning. Not making condescending remarks about Calgarians not understanding etc.
An effective councillor is one who actually represents the wishes of the ward constituents. We are seeing more and more councillors (and a Mayor!) who act only according to their own wishes. Watching the recent 8 councillors vote against a public plebiscite on city wide rezoning is telling, in that they don't want to have input from the people, but want to push through their own agendas, which will likely benefit them financially (with developers). Pootmans is a telling example, as he never represents his constituents, but continues to vote only for his agendas. It is a disaster and makes him completely ineffective in representing the people he is supposedly representing.
By listening to and representing the concerns/views of their constituents. Voting on city issues that is representative of how their constituents would like them to vote. To be the voice of their constituents with the city and municipal issues.
I would like to see online community logins to have a voice in how we would like to be represented. How can you speak for everyone when you hear almost no one's voice. You could even hold votes on current real issues.
Actually listening to us.
A willingness to work in a group setting without obligation to special interest groups. A willingness to disclose all campaign funding ahead of any election. Absolutely no political party affiliation. No partisan politics.
Provide opportunities for constituents to provide input and feedback Regularly update citizens on planned actions and position on issues Do not act in opposition to the issues and positions you campaigned on Stand up to the rest of council when input from citizens is necessary and council wants to make decisions unilaterally
To actually represent their constituents instead of appointing themselves to be a solitary decision maker. To attend a public hearing amenable to persuasion rather than with a pre-determined vote.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Actually, holding things like plebiscites for major decisions such as blanket rezoning. Also reporting back on what decisions have been changed as a result of consultation.
I want my councilor to listen, work for her constituents (majority rules), be competent, considerate, trustworthy, self aware, return calls, host Ward meetings to hear from the people and return calls. Something our current Ward 11 does none of.
Listening to what their constituents want. Don't presume.
I feel like many councillors including mine (demong) only speak for people who speak to them. For many of us, we don't have time to talk to our councillor, so our voices get lost. The people who speak to a councillor are always against change. So the councillor is always against change. Get off your high horses and vote in service of The public, not just the rich people who have the priveledge to have a voice. A councillor should think of the betterment of all calgarians, not just the ones who can afford for things not to change
Why not start by making an effort to listen to them?
I have contacted city councilors in the past and the only one who responds is ward 1's representative. Pathetic that others do not respond.
Listening to the perspectives of ALL the constituents of their ward. Kourtney Penner win her seat with only 28.36% of the vote in ward 11. Do the math. More than 70% of the constituents did not want her to represent us. That is not democracy. And she continues to hide behind only people who support her ideollogy. She does not answer emails or phone calls. She does not hold town halls. She does not feel she has a responsibility to the 70% who did not vote for her. There, I believe the answer is ensuring the councilor has the najority of the vote and is accountable for active communication on a regular basis with constituents such as town halls and vote as a representative of the people.
We have a division in council. The "Hateful Eight", not my description, but the name that has been aptly applied to these councillors, think that they are not accountable to their electorate. A few of them are Walcott, Pootmans, Penner, Carra, etc. The councillor is required to represent the opinions and feedback from the voters, not some ideology or personal agenda of the councillor.
Listening to their constituents, responding and actually showing up at community events.
listening to their people, leaving their own personal opinions aside
Quarterly meetings with their constituents. Being honest about their agenda

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Make sure they represent ALL of their Ward constituents. Currently, I feel that my councillor focuses more on the three communities in our ward that have financial demographics that do not match the rest of the ward.</p>
<p>Listening and engaging feedback</p>
<p>Representing their constituents. After being elected many have their own agenda which does not align with their constituents</p>
<p>Asking our opinion would be nice</p>
<p>Taking the time to understand citizen's opinions in their Ward. Public hearings, etc</p>
<p>A councillor should be representing the people in their ward. They should be giving the general population chances for feedback and to express their opinion. Councillors should be thinking long term and taking into account every all sides of the situation and how decisions today will affect outcomes in the future.</p>
<p>Proper research and consideration of the benefit or detriment of the proposals they put forward that are related to constituents rights regarding health. The fluoridation of Calgarys water is a direct violation of our human rights. If people want fluoride they can brush their teeth or drink it. Forcing all of us to consume it by putting this known toxin in our water is a violation of our human rights. Les than 20% of all Calgaryand voted for it when you consider over turn out. Plus this never should have gone to a plebiscite. Vitamins are good for people buy you're not piping them in the water. This Flouridation is wrong and should be illegal. You are not listening to the people. Only someone's agenda for profit</p>
<p>Actually listening to their constituents. Councillors need to bring forward the concerns of their constituents, whether they personally agree with them or not. They are elected to represent ALL constituents in their ward.</p>
<p>Have actual regularly scheduled in-person town hall meetings not virtual (totally impersonal) information gathering.</p>
<p>Listening and meeting with constituents, accepting their feedback and sharing with council.</p>
<p>If only they would listen to their constituents. After all we pay their wages, they are more than seat warmers, they need to listen and adhere to opinions other than their own or what the Mayor is forcing them to do. Personal agendas have no place at the Council table.</p>
<p>Get rid of paying the Residential Parking Permit. People are having a hard time making ends meet and this is an unnecessary fee.</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?
Listening to the Ward instead of pushing their own personal views. More often they push their own agenda, after lying to get elected, such as Gondek and Mian.
Listening to their constituents. Voting based on what their constituents want (democracy), and not voting based on their own personal options.
Answering emails when contacted, understanding their wards concerns and representing those people, not the councillors own ideas.
Have more meetings at local community centre to meet with Ward constituents to ask for feedback on upcoming topics that will be voted on by Councillors. Vote should reflect feedback. Listen to feedback from credible local news platforms that share public opinions. If constituents provide feedback in an engagement session, the Councillor vote should reflect the majority of feedback. Example. 99% of feedback was opposed rezoning/selling Richmond Green Park, yet the Councillor in the ward voted yes to rezoning/ selling it. Blatant example of Councillor not representing constituents.
Listening to their constituents, responding to concerns, not talking down to those who put them in the seat. Explaining their changes in ideology when they reverse their stance on platforms they ran their campaigns on. Addressing correspondence when it is received.
I think they need to be in it for community and not themselves
Representing the actual interest of their constituents. Not blatantly ignoring community members.
Listening and acting on what their ward constituent says and acting on their concerns
Honesty, openness and transparency, living in the ward they represent, approachable, understanding of their constituents concerns even if the don't agree with their opinion.
They need to listen to the constituents more than personal agendas
LISTEN TO YOUR WARD RESIDENTS. DONT PUSH YOUR OWN AGENDA!!!!!!!!!!!!!! Get off your WEF high horse. Listen to your residents
Listening to the constituents and not selling a position, or being set in a position on any issue before understanding your constituent's responses
First of all, they need to listen to residents and community associations! The current Council appears to have their own agenda...
They can advocate for me all they want but they are only one vote.

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What actions do you think make a Councillor effective in representing their Ward constituents?
The current majority of Councillors appear to be more interested in promoting City policies than representing constituent interests. Councillors have to remain open about issues until it is time to vote. Councillors need to listen to everyone's feedback, not just those who confirm the Councillor's preconceptions on a matter. And Councillors have to truly take to heart everyone's feedback, even if it runs counter to their position. We elected Councillors to represent us - we didn't elect them to be 4 year dictators.
That's just it - they should be representing the constituents, not running their own agenda. The latest re-zoning plan is just one example. You can provide feedback, which they make difficult and they won't listen to anyway. How about a plebiscite???
Listening to their constituents. I have reached out to the Ward 14 councillor on many issues and he always votes the opposite way. I was also shocked when the Ward 8 and 11 councillors essentially mocked their constituents over the takeout food bylaw backlash.
The Councillors need to be engaged with their constituents. They need to respond to concerns (if they respond) in a manner that is meaningful rather than a cut and paste email that restates the City Council's approach. We need a Councillor that will listen to their constituents rather than being part of the herd that follows the mayor's direction.
There is NO ONE on this council that is there to represent their constituents -they all have their own agenda and the public is taking the brunt of this. From useless bylaws about paper bags to the absolutely unbelievable tax hike to pay for their pet projects there will be and even bigger homeless problem when seniors are driven out of their homes and have no where to go. SHAME ON ALL OF YOU !!!
Honesty, integrity and transparency. Unfortunately, the characteristics seems to rarely appear in our current secretive, deceptive municipal government.
Meeting with constituents. Understanding representatively smaller opinion poll data of their ward.
Listening to the people.
Listen to the people
Listening and responding to constituent's concerns
Finding out how constituents feel about issues and then representing those
Councillors need to use common sense. Make decisions that will improve life for constituents/businesses. Put themselves in the position of constituents who may not have the same economic advantages as councillors. Keep family values in mind and avoid wokeism.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Fighting crippling taxes. Siding with residents on housing projects instead of the mayor.
If a Councillor stated what their goals and perspectives were prior to being elected, then that is what their focus should be upon being duly elected. If the Councillor then takes a stand on a significant issue, ie. the Land Use Designation (zoning) amendment that was never even mentioned to the constituents prior to the election, the constituents should have the right to vote on that significant issue and have their choices known. It is not enough to have a token public meeting. Everyone who qualifies to vote in an election should be allowed to vote on that issue. That is part of the democratic right of being inclusive and having accountable governance.
Consulting with, and representing, the choices of the constituents in their ward. And not taking the stance of "we will decide because it's too complicated for you!"
Not horse trading with other Councillors to get a vote through the Council sessions with City staff. Knowing when to stop a notion of motion or tell city staff to go back and do more homework before committing to a decision. Fluoride being re-introduced into the public drinking water with voters 50% against and 50% for is a great way to have it only be removed and waste more tax payers dollars, by the way we have done this multiple times with this issue in specific. Councillors advocating on behalf of businesses (i.e real estate) and forgetting about Calgarians. By the way, the last Council is a great example of what happens when Councillors go from public representatives to professional bureaucrat .
Seeking feedback from the neighbourhoods that they represent.
Listen to his constituents regarding property tax increases.
Representing the people who elected them, while also respecting that many people may not have voted for them and still hearing their perspective and representing their viewpoints in votes and council.
Council should be getting information from administration and then presenting that information to Calgarians for their input. That gets Council and Calgarians on the same page with the same information.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Actions that MAKE a Councilor effective in our communities would door knock approx every two to three months to hear what we have to say or hold meetings in our community halls to hear what we have to say on a regular basis, NOT take the back seat on this and assume that "this is what our community wants". NOT just sit back and accept a pay increase while we suffer with our trying to make ends meet and live. Easy for someone to say "well if you don't like it run for city council...or if you don't like it, vote or why didn't you vote". To answer that, we are small business owners in Calgary that live in Calgary and sure as [removed] did not vote for ANY of the individuals who are in power now. Neither did any of our associates. We are not in a position to 'just run in the next election' and nor would we ever but actually LISTENING to what the community wants is key in working together like a real team, not like the group in their now where 'silos' are common and nit picking each other and not having the balls to actually stand up to each other and actually WORK together like adults do...Remember BUSINESS is Business and PERSONAL is just that personal...not to be brought to the table at work.
Councillors using taxpayer money to run their own agendas, nobly cares for taxpayer.
Listening would be a good one! Representing and considering all perspective would be a nice change. Living in the ward as a requirement should be mandated. Focus on your own ward. Not publicizing your opinions and decisions before hearings on social media. Actually, I don't think councilors should be allowed on social media AT ALL. Look at how the mayor destroyed the original event center deal with her 8 tweet rant and don't even get my started on my own councilor....
Communication with their constituents-more than just e-mail leaflets occasionally. How about ANSWERING e-mails from voters.
I think my councillor is oblivious to what the constituents are going through in these inflationary times. They need to listen to the constituents to understand what to vote in council meetings rather than making up groups for voting in council meetings
survey constituents; don't give so much attention to noisemakers, protestors, whiners; don't politicize decisions
Soliciting feedback from citizens
Listening to them and making decisions on behalf of the city rather than the person itself. Council is under mediated.

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What actions do you think make a Councillor effective in representing their Ward constituents?
I am genuinely at a loss trying to think of a time when my current ward councillor has effectively represented his constituents. Thus far, he has demonstrated that he is unable to see beyond his shockingly narrow-minded worldview. Without getting into specifics, my councillor's actions on and off council have been disgraceful throughout his term and unbecoming of an elected representative. My current councillor's actions so far in this term have clearly shown that he is too biased by his own beliefs to deliver non-partisan representation which, frankly, is a requirement for municipal governance.
Ensuring city admin listens AND takes into account community feedback into decisions.
Understanding and listening to the real needs of the community
Listening to constituents and then doing what the majority of their constituents want and not what the Mayor and other Councillors want done. Be the voice of the people who live in the area they represent.
Asking the people directly or on line. Not just multiple-choice either. Get their true opinion.
Meeting with citizens and community associations.
None!!!!!!!!!!!! There is little link to the mindset of council versus the needs of the public.
I think my Councillor Dan McLean is unfairly treated by the Mayor and her minions, everything he suggests or request changes on he is shut down on them. I believe the Mayor is biased and does not fairly weight each Councillor's input.
That they listen to what the constituents have to say on any given topic but that they also realize that they are in a position where the best decision for the future of our city should be made. This would include making difficult decisions that may be difficult. Councilors are stewards for the legacy of our city, not any one special interest group.
Talk to constituents to get their views...don't assume that just because you can afford more taxes that we call can because we cannot
DISCUSSIONS WITH RESIDENTS AND VOTING ON CONCERT WITH THE MAJORITY
Listening to and acting for the majority of Calgarians, not just special interests and the marginalized.
Keeping in mind distributed cost vs concentrated benefits. i.e. tax increases on everyone but hundreds of millions for the public unions and Flames owners. Individual property owners cannot compete with their lobbying.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Offering methods for constituents to provide feedback on service. Being responsive to changing needs of the Ward. Lead by example as it relates to behaviour, discourse and interaction with other councillors, staff and constituents. Understanding ethics of position and aligning with ethical standards. Thinking beyond the next election cycle and majority opinion to consider the needs of minority populations and stigmatized groups.
Councillors should respond to emails/inquiries from constituents, and should actively reach out to constituents to collect their opinions/feedback on important decisions. Right now there is zero engagement or communication from my Councillor. If any of my perspectives happen to be reflected in Council's decisions, that is purely due to random chance, not because of any intentional action by my Councillor to represent the viewpoints of constituents.
Opportunities for two-way communication (open houses, etc) outside of just community association work, making decisions that will promote a good quality of life, inclusivity, safety and sustainability in neighbourhoods
My councillor (ward 6) has never engaged with the people in his riding. He consistently votes opposite of my interests so I'm not sure why he does what he does. He never justifies his position to the media either.
Actively asking constituents for feedback on proposed major changes or decisions. Councillors are to be representing the majority of constituents not their own personal opinion.
listening to the voters which they don't
A Councillor should at least take into account the evidence of the matter or matters they are voting on. The ideology concept is extremely harmful. There is no sound scientific evidence that CO2 is a pollutant. In fact the opposite is true. CO2 is a necessary prerequisite for the formation of sugar and Oxygen. Our councillors are totally wrong in their climate agenda.
When casting their vote on contentious matters, my Councillor should provide the reason why they are voting a certain way.
asking for our input on critical issues, no one in my ward asked for blanket rezoning yet that is exactly how my councillor voted. KNOWING that most of the ward opposes this measure. There are a few locations where it is ideal (near train stations and MRU), but most are not suited to this.
Actions which reflect those of their Ward constituents instead of going along with the flow.
Focusing on the well being and development of the constituents instead of taking a raise while increasing property taxes by over 7%

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Listening to constituents, focusing on local issues not global issues, being accountable for their decisions</p>
<p>Needs to be consistent with their election platform, needs to strongly voice their opinion,</p>
<p>Good communication- explaining their perspective during the election and how their decisions reflect this position after</p>
<p>Listen to all of your constituents. Survey our opinions. Stop following the latest trendy movements. We want to be heard not talked down to.</p>
<p>Councillors should not be able to vote on if they should get a raise. Councillors should also realize that Calgarians cannot afford constant property tax increases. The money the city collects needs to go to services for Calgarians.</p>
<p>Good start would be LISTENING to their constituents instead of implementing their agendas that they hid during the elections.</p>
<p>Council (including Mayor) is an extreme left wing (socialist/liberal) entity.</p>
<p>They should REALLY listen to their constituents. They should then strongly advocate for the wants/needs of their constituents.</p>
<p>That isn't a Councillor's role. Councillors are elected and serve for the benefit of Calgary as a whole. Not individual residents or even their ward.</p>
<p>Holding a constituent meeting, either zoom call or phone in session or in person meeting every 4 months. Sending out an online newsletter telling how to contact the councilor and answering some questions or concerns from constituents. Describe some of the actions taken by council or being discussed by council.</p>
<p>Listening to their constituents, be it through representative and valid surveys, engagement, door knocking, phone calls and emails or open houses Councillors have to listen. And be leaders. Make a decision and stick to it. Stop backtracking on everything you say. They were elected to lead - so do it.</p>
<p>Someone who actively gathers input from a wide spectrum of constituents, is attentive to the majority sentiment, digests data and evidence, weighs options provided by interests outside of the majority, mediates compromise where possible within their constituency and represents what their constituents are saying and asking fairly. Someone who is not 'wagged by the tail of the dog'.</p>
<p>Communication with their Ward constituents.</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?
Responding to constituents, following up on questions, creating opportunities to voice concerns.
Listening to their constituents.
Although the geographic perspective has importance interest areas of Calgarians tend to transcend the current wards. Meaning i am just as likely to feel "represented" by a potential councillor in a ward that I am unable to vote in as one in my own.
Sticking to local municipal issues and not wider political issues for which they were not elected.
Having a vision for a city and being confident enough to go through with your tough decisions. Education is another component which I think is extremely important.
Taking time to listen to their residents, but also public servants and other experts. Taking the time to learn and think through decisions and not simply having a knee jerk reaction and/or always going with the loudest voices they're hearing. Understanding that whatever venue (planned engagement, door knocking, public hearing, emails, walking the community, etc) will have certain voices - not everyone knows how to be heard by Council . Also an understanding that their decisions should be for the greater good not simply for what they perceive is the majority opinion. The courage to make decisions and not try to pawn off decisions to the future and/or a vote of electors.
Being open to community input while being sensitive to the needs of marginalized residents, all the while looking at issues in the context of the entire city.
Councillors should be in constant contact with and responsive to their constituents. Presently neither nCouncillors nor the Mayor answer emails or any other kind of contact attempt. The standard 'acknowledgement of receipt' email is not a response. The Mayor' office especially always defaults to the 'volume of coresspondance' excuse. These people are there to serve and respond to the needs of the taxpayers who own the city.
Continuous visits to community, advertising what their contact/communication info is: instagram, x, facebook, etc. Door knocking. I've lived in Calgary for 25 years and not one visit from a councilor, not even during election time.
Be very familiar with the information presented to them by admin and then account for the needs of the whole city when making decisions. And make decisions! Don't just try to put it off to a plebiscite or a future council meeting or additional public engagement or, the worst, refrain from voting.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Councillors need to actually listen to and represent their constituents rather than discouraging and discounting feedback from the people who they were elected to represent. Our councillor blocks and ignores viewpoints that are not her own. Worst councillor we've ever had in 40 years of living in our ward.
I think the ward system is problematic because it pits different community types against one another rather than all Councillors working toward their vision of the best interest of the city as a whole. That said, an effective Councillor strives to understand the demographics of their communities, particularly those who are different from them, and advocates for and invests in infrastructure, programs and services that meet the needs of the people who live in their communities. A good Councillor prioritizes investments and policies that enable everyone in their communities to live, work, play and learn safely and accessibly.
Actually listening to citizens. My councilor is totally out of touch with what me and my neighbors think.
Providing opportunities for public engagement that are accessible to the kinds of people too busy to appear at open houses and public hearings. Balancing the platform they were elected on with the best interests of the ward, the city, and the world the city exists on. Having a clear plan for the future. Figuring out how to reduce time spent listening to career lobbyists and encourage passionate real citizens to voice their honest (not bought) opinions when it comes to issues which affect them directly.
Engaging with citizens, instead of dictating to citizens and pretending to engage.
They need to be available and listen to their constituent regardless of who the constituent works for. Not listening to City employees is not a good leader, as City employees are also constituents.
Council is useless doesn't listen to citizens works against the citizens
Being more transparent about how their constituents may feel about an issue. Sharing of data and information. Would also be great if councillors actually had accurate info
Do the research to know your constituent demographic, their tax base, what they do to make a living, and how they like to spend their days. Then adjust your ward actions appropriately to fit the community. One type of initiative does not fit all across the city. And if something doesn't work, fix it quickly.
Too many restrictions on housing and airbnb.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Listen to the requests of their constituents, not the people who gave them money to get elected. They don't have a "mandate" to do things the way they want them because they were elected with those opinions. Being elected means that AT THE TIME the other candidates had worse policy promises. A councilor should listen to feedback throughout their term and if a large portion of their constituents disagree with a decision they should re-examine that decision, not double down on it and act like they always know best.
I think speaking for the people, not their specific agendas. Currently this piece is missing. There has been little to no engagement in our communities to understand the desires/wants of the people. This means councilors are going to vote based on their personal opinions, rather than that of the people they represent. I understand that can be hard, to put your personal needs aside. However, that is the due diligence and responsibility of the council member, to ensure the people are heard.
understanding the perspectives of all the ward residents - not just listening to the loudest or the squeaky wheel
I hate this question. Councillors are NOT supposed to represent their wards. Last time I be read the MGA, they are supposed to act in the best interests of the city as a whole. It's REPRESENTATIVE democracy - not "I vote however my ward population tells me to".
The councilor must meet and then take the constituents' views back to council. My councilor gives LIP SERVICE ONLY. Her attitude is one of condescension where she pretends to engage and then speaks her preconceived and UNMOVED opinion and VOTES her agenda. This is the opposite of effective representation.
Having good knowledge of all matters before them.
Councillors are elected to make decisions, and they are also accountable to their constituents. The most effective councillors can balance these two expectations. It's not good to have a councillor that makes decisions which aren't at all informed by their constituents. It's also not good when a councillor relies too much on populism and direct democracy (e.g. plebiscites) to direct their decisions because the average citizen doesn't think about the full picture and the greater good.
Actually campaigning on what they intend to do after election. Actually listening to community representatives. Holding town halls, with an open mind to hear from constituents (like ward 7 does). Responding to emails and other communication from constituents. Not having an 'I know better' or 'the public is just confused or doesn't understand' attitude... REAL conversations!
Listening too and voting based on what resident communicate to them, not only their wishes.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Listening to their constituents & getting back to them when one has either contacted by phone email etc
listening to their constituents not their own agenda. thinking with logic not with emotions. fighting for the best of all, not just for the minority
Listening to the people of their communities and not feeling pressured by other councillors.
Regular public Engagement with their constituents. Knowing and understanding what is going on in their wards and what the people in the wards are concerned with.
Councillors need to be transparent and truthful about affiliations that might influence their decision making. This needs to be done prior to an election as well as during their term if they are elected. Partisan politics and influence from outsiders (businesses, developers, lobbyists, etc.) must be reported in a timely way.
Residing within the community they represent and using other modes of transportation other than their own personal cars such as transit, walking, Uber, Lyft, or taxi to commute for every day tasks such as grocery, shopping and work.
Listening to consistutments instead of administration, lobby groups, and/or developers
Must listen and represent all areas of Ward
Listening to their citizens, holding public events, being available, not hiding behind their 'assistants'
Carrying out the promises and values they were elected on. After elected, check in with their constituents to see if needs change. Appreciate the perspective and needs of people that didn't vote for you
The councillor is representing his or her constituents in the area they were voted for. They are to be representing on the best behalf of the area they represent.
Defining their positions and objectives before an election and then having that agenda validated by vote. Connect, listen, action.
Be representing the constituents they serve
Soliciting feedback from those constituents, meeting them at events, getting a feel for the issues important to them. Equally, remembering that they not only make decisions for their constituents but in the whole city's best interest. Also, understanding that the loudest people are not always, or even usually, in the majority.
Listen to thier constituents.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Attending town hall type meetings when arranged by communities. Actually engaging with and listening to our concerns.
We need an easier way to communicate with our councillors and somehow get feedback. It feels like there's a wall between us and we aren't being heard or acknowledged when using e-mail.
Voicing concerns of their constituents. Standing up for issues that are important to their constituents.
Listening to us, making sure the schooling systems for education has no cut backs, more help for renters who have been done wrong by landlords that do not fix their rentals.
It's a total sham. Starting with Developers colluding with the City and City Council against citizens. How absolutely ridiculous that the City thinks it's ok to put Developers in charge of their own Engagement processes. What a complete joke! Conspiracy, corruption & collusion!!
None. That's the problem! Councilors do not care about their constituents. They have their own agenda that they vote on that has nothing to do with the interests of their constituents. Especially, Ward 11 councilor Kourtney Penner. She is the epitome of corruption and incompetence and needs to be fired immediately.
Invest in the people, not corporate donors or stadiums which dont provide any revenue to the city.
Living in the ward that they represent.
their votes and communication practices
Actually asking for or having a means for feedback from their constituents, and being actively involved with the associations within the Ward's communities.
Creating opportunities for residents to engage with them
They are considering the opinions of all of their constituents, disregarding their own biases and acting objectively on behalf of their entire ward. They value all correspondence equally, not simply ignoring that which disagrees with their political alignment.
Smaller wards
Being more in tune with the needs of individuals. As a single parent on one Income, I qualify for no help and no special programs since me salary is too high (it's not really that high). I would love to see options to get my child into programs like sports etc but I simply cannot afford the full price

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What actions do you think make a Councillor effective in representing their Ward constituents?
Being open to listening to the person's concerns and making themselves available.
Listening to their constituents, engaging with them, having meaningful discussions and debates with them, even if they disagree with them. Look at anything Kourtney Penner is doing, and they should be doing the opposite.
Listening and responding to their constituents. My councillor does listen but many think they know better.
The majority of Council are union supported candidates. Have Councillors declare party affiliations would make voters more informed. As it is, Council is ramming a lot of things through that the public does not support.
Being Accountable and effective
Listen to constituents
Listening to electorate and basic services maintained. Reducing property taxes. Not being elected by special interest groups.
active engagement with their ward members, accessible, transparency
Listening to the wants and needs of the majority of their constituents. Not blindly following the Mayor.
They are easily accessible by phone or in person. Their voting reflects their constituents beliefs and concerns, not those of special fringe groups who shout louder than the majority. They attend community events reflecting the actual diversity of their communities and not cherry picking to promote a political agenda.
Strong, consistent, transparent, clear, concise, informed engagement.
More online engagement including "e-plebiscites" (surely there is technology that would enable secure online voting), more in-person events like town halls.
The Councillor should hold area ward meetings every 6-8 weeks with an agenda that is both current and 1 to 3 years out for discussion. They should prioritize a list of subjects for monitoring what the tax payer pays for. ie: condition of our roads, city owned property for curb appeal, business input for what success in all areas of their ward looks like (both small and large)
Needs to be a very good listener as well as communicating with all constituents not just use social media and appearances at events.

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What actions do you think make a Councillor effective in representing their Ward constituents?
Listen to feedback from your constituents and return phone calls and emails with non standardized but personal answers that actually answer the questions.
Listening to constituents, some town hall type meetings perhaps. Online surveys for eliciting ideas and opinions. Not ignoring constituents or dismissing them.
Taking into account the specific Ward needs and wants, and helping to balance that with outcomes that help all of the city.
Firstly communicating effectively with their electors...often we don't know what our councillor is thinking until after council votes have taken place. As well, there is no regular continual method for providing our councillor with our suggestions or opinions short of emailing that person...which often warrants no response.
Their availability to listen to their constituents' concerns - this means they have the time required as well as adequate staffing to support. It also means they are open to hearing concerns, provide answers and/or commit to following up or advocate for their community.
They represent the views of their constituents, they can clearly communicate proposals and council decisions to their constituents without their own bias, they attend council meetings without distractions like attending meetings from a recreation event, and they understand the difference between what their constituents want versus what they actually need.
Actively solicit input, sometimes even having online ward level votes.
Actively obtaining and listening to their constituents concerns, opinions and desires about issues, then voting in accordance with the constituents majority position. It seems my councillor (and city council in general) seeks public majority opinion but then does what the councillor wants, not what the constituents want (I.e. the councillors do not represent their constituents).
A representative who actually stood for important issues that reflect concerns of constituents rather than personal agendas. Not being afraid to against societal "unacceptable" ideas. Not all of us are on board with todays acceptance of things and someone needs to work on behalf of the majority, not the minority.
Communication ease and good listening attributes.
One on one engagement, attending community activities to engage personally.
Actually showing up to meetings, listening to constituents, and participating in city politics rather than just voting no on everything.

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What actions do you think make a Councillor effective in representing their Ward constituents?
<ol style="list-style-type: none"> 1. If they actually seek out what most residents want rather than just the noisy ones. 2. If they put their own pet projects and biases aside when making decisions that represent an entire Ward. They're welcome to say, "Personally, I think this is good/bad, but my residents want...". 3. They read the stuff they're given by Administration and ask questions before deciding. 4. They **aren't** (and I can't stress this strongly enough) beholden to any political parties.
When councillors communicate with their residents. Direct communication.. attending events and letting people know AHEAD of time, so that people can meet you there and chat
Not working for their own agenda but the betterment of citizens
One who carefully considers constituents input, rather than just brush it off and say "I know best."
Most effective action : to be in touch with their Ward constituents, & to be on the side of their ward citizens on issues that are important to the Ward as opposed to being on City Council or City Administration side. They should be fighting for their Constituents.
Representing a majority of residents, not a minority. We do NOT need more councillors, we need an Alternative Vote (instant run off) electoral system.
Listening and being active in the Ward the Councillor represents.
Working to improve neighbourhoods (city upkeep and maintenance/upgrades of green areas and infrastructure), increase safety, fight to lower property taxes and energy bills.
Listening to its residents, informing more about decisions that are made for the greater good and saying no when appropriate
le no pet projects, realistic numbers and the same across all wards
Listening to constituent feedback and representing their views. This arrogant City Council does not represent nor respond when citizens contact them.
<ul style="list-style-type: none"> -Actually spearheading needs of their communities -Yearly council tours of other Wards for other councillors to know what challenges other wards face
They understand the needs and concerns of their constituents and advocate for policies that will address those
Listening to their constituents and taking concerns to council

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Councillors are supposed to represent their constituents, and/or act in their best interest. Councillors are also supposed to steer the CITY direction on the LONG TERM (not just the 4 year terms they are elected for. Councillors should be able to make some tough decisions for the benefit of their constituents AND for the benefit of ALL. Being PRESENT in their wards, listening to people, informing people and explaining their decisions / votes. They should READ the material they have to action. They should STOP bickering in public when a decision made is not the one they like. They should DO THEIR HOMEWORK (e.g. plastic bag bylaw fiasco could have been prevented if they actually THOUGHT about it. they should DIRECT Administration to do their jobs and hold City employees ACCOUNTABLE.</p>
<p>Ward consultation, town halls</p>
<p>When problems that need to be addressed are addressed quickly and don't need years of bureaucratic approvals and third party approvals to solve the problem.</p>
<p>Listening to their ward</p>
<p>listening to their constituents and bringing their concerns forward rather than their own agenda</p>
<p>My ward councilor represents my perspectives mostly; however, he is one of many and the sway is not quite there. A councilor has to actively engage with their ward.</p>
<p>They engage with their constituents</p>
<p>Listening and acting how they campaigned (what they campaigned on)</p>
<p>Having mechanisms to understand what is impacting the constituents and bringing those things forward to council.</p>
<p>By actually listening to their constituents and voting that way when it comes to making decisions.</p>
<p>Actually representing their constituents. I have not seen or heard from anyone representing my ward since I moved to the area 20 years ago. With the rezoning happening in central Calgary seemed to happen under our noses.</p>
<p>Not having provincial politicians use issues pertinent to municipal affairs as talking points to get elected. Having a clear separation from provincial politics and not having political parties at the municipal level.</p>
<p>For major decisions impacting constituents they need to canvas to ensure that all perspectives are understood to avoid unintended consequences (note, city planning should do this too.... look at the chaos for Bridgeland residents from the mess at St. Georges)</p>

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What actions do you think make a Councillor effective in representing their Ward constituents?
<p>Staying in touch with the community and its members.</p>
<p>Not only listening, but acting to actually represent the voices of the community! Some councillors believe that once they have been elected, they know better than their residents (one has professed to being an "expert" on issues that are "too complicated" for his residents to understand). Most people still believe that their representative should be listening to their opinions and responding accordingly. When dozens or even hundreds of people oppose something in an area, and when the area councillor disagrees with them, there is a problem. In our current system, the area councillor is given greater weight by other councillors, which is reasonable because the ward councillor presumably has a more detailed knowledge of the issue and the public sentiment. However, when that councillor goes AGAINST the majority of feedback received, that is a huge problem because other councillors will be reluctant to openly challenge him. Councillors need to be more accountable to their residents.</p>
<p>Regular communication regarding: 1) the City, 2) a discussion of opportunities for input/engagement, 3) issues they are currently working on and future issues they will be seeking public input on, and 4) a summary of how they arrived at recent decisions/votes.</p>
<p>Job #1 should be to represent the interest of the citizens of their ward. Too often councilors spend more time representing and advocating for businesses rather than citizens.</p>
<p>Advocating for ward specific issues and not voting as a block or doing political grandstanding</p>
<p>A Councillor who endeavours to actively and on an ongoing basis follow the wishes of their constituents as opposed to a Concillor who endeavours to follow an ideological agenda</p>
<p>We need to know and hold councilors accountable for their actions</p>
<p>Seeking more input on contentious issues</p>

In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
<p>Trying to model fair and open engagement</p>
<p>Again, this question assumes that the current government is acting in a competent, effective manner and just needs some tweaks to improve. This is not the case. Calgary's municipal government is a train wreck. Look at the Platform building, the Green Line and the expropriation of the River Run homes. All are unnecessary wastes of taxpayer money that harm citizens, with no accountability by those in power.</p>

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Yes do your job, ie. Ensure roads are clear, repaired, streets are safe; and stop trying to bring in policies under federal jurisdiction; the only federal policies u should be speaking about are ones that hurt calgarians and ones that bribe calgarians with their own taxpayers money and try to entice council to override their democratic right to take part in the process.
Proactively looking at what other cities are bringing forward as creative initiatives. Whether that is green/climate, or crime and safety issues. We seem to be trailing in a lot of issues, rather than leading.
Focusing on the basics of running a government such as transparency and being fiscally responsible. This government is not very competent at the most basic tasks yet somehow has a culture of arrogance. Council seems to forget that they serve citizens (or at least they should serve citizens). A major overhaul is needed within City leadership.
Effective land use decision making.
All roles are equally important, and therefore time should be divided equally between all agendas.
My hope is that Calgary's municipal government can achieve baseline competence and effectiveness at some point. Right now, this municipal government is an embarrassment. Waste and corruption are prevalent. Massive change is needed.
I think all 4 above are important but meeting with residents and helping them solve issues/advocating for them is the most important roll. What's the point of their existence if they are just attending city counsel meetings without speaking to their constituents at all.
Communicate the complexity of decision making
Stop spending so much of their councillor assigned budget on personal use.
Start to actually care about the job of being a responsible municipal government. Currently, many citizens, for good reason, have very little respect for, or trust in, this municipal government.
Introduce a reasonable level of honesty and transparency, and spend far less on propaganda.
Engage in community conversations with more than just lip service. I'm referring specifically to ward 11 Kourtney Penner
Stop wasting money on feel good thins that have little tangible value. Stop having so many crisis and focus on things where you can make a difference.
Finding ways to make sure tax dollars are spent wisely, reducing crime and eliminating city hall bureaucracy

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Polling locals on issues they want raised.
No
Supporting the residents to achieve improvements in their neighbourhoods, don't give inane excuses. Be available for open discussion. Prior to making a decision that has impact work with the residents and community association to reach agreement, after all we live here and know the issues and impacts. They need to divest of pre-conceived solutions.
Place focus on key infrastructure, for example road maintenance in the last few years has been virtually non existent!
Developing action plans and implementing policy based around their community meetings.
Actually LISTEN and take Community opinion into decision making. ADMINISTRATION does all the planning and council just rubber stamps the decisions.
Ensuring free and fair elections and actually campaigning.
Definitely communicating with the residents in their Ward on all issues, specifically those that are contentious!
Communicating and championing priorities and desired direction based on communications and feedback from residents in their ward.
Be fiscally responsible
Long-term planning that is beneficial to the city as a whole.
To be the voice of Calgarians, not an ultimate decision maker. She/He is to show the desired results of what citizens want and to make it happen. To allow citizens to vote on any huge changes.
Keep party politics out.
Listen and represent their riding based on what the people in that riding want!
Start to care about what is best for citizens instead of focusing on how to benefit friends and family. Less propaganda. Start to implement a reasonable amount of transparency. Start to be honest with citizens. Start to be financially responsible.
Listen to the people they serve and represent them accordingly

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
They are elected to vote what their constituents want. Most of them vote in favour of Mayor Gondek's agenda, which is not in the best interests of Calgarians. Mayor Gondek did not campaign on many of the issues she has brought into place. The Climate Emergency she brought in was never approved by Calgarians and she has frivolously spent millions trying to push this agenda, i.e. 259 unproven electric buses, solar panel fields, etc.
We have one problem: you're all out of touch and greedy. Help the people afford life. Demand Enmax lower their rates. Reduce taxes. Do your bloody jobs. People are struggling and dying because of you.
Advocate on behalf of residents in city meetings where a one-sided agenda is pushed. Care about the people more than a paycheck.
Stop gatekeeping housing!
Managing city finances and budget - lets see actions taken towards spending less rather than spending more. Tax hikes and spending are out of control! I do not have an endless supply of money to put towards more and more taxes! Lets see some strategies on cost reduction and control.
Focus on city issues that exist within their ward. My councillor seems to be too busy talking about bigger issues when his role should primarily be to deal with issues in his ward.
Advocate on behalf of the people and what the people want.
Being responsible for communities. Studying more policy under globalist leaders is certainly not something we need more of.
Healthcare is very important. Also in this day and age I believe everyone should be treated equally. It's time to stop paying for the indigenous.
Communicate, to the constituents what council is deciding and why decisions are made. The more unpopular the decision or policy the more communication is needed, e.g. blanket rezoning! A citizen and former realtor explained the rationale behind rezoning. Now I am in agreement, I was not before. Why can't council and the mayor communicate better -their jobs may be at stake on this one item!
Follow direction from taxpayers not city employees
Be a good listener and have control on his office staff to pick up more listening skills and be patient.
They are elected to represent us - the people - not their own desires. They need to do their jobs!!

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Meet with underrepresented and underprivileged constituents to make sure their concerns are addressed
Try to eliminate wasteful spending
Councillors should lead by example. Stop the bickering and political grandstanding. work on issues and work for the constituents.
Not to vote as a block. Not to increase our taxes every year
In representing the people, it would be nice that they take the concerns of the people and use that information to communicate with provincial government regarding our needs and potential solutions
Ensure the councillor represents the interest of the Calgary residents, not their own interests.
Speak on behalf of their constituents when participating in city meetings.
The rezoning and other decisions such as immediate climate change emergency is not what majority of citizens voted current council in for.
Less corruption. I live by Eau Claire Plaza (which should be pronounced Oh Corruption Plaza). Construction has been relentless since 2019 in an effort to harass the River Run families out of their homes. The City needs about 30 feet of land for the Green Line track. The City has over 250 feet of bare land beside River Run. The City decided to run a train through the River Run homes to benefit Harvard Developments. So gross. So corrupt.
Stand up to the mayor. It is not a dictatorship.
Be available to answer questions on work going on that affects their constituents, ie. timelines for construction of major projects.
Again, bring forward their perspectives to constituents and to Council. It's a thankless job; I'm grateful for those that have such a civic commitment since it's fraught with dissatisfaction and criticism. Making our world better locally while having a big picture view is difficult in the best of times. However, that is the job they signed up for. BTW, any Councillor's team can help solve problems for the constituents so the Councillor can concentrate on big ticket items.
Blanket policies seldom work for most communities.... higher densities is not reasonable for all communities ... areas close to (walking distance) to LRT can be developed long before unrooting R-1 districts. WE pay high taxes & demand that our communities be protected.... R-1 districts can and should be able to exist along side other zoning densities one does not have to infringe on the other

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Councillors should be open to the concerns and input of all citizenry, not just the ones that support their own personal agendas. In fact personal agendas should take a back seat in City Council and councillors should ensure that a good system of compromise is in place.
Actually understand the role of what a councilor should be doing. I think there are a few councilors who currently do not understand the scope of the job they have been elected to do.
Councillor must engage and listen to the needs of his/her constituents. And be prepared to act as n the interests of constituents.
Find more affordable ways of doing things and spend like you are the one liable for paying the bill.
Like most City surveys, this is survey dripping with bias. What is missing is self awareness. Calgary is a great city, but it currently has a municipal government that is an embarrassment. The corruption and incompetence is in plain sight: the ridiculous Platform building, destroying the River Run homes to enrich a developer, the Green Line fiasco which is a slow motion train wreck in plain sight. Lots of work is needed to improve our municipal government to be at a level where is it competent and can be trusted.
Stand up against ideologues like the mayor.
Kind of simple we are asking them to do the job we hired them for not whatever they want to.
Affordability
It's the Mayor's job to deal with the Province and the Premier's job to deal with the Federal Govt.
Focus on what business the city should be responsible for and then ensuring operational excellence in those tasks.
It's entertaining to watch our Mayor set her hair on fire with righteous indignation when she speaks about provincial matters. She along with all Councillors should learn to get along and work with Provincial counterparts and stop making back room deals with the Feds
No
Listen to residents' view regarding the overwhelming voice that is not in favor of blanket re-zoning.
Holding city officials to account, learn how to weigh advice and have enough courage to reject bad advice.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
<p>Hold admin accountable for policy implementation and have better understanding on mitigating the impacts (sometimes unintended consequences) of policy role out- there seems very little publicly available info (if it even exists) on post project reviews - 2 yrs / 5 yrs / 10 yrs - life cycle aging. Be aware of city department silos (that have improved but still exist). eg Mainstreet public spaces have been totally destroyed by the street snow clearing practices /materials; pedestrian infrastructure is 3rd rate in comparison to vehicle and cycle conditions inside TOD's. Real-estate decisions that have not worked - lands around the Westbrook LRT station.</p>
<p>Actually do their jobs instead of promoting their activism and useless pet projects.</p>
<p>Focus on local issues. Voting against any rezoning. Cutting costs. Lowering taxes. These should be the primary roles for all council right now.</p>
<p>Listen to the needs of the majority of people in Calgary, try to find solutions without raising taxes</p>
<p>Sticking to the role outlined in the Strategic Direction, and NOT moving over to other jurisdictions (i.e. Mental Health programs) There is significant impact of these other jurisdictions, and they can't be siloed, but working with the prime providers is still required, but taking lead is not. Especially then the programs are not core city services / requirements</p>
<p>They continue their own education on governance</p>
<p>Studying economics and accounting to balance budgets and reduce spending rather than increasing taxes.</p>
<p>have a chance to review feedback and video of hearings they were not on the committee for before having to vote, no more emergency meetings!</p>
<p>Stick to what city councillors are supposed to manage.</p>
<p>Councillors should be more available to the public and Wards they serve. So people can present their concerns, and have meaningful follow up provided by the councilors to the people who elected them.</p>
<p>being held accountable for not performing their duties to the level needed by their constituents</p>
<p>Each councilor, as an individual, should consult with the constituents of their ward, and participate in council as a representative of their constituents. Each councilor should not assume they are more informed, or intelligent, than their constituents and hence vote motions for or against based on their individual perspective. This is not a matter of whether the councilor wants to get re-elected. It is the very foundation of our society.</p>

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
OPPOSE THE REZONING !!!!!
Keep the city running effectively within a budget. Stop spending money, stop raising taxes, keep the road in driving condition. Not hard.
Actually think about the FINANCIAL issues us lowly citizens are going through! We arent getting cost of living raises yet they got a raise? What the hell!
Putting forward changes that are municipal in nature and which represent their constituents views
All of the above roles are very important. If every councillor met those goals I feel Calgarians voices would be heard. Currently I feel Mayor Gondek has her own agenda, grabbing Federal funds and not listening to Calgarians.
To be ethical and not vote for decisions that are self interest motivated
Taking examples of policies in other municipalities in addition to communicating these impacts with residents prior to implementation would help residents be more informed and have less negativity towards decisions.
This is municipal government, stick to the issues in your ward. Bigger issues of city will be dealt with by the mayor, provincial by the Premier and so on. A city councillor needs not to worry about fixing the world's issues but sticking to the local issues
Be responsible and accountable
Work with their communities to find solutions. Stop with the attitude of entitlement.
Reduce spending and taxes.
Listen to home and business owners about the constant increases
Consulting with constituents before making decisions that will affect the quality of life and property values of their constituents. They were elected to represent the best interests of their constituents.
Focus on specific problems like not raising taxes and not blanket rezoning. Council needs to stay in their lane and focus only on local city issues.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
<p>Yes, they need to speak up in accordance with the wishes of the citizens. The City needs to be far more open to plebiscites on big issues facing the city. The carte Blanche attitude of this is what we want to do is really putting citizens off. Yes there needs to be change and change is constant but the city needs to slow down and listen. We feel the new rezoning is too much too fast.</p>
<p>Advocating for Calgary residents in city of Calgary meetings</p>
<p>They should respond to concerns of constituents & represent the majority of views from those constituents</p>
<p>Voting for things that will benefit their ridings. Not just being a puppet for the city Mayor. Listening to what the people that he/she is representing, not just going with what ever council thinks they want</p>
<p>Working for their constituents (the taxpayers who are their boss) and not working for union and lobbyist interests - and that includes Big Fed Govt and Big NGOs.</p>
<p>Stay in touch with the people you represent. Keep your ego in check. (Looking at you Gian Carlos Carra.)</p>
<p>I would've picked the first option; meeting and communicating with Calgary residence, but it needs to also have the added point to follow through on what the majority of Calgary residents are communicating to councillors.</p>
<p>It is councillors JOB to do all of the four things. However, if the councillors are not listening to their voter base, then all of the four are useless as they are not actually taking what their voter base is saying to advocate for them. Councillors need to LISTEN and REPRESENT what the people are saying NOT the councillors own agenda.</p>
<p>Meet with constituents in person, listen to constituents, look at what the communities need, advocate for #savenosecreek which is very important for the ward CALL OUT THE USELESS MAYOR FOR STUPID IDEAS AND DECISIONS Get a backbone and common sense, bags...really!!! How stupid could a councillor be SPEAK UP AGAINST TYRANNY from the mayor. Support fellow councillors</p>
<p>Yes, not playing politics and having their own agenda. Listen and represent your constituents' concerns. Voting in a way that represents the views of those who elected you, not your own opinion.</p>
<p>Stop being commies</p>
<p>Vote for policy based on what their area residents want, NOT what the mayor wants.</p>

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
I have one that a coucillor or the Mayor should not do: be the puppet of federal government that clearly hates Alberta
They should be doing all these thing a bit everything is behind closed doors so I don't think they do. I have written to my councillor and nothing. If they were listening to Calgary residents we would not have higher taxes or this new rezoning. None of this is what's best for us. But for them.
Seek efficiency in the City's Operations
Working to make city council more accessible and transparent.
Councillors need to get direction from their constituents and represent their voice in Council, rather than just following along with ideology that they themselves adhere to. They need to be open and transparent with their values and ideology in campaigning, not doing an about turn once in office.
Examining budget allocations for every department. All departments should have to report expenses with justification ie number of employees. Calgarians are very aware that a portion of positions could easily be removed with no detrimental effects. Organization should use private industry processes for building staff requirements are examed in order to be cost effective rather than using the excuse that they are nonprofit and spend taxes like they are a no limit withdrawal account.
It's not about you communicating to us. You must listen to us, we are your boss! Show the citizens some respect!
They represent us, be involved with us, meet with us. Again, come out if hiding.
It is imperative that city council follow what the PEOPLE want, not some half baked ideology that does nothing to further humanity but instead, further harms Calgarians. Stick to your lane city council..you work for US.
Look for ways to reduce taxes and find efficiencies in the system
Ensuring the views of calgarians are in alignment with our policies. The federal government policies need to stay out of our city. Councillors/mayor need to stop pushing the race card for anyone. They should not pick a side or publicly say anything about it. Stop pushing the lgbq agenda, keep it out of schools. Are children need to learn that we are all people, we all exist, race does not define someone. Its getting to excessive that unless you fall in a minority category you are then considered racist. This has to stop. Ex 15 min cities. Green energy, electric pumps, lgbq agenda.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
THE MOST important role for all councillors is to listen and communicate with the people they represent. This is sadly lacking with the current council.
I think the years of city council has made us all think about what city council shouldn't do. Basically you should stop doing everything you're currently doing. Shrink the bureaucracy, figure out how to spread the dollars around effectively, stop leaning on property tax increases and implementing other road blocks on businesses and start acting like adults
Stop dividing citizens in prioritizing one group over another. How does that help?
-ensuring Calgary is a better place for its residents and actively engaging with them to hear their concerns. Instead of council pushing forward policies regardless with no concern for the residents opposition or concerns
Consider the costs of every "study" or initiative being considered. Reviews the costs of every policy consideration and require Councillors to include the costs of any motion out before Council/administration. If motions, or future policies, have the potential to add costs to city residents now or in the future, those potential future costs should be assessed and disclosed from the get-go. Case in point the study of the "canopy" and proposed limitations on what private land owners can do with their own trees. How big is this problem - what percentage of residents are regularly cutting down their own trees. The costs of this potential policy/bylaw would be excessive to police - and even though existing resources can study this, there is still a cost to them doing so. The more Council does things like this, the more strainers those resources become, which eventually leads to more hiring and expansion of city departments as happened in the past few years.
The above 4 things are very important, however if the council is not listening and acting on what their ward wants then the above 4 are useless. Councillors were voted in by their ward and it is about time they start to actually listen to them and represent them and not themselves and their own agenda.
If you are not going to listen to what the people in your ward want and to what they have asked you to do, then these questions are a waste of time. They are voted in to represent the people NOT for their personal objectives and gains.
Be visible and available.
They should be able to stand up and say no!
Advocating for Calgarians on issues pertaining to Calgary
Drastically cutting spending, massively reducing the size and scope of city government - crushing the union influence on city policies

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Make your voice heard on our behalf
I believe policy and planning are important but Calgary councillors do not represent Calgarians so the value is lost.
Have some common sense, vote against anything climate change related and stop the woke. Stop the racism divide. We are all equal and the race card is petty.
Making tough decisions that impact the greater good and not copping out with plebiscites.
They need to listen. No just go through the motions. Same with the ridiculous "engagement process". How are we supposed to take them seriously when you put Developer in charge of their own processes for their Developments. CONFLICT OF INTEREST, COLLUSION, CORRUPTION.
Do not bully and harass colleagues. The Hateful 8 are not very positive examples of collaboration as they only collaborate on the Mayors agenda.
Opportunities for providing feedback need to extend beyond attending a single forum. A variety of formats and times need to be made available
some but a lot less long term policy focus (less than 10 to 15 years unless it is funded)
Yes listening to voters and not pushing their own agenda like Gondek and the hateful 8.
Utility bills have become outrageous! I heard the Mayor discussing fees on the utility bill and said "turns out Calgary is the only city doing it this way" so it will be fixed. BUT NOT UNTIL 2027 WHY IS IT GOING TO TAKE THAT LONG. IF YOUVE BEEN DOING IT WRONG GET IT FIXED NOW, NOT THREE YEARS FROM NOW!!!
Attend meetings with community associations versus special interest groups.
Work together as a group and not try to tarnish reputations.
Stop wasting time and money. It's taxpayers dollars that pay your salary, and most of you are completely useless.
It's important to listen to Calgarians and not proceed with their own agendas. For example declaring an Environmental Emergency, deciding on blanket rezoning, and giving less funding to police when crime is increasing.
Counsel should not go ahead with their own agenda if it is against the constituents Wishes and needs

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Listening to what Calgarians want and do something about it. I'm sick of councillors pushing their own foolish agendas. We need to get the city over spending under control and stop pushing your woke ideologies that divide people and communities.
Supporting or opposing motions based in what is actually good for the residents of their riding
Educating the population on what it is to be a councillor.
don't act arrogant and spew: You voted for us to make decisions for you.
Seriously this is a joke. My council member can't do any of the tasks above. Penner is too afraid. She blocks everyone who doesn't agree with her. BRUTAL AND EMBARRASSING!!
JUST STICK TO THE BASICS, NO NEED TO COMPLICATE THE RUNNING OF OUR CITY.
Sure, how about you guys fix the damn roads?
We're not doing a good job of problem definition. Why would we develop policy if we don't have a good problem definition and understanding of the problem to begin with? Talking with residents and getting photographed with residents is NOT going to solve the problem. The City does not know how to do proper engagement and they seem to have NO interest in improving true engagement. You guys are wasting tax payers money.
Open doors! Not closing them.
To follow through on what they campaigned on and to listen to the citizens in their ward.
Represent & act on our behalf and stop inserting their own agenda. Attend community meetings to understand the community and constituencies (wards) concerns. Stay within budget. Ensure fiscal responsibility. Engage in the community. Our community needs more policing. Councillors should work with the police to discover the individual needs of their wards because Ogdens needs are different than Pump Hill.
Listen to the people. Axe the 15 minute cities
Managing their administrators better, and more hands on in City operations.
ACTUALLY listen to the calgarians. They are all in it for themselves at this point.
Reach out to constituents!!!!!!!

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
be available
Not push WEF ideologies. We can see right through.
All Councillors must act morally and without influence by non Calgary residents. They must value and appreciate Calgarians are who they work for. Unfortunately, at this time, the majority of our City Councillors have gone "woke" and are compromised by the Liberal/NDP/hamas ideologies. The role now, is to listen to Calgarians by asking the Mayor to resign, and stop blanket rezoning and call a plebiscite. Then immediately reverse course on the single use plastic bylaw, remove the false climate emergency, remove the censorship bylaw and immediately not allow biological men to change in female change rooms.
First and foremost, be honest about your intentions to run for council! Be fiscally responsible and adhere to the budgets in your portfolio and the city as a hole
Drop ridiculous 'blanket' zoning! Each development deserves to be heard on merit and each member of the community, especially neighbours in close proximity. Blanket zoning is lazy and won't solve the housing issues
Not just meeting with residents, actually following through on what they want. This council does not listen to Calgarians. They may meet with them but they vote on their own personal agendas.
Stop selling out the people of Calgary to the WEF and world health organization. Stop committing Treason and start actually doing your job . Represent the people of Calgary
They must listen to us. That's their job.
Focus on those 4 roles, and stay out of the gender politics and stop playing the victim. You wanted that role, represent the majority not the minority.
Municipal government has municipal scope. Take care of the things you are responsible and no more. "Saving the planet" is not part of the legislation regulating municipalities. The Federal government has nothing to do with municipalities, and as such, the two have no business talking to each other
Stop following what Justin Trudeau and Victoria or California are passing and stay in your lane - deal with Calgary issues
They should do what is right for Calgary is the reason they were elected not follow the Major agenda and become the hateful 8

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
SHOW UP in the ward! Not just at community association meeting but maybe rotate coffee days or something similar. There are Tim's in EVERY community in the Ward...Show...your...face and LISTEN/inform!
My #1 for a counsellor would to communicate with their wards residents with what is happening at City Hall and to advocate on behalf of those residents. And as I see it NOT ONE of them does this!
Getting their heads out of their [removed]! Instead of taxing us to death, how about using a realistic budget and staying within it! Learn math! Take a pay cut! Can't wait for the next election, they will all be out of jobs!
Have an independent mind, keep the concerns in your ward foremost. Do not vote in cliques. Listen to rezoning concerns and reject rezoning.
Not charge for parking in front of our own house's!!!!!!!!!! Stop ripping old unique houses for infills
Stop bullying Calgarians. Actually listen. Stop agreeing with everything the mayor wants. She is hot mess and her policies are horrific to the city.
Councilors need to represent the people. Too many just vote with the mayor
Focus on running the city. Clear snow. Fix potholes. Repair broken street lights. The things the city is supposed to focus on.
Listen to what people want, not what City Council wants.
Non partisanship in protests etc, active participation in ward
Resolve local conflicts, represent the people in the community when they are subjects of poor city policy/decision
Remember that you represent us as an elected official, that does not mean you can ignore your constituents, especially making policies that will adversely affect us
Show up and do their job. Stop taking kickbacks from developers
Find ways to better capture resident sentiment on major policy issues beyond sending emails and showing up for a single council meeting. Support building a system that allows for the collection of sentiment and making the results public and transparent, ie. a system where residents are polled, based on their tax roll ID. A single respondent per residence.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
1. Stop the genocide in Gaza. 2. Start free parking in hospitals.
Again, to the Hateful 8, just drop the Socialist Woke BS and do you damn jobs!
See first comment
Communicate what the residents who elected you to council instead of your own agenda
What council decides to do should be based on what the majority wants, not just what a teeny tiny majority wants. Also obey the Constitution of Canada and the Bill of Rights. Any bills proposed that do not follow the guidance of the majority and the laws of the land are inconsequential.
Focus on the role's duties; do not bring other agendas to council.
To uphold a higher standard of integrity and honesty than the general public.
Having local meetings interestingly is not listed above. That tell me you do NOT want to hear from us.
Keep their personal agendas at home. They weren't elected on their personal agendas!
Listen to us and fight for our rights.
To be well informed about the subject on which they are voting.
Your jobs are to protect and enhance the community for those that live within it. People that are residing in communities have purposefully moved there to enjoy a quality of life they BUILT through hard work and effort. Yes people deserve a roof over their head, if they want a specific roof then they need to go out work for it and earn it. If they cannot afford it immediately then they need to work their way up. Getting hands out from the government sets a horrible precedence that people do not have to put forth the necessary effort to earn better things in life. It is artificial manipulation to gain votes and for councillors to maintain employment and earn their taxpayer paid pension. Bottom line, listen closely to the constituents and read between the lines of what they want for themselves, their families and children. Understand how success is created and realize that success is not something that is yours to take from those who have worked for it and give to those who may not be able to create it.
Development of future plans, looking for ways to reduce taxes and eliminate services that only benefit special interest groups.
Pay attention. Don't just go along with whatever the mayor says and wants. Sometimes pushback is required if you are properly representing your constituents.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Budgeting. The tax increases in recent years and proposed in the coming years clearly demonstrate a system both out of control regarding spending and completely out of touch with their constituents cost of living pain
wish there was an effective way to get all public input not just the loudest voices/ small number of complainers in the room. Long-term planning for our city is more important than short term gains.
Set up meetings in communities listening to our issues and concerns. Stop using the standard response use 311. Stop using just your opinion
LISTEN TO THE PEOPLE WHO ELECTED YOU IN THE FIRST PLACE. DON'T SHOVE YOUR OVER RULING DECISIONS ONTO US WITH NO VOICE. DON'T PRETEND TO ENGAGE US AND DO WHATEVER THE HELL YOU WANT AS YOU HAVE BEEN DOING. BRING THINGS TO A VOTE AND LET THE PEOPLE DECIDE. ALSO, REVERSE THE DAMN PAY FOR A BAG AT A DRIVE THRU. STUPIDITY AT ITS FINEST.
Councillors should represent the interests of their constituents...ie. not ceding parks to developers IE. Glenmore Landin;...the horribly undemocratic rezoning plan.
Attending meetings involving important issues.
Again, think big picture, and long term. Carefully consider actions that are affecting the tax payers. An example is the re-zoning. It's not going to create affordable housing, but it will create a lack of trees, sunlight, parking. Each area needs to be considered carefully. And FYI - this is a driving city, period. Stop putting bike lanes above the needs of the drivers - downtown is a mess and not enough parking. And I'm a cyclist!!! I cannot believe the crap that's moved forward. No parking, what there is, is too expensive. Nobody wants to be down there. This is affecting businesses, moral, and the energy of the city. It's terrible. Stop showboating by doing things that are considered "good" or politically correct. Do what works, for this city, in this climate. Our transit is not effective, families will never take transit to hockey practice, etc., so many of the issues facing Calgary taxpayers are the need for these councillors to look good on the world scene. Same issue with our current PM. Enough already! Just work to make a better place for everyone - this means focussing on the needs of everyone over the needs of the few. Seems to be the other way around these days. Affordable housing is doable, but not the way you're doing it. Increase the police force NOW - whatever has to be done on that front, do it.
Actually focus on what is best for the citizens of Calgary over the long term. Calgary is a great city that deserves a competent, honest municipal government that does not need to rely on propaganda (like the Green Line mis-communications team) to pretend this government is doing an acceptable job.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Properly represent us and advocate for what we are saying at the city level
Be open to other ideas.
Listen to the people who voted them in
Instead of communicating with Calgary residents, just shutup and listen for a change.
Stand up to what your constituents want, not be swayed by big business or other councillors.
Advocate for spending tax dollars more efficiently. Do not let unelected city officials dictate the policy agenda
Focus more on the wards concerns, viewpoints and wishes in decision making. The councillor has the opportunity to draw on the knowledge and expertise of ward constituents if they were more engaged with the community.
listen t the residents and don't vote based on their sole opinion
Be the voice of your community, not of your own or council only voices
Actually listen to residents who are affected by policies and do NOT assume that those who say nothing are in agreement and are the majority.
Seek ways to eliminate waste and perhaps approach 'budgetary' discussions like they are managing their own \$. That would be a novel idea.
None
Realistically live within the majority of your constituents in order to represent them to Council colleagues living within other constituencies.
Studying and developing policy, based on the feedback from the citizens.
Represent the majority of constituents and take those concerns forward to City
Council needs to listen to their citizens not just promote their activist agendas. Need to get back to providing CORE services in a cost effective manner. There are too many high priced communicators, strategists, coordinators, supervisors, etc. that add no value to the core needs of citizens.
Listen to constituents!!!! They voted for you. Represent their needs. Particularly Kourtney Penner.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
<p>Representing what ward residents want, not what Mayor & WEF wants. This Councillor is representing herself & her political party & views, not us.</p> <p>Councillors should have to reveal their political affiliations & provide, in writing, their detailed stances on many City issues affecting their Ward during election. Not spring new impactful issues after the fact - i.e. still have not told us truth about making our City a "15-MInute City", true impact & destroying our freedoms.</p>
<p>Councillors should be focused on the basic needs of our city to make essential services better. Roads should be a priority, addressing increased crime and rising drug problems. City councillors do not need to be focused on Provincial or Federal problems.</p>
<p>Replying to phone calls from ward</p>
<p>Control city spending.</p>
<p>Represent Calgary residents even if they disagree with the majority.</p>
<p>Use common sense in decision making. Be independent</p>
<p>Collaborating to create and promote innovation in our communities to bring Calgary further ahead.</p>
<p>stand up to council - less overcrowding / population and building in established neighborhoods</p>
<p>Represent their constituents not just vote in a block to get the needs of the councillors passed</p>
<p>Actually listening to the people they are paid to represent</p>
<p>Seek input from her constituents.</p>
<p>Each community might have different needs. Its important for the councillor to represent their specific community</p>
<p>The City Councillors need to listen to what the people are saying. They need to represent us. The Councillors need to stop talking about rezoning and the Bowness Berm.</p>
<p>Push back on bandwagon thinking and unwelcome policies from other sources in local government.</p>
<p>Look at yourself, your education and qualifications and be honest about whether you have the necessary expertise and skills to do the job. I think most of you are there for the pay cheques, expense allowances, travel and pensions. And of course to proclaim taht you know best.</p>
<p>Stick to city matters</p>

After the Ballot

Report Back: What We Heard

May 23, 2024

In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Listen. Listen. Listen. Don't think got us. Listen.
Understanding and representing their constituent communities
Acting in good faith on behalf of the constituents they represent as opposed to pandering to big business
They need to act on what their constituents want not on their own personal views or opinions.
Represent your constituents, not the PAC money that funded your election campaign whose interests are not those of your constituents.
Following through on their actual campaign promises.
Listening to the majority of citizens. Personal feelings should be exempt from decisions.
speaking up
Survey local residents about what's important to them. Online surveys
We have a council that has gone completely rogue. I've never seen this in Calgary before. The majority of them follow together and they do not care how their constituents feel. They use propaganda in their policies and decisions because we hear their policies and we ask them to put them in action, they decide to do the opposite. It's all pointless rhetoric. They twist words to suit their own narrative and nothing they do represents the public. They should be ashamed of themselves.
Fight for us, stop letting votes pass that will cause our neighborhoods more issues.
Stop spending money!! Look to cutting spending from the City.
A councillor should vote to help their constituents. It shouldn't matter to a councillor if there is a grand, woke plan by other councillors and the mayor. Stand your ground and make sure the people in your area are properly represented
I feel it is important for council members to represent their constituents. If a councillor receives a lot of communication about a motion, the councillor should vote the way the constituents indicate they want. Rogue Councillors or Mayors are ineffective at representing the people, which translates into a lack of confidence from the citizens and poor work.
Find ways to save money, spend less and avoid tax increases.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Divide and solve local problems through the ward councilors. I am not seeing a bunch of progress with what should be a obvious strategy. It seems problems are being identified by council rather than by residents. Those that are trying to make sensible decisions and direction are being outvoted by the bad. Single use plastics/bag and this blanket rezoning are good examples. Meanwhile I see 20 accidents including deaths at a intersection near my house and the city is unable to implement simple changes after YEARS of trying to get it more safe. Shame.
Represent the needs, wants and values of the people, not their own personal ideological whims or beliefs.
BE PRESENT AND COMMUNICATE WITH EVERYONE NOT A SELECT FEW IN THE COMMUNITY
I think that an effective Councillor has to know what her/his ward's residents' concerns and views are before anything else.
Studying & developing policy...
Listen to the people who pay your wages. Put your personal beliefs and opinions away Park your ego at the door.
To interact with their constituents, be seen and be active in the community.
Listen to the people
Take it back to a democratic level. The councillors must remember they represent their constituents. They are the messenger and should not have the final say when it goes against what the majority of the people want.
Calgarians have been crystal clear that they want more transparency in government, and more fiscal responsibility. Many promises were made on both of these fronts, however we currently have the least fiscally responsible, and least transparent need to spell government in the entire history of the city, and possibly the worst in Canada. I feel that it should be responsibility in city council to get the budget under control, and stop hiding in closed door meetings.
Studying development policies, communication with residents and helping residents solve problems.
Advocating on behalf of residents in their ward in Council and Committee meetings.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Direction to the City bureaucracy to follow the directions of council as communicated from constituents
To be honest, our current municipal government, including our Councillor, is embarrassing. There is a lot of waste and corruption in plain sight (the Platform building is utter nonsense, the Green Line financial train wreck, destroying the River Run homes to enrich a developer, etc.). This government, if it cares about citizens, needs a massive overhaul in order to achieve baseline competence and integrity.
Ensuring city policies are not driven by special interest groups, specifically those looking to circumvent our democratic process. A perfect example of a failure on this front is a group of our “representatives” aligning to deliver the socialist agenda of a federal party without first meaningfully engaging the citizens of Calgary. A public hearing (held when most taxpayers are at work) presided over by those seeking to implement the agenda is not sufficient - none of you ran a campaign that included blanket rezoning.
To stand up for minority groups such as the LGBTQ2S+ community and making every Calgarian feel welcomed in the city they live in. Also fighting for a higher minimum wage standard and rent control within the city so that citizens are not living pay check to pay check.
Provide objective feedback and “both sides” perspectives of arguments, regardless of personal viewpoints.
Our counselor does not listen to anyone. Does not respond to emails or phone calls and always sides against the residents.
Councillors need to understand how to effectively manage The City's budget rather than constantly approving money for pet projects of The City's administration.
Ensuring basic responsibilities and duties are met. ie. roads, police etc
Cease the advancement of any UN goals. Think and act LOCAL.
Stop participating in advancing the UN Sustainable Development Goals
Representing their ward and spending allocations within their ward
Listening to residents concerns with an open mind and responding with answers. Explain the City budget in a manner that people understand. Answer questions do not defray

After the Ballot

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Be open to alternate views and ways of doing things. Being a member of council is providing primarily social services (police, health, roads, etc.) not being partisan to a specific political philosophy. We pay taxes and want value for the money.
Acting on our concerns to better our lives here in Calgary, not calling us names if we don't agree with the councillors opinion who is trying to please some far off organization
Leave their ideology at home.
advocating and educating their constituents on complex topics (with honesty)
Councillor roles should be to communicate to residents the benefits of policies suggested by public policy experts, not to make up their own policies. Leave the policy making to the experts.
Be seen. Come to local events.
Listening to resident needs and acting on their behalf.
Actually listen to citizens. For years this municipal government has been incompetent yet acts with arrogance daily. The blanket rezoning is a good example. Taking certainty away from homeowners, regarding the character of their community, in favour of developers increasing density in an ad hoc manner based on short term profit is clearly not a good idea. After much propaganda and fake engagement, this Council will approve this bad idea while celebrating how great they are. Calgary is a great city that deserves a municipal government that actually listens to and serves citizens in a competent, respectful manner. Change is needed.
None off the tip of my tongue
The most important role is to represent the constuents not just pushing forward with their own agenda
Remove Fluoride Off the table, water a natural source for people should never be voted on and should be kept clean and free of added chemicals like Fluoride
Instead of saying there is nothing they can do about a particular thing, maybe get more involved in solutions and what they can do to change things so they can offer a solution
Stop stepping out of your boundaries as a Judiciary government. Get rid of the 40 kilometer per hour zones they cause road rage due to the fact that people don't understand when it's 40 so they do 40 and 60 zones they do 40 and 70 zones and cause road rage dump the 40K speed limit it's [removed]

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
The most important is to stop the waste, red tape, and killing the homeowners and businesses owners with taxes. Stop this woke agenda and being so ignorant and greedy saying things like defund the police. Look at the crime in our city now and you all are to blame
I would suggest a councillor would be unable to adequately help residents solve specific problems if they have not met with the residents on a regular basis to understand the problems to begin with. These 2 piece should go together.
Not just off hand.
Asking residents what local issues are important to them, and if they care about the lobbyist talking points that council regularly hears from special internet groups.
Councillors should be advocating for their residents as well as helping solve specific problems and meeting with us!
Listen to your residents
Focus on the ward specific issues and concerns
Councillors have to take the view of the residents of there ward and the whole of Calgary to all level of government and not have there own agenda.
Communicating in a transport manner.
Advocating on behalf of their Constituents at City Council also feels pretty critical and it doesn't always just involve policy or the Province. How about adding "spending taxpayer dollars responsibly on behalf of their Ward constituents" to this list of options? Because right now, it appears Council is looking for a blank cheque from taxpayers.
Stop the woke policies Do the right thing
The most important role is to represent residents and reject foreign radical agenda.
"Meeting and communicating with Calgary Residents" misses the critical point of "Listening to Calgary Residents". Our council needs to start working a lot harder to actually understand what the majority of constituents find important for this city, and then acting on that. It seems that once the votes are counted and the council is elected the council dies what "they" want to do, and not what their constituents want them to do.
Communicate what is going on in council and receive input from constituents

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Hold city administration accountable to doing work in house and stop contracting out so much work. Eg engineering design. Too much money is spent on engineering companies.
Have Courtney get off his butt for once
Councillors should invest more effort in understanding when residents want and should be involved more directly in decisions. The rezoning is a clear case where the city should recognize that there is significant public interest in the discussion but council have taken it upon themselves to sideline residents from the discussion.
Standing up for the residents that voted them in.
Sandstone drive and sandarac drive corner with Chevron... needs lights, 4 way stop, anything!!! It's madness seeing so many almost collisions, and people running the stop Sign.. or even running OVER the stop sign... check 311!! We've reported it so many times. Surveys are wrong, we actually need the upgrade to anything. Even a round about would be perfect!
Community engagement and advocacy for communities they represent in municipal politics. I feel the communities are under represented or mis represented. Sometimes one size fits all policy is not the answer and a councillor should recognize and advocate for their communities
Having enough staff to do all 4 - as well as making it clear where City staff exist to provide expertise
Reduce spending now it's out if hand. All you people know how to do is increase taxes
more emphasis on REDUCING taxes which are way too high and not under control
Respond to emails and actually vote how constituents would like them to vote.
Not overstep their boundaries..adhere to their campaign promises to represent the people. Councillor's serve the people...we don't serve the Councillor's.....
Communication cannot be overstated but needs to be 2 way... speaking but more importantly, LISTENING.
note vote with a left or right wing party agenda, represent your specific constituents, be respectful to constituents
Being the voice of the actual wishes of Calgary residents, as opposed to only representing their own political agendas and leanings.
Represent the people of their ward. Advocate for their people, be their voice at council.
listen to input of residents

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Solicit input and feedback from constituents
Make decisions that are in tune with residents. Listen.
Return calls. I complained to Tyler Shandro our Health Minister at the time that Ward 11 does not return calls. He reply she doesn't return my calls either! Attend community open house meetings. Listen to her constituents.
Being available to the residents of their constituency to answer questions and resolve issues.
Being a voice for people who can't come to council and a councillor should spend time thinking of the best interest of all calgarians
Advocating for constituents on city business as they were elected to do. Councillors should not be promoting their personal agendas or pet projects
They need to stay out of peoples business. This bylaw regarding trees is so hypocritical especially when Gondek is shoving blanket rezoning down everyone's throats and the inner city will changed into a concrete jungle.
Represent your constituents! Not your personal ideology or vote as part of a pack on council. They should not be a puppet of the mayor, other councilors, the unions or developers. Like the Hateful Eight appear to be.
The most basic premise is that the councillor is to represent the opinions and feedback of those people living in his/her ward. The is the overlying principal. If the councillor has this basic value, then all of the above should fall into place. No one understands a specific community better than those who reside in it. Again, in referring to the "Hateful Eight", these councillors ignore what they hear from people in their respective wards.
do what the people of calgary want, not what they think should happen.
Clearly write down and share the rationale for why they are voting a certain way
Listen to constituents

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Stay OUT of matters that should never be government regulated or mandated. Stick to running our great city and making it a safe and joyful place to live. Also, if you want this to be a city that includes all and does not exclude anyone then don't try and fix the problem by excluding all races except indigenous. That is like trying to solve a problem by doing the exact same thing that caused it but doing it to a different race. Include everyone, period. No one ever did a job posting or public art call and said 'no indigenous black LGBTQ apply' but now you have programs that exclude everyone that doesn't fall into these demographics. Or you say you will give preferential treatment to certain groups. That's wrong. Offer everyone the assistance to succeed if the desire it. Stop prejudicial against Caucasian n others who don't fall into your categories of marginalized. Just provide opportunity and help applying if needed to level the playing field. Maybe resumes should be edited into numbers in HR so you Choose to hire applicant 1 or 8 and not look at their race or see. This way the best applicants get the jobs and you aren't hiring to appease some agenda of including X # of non Caucasian hires.
Actually listen to their constituents, and reply to concerns
City of Calgary budget is in the multiple millions of dollars so Councillors should be able to speak & participate knowledgeably on budget and financial matters and NOT just vote with the "pack" but have reasonable and thoughtful personal contributions.
It's important they are all present for big voting decisions. When written communications come from Community Center's conveying what they want for their communities that council take more time for complete investigation and try to bring about a win-win. I guess you would call it problem solving and more engagement.
Meeting and communicating with residents. Helping residents resolve specific problems and issues. Listening and supporting is the most important, we know our communities.
Advocating to lower taxes.
Listening to the Ward instead of pushing their own personal views. More often they push their own agenda, after lying to get elected, such as Gondek and Mian.
Vote based on what their constituents want. Not based on their personal options.
Represent their constituents, not their own personal ideas.
Voting in alignment with majority feedback in their ward.
Keep political party affiliation out of local politics. It's toxic and it will narrow the field.
Take responsibility for their actions instead of always playing the blame game "blame the province" "blame the feds".

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Listen to the public and make decisions based on community. Start making decisions about what is happening now and start caring about the heritage of this city before it is all gone. Start taking care of the land and all living things rather than build build build.
Do not always blame administration when unpopular decisions are made
These choices are too limiting. Developing policy requires meeting and communicating with Calgary residents and can help (or cause) problems. Councillors need to meet with their constituents to understand their needs so that the policies that are developed include their communities. Developing policy without involving residents serves to alienate.
Seriously how is this a question??? Residents first. Stop hiring staff that only agree with your views. Your right if no one stands up. Residents vote. Look at your populous and decide how popular you got in. If not 100% then work harder to satisfy your residents. Pathetic.
Understanding and carrying out their fiduciary duty to their stakeholders and constituents
They should be standing up for their communities and residents, and putting forward motions that support their constituents.
Working with other Councillors for common goals
Stop chasing personal agendas like "a climate crisis" and do their job maintaining the city.
Take our views to City Hall and fight for us.
I think more than anything, just listen to their constituents and act in a way that reflects this. Ward 8 councillor has said that it's not his job to represent his constituents, it's his job to do what is best for Calgary. This is completely wrong- his ONLY job should be to represent his constituents.
Councillor need to LISTEN to their constituents they are there to represent our needs and NOT THEIR OWN !! They need to REMEMBER where the money they are frivolously spending actually comes from....
Start to be honest, transparent and accountable.
Advocacy to other levels of Government is also very important
To engage their constituents in decision making process. Stop these surveys where they are designed to have a particular outcome, limited in questions and answers.
Providing city services in the most economical and efficient manner.
A councillor must never exclude another councillor from meeting and must not engage in secret meetings with other councillor or the mayor.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Transparency in decision making and respecting constituents right to vote on significant city wide rezoning issue.
Conduct REAL public consultation.. Currently we have public information sessions. The decision has been taken and the meetings justify the decision...there is no genuine requests for public input in shaping the decisions.
Fix Calgarians problems everything else should stem to that and if it doesn't it needs to go to city employees.
Work with city planners Re future recommendations and communicate that to Ward residents.
Should be focused on their ward needs and wants, not virtue signaling global causes
Councillors need to make sure that administration is giving them REAL substantive information and not just the information administration wants them to see because it suits the agenda of administration and the unions.
Yes, be very professional and do their job, advocate for the people, not just collect a paycheck accept yearly raises while raising taxes and user fees. They should have to come out into their communities MORE and engage with us the people who may or may not have elected them. NOT just THINK that 'oh, this is what my constituent's want' and think that it is ok to just do what THEY the councilor wants.
LOCAL CITY councilors should be focused EXCLUSIVELY on their wards. Their job is to represent the residents who voted AND those who did not vote for them. All of these new councilors came in with their own causes, mandates and agendas and have focused their time and energy on massive global issues like climate change, housing, immigration, trans rights, war and race, which are the jurisdiction of OTHER levels of government that we also already fund with our taxes, - meanwhile issues like garbage, traffic, safety, speeding, parks, recreation are chronically underfunded and ignored! I have a light bulb on my street that has been burnt out for 5 months!!! I've reported it to the streetlight outage and 311 and no one cares! But somehow we have 80 BILLION for climate change! Honestly Trudeau is pouring buckets of money into that - I want my city councilors focused on our wards and neighbourhoods.
Listening to Ward residents and taking the concerns forward to where they need to be solved.
They need to actually represent the views of their constituents and reply to citizens who reach out.
Council is under mediated and council should be paid more attention to.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
My current councillor spends an inordinate amount of time liaising with the Alberta MLA for Calgary-Shaw and the Canadian MP for Calgary-Midnapore, further demonstrating his inability to separate his political beliefs and allegiances from what should be non-partisan representation of Calgarians and their needs. The councillor would do well to stay in his lane and not continue to grandstand with representatives for levels of government outside of his wheelhouse.
Explain decisions and votes.
Be honest and represent the people who live in their ward.
Maybe have an open house once a month for people to voice their opinion during hours that working people can attend. That is their job to listen and work for the people isn't ?
Saving citizens money.
Quit always blaming other levels of government for shortfalls. In the end it always the taxpayer that suffers whether municipal, provincial or federal.
I think it is important for councilors to have a clear understanding of their role. They should not be asking to hold plebiscites rather than making tough decisions that fall within their purview. They should have a more solid grasp on the details and responsibilities of the job they have been elected to do.
know and respond to the people they are to represent
advocate for Calgary as a city first, and the ward second
Get costs down. Get the tax increases under control
Representation of ward and Calgary in a positive way.
Collective governance, including engaging in thoughtful, bi-partisan debate with other Councillors and the Mayor
Act in the interest of the people, not the special interest groups that have their ear
Be visible to constituents. If the only time you hear anything from your ward councillor is at election time they are ineffective at their main job as representative of their ward. They are making all decisions based on their own bias.
Take the tax hikes and stop them. Look at areas where the budget needs trimming not at areas that are so out of line with reality that they are ridiculous.
Maintaining independence from political party involvement

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
LISTENING My councilor and the mayor do not listen. When questioned "it's complicated" implying that we are too stupid to understand is the response. This is beyond condescending, stop being so condescending and listen.
Be honest!
List doesn't include advocating on behalf of citizens on Calgary matters! Most important job
Protect our investments in our homes, our neighborhoods.
Councillors need to work with city administrators to figure out how the city can provide services to Calgarians in the most cost effective matter possible, even if that means cutting administrators.
Unfortunately, Council (including the Mayor) is an extreme left wing (socialist/liberal) entity, so all of the above is not applicable.
The vast majority of Council's role is deciding on land use matters. Policy matters, but they need to learn more about land use planning.
I don't think that Council can advocate for Calgary residents unless they meet with their constituents.
Being a leader is hard. Understandable. But you were elected to do a job. Make decisions stick to them. Be a leader and don't bow to the wishes of a select elite few or lobbyists.
Articulate their personal position or attitude on fundamental issues such as fiscal management (ie fiscally conservative or liberal), or whether they have hardened beliefs that would be impossible for those they represent to sway (e.g. upzoning to increase housing and affordability).
Represent Calgarians and not just their own agenda (specially speaking of our mayor).
Clarification on the not very important ranking for provincial and federal advocacy. I believe the councilor should work together to craft the message then have a single representative bring it to these other levels of Government (preferably through advocacy groups the federation of Canadian Municipalities
Representing the views of their constituents and not thinking they know better. They are elected to represent not to rule.
Education.
Listening to experts and City staff. Making decisions.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?

Councillors effectively serve as the Board of Directors of the city. As such they should direct city managers and administrators as to the overall focus of city priorities. Not just blindly accept what is put in front of them by bureaucrats.

Representatives of the city at local events.

Focus on core municipal responsibilities rather than things that are not important for daily living in Calgary and not in their jurisdiction. This could be aided by actually listening to Calgarians.

I would like to say meeting and communicating with residents, but the truth is that most of the time these efforts lead to skewed visions of who their constituents are because certain types of people tend to show up at town halls and public engagement sessions, while others face barriers to access do not get heard.
Councillors need to focus on developing a deep understanding of the impacts of the decisions they are asked to make and this includes proactively seeking to understand how these decisions impact people who don't regularly show up to engagements or contact their offices. It also includes figuring out ways to proactively obtain feedback from under-represented people to better understand their experiences.

Not constantly raise taxes which is hurting many people. They have to spend more efficiently and question why spending should increase.

Balance the desires of their communities with the needs of the city and the world which the city resides on

Let's be honest, the people who run for Council are generally not people who should be running a major business or government. These people should be focusing on ensuring the garbage is collected on time and focusing on spending within our means. Instead, Council has a misplaced arrogance and acts like it has a more lofty goal of changing the world and is willing to waste all kinds of taxpayer money to benefit themselves and City insiders. This municipal government has been badly failing citizens for many years.

Not to work for developers
Listen to what citizens want

Build knowledge and take immediate action of what's in front of you now, not what you think, or others think it will be in the future. Critically think things thru. If you can't or need support then think if this job is really for you.

Study the long term effects of policies enacted by different jurisdictions. (Especially ones done to fix problems Calgary is facing)

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
<p>They need to time to engage citizens. We have had many contentious topics, that the city declined to plebiscite. If we are not going to have plebiscites, the councilors need to better represent the peoples needs, instead of their own agendas and needs. We are the people that put them in power.</p>
<p>None that come to mind immediately</p>
<p>As my current councillor does none of these I shudder to think what would happen if the list above was made any longer</p>
<p>understand and communicate the specific needs of their part of the city - the city is not homogenous!</p>
<p>Staying in contact with their constituents</p>
<p>respect for all, to listen to their people not their own agenda or the WEF agenda</p>
<p>I think communities should be addressed individually and not all put under one umbrella</p>
<p>Once a quarter the councillor should drive their entire ward and take notes on what is good or bad and what they need to take action on. rather than sitting in an office, The roads, sidewalks, buildings, homes , boulevards, etc Tress hanging over roads that will break and cause damage. etc.</p>
<p>Councillors need to represent the city and citizens where the objective is to present the city's economic/social benefits to newcomers and new business opportunities. Calgary needs to be promoted as a destination for business in competition with other locations in and outside Alberta.</p>
<p>Having an office that is accessible to the public that is open to the public and can speak with their councillor on issues that are special to Calgary as well as issues that are at a federal level and would benefit or require a councillor to advocate on a residents behalf. A councillor is a vital link to a resident reaching a solution to a vast array of problems.</p>
<p>Live within the ward they represent and spend time there so they understand the people they represent</p>
<p>Be open and easily engaged with residents.</p>
<p>Increase the quality of life in the short and long term for residents</p>
<p>Take active roles in the community they represent. This way they can be engaged and have a good pulse on the needs of their constituents.</p>
<p>collaborate to get things done</p>

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<p>In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?</p>
<p>By being more responsive</p>
<p>Educating themselves about urban issues outside the context of Calgary and even Alberta. Understand what other places are doing and look at the data supporting best practices for investments in infrastructure like transit.</p>
<p>Meet with local elementary schools see the help they need for coded students</p>
<p>It's a total sham. Starting with Developers colluding with the City and City Council against citizens. How absolutely ridiculous that the City thinks it's ok to put Developers in charge of their own Engagement processes. What a complete joke! Conspiracy, corruption & collusion!!</p>
<p>Ensure that the community associations within each ward are actually contributing to the community in a meaningful way.</p>
<p>Show up, listen, and consult before implementing policy changes</p>
<p>Creating new programs. Coming up with solutions for the housing crisis</p>
<p>Working as a team with other Councillors and the Mayor in a civil manner.</p>
<p>Supporting residents on planning issues.</p>
<p>Have more of a say in developing the City budget.</p>
<p>Listen and do as constituents wish not what they want</p>
<p>Responsible financial stewardship and accountability to electorate. No personal agendas.</p>
<p>Stop pushing the man-made climate change agenda. It is based on a lie. The majority of us have never asked our city council to forward this agenda and do not appreciate it being foisted on us after the fact. If someone wants to be elected, do not say one thing to get elected, then do something completely different after being elected.</p>
<p>I think it is a combination of all of the above. There is no one focus point would be my thoughts, but many focal points, as running a city takes the input of everyone who lives and pays the taxes for the city to operate effectively. The job of the Alder person and the Mayor is of course having the best interest of the citizens who live in the city.</p>
<p>Stay OUT of the pockets of developers!</p>
<p>Be leaders with integrity, dedication and compassion not persons looking to score points, nor play to a select audience or group who help get you elected. Respect your constituents and remember many are struggling. Don't play politics. Your role is to be builders not destroyers, consensus not divisiveness,</p>

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Being an advocate for the needs and concerns of our area
Reflecting on their roles and relationships with those who elected them.
To remember they represent the city as well as their community.
Directly communicating council activities and conversations with their constituents.
Represent the Ward and City as a role model for the next generation.
The current council does not have the interests of the voters and citizens of Calgary. Frankly they are not capable nor competent to be a council member. Calgary needs to ensure anyone running for a municipal position meets and has the qualification to run.
I think it is important for councillors to directly address issues... rather than the red-tape ridden city hall model that sees a conversation about IF something should be brought forward... and IF it is... there's a discussion on IF there should be a vote. City hall truly needs to cut down on delays and red tape. So much time and money is being wasted... while minimal solutions have been brought forward
Advocate for their ward. Forget doing the provinces job of social services.
Holding town halls on issues important to residents, with recorded minutes and results.
A councilor should be removed or quit when they are involved in kicking a vehicle on the corner of 9th Street and Centre Avenue NE Calgary. The Mayor should do the same when they are the most unpopular in Calgary's history. No recall needed.
A Councillors job is to keep basic City services running ... keep streetlights lit, potholes filled, garbage collected, police staffed appropriately. Councillors SHOULD NOT shove their social he/she/thou/them pronouns down our throats and ruin neighborhoods with blanket R-CG rezoning.
govern the administrative decisions
They are stewards of the City funds - DO NOT WASTE them! INSTRUCT the City Administration to apply cost control and contract management (e.g. repaving 17th Ave SW or 33rd Ave SW, 3 times is not good for financial sustainability not for the environment, yet, the Administration do not hesitate to spend money on that!
Advocating for residents in a quick and timely manner
Allocating the budget appropriately.

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In addition to the four roles described above, are there any other roles that you feel are important for a Councillor to do?
Not signing petitions that are funded by UCP lobbyists/activists.
stopping waste of city resources (i.e., responsibly using the tax dollars of constituents) - do actual cost benefit analyses to ensure that there aren't unintended costs and consequences.
No, I think these four roles cover it.
Yes, provide more guidance for how long-term plans are made. For example, a feedback sheet will ask "which is your favourite mode of transportation" and residents will respond with "biking" or "walking". This will then show up in a transportation plan as eliminating parking requirements. Residents were not asked if they had cars, they were asked how they liked to get around, not how they DID get around. It is disingenuous to ask for feedback when people do not understand the implications and long-term impacts of their response. A good councillor can help to clarify what is being asked and how long-term plans impact them. Another example, asking about "sprawl", and then implementing R-CG in inner city areas. Not the same question, and misleading to use the answer to one to respond to something different.
Transparently reporting on their thinking, planning, and activities such as: 1) the work they're engaged in, 2) why they voted the way they did, 3) what they have learned from recent engagements with the public, 4) what they think is important to the ward, and 5) how they will be implementing the ward's priorities.
promote the city for economic benefits and tourism
Monitor and direct the priorities and actions of the City of Calgary administration (through the City Manager) to ensure it is indeed delivering infrastructure and services the align with the wants and needs of everyday Calgarians. (Hint: The administration is failing badly at this, has been for many years and it is only getting worse!)
Stick to issues over which they have authority

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Repeatedly explaining that any community association position should be consulted but that the CA does not have veto power in any situation

Every community is unique but should all be treated the same. We were annexed into the city ten plus years ago but the city does not really acknowledge that we exist. I have tried asking for a sidewalk along our main road and the answer is that I can pay for it, I pay city taxes but do not get a whole lot for my money.

Using online methods like this one to collect opinions and feedback more easily, frequently and efficiently aka Checking-in.

This government hides as much as it can behind closed doors. Transparency would reduce the waste and corruption.

Plebiscite on the blanket rezoning issue; revote on fluoride since it was snuck in at a very difficult time during the pandemic; more plebiscites in general and more engagement with constituents but most importantly, focus on your actual job not trying to change the basics to fit a global climate agenda

There used to be an engagement process with local communities regarding building decisions etc. Would be nice if local communities had more say again with council, rather than listening more to industries that have a conflict of interest with the policy decisions that council is making. Also, for those communities that put out local newsletters it would be good to have an update from our ward representative with highlights each month, as I don't know that the public always hears a lot about what is currently going on with council decisions. Otherwise, please stop talking down to Calgarians and telling us that we need to be "educated". Please listen to us!!

More transparency into how much union and other money is used to help elect Councillors.

Tying Ward office funding and staff resourcing to workload. Wards like 2, 3, 12, 13 and 14 have significantly lower workloads than wards like 7, 8, 9 and 11, with the others falling somewhere in between. Yet the lowest activity wards have the same resourcing as the busiest. This is inequitable and fails to recognise the quantity and complexity of issues in inner-city wards. Aside from that, increasing the number of wards SHOULD be an option. Calgary isn't a small city anymore...

Council members should have more engagement with the people they represent. They seem to have lost their way in this regard.

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Massive change is needed. Calgarians deserve a functioning municipal government that understands that it exists to serve citizens, not the other way around. Citizens do not exist to serve the government but, unfortunately, the culture of this current municipal government does not seem to understand.

I think the issue is that councillors aren't spending enough time out in the field communicating in each ward. Ward 14 is very large so spending all their time in one community makes the rest of us feel like we are not important or that our opinions are not as relevant as other communities within the ward. At least 80% of their time should be spent in communities speaking to residents.

Stop relying on CAs as a method of public feedback (ideally dissolve them), change the public hearing process to remove the bias that comes with daytime meetings, etc.

Reducing the budget each councillor gets and reduce the staff they have at their disposal. Overall reduce the number of councillors from 14 to 8

A massive change is needed to make this government competent and effective. This survey exercise is likely the equivalent of a survey regarding how to best rearrange the deck chairs on the Titanic.

Public hearings, better provision of background information on issues, keeping in touch.

Massive reform is needed. Look at the example of the City taking and destroying the downtown, waterfront River Run homes to benefit Harvard Developments. Such corruption can be expected in third world nations, it shouldn't be a day-to-day event in Calgary. This government is now suppressing media stories of this terrible overreach by government. This government is not serving taxpayers, it is taking from taxpayers to benefit wealthy insiders.

Ban large donations during election campaigns. Limit election campaign contributions to 250\$. Ban TPAs from participating in any form of election interference

By actually listening to us. Stop pushing agendas and start actually listening to what we as Calgarians want.

Having the mayor and council to communicate their plans and platforms during an election; having them stay with that plan.

Having an office IN the community they represent, not just sitting in City Hall.

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Having an automatic plebiscite for major changes/proposals that will directly affect residents, such as the city-wide rezoning proposal. This should not be made by an 8-6 council vote without listening to Calgary residents. Similarly council should not be able to vote themselves a raise. This should be set for the next four years at each election and voted on by the citizens at election time.

Leave the Ward system as is, do not move communities around. Administration has way too much power, they attend meetings and then when residents offer suggestions their comments are rejected. The decisions of what happens should be from our elected officials. Maybe a reduction of City Managers and number of staff who seem to have all the answers and will not change direction even after residents have provided unput. Stop listening to developers, they appear to be running the City.

Maybe send out surveys to see what constituents want

Focus on providing value to property owners who pay the majority of taxes. For instance spending billions of dollars on the green line project does not serve the majority of property rate payers!

Listen to Calgarians. Listen to Calgary communities. I believe current intentions may be future thinking and well intended but many of them are bandaid fixes. I'd like to challenge council to start focusing their efforts on effective and efficient policy implementation that matters most to Calgarians. We've had a huge spike in population due to the success of the Alberta is Calling campaign. So what do we do with this population spike? How do we uplift our community members that are slipping through the cracks? Our food banks are dry, community kitchens are empty, healthcare and resources are stretched so thin and there is no housing available for this surge in population. Solutions for the basic needs of our communities needs to be the primary focus for our city. Council needs to stop with the distractions, shiny objects and polarizing solutions. Council needs to think critically and subjectly on what will create the most benefit. Council needs to step up and do the research and understand the community needs. Take the bus. Take the train. Live the life your constituents and come up with some real solutions.

More transparency around campaign funding so we know which candidates are being heavily backed by unions and other organizations. Ranked choice ballot system to give underdogs a chance and eliminate the "vote the lesser of two evils" mentality

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council including the Mayor should be MANDATED to meet with Community groups EVERY MONTH to get input on their path forward. they IGNORE input from emails and phone calls, as they think theirs preset AGENDA is the correct direction. administration makes policy and the council just rubber stamp it. It means Administration is running the city with no elected position to do so.

I have a big issue with the global mayors/municipalities organizations and the associated initiatives. The mayor and council members should be engaged locally and not at the international level. The fact that they do this and that all cities worldwide implement similar agendas (15 minute cities for example) confirms the mayor and council members are answering to people and interests other than their own citizens.

Maybe my councillor could show up at our community meeting for a change and reply to emails

Something I feel about municipal politics (or pretty much all political levels - municipal, provincial and federal) is accountability. Doesn't matter the topic! There just doesn't seem to be any accountability on final decisions made. Who made the decision, whether individual or group consensus nobody seems to take ownership. Finger pointing and twisting facts seem to be the norm. At the end...whether the decision ends up being right or wrong, analyzing it, coming up with timely recommendations for change and move on needs to be at the forefront.

Fair and respectful treatment within council. More attention paid to public input or feedback on critical issues, decisions not based on individual councilors feelings and opinions. Don't make decisions and set policy on our behalf without understanding how we feel. Understand that there are differences between the wards - both physical and cultural - and whenever possible allow for that diversity. "One size fits all" solutions or directives rarely work. When a commission is formed to gather information, provide feedback, and make suggestions for improvement council must be held accountable for implementing those changes. Regular reports on progress should be made public.

Be more efficient and listening to Calgarians. Being fiscally responsible

Recall to be reasonable and the provincial govt should have a rep that babysits the meetings in person

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I'm not very familiar with current procedures, but my general advice is to seek expert advice, to consider a variety of solutions to any given problem, to run experiments where possible, and to work hard on "running the numbers" (modeling with spreadsheets, GetGuesstimate, etc. to evaluate cost efficiency). To benefit the common good, it's important for City Council to always have a tendency to represent the interests of Calgarians and even Albertans more broadly, rather than the interests of specific people who show up to council meetings, or specific wards (potentially at the expense of other wards or municipalities). With that in mind, I would like to see electoral reform. At minimum, use approval or score voting to choose councilors rather than first-past-the-post; at most, convert perhaps half of city council to some kind of "proportional representation", "direct representation" or "jury" system.
Voting blocks should not be happening. It is ruining this current council. They need to listen to the people who elected them and be focused on fiscal responsibility and core responsibility-roads, garbage, snow removal etc not pet projects like bike lanes
Consolidation of wards. Money wasted on councillors who don't do their jobs
Have someone in my Alderman's office to respond to individual concerns
To have a person of the community be the representative that speaks on behalf of all the citizens to hold the Council accountable - that reports to the Council. We have Councillors that don't answer emails or go out in the community and just collect a wage. Therefore the citizens needs aren't being heard/met and the Counciller's own viewpoints get heard, not the community's. Maybe it has come to that. Have a transparent Council online interactive site for each community.
Stand up to politicians destroying this Country.
More transparency. Follow through on your campaign platforms and don't have hidden agenda. Get out and talk to the people in the ridings, not just at certain events.
Any time I deal with the City I feel like asking "are your parents home? is there a grown up I can speak with?" I doubt anyone in leadership at the City has any idea how poorly functioning Calgary's municipal government is currently. We need massive change within City leadership to start to have a responsible municipal government.
Stop bickering. Stop arguing. There's clearly a lot of bad blood in this group of councillors. Solve your problems with your colleagues and work as a team rather than constantly fighting. Resolve and forgive and move forward. Stop acting like a bunch of children

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LISTEN to the people you serve and represent THEM - not your own interests. Focus on Calgary, not outside influences.
Our council members need to divulge what federal political party they support. Right now we have a mayor and most of our councillors who support the Liberal/NDP communist coalition of Justin Trudeau. The Mayor and councillors need to be restricted to a maximum of two terms.
Correct - if anything, reduce the number of councillors. More than half of you are there for the pay check and nothing more. You expense too much, do too little, provide no help, and your answers are always raise taxes and decrease our quality of life. Send a message, fire half of them and make the other half actually work a full time job.
Frequent checkins with community. Online performance reviews by the people. Councillors don't get a fat pay check or bonuses if they have poor reviews from community.
LISTEN
Cut government bureaucracy in half. Councilors get paid for part time work and there are far too many city employees
Every councilor should have a minimum of two days every months to meet with their wards citizens and listening their concerns.
When it comes to budget time, I think citizens should have the ability to vote annually on the budget, or on new spending initiatives. This would be a BIG reform. You know I am a voter at election time, so why not give me an annual vote on spending?? The technology exists. Also, the recall legislation needs to be changed so that there is a realistic chance of recalling a mayor or councillor by lowering the threshold and allowing electronic petitions.
Give Calgarians more chances to provide feedback on the councilor over the course of the term. My own councilor has gone AWOL and doesn't seem to think city issues in his ward are his responsibility. It's actually his number one responsibility.
Councilors need to meet with people when requested or respond to communication. Every Councilor I have contacted I have never received a response.
They could consider abandoning their ideological focus and reduce spending.
Periodic Questionnaires sent to constituents to ask how things are working/not working
The outcome of every decision seems like a foregone conclusion. When public input is given, it would be good to feel like it might actually matter to the way council votes.

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Advertising and letting the people know when there are going to have forums, so we know when to attend City Hall.
Not just humour residents by pretending to listen but to actually vote by following their instructions
Set up public Q&A media channel to communicate with the constituents, and also show us that no valid questions are being ignored.
Ensure that council members, mainly the mayor, are not making decisions based on their own agendas.
We need councillors who are actually at work for the public - communicate with them, advocate for them. Control taxes, overruns, budgets and staffing. Explain how things work at City Hall, so we understand how our tax dollars work and are spent (like how many workers does it take to fill a pothole? Because it seems ridiculous how long it takes, how many visits by staff it takes, and how crappy a job they do). They need to cut the waste (pothole example again). We need to get responses from our councillors when we phone/write/tweet/message them, consistently and often.
Put limits on the amounts that can be donated to campaigns by businesses
Actually listening to what people want. The reason that you're doing this outreach is the record setting low scores of satisfaction of the Mayor and Council. Why are people dissatisfied? Because you don't listen to what residents want. A tiny percentage of people thought the City should declare a climate emergency or blow up the Arena deal but our mayor just decided to do that because she think she knows better than the people. To fix the problem just do what people want! You're not popular because your decisions aren't popular!
Plebesite on rezoning
Listen to the people not that idiot mayor
Councillors are hired to represent the needs of their constituents. Not their political supporters alone. American style politics have no place in our municipality.
Reduce councilors. Make tax increases illegal above 1%.

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There should be a multitude of channels and opportunities for citizens to weigh in and provide feedback. It would be nice to first generate an awareness and understanding of the needs, prioritization of the issues and ideas together (citizens and counsellors) after prioritizing then we can move together towards proposed solutions that are timely and provide access to all citizens.

Allow for Calgarians to have a voice and a say in areas that directly impact us and any proposed changes. Council and the mayor seem to make their own decisions without taking into consideration our voice and opinions or votes.

Start listening to the majority and using common sense as opposed to basing policy on how virtuous you want to feel about yourself.

Any large changes such as rezoning city should be done by plebiscite

A complete over hall is needed. Our current municipal government is a failure in every meaningful way: financially irresponsible; not transparent; not trusted; focused on benefiting itself and its friends over the long term impact on citizens.

Stop making decisions behind closed doors. Stop cancelling public forums for feedback. Try actually listening for once.

Have actual consultation process. The current one is basically "here's what we're going to do, so get used to it". It's a fake consultation process and nobody trusts it.

Giving our voices chances to be heard at Council however that works best. The blanket rezoning is a good example of a faulty plan that has yet to be proven effective elsewhere other than creating congestion and housing that is not affordable, e.g. Vancouver Island, Marda Loop, Kensington, etc. The housing plan needs tweaking to be more effective, affordable, energy and resources wise, less driven by unscrupulous developers and helpful to all Calgarians. You are all smart people. Try again for the best plan .

proceed with significant caution regarding blanket policies such as increased density regardless of existing zoning....

Start thinking logically and at the grassroots. What makes sense for this particular community. What is the community looking for

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Firstly, the advertisements in the paper about upcoming issues is more like a legal brief than an invitation to the citizenry to have a say. One really has to search what the actual issue is in all the rhetoric. People will give up on this before they even get started. I hope that is not the intent. These messages should be clear and simple with only the issue, deadlines and methods of feedback listed. All the rest of the legalese can be listed in a file that can be referenced. I have been involved in enough issues, workshops, info sessions etc to support the general consensus that the City has already made up its mind as to the direction of a certain issue and all this "have your say" advertisement is to stamp our foreheads "consulted". To avoid this cynical reaction, people should be truly heard and a well articulated and researched alternative should be given credence. Individuals and community association representatives should feel confident that the information/recommendations that they send to their councillor is actually getting to the councillor and is not simply responded to by staff based on the councillor's previous stance on similar issues. The City seems to be run as a business these days, with the citizenry valued only for their tax dollars and most certainly not for their opinions.

I think the biggest thing we need to do is change the electoral system we are using. Rather than first past the post, we should 100% move to a proportional representation system. This would ensure that more citizens are properly represented when compared to our current system which is the least effective democratic system. Many countries and municipalities have adopted more modern electoral practices and we should do the same!

Provide a mechanism of communication with councillors that ensures open and not closed in camera sessions, transparency and ultimately responsibility to constituents.

For major policy change, that impacts a large percentage of Calgarians, have a stance as part of one's platform when seeking council membership, or support a plebiscite approach to obtain the overall public's opinion.

Direct Democracy voting on items that are looking for funding. IE: Send out your city/ward mailers that include a code to each resident of the area; when "Nice to Have" and other pet projects are proposed, let the residents of the affected area submit a vote over the course of a month to decide what, if any, get funded, and in what order they should be prioritized.

Start to make reasonable efforts to be transparent and financially responsible.

Focus on your responsibility areas. Leave provincial and federal jurisdictions alone.

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They need to vote as they have been told to vote. Any deviation from this should be IMMEDIATE dismissal.

Example Evan Spencer knows that according to the survey HIS office conducted that 71% of his ward os against the Blanket Re-zoning. Yet he has the GAUL to say that he will explain his reason for voting how he chose to! HE DOESN'T GET TO CHOOSE, HE HAS BEEN TOLD IN NO UNCERTAIN TERMS HOW HE IS TO VOTE!

better communication with the public

Have mayor and councilors who aren't there just for their own selfish and greedy reasons

Ensure that the council members actually respond to comments submitted to them. Most of the time now, any comment submitted seems to go into the void without acknowledgement.

Hold More plebiscites on major issues like Blanket Rezoning like they did for the Olympics and Fluoride. BAN Third Party Advertisers completely. Ban Political Action Committees entirely. Restrict election donations to 250\$ per individual and only allow one donation per donor. Institute stronger measures for censuring inappropriate business dealings. i.e. JC Carra and his infamous Inglewood property.

Stop dabling in things that are beyond the city of calgary council role. Work to to improve red tape and remove so many ridiculous barriers to getting things done in Calgary

Amend the Recall Act to make it a feasible option when not represented adequately. More input and conversation with residents and actually acting in accordance with feedback (this has not been the case). Plebiscite votes on decisions that will have major impacts on residents (ie. blanket rezoning)

Some systems may be better than others. I'm not concerned the current system is a problem. Every "system" is people. So the calibre of people elected and in administration matters most. All I desire is honest, ethical, competent representation. You can't "systematize" good character. It is my opinion that Council lacks sound character and judgement. An election may solve those problems. Changing the system doesn't.

Time and space to bring people along in managing change.... leaps can leave many behind for decades and entrench resistance to the end goals. Pilots (that are significant \$ investment) that are evaluated over a time line before broader implementation. More diversity of thought in the input teams structured to draft policy - if all are reading the same book, you only need one of them.

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<p>The City, including the overpaid senior administration, need to focus on delivering core operational needs. A needs assessment should be sent to Tax Payers asking about their priorities. E.G...Do Tax Payers want money focused on infrastructure or hiring more Strategists, Planners and Comms Specialists?</p>
<p>Focus only on local issues. Lower taxes. Find savings. Vote against any rezoning. Fix roads.</p>
<p>30 years in the city and have never seen one councillor. They get elected and just ignore us plebes. How do they know the concerns if they rarely interact with constituents</p>
<p>Get rid of the current Mayor. Conduct a plebiscite for the rezoning issue.</p>
<p>double the number of councillors > ridiculous to say not an option</p>
<p>Cut budget instead of raising taxes. I think you can all learn about how poorly cancelling the Canada fireworks was handled, don't just give 5 random excuses. Listen to everyone saying the don't want every community rezoned.</p>
<p>Not roles but they must live in the ward they are representing</p>
<p>Our municipal government needs to get out of the business of trying to do everything for everyone and instead focus on running the city, you have lost your way. All large expenditures should be voted on by the people.</p>
<p>Referendums on large spending projects like LRT expansions or stadiums.</p>
<p>Allow more remote participation or polling by Ward for specific Ward concerns by residents</p>
<p>When public hearings are organised, each councilor must consider the feedback they receive from these consultations. Statistics should be compiled to show how the citizens who participated in the session, both in person and using written submissions, contributed for. or against, the matter under discussion.</p>
<p>Lowering the price of rental and buying house affordability.</p>
<p>Gather feedback via surveys to get a comprehensive view of community members</p>
<p>When contentious issues / items (i.e. housing rezoning) come to light, there has to be a way for councillors to "LISTEN" and represent their constituents. Ensuring they attend Community Meetings to listen!! and not to just spill the "party" line. Have a way to survey their constituents and use that count as a reflection on the way they should vote (survey monkey) as part of their engagement and HAVING THOSE SURVEY RESULTS transparent for all</p>

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Wards. If they feel their constituents are behind their decisions, they should not be worried of the results.

Improve the public hearing process - currently there is little confidence on this process that this is only a visual way for Council to say they took the time to listen to Calgarians. I'm not sure how to ensure accountability on this one, as no one uses full data in decision making and transparency. it just can't be a "for" vs "against" count, as it is during the day, and not everyone can go, plus how do you count when a community association presents their views, assume all the people living in that community?

Keep their word on past decisions and uphold them. Ie. Heritage plan was passed after 3 years of discussion and engagement. vs Blanket Rezoning will probably passed with NO input. Other broken promises - tax rate for 2024 etc

Drastically limit campaign donations. \$1000 per person, eliminate 3rd party advertisers, disclose all donations (we know council tried to stop this) get conflict of interest out of development committee, stop trying to push one agenda and using spin doctors to do so. Don't tell us what is best and find any little scrap of evidence to try to support an agenda. Present pros and cons without bias, have councillors get feedback from their constituents. Don't block a plebiscite citizens clearly want. Don't make massive changes like rezoning that were not an election issue. Don't try to change policy to give more authority to council - trying to eliminate public hearings, allowing these emergency meetings to be called by mayor. Limit terms, better recall legislation so it is feasible if someone is not performing their duties properly. Ethics issues like Carra and personal housing development ties being hidden should be immediate dismissal and byelection. Have some ethics!

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There are a number of issues that are getting worse in this city around homelessness and crime. The city would be well served by having greater participation by the public on committees, especially for any proposed reforms that affect their neighborhoods. Not all neighborhoods are ready for or need to have higher density housing.

In areas concerning traffic and bike lanes, the people who use the collector routes should be granted input into street narrowing for bike lanes. Actually, the bike lanes need to be placed on side streets that are away from collector streets such as 26 Ave SW or 5th St SW and especially 12th Ave SW. These roads should be returned to their original widths and the bike lanes move away. Cyclists should also yield right away to pedestrians whether they are in bike lanes or not. The cycle routes should be incorporated into walking paths around the city and should use the fly over to cross major arteries and freeways in the city. Not collector streets.

As well on cyclists, there has been an increase in e-bikes on bike paths. These are motorized vehicles, motorcycles not pedal bikes. As such they should require the same licensing as Gas powered motorcycles and should not be allowed on walking paths or even bike lanes adjacent to the rivers or the reservoir where there are designated cycle lanes. No one needs or wants to be hit by a e-bike being operated at excessive speeds by an operator that is not licensed and insured. This issue can become a liability issue for the city if nothing is done to address the e-motorcycles on walking and pedal bike paths.

professional accountability, annual position reviews,

More readily available, understandable information for Calgarians

All of the hateful 8 need to stop acting and start representing!

I am disgusted by this mayor and the majority of members of council. I believe our council needs to focus on MUNICIPAL issues instead of focusing on issues that are governed by the Province or the Federal government. Most members of council have made up their minds about how they will represent Calgarians without asking their constituents how they want to be represented on issues facing the city. Their stakeholder engagement is a joke -- most decisions have been made and are too far down a path for Calgarians to have any real say in initiatives. It would be nice if the City could find a way to bring Calgarians along through a process not just announce the next project.

Less pay for council, they need to have their raises voted on by the PEOPLE who vote them in!!! And mandatory physical time in each community per year.

After the Ballot

Report Back: What We Heard

May 23, 2024

<p>What ideas do you have for improving how Calgarians are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.</p>
<p>Online pools, community engagement meetings, interacting with constituents via phone calls, email, open houses, etc. being open about what their political stance/backing is during elections and being TRANSPARENT about where election funding comes from.</p>
<p>They need to consult and follow the desired outcome for the people. Have transparency in spending. No further taxes to increase their income. Work for we the people.</p>
<p>Please do not make blanket decisions for the city, especially ones that were not brought up in elections. This blanket rezoning of all the wards is not what we voted on! And it doesn't work for all the neighborhoods!</p>
<p>Calgarians need representation, when the City invites community input on a topic and overwhelmingly the majority of citizens oppose it, the City needs to listen to citizens and follow their wish even if that wish does not align to their own personal views. The City currently only checks the box for "community engagement", but then decides according to their own personal views even when virtually an entire community oppose that councillors viewpoint.</p>
<p>For Calgary council to improve decision-making, they need to invest in engagement practices that will overcome existing barriers that prevent most residents from engaging. This includes simplifying communications and making the effort to go to where people are along with online engagement.</p>
<p>Listening to Calgarians is extremely important. Promoting items that were not campaigned on such as increasing taxes, climate emergency, green changes to the Event Centre and brokering deal that will cost all Calgarians more money are just a few of the items our mayor has put forth without consulting her citizens.</p>
<p>Required to hold face to face meetings with public on a regular basis.</p>
<p>Once a voted member drops below 30% approval they should be fired and an election called</p>
<p>Getting buy in on reforms requires better communication and roll out planning. More ad campaigns and public notice on large or wide reaching projects - ie the Home Is Here program did not have much information widely distributed prior to the september hearing and given the scale of changes being proposed to rezoning this should have warranted a mail out or been a separate hearing as both of these steps were eventually taken than taking a majority of the original council meeting time and stalling approval of other components of the initiative.</p>
<p>Listening to residents and voting the way they want you to, you are representing them.</p>

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Change the ward system. It results in 14 independent fiefdoms. Move to a party system where policy for the city is articulated before an election.
Municipal government councillors need to represent the opinions of their constituents, not their own personal agendas they want put forward.
Stop looking for just a paycheck and remember why you ran for council
Terms limits on city councillors. Councillor wage = median income of the city. Digital plebiscites for all contentious issues. Change election criteria so that >50% of pop must vote/cast a ballot for an election to be deemed valid.
N/A
Elected officials should be acting in the best interests of their constituents.
All council need to listen to the citizens. No one is happy with anyone on council. Cancel the tax hike. Cancel blanket rezoning. The citizens have made it clear this is what they want. Council refuses to hear this and serves only their own interests or the federal government. Stay on your lane and reduce taxes and cancel rezoning now.
I would guess that more than half the problem is communicating about initiatives that are already in place to involve citizens. I definitely DO NOT want the loudest/rudest voices to be listened to just because they're loud and rude. For example, the awful "Recall Gondek" movement severely overestimates their support in the city, and their views should not be listened to just because they're complaining. They're the minority, and they shouldn't get to set the agenda. The mayor was voted in democratically. I voted for her because I like where she stands on most issues. I don't want far-right intimidation tactics to skew her, or the council's, decisions moving forward.
Much more openness and communication. Better listening and more willing to negotiate and make changes. The Mayor could go on the news and dispel myths. People need it in black and white and need it told over and over AND need to know the City will not DEVIATE from the agreed to plan.
For large decisions (ex. blanket property rezoning), need more Calgarians voices to be heard with different perspective from different wards. How did a one size fits all approach become the norm?
They should not allow provincial parties such as the NDP to participate in municipal Elections and help shape the outcome as they have done

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Referendums. Give us the chance to let our opinions known

Actually asking what residents/voters want. Not taking big raises and rising homeowner property taxes. To live within the city's means.

Straw online poll on local issues

Unbiased publication of raw data information which Calgarians can review for themselves and come to an opinion themselves and having plebiscites.

Get rid of the traitor currently sitting the mayor's office. She doesn't answer to calgarians. She answers to her WEF puppet masters.

Listen to voters and not follow Mayor on her pet projects

If you are in touch with your constituents then your votes should always reflect their needs/wants. Do not assume you know.

I think raises and other big spending needs to have the support of Calgarians. You should not be able to vote yourselves raises. What other part of the population gets to do that?!

I think we need to get to basic Grassroots; listen to your constituents! Quit putting all of your effort into special interest groups and agendas that are not for the better good of Calgarian's on the whole. 70 to 80% of Calgarian's are not being listened to currently. Not only are they not being listened to they are being disrespected & gaslighted. Before we can move forward with any other agendas this needs to be fixed. This counsel, or at least eight of them, including the mayor, are not respected in this city, and that needs to change in whatever form that may take.

Listen to your constituents.

Answer questions by the media. You may not like the media outlet that is asking the question, and you may not like the question, but guess what, many Calgarians want to hear the answer. You do not get to pick and choose which questions and media outlet you respond to. You need to answer to ALL Calgarians. Not doing so is disrespectful.

Leave the ego at the door.

If councillors are not representing the people they should be booted out of their position. Councillors are hired and paid for by the taxpayers. They need to start representing them.

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Focus on what's most important to Calgarians. The single use plastics bylaw had a ridiculous roll-out and only made Calgarian's frustrated. The wage increases to Councilors while increasing taxes is completely ridiculous, I recommend taking notes from the provincial government on how to properly advocate during difficult financial times. The rezoning of the City is a complete waste of time and effort. Making a focus on a "Climate Emergency" also shows how blind this government is, when we have LOCAL issues that need to be resolved. All in all, focus on what Calgarian's need and listen to them, stop being a puppet to something/ someone bigger and listen to the people (they were the ones who voted you in).

I don't believe most councillors consult with their constituents. Gondeks crew just follow her wishes

Meet constituents in person regularly
BE AVAILABLE for discussion
Look at NEEDS for the community
#savenosecreek
Quarterly rating on job quality of councillor
Raise based solely on job rating only, not mandatory raises.
No handouts
Hold plebiscite, give the ward constituents the final say

This is a bizarre question. The path is linear, not convoluted as this survey suggests. Someone is elected, they listen to their constituents and represent that at council. It has been made murky due to elected officials not representing their electors' views. Pushing their own agenda and not listening creates divisiveness that is blamed on their own constituents. I do believe that people are more outraged and I feel upset myself because I do not feel represented and certainly not listened to in a meaningful way. Money is being spent ridiculously on agendas that serve the ego of the mayor and councillors instead of creating lasting improvements.

Stop being commies

Lower the bar for recall legislation. We should be able to fire any councillor or mayor who isn't representing the people. Put term limits in. Two terms max.

Radical blanket rezoning should NOT be voted by council, everyone R1 and R2 owner should have a say in this matter. Survey them like which school board they support.

I am excited to vote my councillor out next year. She doesn't listen to her ward and should be advocating for us. This is also the council who cost us more on our arena deal.

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Climate change is not something our municipal government should be basing any policies on. Fix the Roads please.

More counselors. One ward should not be bigger than 50,000 residents.

Calgarians need to have their voices heard. Council needs to be transparent. No "in camera" meetings. Everything needs to be in the open and public. If it cannot be said in public, then it should not be said. "Automatic" raises need to be a thing of the past.

more public engagement and feedback before decisions are made, more accountability to reflect the choices of Calgarians with regards to the decisions we're voting on

We need a new Mayor
One that listens to us
Not just in it for the photo op's
She's even worse then Nenshi

Residents should be surveyed on important issues.

There's no need to increase the number of councillors. Councillors need to be open and honest about what their intentions are and be accountable for detrimental decisions. As seen recently Calgarians will take legal steps if council try to change our city without public approval. Now that a president has been set Calgarians will undoubtedly not hesitate to use it in the future

At this current moment the mayor of Calgary and most of the councillors make decisions regardless of what the general public wants. Calgarians deserve to have their voices be heard. Right now that is not happening and it's very obvious to see with the recent reactions that our mayor has received from many members of the public.

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First show the citizens of Calgary some respect! Listen to us, don't talk down to us. We are your boss. You need to listen to the majority of the citizens. It seems rather that you are only listening to fringe activists such as [removed], unions, and foreign entities such as the WEF and pseudo science cult alarmists who push a false narrative. There is no climate emergency in Calgary that is for certain. Stop the nonsense and get back to managing the city in a sane and responsible manner. The city is administration must not be governed by activists pushing a agenda. We only want the basics, law and order, fiduciary responsibility, (prudent financial management), fix the roads, and issue building permits in a timely manner. That's it. Stay out of the Israel/ Palestine conflict. The mayor should have lit the manora as is tradition, despite her personal opinion on a foreign war for example. Stop micromanaging insignificant items such as plastic bags and napkins, that does next to nothing other than drive up costs for the citizens who still need napkins and bags!!! Celebrate the great things about our history don't try and rewrite it. If not for the settlers of this land we wouldn't have the city and province we have today. Our governance must be lean and only focused on essentials. Activists can fundraise for their own agendas, don't spend public funds and time on agendas that do not represent the majority of citizens. Don't censor speech, listen instead!

You need to keep in touch with the people who live here and not an ideology that lives outside of Calgary. We need and deserve a council that is aware, or behaves like it is aware, of the actual day to day issues in Calgary. Get out and TALK to the people.

The perception is that after being elected some council members have personal agendas that they work towards, this includes the Mayor. They need to run on a platform and then fulfill that agenda.

Any Councillor should be able to raise a concern from another ward. Right now I don't feel our Councillor represents us or hears our concerns. Other Councillors are sympathetic, but have said that our own Councillor must bring the motion forward. We can't even get important issues before Council at the moment! This is absolutely unacceptable!

Councillors need to be able to speak and stand up for what the people of their wards are complaining and concerned about. It seems our voices are not being heard or respected. Policies are being pushed through that are causing harm to our own people.

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Limit campaign contributions during the election cycle to 250\$ maximum. R research into a few councilors campaign contributions reveals large 5,000\$ donations from prominent developers. i.e. cllr Spencer 10,000\$ from executives in PBA Group, Cllr Mian 5,000\$ from from executives in PBA Group, Cllr Penner 10,000\$ from from executives in PBA Group, Cllr Walcott 10,000\$from executives in PBA Group. How can councilors be impartial when the receive large sums from developers and special interest individuals.
BAN third party advertisers (TPA) from ALL election interference such as targeted adds and promotional videos.

That they need to listen to the people just because they are voted in doesn't make them sole decision maker on how and what they'll do and disregard the people's opinions on matters that effect people's lives and wellbeing

Have the mayor resign

Who wouldn't want more bureaucrats. We need less, more qualified people in politics that care about the people they're representing. Look in the mirror and do what needs to be done. You're all adults, stop looking to us after you've screwed things up.

Candidates must fully disclose their platform during elections. If elected, they must act on the promises made but should be fired if they try to bring in an issue that was not part of their campaign.

-Large decisions like the blanket rezoning should be go to plebiscite and allow Calgarians voices to be heard. The vote of 14 Wards does not effectively capture the voices of Calgary

Major changes that will affect every single resident in the city, should be mandated to require an electronic public plebiscite. City wide rezoning and the single use product ban, are two recent examples of where a public plebiscite should have applied. Had they been on the single use initiatives, the most major pitfall that led to the reversal of this initiative, would have been avoided. How poorly that entire initiative was handled is a perfect example of waste of resources and financial waste, that we seen from the City, over and over again.

Listen to their constituents and represent them in council NOT their own agenda. They were voted in, now represent them honestly.

The peoples voices have to be heard. Council is voting on their own accord and NOT on what the people want.
There need to more plebiscites.

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How about using the money we pay to register our vehicles for the actual infrastructure it's meant for? Fix the roads. Car has been damaged by potholes, that's out of my pocket

Ensure councillors meet with their constituents, not ignore them after the election, and listen. And if a councillor has proven legal infractions, then they should resign immediately. Current council seems to be doing what they want, and is ignoring what Calgarians want

Replace Gondek!

How about letting the people decide on the blanket rezoning. The way it is being rammed down our throats is wrong.

You all need to resign. If you want to be activists, work for non profits.

Reducing the size of city council by at least 50%, no closed door meetings and plebiscites for most of their insane decisions that nobody wants

One councillor per ward who will work together with others so that equality will be met

-Eliminate the \$87 billion climate emergency! Everyone know there isn't one and that municipalities are captured. We are not interested in councils alignment with the globalist agenda!

-No blanket up zoning!! Who do you councillors think you are? Calgarians are the tax paying public. Calgarians will decide how zoning will change that affects our property! If some communities want this, like inner ring areas then they should be represented rather than a blanket approach that most communities DO NOT favour. Also, while driving along a polluting and snow covered snow covered solar panels along 52 St SE, it occurred to me that THIS is where the high density up zoning should take place with panels on top.

-Stop disrespecting Calgarians. The city council meeting I watched was a disgrace. Resign if you don't like Calgarians and fire the administration who are disrespectful to Calgarians.

-[removed]

-Declare no 15 minute cities.

-Do NOT begin another road project and inconvenience Calgarians until the ones started are finished. This downtown, Eastside, and Beltline look like crap!

Councillors could have yearly in-person town halls with their constituents to hear their concerns. My Councillor Kourtney Penner does not reply to emails or inquiry forms.

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Cap the number of people running for mayor. No union money backing. Make the recall easier.

Get Jyoti the hell out of office! Her and Trudeau should ride off into the sunset. They are cut from the same clothe!

No Municipal Party system that's for sure.

REEDUCATION as to their role. Their job is not to come to their own biased conclusions from Developers and the #yyc Planning and Dvlpt Dept! Their job is to do what we want not to get drunk and power and think they know what's best. Ie: Gondek, Penner, Carra, Walcott, Mian especially. It's fricking embarrassing for our City.

Have less councillors.

- understanding where gaps from existing policy to implementation are - policy that are NOT being implemented by Administration and why (ie not funded)

If it's an important decision that effects many Calgarians. Survey the public. In this day and age of technology, it's not that hard. I'm so tired of hearing the Mayor or council... especially Penner, say they listened to the public...but decided something totally opposite, because they know better than we do what is best.

Get rid of the garbage bin fees! Garbage pickup used to be covered under my property tax. Now I have to pay an extra \$30 PER MONTH and one of the bins I don't even use, but still have to pay for. Why is it not covered under property tax anymore? Especially considering how much our property tax has gone up. We are paying more for less!

Our community has completely been shut out by our Councillor because most do not support the decisions being made. A position as a Councillor is to represent the ENTIRE ward and not push personal agendas and social platforms. The biggest experts in our communities are the people who live in them, yet there is no opportunity to have meaningful engagement anymore. The only way to get attention has become X wars, special interest groups. Community consultation has become "Live Q&As" on social media where there is no way to ask a counter-question as the questions they want to respond to are pre-selected. It's disingenuous and Councillors need to spend more time speaking to ALL constituents, not just the ones that support their ideology.

Really listen to the issues Calgarians are having and stop creating issues that overshadow real problems. Like the clunate emergency and having to pay for paper bags at fast food places. Don't deny issues that are real like C train safety denials. It took ok Dan McLean to prove public safety issues before the mayor and some others would acknowledge it.

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<p>What ideas do you have for improving how Calgarians are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.</p>
<p>Even though it is not part of this study, the number of Councillors is an important part of how we view Council. In 2009, each Alderman represented an average of 76.1 thousand people. Current average per Councillor is 118.9 thousand, a 56% increase.</p>
<p>Decrease city council and their staff. Stop [removed] home owners with tax increases every single year. I haven't received a raise in five years, but yet I have to pay for you people to get a raise every bloody year. You are nothing but thieves working for yourselves only</p>
<p>Fewer wards wd decrease the number of counsellors which wd be a cost saving. They need to be physically in attendance at meetings. Polling the residents is a logical way to know what we want, need and how we feel about potential changes and increases.</p>
<p>Having monthly meetings or communications with their wards to describe what they have voted on and what they plan to vote on.</p>
<p>Counsel should be more accountable to the tax payers</p>
<p>Stop imposing your ideals on the people of Calgary (ie: the Mayor's statement of a climate emergency) stay focused on the issue we have here in the city, not global issues that the elected representatives of Calgary can do absolutely nothing about! They should be focused on things like the traffic problems, and infrastructure for the people of Calgary. Oh, and they should learn to live within a budget that doesn't increase every year we are woefully overtaxed for the services the city provides! Showing some fiscal restraint would be nice to see from these people, who currently, see a dollar and spend \$3!</p>
<p>Seek first to understand Calgarians even if they have different viewpoints for the Councillors. Council's job is not to change behavior of citizens to match the Council's whims.</p>
<p>Reduce the number of councillors by getting rid of all the ones that aren't listening to Calgarians.</p>
<p>Council should be giving more direction to administration with regard to policies and efficient and effective provision of core services. Currently it is the other way around and administration is directing council.</p>
<p>Term limits, easier recall limits, NO union donations to campaigns, no being concerned with anything anywhere else beyond Calgary, and only items that need attention and repair/maintenance. SAVE MONEY, no using taxpayer funds for frilly stuff like public art over public safety.</p>
<p>Allow plebiscites on major issues that affect the city like blanket rezoning and arena deal.</p>

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Keep parties out of municipal politics
walk around your riding and talk to people
Council need to stop listening to the admin that were hired for a task not in line with what the citizens want. No only are they tone deaf, as in stop spending money but on the news big make over of Olympic plaza. City admin stop your focus on the arts. Get the roads fixed. Also hiring Keane from the USA to ram through the density joke. Incredible the level of bad decisions make. Fire the hateful 8.
STOP LOOKING THROUGH THE LENS OF SOCIALISM AND IDEOLOGY, YEAH, HOW ABOUT START WITH THAT?
How about our "servants" pay far more attention to the needs of the public and stop pursuing your pet ideological narratives? Serve, don't rule!
More community engagement from councillors On a community level.
You guys have no idea what to with good ideas when they're being offered by residents. You have absolutely no structure, no process to take into account problem-definition by residents. You have know idea how or what to do with honest information sharing with residents. You play politics more than contribute to good policy.
Not allowing a Councillor to shut down communications. It's impossible to reach our Councillor. They've turned off all channels and tell residents to call 311. If 311 is the answer, why do we need a Councillor?
More plebesites.
Having our current mayor and councillors all working together for the betterment of their constituents rather than for themselves and their pet projects. Cut back on spending and reduce taxes!
The councillor should start with community meeting to hear the concerns. They should listen and not speak. Then based on that information they should hold a Ward meeting and create a venn diagram listing all the needs and concerns and from there work from the centre out.
Surveys like this one could be very effective if they are made known to the public.
Have the people vote and don't rig the system
Meeting with their Ward communities more often to get direct feedback.

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More better rental options
WE DONT WANT THE REZONING. STOP BRINGING PEOPLE HERE FROM 3RD WORLD COUNTRIES.
Quarterly meetings at minimum with constituents!!! Anywhere!!!!
Eliminate federal ideologies that are LITTERED within councils agendas. We did not vote in climate change, we did not vote in blanket Rezoning, we did not vote in taxes upon taxes.
As noted already, big items. Like: the unilateral calling a climate emergency, the single use plastic bylaw and the proposed blanket rezoning. These must all be items pushed to plebiscites. It is clear Calgarians must know the political ideologies of each Councillor . I am in favour of a provincial party model when voting for a municipal government.
Realign some of the ward Boundaries so that the constituents in each ward have similar concerns, ie: traffic, infrastructure, residential and corporate taxation
Council is a joke. I've listened in on several meetings and anytime a member of the public speaks- they are gaslighted. You work for us- it's time you remember that.
Changes that affect all Calgarians or a way of life, such as rezoning need to be put to a plebiscite. Let the voters decide. If council wasn't so afraid they would be voted down and not being able to pursue their own interests they would allow a plebiscite. Instead it's a done deal and they hold a meeting on a week day where people have to take time off work, which may not be an option, and sit in chambers all day and try and have their voice make a difference.
Voted members still need to consult the public on decisions. Just because they were elected doesn't mean that each decision they make is the will of the people
Bring back capital punishment. Any members of city council found to be representing the WEFs agenda should be charged with treason and hung for their crimes against the people
Gondek has to resign. She's a woke lying sack of garbage
Focus on common problems, not huge federal or provincial or even pseudoscience gender politics. Focus on getting drugs off the streets, make downtown safe, fix the roads, and stop wasting our money.
Regular plebiscites regarding issues controversial or having major impacts on the future of the city (ie blanket rezoning)

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Cull the unelected bureaucrats

The last thing we need is more ward councillors! I think 3 less would be optimal - why is it that Calgarians are struggling and over burdened with Taxes and your councillors vote to tax more and give yourself raises when you make more than the average calgarian (including pensions) - do better

Programs can be piloted and reviewed. Eg. The charging of 15cents for paper bags is a ridiculous initiative

More engagement in wards, ie public meetings, town halls, even teams meets so more voices get heard.

It should be periodical meeting by each ward to hear concerns of the community and be connected

There is a tonne of work to be done in this growing city without council trying to socially engineer the population. Roads, parks, housing, policing, trash etc. This is your mandate.

Religion, politics, social justice and climate change is not.

Stop trying to be heroes. You have a well defined job to do. We don't need moms and dads moulding our moral development.

Have BINDING plebiscites on proposals that affect all of Calgary, like the Olympic bid and fluoridation. This will begin to repair trust in the local government. Do NOT allow party politics! Do not allow slates... for example Take Back Calgary had a slate as well as Women in Politics. They tend to get the wrong person into council thru vote splitting

Communication is needed by them all and a reality check of how they got there. If I were doing things at my job without authority, permission I would have been fired. I definitely think this group needs a shake up and a few need to go! Starting at the bully herself. I've watched her and her arrogance from walking away from a reporter, not attending community things, being selective in what she would like to join into, how she brings in ridiculous laws/bylaws (like getting a bag at a fast food place, how is this saving environment it is only putting extra money in the business owners pockets (Crazy) and how she handles City Hall hearings and the lack of respect she shows people who show up there to have their voices heard. This is Calgary, a part of Alberta and a part of Canada where we have free speech and democracy....

We don't need more councillors! We need less and more community say.

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Councillors should hold votes in each ward on big issues (rent a hall for a weekend / have a ballot / a commissioner and count the votes). Those that show up care about their community and should have a say. Councillor then votes in council based on the results. No campaigning needed / no expense needed

Get Gondek out.

Involve constituents when voting on something in council. Councillors vote on their own personal beliefs and not always what the people would want. Also council's priorities are all messed up but congrats on getting a pay increase for doing absolutely nothing! Maybe stop with the pay increases like the provincial government did!

Need less government not more. We should have had a say before the mayor applied for funding from the feds for housing!
She did not care what the residents of the city wanted and still doesn't. If she did she would scrap the government funding send it back if already received.
Federal help comes with strings and not in the favor of the population. If she cared she would resign and take the rest of her yes people with her

Stop the Rezoning for a huge start because you refuse to listen to Calgary.

Make meeting known to all people. For the zoning meeting it was all homeless, immigrants, mental illness people that came to speak. How did they pull that off I wonder.

Hold council responsible. Make recall legislation more realistic. If a councillor is not doing their job, they need to be removed and replaced.

Try operating from an ethical perspective, with integrity, instead of gouging homeowners then turning their neighbourhoods into rental ghettos.

Increase community participation and community input through meetings

Councilor should engage the public prior to voting on policy matter. They can do a better job at stating their position on matters, publicly, with reasoning and accountability.

More interaction with constituents. Listening & understanding what their constituents want & need

After the Ballot

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Ward 11 spans across two city quadrants from Crowchild Tr/Glenmore Tr SW to 130/Deerfoot SE and has very differing issues and concerns. Penner lives in the topmost SW corner of this Ward and does not understand or have any interest with issues/concerns that the deep SE have... Riverbend, Quarry Park, Douglas Glen and Douglasdale. These communities should be joined with their neighboring communities (McKenzie, McKenzie Town, New Brighton, etc) since we share common interests and concerns. A ward should not span so far between two completely different quadrants of the city and should be connected to communities surrounding it, not 1/2 hr drive from them! You don't have to add Wards but they need to be better defined based on constituents needs/concerns!

Getting rid of Gondek and her minions. We need RECALL petitions that fair and achievable

While I don't know how to do it I think there needs to be a change to how our councillors finance their campaigns. It seems we have seen a rise in recent elections where vested interests have increased their unofficial roles in influencing the outcomes.

More direct democracy on major policy issues.

Ask for input from ward residents and then listen to the majority. Personal touches, not superiority attitudes, which several vouncol members have.
Just because you are councillor does MOT make you the smartest person on the room.. most of the councillors are very young and do not have the maturity for some decisions

Stop this Rezoning Crap. You'll turn this once proud and successful and safe city into one big ghetto!

Limit all council members to 2 terms each. And do the same for all City dept heads. Mgmt is mgmt. Every 5 years they could change debts. Even the City Manager. Council only hears what the dept heads tell them. This includes fire and police. But in the end it should be about what's best for the citizens versus building mini fiefdoms.

The council is not in touch with residents. You hide and are very combative when the public is allowed to voice an opinion. Hearing the council cannot get along and make a decision without outside remediation is embarrassing and you should be ashamed. Council will not and does not take responsibility for wrong decisions and creates red tape to fix the wrong, ie. paying for paper bags at Mcdonald's.

The mayor taking transit with full security detail was the total wrong optic. Council is totally out of touch with the economic crisis, saying there is one and charging more for everything is asinine. Time to wake up

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Councillor's are very aware of what is happening in the world and their communities- they should be more in touch with local concerns (housing, cost of living etc.) rather than dealing with huge issues (such as climate change and this single use bylaw) that are not on the radar of people struggling to survive.
It is not enough for the mayor and city council to "listen," but to do what Calgarians want: potholes filled, safe roads, police, financial and fiscal responsibility, among others. Edmonton city council can live with \$1800/citizen. What on earth is Calgary's? \$2300! Why? Why? Why?
Be fiscally responsible and keep this city affordable.
I am deeply concerned about the dishonest and unethical Recall Gondek Petition. This link has been circulating Twitter: https://imgur.com/gallery/T95IEua
Weekly local meetings
Reduce the number to recall a useless councilor or mayor!
Social media voting and open dialogue
Binding plebiscites and referendums.. for example the upzoning should NEVER have been only a decision of council
Focus on what is important to your constituents. Why are we paying for an arena that most Calgarians will never step foot in because they can't afford it. Why are we paying for BILLIONAIRES to increase their wealth. And why was CSEC given design oversight with no financial penalty.
Survey your voters. That's not rocket science. Glenmore Landing development is a nightmare ...cement city that not many see the upside to. It w9nt be affordable housing ...just will ruin the existing stores labs post office. We will all need to fund spnew service providers as senior citizens will no longer be willing and able to frequent this new horror.
Focus on municipal issues. The entire climate emergency is political grandstanding by our mayor and many councilors.
Ward coffee house
giving the public the opportunity to vote on more major issues and decisions rather than just councilors
Important issues must be put to plebiscites We the voters deserve nothing less. 1 vote gives us our say that's what we want

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1. I am very disturbed by the secrecy in which some decisions are made.e.g. The Event Centre
2. The failure to include opportunity cost and interest in the budget for major items like the Event Centre and the Olympic bid. These items run into the 10s of millions. This is deceptive.
3. I feel the request for public input is just a checkbox. I feel decisions have already been made by Councillors.
4. Re-zoning - I know that could all change. However the present system stifles public input. The File Manager holds all the public input back from the Planning Commission. I have participated in the process and it was a total sham.
5. We have LAPs but do not stick to them. Council sets zoning and then approves a change (the recent Kensington high rise is an example). A lot of hard work goes into LAPs and Council undermines all this work whenever it suits them.
6. Stop deceiving the public. The City is still claiming the "C" in R-CG stands for contextual. It used to but that changed over a year ago when the front setback was changed from 6 metres to 3m. But still the City deceives the public. With the proposed rezoning of the City a further change to R-CG is planned regarding the parking. Less off street parking. Council operates as if hardly anybody will drive cars and they are totally ignoring the fact EVs will have to be off the street in order to charge. I know of a project of 9 units that would only be required to have 1.5 parking spots under new rules because secondary and backyard suites don't count. On this point I do not feel the Council are in touch with reality but they remain stubbornly opposed to public input.
7. I think Council are out of touch with the people they are supposed to serve and fail to approach their work with an open mind.

Stop spending on useless things....

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Get more educated in how to listen and how to be more considerate of the voices that are not carrying protest signs, involved in current social fights. Stop thinking like a traditional business person and ruling from the top get connected with the humans in your wards and understand how your decisions and vote impacts their day-to-day lives. A sign of a good leader is one that lives with the people, is able to think beyond their special interests and is willing to sacrifice what they think and support that what the masses want.

Stop listening to the daily sound bites and making decisions on popular topics and start making decisions based on sound evidence and logic. For example(s) increasing property tax because that is the norm is narrow minded and lacks any thought or creativity. Looking at using technology to reduce administrative burdens and becoming more efficient at the work that is being done is an absolute. Stop appeasing the bleeding hearts that want to save every sole even though sole does not care for itself, focus on those that are trying to lift the city to new heights. Perfect examples of failures when government tries to save everyone is seen up and down the west coast, all major coastal cities from Vancouver to Los Angeles have demonstrated that dollars invested in those that are self-destructive and horribly spent. Investing in those that are trying to build economy, create jobs and continuing to make Calgary shine need the investment. Put dollars behind hard workers and those that want to create for themselves and their communities.

Automatic plebiscite on all major issues/proposed changes that have the potential to impact all Calgary residents (Olympics, fluoride, blanket zoning).

Improving the lack of ability to communicate directly with your elected councillor and to feel like your voice is being heard. To ensure they are bringing forward their constituents communicated feedback, concerns and idea's and not their own agenda.

Council must start working for the people. Listen and truly engage. Not just go through the motions and do whatever the hell you want regardless. No one wants their communities destroyed, and are open to finding solutions needed. Your way is wrong, will have significant consequences to existing homes and communities and you need to find a better, more mutually beneficial and cooperative way. Bring it to a vote.

More in person meetings with constituents....no more hiding.

No comment

There needs to be serious governance changes at the highest level. The propaganda around the Green Line is gross to watch as a taxpayer and could not occur unless there were serious problems at the highest levels of this municipal government.

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If the councillor is not representing the voice of the constituents and has voted in changes that residents do not approve of there should be a process to remove them from council before their term ends
Simply representing us accurately
Representing their community's best interest and not necessarily the interests of city council as a whole.
Hold plebiscites for all major proposed changes (i.e., rezoning).
leaving their woke agenda at home...having some common sense about what constituents want
Actually do what people want instead of progressive pet projects.
Actually stand up for your constituents. REZONING will only help the rich development companies. The city can get more tax dollars by increasing housing with infills but no one will be able to afford them. The winners are just big business and the city coffers. Renters and lower income people suffer.
Introduce term limits for all councillors and mayor. Introduction of mandatory conflict of interest reporting. i.e. Clr Cara owning property in Inglewood and failing to disclose while promoting re-zoning amendment. Introduce party affiliations as proposed by the Alberta Provincial government. Introduce full disclosure legislation for campaign promises to reduce unannounced initiatives like the Climate Emergency (Mayor Gondek) that were never campaigned on. Prohibit In camera council sessions. Go back to the basics of running Calgary and stop with woke self serving agendas i.e. LGBTQ2s protest bylaw, bag bylaw, blanket rezoning. Instead fix the roads, fix the water supply issues, fix infrastructure.
More plebiscites or City-wide surveys on major capital projects or proposed changes or policies that affect the majority of Calgarians (zoning, roads, crime) etc.
Make these councillors meet with their constituents in person, even those that disagree with them. The fact they they can ignore majority wishes in some ridings is galling
Muzzle the bureaucrats
Regularly scheduled open house opportunities to talk with our councillors face to face. I do not personally feel our councillor represents their Wards best interests, but those of City council as a collective.

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More notice for attendance on public meetings. Let citizens know that council is listening to concerns and trying to move forward with a path that takes concerns into plans. Currently it seems council likes to keep things closed doors and not allow Calgarians have the knowledge or input into their city.
Mayor should have less influence on matters of council...councillors should have more staff available to address concerns of constituents
explain their reasons for decisions they make and express the pros and cons that led to their decision. Right now it seems it is an independent vote as to how they feel. having ward meetings on issues like Jeremy Farkas had would go a long way to improving things.
uniting at a local community hall & discussing & making decisions that pertain to the local area we live in...
Be more transparent, don't bury items and citizen requests in political gobbledeegook.
Do not move to the party system.
Increasing the number of councillors would simply increase bureaucracy. Perhaps allow each councillor 'one more' senior staff member whom serves a specific role of constituency liaison.
Once elected, as mandatory, educating all Councillors to clearly understand their role in representing the citizens in their Ward.
We don't need more councillors. Action speaks louder than words, you want Calgarians "heard". You held a pleb on Fluoride years ago. You heard Calgarians. You haven't done what the electorate voted for. I think you hear us but its debatable whether you like what you hear and devote any energy to do what we want.
Yearly performance reviews conducted within Ward by the Ward Councilor
There's lot's of feedback mechanisms in place. Generally the feedback that I hear is that council feels that they know better and doesn't respond to the concerns of citizens. The city wide, blanket policy of densification being an example.
Plebiscites for city wide issues, e.g., blanket re-zoning. Code of conduct for Mayor and all Councillors. Non-biased representation.
Reorganize and get rid of at least 20% of the high priced exempt positions that add no value to the citizens of Calgary. PLEBISCITES for all critical, controversial and costly initiatives...Zoning Changes, Green Line, Arena, Climate Emergency, etc.

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Listen in the form of surveys, electronic communication, town hall meetings. They just charge ahead with whatever they perceive is the right direction. Gondek is the worst in this regard. Movement afoot to take her out. She should be asking why and address this directly with the citizens.

We do not need more big spender Councillors! Remember - YOU WORK FOR US! 1. ID political affiliations; 2. Provide detailed list of upcoming issues & explain how you would vote. 3. Try to reduce costs & taxes for a change - we are already overtaxed at all levels. 4. Do what Jerome Farkas did - have regular sessions with people to provide information, listen & tell us how he was thinking of voting. 5. This Mayor & Councillors - DO NOT REPRESENT THE PEOPLE.

Proper consultation with constituents would be beneficial in a town hall format, in surveys that are accessible to all (digital and paper).

Counselor's should reflect concerns and opinions of their constituents

They need to pay attention to their constituents more

Elected councilors should listen to their constituents' concerns and act accordingly

Listen to residents rather than developers.

Allow more plebiscites on money and planning matters. Reform recall provisions to be reasonable.

Review the option to align based on population.
Provide the mayor a proportional vote instead of one, similar to how the GTA is reviewing.

Do not allow a provincial/federal political system to operate municipally. The city must be a cohesive unit to progress further...if we make it more decisive than it can already be at times we're doing a disservice to Calgary.

stand up to council - less overcrowding / population and building in established neighborhoods

Looking to have a true democratic process in place. Need to have councillors represent their constituents not just voting in a block.
Need councillors in future to declare political affiliation.

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Listen to their constituents. We do not need more councillors but we need a democratic process where they represent their wards.
Representing your constituents and not pursuing your own agenda
Don't know at this time, disappointing though
Develop more on line referendums of the people to see what they want and go on from there. These would not cost as much and take as long as physical referendums.
1. Have a report card for each Councillor showing how well they have represented their constituents, 2. Set KPIs for the Council as a whole, 3. Stop voting where Councillors back the Mayor each and every time and publish a summary of how each Councillor has voted, 4. Publish a document that summarizes the performance of each Councillor for the year based on the KPIs that have been met.
Plebiscites from STAKEHOLDERS on decisions like blanket rezoning of neighbourhoods where some people have invested life savings.
Be accountable to the citizens in their ward not the developers.
More frequent communication with constituents
Have basic qualification requirements to even run for Council. Most of you are unqualified for the job and would not be hired in any organization that requires actual skills.
Stop ideology and implement practical solutions
We need councillors to solve problems specific to their ward, not to try save the world.
Being responsive after getting elected
When it comes to making big decisions like rezoning, for example, Glenmore Landing... One person is making a decision on behalf of entire communities that will affect the entire community. We've been given no information about infrastructure or how it will affect the community. This type of decision-making needs to be put before the community... As opposed to the councilor Making a decision like this which will change forever the community. Transparency needs to be evident here as well. A vote by the community on some of this magnitude should be required.
Allow Calgarians to speak and to "true" be heard and listened to. The people who live in various communities throughout the city know their communities best, not the Council.

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Plebiscites are a good start. For example blanket REZONING should be a plebiscite question.

First, allow municipal political parties. Second, in the election cycle limit the candidates or allow a run off election for the two with the highest percentage of votes. Third, no funding from City Employee Unions and Land/Property developers. Limit campaign contributions to limits imposed by the Province to Provincial political parties.

Do NOT go to a party system for city council, let's keep it as non-partisan as possible. Be more open to scrutiny and suggestions from the public that elected you. Do not allow recalls of council members unless there is criminal activity involved. Instead let democracy play out and don't vote for those you don't want in the next election.

Large decisions like blanket rezoning should be an election issue.

what the people want and to have their say

Survey the citizens to what is important to them. Even just online surveys

It should be mandatory for all councillors to have to meet their constituents in person and to allow for questions and answers during that period where they do not control what can be said ahead of time. The lack of accountability is beyond frustrating for residents.

I do not want to increase the number, that is not the answer. Make all councillors/Wards accountable. They have to attend the meeting or have a representative in attendance that can speak for our ward.

surveys or special information events for constituents to voice their concerns, using social media and news outlets to inform constituents of new policies or decisions upcoming in council

Actually concentrate on running the city in a fiscally responsible manner instead of doing stupid things like declaring a climate emergency.

For key decisions that have major changes and effects on residents (like affordable housing) doing things like a plebiscite to hear the community's voice. It seems like major issues that are being discussed and decided on by council were topics that were not voted on by the constituents when the election occurred and now are being decided by a council that seems to do what they think is best and not what the general public wants/feels is best

Take in account the economic situation and stop spending

Have referendum on key decisions like plastic use, rezoning etc. Focus on the residents rather than just development of downtown during this inflationary times

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- 1- Listen to the citizens of Calgary. When there is a significant indication that constituents want a referendum or plebiscite, follow through.
- 2- Council members should talk with Calgarians, not at Calgarians.
- 3- Encourage debate, not hostility. Stop trying to silence those who go against the majority. Find compromises.
- 4- Uphold the spirit of the law in the Municipal Government Act, particularly the clauses that require all councillors to be treated the same, and for council to act in good faith.
- 5- Have an objective Ethics Commission, one made up of three individuals chosen by volunteers. I suggest a Certified Fraud Examiner, an Ethics Professional, and a layperson. Have the Ethics Commission report their findings to the council and make all findings public record. The Ethics Commission could also investigate senior city employees, if there is a complaint. Give the Ethics Commission the right to refer cases to law enforcement when warranted.
- 6- Reduce the number of closed-door meetings. These meetings imply that the council is hiding something, which depletes public trust.
- 7- Make it easier to find reports on Calgary.ca. They are hard to find unless you know where to look for Council minutes and voting records.
- 8- Actively seek feedback from constituents regularly about job performance, at least twice a year. Use the constructive feedback provided to improve.
- 9- Establish public KPI's for council as a whole, at the start of each term, use those KPI's to measure council's effectiveness. For instance, a KPI could be to reduce the number of closed-door meeting by 5%, or to keep taxes below 5% increase per year, or to attract X number of new businesses to Calgary.

These online polls are a good start.
Mandatory open door meetings. Nothing should be behind closed doors. You serve the public, not keep us in the dark.
Continuous improvement training is another good idea.
Canvassing and actually meeting your voters is a fantastic opportunity to hear our needs, and see who votes for you. But you would have to personally do it to make it mean anything.
Remember, dealing with the people IS the job, not a tedious aspect of the job.

In the future we should all vote in person and show ID. We do realize it is impossible Calgarians voted for Gondek!

Listen to Calgarians, big decisions should be part of a city wide vote or part of the elector platform. Stop pushing your own agenda and being so left/right of the average voter.

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To have representation, a minimum requirement would be for Councillors to be accountable to respond to questions, inquiries etc from from citizens. The current Council shows no accountability to the people and are using their position in office to further their own personal agendas. Especially Mayor Gondek.
I just want to know about decisions before they are put into place and being able to vote on them especially if they affect my area, tired of being blindsided by Calgary council.
Online polls / votes instead of in-person voting
By making individuals, families and communities the priority, not builders and developers who have had too much power and input in Calgary over the years. There is the perception by some that Council is in the pocket of Calgary builders and developers and that whatever they want is what will ultimately happen.
n/A
Invoke term limits. Coucillors like Carra have become entrenched in their own self worth and should have been gone long ago. Hold monthly town halls should be mandatory. Work FOR the people, not for unions and developers. Listen to the people first and foremost. Stop the idiotic woke self serving agendas. Hold the unelected beauracrats accountable for their actions. Stop wasting taxpayers money on vanity projects. Focus on basics like fixing roads and collecting garbage. Address the bloated city staff structure....fire middle and upper management and streamline staffing structure. Stop wasting money on 'engagement' sessions because the results and comments get ignored. Coucillor Penner should be fired for refusing to 'engage' with her constituents. Outlaw third party advertisers (TPA)s and special interest groups that peddle influence at election time.
We should have official votes on ideas in the municipal government decision making. Constituents should be allowed to take part more instead of being informed that their Councillor has an idea and has secretly passed it.
Listen to the residents and don't think you are the smartest in the city!!

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There has to be more checks and balances on why/how and should Councillors be allowed to vote against their own constituents. When they get voted in they totally forget it's about representing their ward. Once they get voted in - they act like dictators and only present their views on the issues - not the constituents.

Drastically reduces city spending, while increasing services. The level of inefficiency would not be tolerated in any other organization. Over the last couple of terms, taxes have gone up by significantly more than inflation, while services have been cut. All while council focuses on pet projects that no one in the city wanted in the first place. These waste of money need to stop, and we need to get back to basics focusing on what municipal government is actually for.

Listening to residents having open house so residents can provide input.

1) As previously stated, I would prefer a city-wide vote with allocation of seats based on number of votes, rather than a ward-based system.
2) In many countries I've lived in (e.g., Germany, the Netherlands) residents who have lived in the municipality for at least 2 years are entitled to vote in municipal elections, in recognition of the fact that they have a stake in elections at this level even if they do not have citizenship or permanent residency. I have no vote whatsoever where the city is concerned, but I'm still required to pay property taxes. I've been here > 3 years on a work visa and I feel like the decisions that the city takes affect me, also about whether I intend to stay in Calgary/Canada in the future. I'm pretty sure there are other highly skilled workers in my situation.

Weight decision-making according to effects on each ward. E.g. the proposed rezoning changes only affect wards with older communities (so those councillors' votes should carry more weight).

Council ignored the request of a large number of Calgarians for a plebiscite on residential rezoning.

Councillors need to remember who they work for - the taxpayers of Calgary

Reduce the size of government and focus on doing the job of serving citizens, instead of being financially irresponsible and dictating to citizens as if elected officials are better than ordinary citizens.

Increase the openness of council. Decrease confidential meetings and in camera sessions as much as possible and leave these to administration. Increase mandatory town halls or office hours. Open up city hall to citizens again.

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Community meetings on smaller issues. Significant input on larger issues - secure a mandate or hold a plebiscite when an issue is perceived by taxpayers to have a significant impact on them.
Having mini group of diverse individuals from each councillor ward to meet up with their councillor to discuss concerns and improvements within their ward.
We must do better. Councillors need to be objective and hear their constituents. Not project their own ideas onto the people they represent.
Redraw the electoral lines.
The counselors need to listen to who they claim they are representing. We got zero support of any kind from our counselor. Siding with the mayor for every topic without listening to any residents is our ward problem. Start LISTENING
Calgarians should be listened to. A great example of not listening to Calgarians is Council's refusal to look at a plebiscite on blanket rezoning. Rather than allowing Calgarians to make the decision by a vote, they will go with a public hearing. We all know that they pretend to listen to citizens and then just do as they wanted to in the first place. If you look at Calgary's history, there were many plebiscites in years gone by, which were a great way to allow citizens to have a say in many decisions. Listening to citizens would be a great way for Calgarians to feel that they are represented in municipal government decision making, but everyone on Council does what they want because they really don't care about Calgarians at all.
Get off the woke train
City CEO and Clerks should have no affiliation with the UN or any of their NGOs.
Replace City CEO and Clerk with men and women who do not work for the UN or one of it's NGO's Have the Mayor and councillors renounce all affiliations with UN Sustainable Development Goals and any Public Private Partnerships, seated elected officials will be sworn in under their public oath. This will establish geographical trustee authority. Mayor becomes Chief Executor of local Public Trust(s) Counsellors to form Board of Trustees
Reform the whole system to make sure city mayor and council look out for Calgarians. Leave the international non elected entities out of the city's business.
Plebesites on major issues - ie. zoning

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Listen to what Calgarians are saying. Stop trying to make everyone equal. Scrap this bs blanket rezoning proposal immediately and do better at serving the people that you work for. Remember that.

Restricting the number of years a councillor can sit to 2 terms

Leave the Ward system as it is do not move communities. Treat individuals with respect, unfortunately that's missing with many on current City Council.

Open Forums for citizens to learn about proposed changes or updates, present both sides of the topic in a friendly tone. Allow more time for big changes, this allows residents to be informed on all sides of the proposal. Most residents only "complain" when it affects them, if they were more informed ahead of time Community Associations would not have to fill the role of Cllr. trying to explain and soothe the anger. Perhaps create some requirements or skill sets for potential Council members? Realize that's a million dollar no no! Limit the amount that can be spent on campaigns currently the most colour full signs seem to be the winners. The more \$'s the winner. Third Party Advertisers must be divulged up front. Stop the Civic Unions from being involved in campaigns, that's self serving, eight on the current Council and Mayor were all part of the Civic Union slate - very wrong.

Keep Public Hearings for many issues that impact communities, allow residents to appeal to SDAB if guidelines have not been adhered to, this usually happens when relaxations are given to a development, Cllr should be involved with the residents in these issues, and explain the reasoning in a fair manner. Appoint citizens to more committees that take Cllrs. time, a mix of citizens and elected individuals provides a balanced result. Could go on about improvements, I'll leave it with my comments.

There should be annual or biannual meetings with residents and/or community association leaders to help determine what are the primary priorities of the residents at that time. Councillors should always remember that they were elected by the majority of the minority that turned out to vote, and not the majority of possible voters in the ward. They need to represent the views of all constituents whether they voted or not. There need to be more ways for residents to contact councillors and have their voices heard. Too many time council makes a decision and then does the consultation in order to check the box.

Councillors (like most politicians) have lost the trust of citizens. They say one thing when running for election, then do another after election. Perhaps it is time to introduce political parties to municipal elections. Then we might better know how they really think. Major decisions (such as blanket rezoning) should always be done by plebiscite (no exceptions). This will ensure that the decision is made by a large majority of people, not a handful of Councillors who are not really representing the will of the people.

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re-designing community outreach surveys to not specifically exclude the best possible idea to improve municipal representation (ie, increasing the number of Councillors/Wards)

I highly recommend that Calgary adopts a PR-STV voting system to better represent Calgarians.

Councillors need to weigh Administration's input with the input of their constituents. Administration often has different views and councillors need to go against these when it is appropriate as Admin wants to keep staffing high and doesn't want to acknowledge there may be overstaffing in some business units

Put on events and be seen.

More public votes or surveys. Solving the issues that we are facing today, not going with the flow of progressive ideas. Solve and improve real issues like safety for everyone, affordability, housing. Less money and time spent on special intent group committees and research into social issues. More unity and respect for Canada and Calgary history and important figures both left and right leaning. Everyone needs to be heard and represented not just special projects that council are focused on.

Stop the fake engagement exercises that occur after decisions have already been made behind closed doors. A party system at the local level is not a good idea, however, it is needed to evolve our municipal government from being a parasite that takes from taxpayers and gives to union members.

We need better engagement from Councillors. Proper engagement from Councillors AS members of the community, going out of their way to speak with people other than those with the time, energy and motivation to write their councillors. We need more events to get community members to communicate with each other and with their Councillor - especially in the suburbs, which are designed to be individualistic and isolating. It absolutely should be noted that those with the time, energy and motivation to write or meet their councillors are typically financially secure, securely housed, and are most likely to speak up when something isn't going their way (negativity bias) - at the intersection of all of these things, the most vocal tend to be against change. As such, it should be COUNCILLORS who go out of their way to engage with and potentially educate their constituents, not the other way around. I say this as a young person in my undergrad who knows many people my age who would benefit from getting to know their councillor but lack the knowledge of what their issues are, where to go, who to talk to, etc..

Focus on local issues! Forget about shoving the federal agenda down our throats

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more public engagement, possibly on a community level

I think Calgary would need to develop a secure, confidential app or website that could make it easier for Calgarians to receive information and communicate with councillors. This app/site could also have polls that won't be equivalent to an election, but could provide insight into how constituents are voting. This could also create jobs as councillors should probably hire a qualified person to monitor their specific part of the app/site, in order to moderate discussions and filter cranks from genuine contributions.

Remove Fluoride
Use Poll technology

Fire Jyoti Gondek! Calgary needs a leader not somebody who is looking out for her own family and her own people, the Liberals. She doesn't give two [removed] about any citizen in Calgary unless it's part of her family or the liberal ideals. Fire the mayor now and maybe this city won't turn into complete [removed], cuz the way it's going, we're done

Municipal parties are needed - individual councillors push individual ideology at the expense of ALL constituents.

Get rid of the mayor and have actual paper ballot elections. Also fix the removal process. Get back to the conservative values that made this city great once upon a time

I believe that ALL TPA and PAC endorsements MUST be disclosed prior to and during the election period. Calgarians are uninformed about the 'dark money' and / or 'union funding' collected and used to fund 'chosen candidates' and are collectively questioning how so many councillors were elected that oppose the majority view within their respective wards.

Could counsellors poll their constituents on specific issues or policies which may be divisive or controversial vs just going by whoever happens to reach out to them or by their own opinion

I feel that Calgarians need to be heard when they show up and respond to public hearings and not move ahead just because they have made a side deal with a developer. For instance Glenmore Landing.

Neighbors who have engaged with City Councilors to try to make change have been met with brick walls -- decisions already made well ahead of when they go to public for comment. Ensuring early opportunities and then taking the feedback seriously is important. We don't necessarily need more tactics but we sure need the ones that are there to work better for us.

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Run online polls about decisions to make before to action them to know what do we think about them.

Getting rid of first past the post voting. Less gerrymandering of the wards a year before the election. This would go a long way in getting councillors that have more than 50% approval rating in their own wards. Seriously there is like 3 council members with more than 50% approval rating in their own ridings, ridiculous. It's supposed to be a popularity contest, not an unpopularity contest at city hall.

Making it so the mayor doesn't get a vote on council, and the mayor has to justify their actions/ actions of the city staff/ manager to council. Kind of like how the president of the United States has to justify their actions/ administration's actions to the US Congress/ Senate.

All members of the council and the mayor should resign immediately.

Reversing the "single use" bylaw that was implementing in January. For the major to answer questions that are answered of her.

Reduce the number of counsellors to 9

Attitudes need to change towards Calgarians! Taxpayers are being treated with great disregard!! Stop ignoring our voices for your own agendas. We need to work together and not be dictated to!

Letting tax payers of the city having more input into how the tax dollars a being spent

Definitely do NOT increase councillors we don't need to be paying for more bureaucracy. Conduct more surveys and open communication

- better conflict of interest guidelines
- better ward representation (councillors should only be able to run in a ward they currently live in), it should be a pre-requisite to be able to run for that ward
- councilors need better communication tools - city hosted ward websites are totally blank while they are spewing garage on twitter.
- councilors should be required to have a 100% response rate to ward inquires

Allow plebiscites to be used so that you can determine what the people want. Send out more engagement emails but don't just send them out read and reply and listen. If you want us to engage then be ready for the good bad and indifferent views. After all we are the people and the councillors work for us the people of each and every ward

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I honestly feel that our current mayor and most of the council (over half of them) are extremely dismissive of the opinions and concerns from the the citizens of Calgary. They seem to be acting on their own agenda's and quite frankly have forgotten they work for the citizen who voted them in.

Engagement with citizens in a manner of listening and documenting, not instructing and presenting pre-determined changes.

When the Mayor wanted to allocate money from the City to fight the PQ Bill on religious symbols, that felt like a massive waste of time and potentially money. My recommendation is to stay in your lane! The latest land use by-law change process has been a joke. The \$1M letter campaign resulted in letters arriving in our mailboxes with less than a month until the final meeting on April 22nd. The meeting will draw hundreds / thousands of attendees, who are furious about this issue and the decision has already been made, so what is the point. The council majority will not stop this freight train from crashing into our neighbourhoods. So if this was the plan perhaps that should have been part of their election campaigns. Many people I know did not understand that Councillor Walcott had a Defund to Fund button on his election website. It was during COVID, there were no debates and he basically lied at the door when he told parents he was going to make things safer for their kids because he was a teacher at Western and understood that safety along 17th Ave was an issue. Given the increase in crime in the City, I'm not sure that defunding the police is a big idea. The Mayor should have run on a clear platform and not have announced the day after she was elected that she was declaring a Climate Emergency as people felt duped and misled. At this point, I'd back a party system like Vancouver and Montreal have as long as we still have Councillors that represent wards. It would allow us to hold our political leaders accountable. Controversial issues should have greater transparency so that we know where our councillors + the Mayor stand on issues before there are votes that impact our personal livelihoods, home values, tax rates etc.

Stop woke politics

Common sense

The taxing to help the climate is insane.

If you don't like oil and gas. Then stop using it. For all things in your life. Say goodbye to the internet. You need o&g for that

Organize bi-annual plebiscites to approve or reject budgets, taxes , spending, any project above 5 million Dollars.

Already answered above.

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<p>Create more formal interaction with the citizens of Calgary through city run polling, referendums, community workshops/forums, ect... Find out what your constituents actually care about, both on a municipal level, and also a ward by ward one. Actually listen to the feedback you get, even if it does not mirror your own personal beliefs. You were elected to do what your constituents want you to do, not what you personally want to do.</p> <p>Remember, you work for Calgarians. You are our voice when dealing with the provincial and federal government. Your aim is to achieve what is best for Calgarians, and what reflects the wishes of your constituents, not what outside interests see as important and attempt to push at the expense of the people you serve.</p>
<p>Insisting councillors go through some training and education including financial management.</p>
<p>Look for ways to decrease spending . Put an end to tax increases and discontinue spending on climate emergency. Stop spending money on ideas that don't work. Paper bag tax, plastic bag and straw tax. Don't we already pay recycling collecting fees and property taxes? Why the extra tax on something we are going to recycle, which is also a tax? We need more plebiscites. Councillors are not voting with their constituents, otherwise they would not have given themselves a raise while some are needing to use food banks.</p>
<p>Stop the 15 minute community thinking to control people. This is not CCP, it's Calgary. Have the mayor stop being so narcissistic. She is paid by us tax payers so get more humble.</p>
<p>Councilors should have to go door to door to hear our issues. Especially Wallcott! He wouldn't deal with a problem if his life depended on it .</p>
<p>Plebiscite on largest issues. If you need a dedicated line on 311 for novel issues due to the number of concerns (example rezoning) residents should have more of a direct say in the decision.</p>
<p>Make meetings mandatory. They can not represent if they are not held accountable to work.</p>
<p>Meet with constituents monthly</p>
<p>Local traffic signage, problems; house zoning, parking; libraries and community access</p>
<p>Sandstone drive and sandarac drive corner with Chevron... needs lights, 4 way stop, anything!!! It's madness seeing so many almost collisions, and people running the stop Sign.. or even running OVER the stop sign... check 311!! We've reported it so many times. Surveys are wrong, we actually need the upgrade to anything. Even a round about would be perfect!</p>

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More town halls with a counsellor that takes the opinions of others into consideration. Periodic surveys in the ward they represent to receive more representative feedback. Information session to Calgarians on how council works and what they do.
More councillor staff, better clarity where and why feedback is accepted or not accepted, removal of many minor land use items from using so much of councillor's time
Reduce the number of wards and councillors. Reduce upper and middle management positions. Too many chiefs and not enough Indians
Reducing the size of Council and for that matter the size of city hall and employees
Get rid of Gondek and Penner
Actually listen to the public. Not having a plebiscite on the refining issue is an asinine, dictatorial move that you will hopefully pay for come election time.
Not having closed door meetings..always having the public engagement in important decisions for Calgary....listen to the public..not just push thru agendas...too much damage has been done in Calgary over the last several years. We can see the decisions being made are not what Calgarian's want...just spend, spend, spend.....
I actually believe that less wards with multiple councillors in each ward would better represent us. My current councillor does not represent me at all. Also, as Plebiscites are non-binding, expensive and time delayed, I'd like to see them replaced by a survey similar to this one to determine where the majority of the citizens stand on the bigger issues. It would be a more efficient and cost effective method to take the pulse of the public you serve.
more accountability once elected - by elections if approval rating drops below a certain percent, easier recall process, no more 3rd party advertising, disclose every donor, get conflict of interest out of private developers, bild etc out of city boards, get rid of foreign lobby ideological group ties, wef, strong towns, 100 resilient cities/rockefeller, More Neighbors etc
In the current climate, we need more direct plebiscites, so that the people's voice can actually be heard! Our so called 'representatives' almost always fail to represent anyone but themselves (voting for higher taxes and their own raises seems particularly vile).

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Allow for different methods to hear from the people you represent. Have online, phone in, in person opportunities for your constituents to provide input on city matters. Show the results of the input from constituents to everyone and then vote according to the results from the people.

Again, I would like see online votes/conversation so people who cannot make those meetings are included and they should be held in the evening or online anytime so working people can participate. I feel we hear about policies after they are being put through which is dirty politics and not a majority vote.

Actually listening to Calgarians. For example we do not want a public hearing in regards to the blanket rezoning, we want a plebiscite and we want to have our say because this decision affects the biggest purchase of our lives which is our house value. Council should not ignore us and just make their own changes, this is unethical and unfair.

Reject political parties at the municipal level. Make it easier for those with limited mobility to vote, like mail in ballots, ability to vote in multiple places, allow seating at polling stations for those who cannot stand in line. Fire Sean Chu. Find a way to get him out legally

The current city council does not value citizen input and feedback. When input is solicited, we are being blatantly told the decisions are already made. Representatives should have some respect for the citizens who elect them and be willing to listen to our ideas and suggestions BEFORE making decisions.

Many Councillors have decided that they will vote in opposition to the preferences of their constituents to foster an "equity reset" at massive expense to those they represent. Members of Council have decided that "they know best." And that means that Calgary is no longer a democracy. Tax-payers have no representation. Very sad.

Implement city level political parties so that something can actually be achieved.

Time for council to stand up for Calgary. Tell the country Calgary we are closed for business. We are choker block full of immigrants internationally and from other provinces. We cannot handle additional migration. It has put a strain on all services. In addition, push back with Premier Danielle Smith about the "Alberta Calling" Campaign. Reduce property tax payments to the province. Request increase funding from the provincial government due to the influx for all services that are barely hanging on like education, water, electrical, homelessness, crime etc. Push back with Justin Trudeau! We will take the \$242M home subsidy without strings attached. Renegotiate the terms. It is time to stand up for Calgary. Anyone entering our city does not qualify for any aid/benefits until after they have paid 2 years of Federal and Provincial taxes. I am tired of paying for the less fortunate that have migrated to our city.

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Accepting input from the residents. Too many decisions are made without consultation.

Stop having councillors just for a ward. Councillors at large - those who represent all and not just one area of the city

On major issues like blanket rezoning, a councillor should have to prove they represent their constituents. Additionally, the councillors should work more closely with community associations which should also have to prove they represent the majority of their residents and are not promoting their personal view on an issue.

Put specific issues to a plebiscite!

I do not think increasing the number of wards is necessary. Reforming the voting system to ensure that a mayor or councilor is elected as a result of having more than 50% of the vote is most important. Making councilors accountable to all constituents through regular face to face communication such as town halls is also very important. Revealing where a mayor or councilors campaign donations are coming from, from the start of the campaign.

Making election promises is not just a ploy to get elected. As an example, none of these councillors campaigned on "blanket re-zoning", and yet there are the "Hateful Eight" who are determined to push it through. Councillors should be held accountable for what they say during their campaigns and what they omit.

Listening to their constituents. It's VERY clear that calgary does not accept blanket rezoning and yet they are pushing this through. This is going to end up negatively for the councillors as they refuse to listen to us.

There are so many people living pay check to pay check right now, and all the councillors do is raise taxes, raise the cost of electricity etc. Need to work on a plan to help people out of this tremendous cost of living right now. Why are we spending millions on a arena when there are thousands going to the food bank each day to be able to eat. Seniors are the ones that made this province what it is today, but we are forcing them to live in their cars and not take their medications because they have to either pay rent or eat. Councillors need to get their heads out of the sand and live try and live in other peoples shoes.

Better quality of people

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I feel that the bulk of the Ward 3 residents would benefit most if the community of Hidden Valley merged with Ward 2 and the communities of Sandstone Valley and Macewan Glen merged with Ward 4. This would contribute to the uniqueness that is the Northern Hills, and aligns more with the demographics of the respective areas. In addition, the huge and fast growth of Livingston; Carrington and Lewisburg will more than make up the population concerns that there may be. It also makes use of the "natural" boundaries of Beddington Trail/ West Nose Creek valley (to the south); 14th Street to the west and Deerfoot Trail to the east.

Thank you for your consideration.

[personal information removed]

More quick online surveys for the public like this one. Not sure this is the right forum for this but I do not want the proposed rezoning in McKenzie Lake. And especially not in areas that are currently green space. Green space areas are extremely important for mental health. As for increasing density, it is already frustrating that many of my neighbours with driveways and two car garages choose to park in front of my house and some use it as long term storage to park vehicles for months on end. Perhaps better bylaws might help with this and not leaving the onus on the person frustrated to report potentially damaging relationships.

Be transparent about what they're hearing from their constituents and how that's informing their vote. Specifically going out of their way to hear from people that have not reached out and shared their thoughts (i.e. not just listening to the loudest voices. Representing not just those who already live in their ward but all of those who will live there in the future (children, new residents, canadian and international migrants)

When decisions councillors are making are very controversial, it should be out to an public vote. And these votes should be grouped by neighbourhood in each ward so the councillor can see where each opinion is coming from and understand why and how not affects each community differently. It's hard to blanket an entire ward when the needs of each community within it are different

More wards and councilors won't help fight the bias and lack of transparency. Fix that first. le . If someone pushes fluoridation at us then publicly and in the news share the FACTS from both sides of the argument and not just the side of the people with money a d the agenda to force their arguments on all of us. Sorta like an investigative unbiased report to all on both sides of an argument so that everyone. Councilors and constituents can make a clear decision with all the facts possible

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Multi councillor wards. It's clear that the personal bias of a single Councillor per ward can result in many Calgarians not being heard. If there were multiple Councillors, this would allow for differing viewpoints to be heard. This could be done with the current 14 Councillors.

Have more on-line statistically accurate public surveys on an individual ward basis to more objectively obtain public opinions/directions on salient matters rather than our Councillor just guessing as to what she perceives is the majority public consensus regarding the subject matter.

With a very divided council, we as citizens are frustrated that we have a Mayor with her same eight votes and how they are running their own agenda. How can you find more fair balance between them? They need more engagement with our individual community leaders. If the # of community leaders tell them they are off track with as many as 6 votes, things need more real investigation and input, rather than our Mayor always winning. We need a mayor who is more willing to listen when a plebiscite is asked for.

I believe the overall amount of our city development is interfering with people's enjoyment of their communities. Real problems are being ignored. Standing up in front of council has proven to be a waste of time. How is that working for us? It just is not. You need to revamp the administration behind the scenes that are driving things.

They need to listen to residents, we are from all backgrounds and all have positive suggestions for improvements. Council members need to remember they are not experts they are elected politicians. Experts on any subject live in every community in Calgary, it's time to listen.

Making Calgary more sustainable. Food waste reduction, reducing taxes and rental price caps. Working to build affordable housing instead of all these overpriced condos that no one can afford. Get rid of the residential parking payment and the bylaw to have to pay for paper bags at a restaurant. Create indoor gardening spaces for communities.

Listening to the Ward instead of pushing their own personal views. More often they push their own agenda, after lying to get elected, such as Gondek and Mian. There should also be term limits, two terms max.

We vote in our Councillors and then they don't listen to us, or don't vote the way we the majority want them to. The Councillors vote based on their own personal opinions. They stop representing their constituents as soon as they are in power. Democracy is not working for residents of Calgary when their Councillors won't listen to the people of their wards.

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When large changes are to occur, like rezoning or the arena, going to plebiscite so it is representing the people's decisions.

Councillors need to vote in alignment with majority constituents. Councillor can acquire constituents preferences on decisions through structured engagement meetings, surveys such as this, city council meetings where public speaks. The key though is to reflect the feedback in the vote, nit just check a box saying that we asked fir engagement but will ignore and vote the opposite of what the majority of constituents want.
Portion of Councillor pay could be tied to # of constituents that they engage with to create incentive to meet with as many constituents as possible and provide platforms for constituents to give as much feedback as possible.
More plebiscite on big issues. Anything that would cost more than x amount or impact more than 25% population requires plebiscite.

See previous answer

Assigning a Board of representatives from with each ward to oversee Nd ensure Constituents are being heard something which is not currently happening.

There should be a mandatory Indigenous council member to start. Plebiscites should also take place if the public demands one.

Either have councillors elected on a city wide vote or have them accountable to their constituents

Reducing the number of candidates prior to final vote so that similar electoral platforms don't result in vote splitting such as what happened in Ward 8 and Ward 9.

Do your actual job. So busy with pet projects you don't do the right thing. First off if the job didn't pay enough why did you run? If it was so unsafe you need security why did you run? If you love a bike why do you need a car allowance. You eat steak on a Kraft dinner budget. All the hateful 8 out. Last thing needed is more high price members of the fat cat council.
Pathetic

Educate councilors on their fiduciary responsibility and their obligation to undertake them.

Talk to Calgarians. Pretty simple. Represent the people to represent.

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Residents should be able to get motions put forward by any sympathetic Councillor, rather than being forced to deal with just one Councillor. Our Councillor refuses to listen to residents or put forward motions that are supported by them and by other Councillors. If our Councillor doesn't put forward the motion, it cannot be discussed or supported by Council-- this is WRONG!

Do not move to an at-large system. That dilutes the effectiveness of Councillors who no longer represent the specific interests of one area.

As much as the City and the Mayor Calgarians are heard, I do not believe this is so. There is currently a majority bloc of Councillors whose platforms never said anything about declaring a climate emergency as a first order of business, hyper-inflated tax increases, banning single use items at drive throughs, or fundamentally changing our neighbourhoods through blanket rezoning. And when Calgarians objected to these matters, their views were ignored because Councillors know citizens have no recourse. A more realistic recall system would help hold Councillors more accountable - we all know the current recall system makes it all but impossible to recall a Councillor or the Mayor. Councillors have to spend more time with their constituents, in real life (not through surveys or letters), perhaps even more time, than they do with City administrators.

Focus on local issues. City Council has no business declaring a climate emergency, that is not a local issue. Listen to Calgarians and stop making tone-deaf choices. For example, stop giving yourselves raises, while Calgarians can't even pay their bills. Stop virtue signalling and just focus on improving things for Calgarians.

The current council continues to spend with an apparent lack of concern for the residents. I find it appalling that a tax hike that was approved to be 7.8% (which is ridiculous due to the outrageous spending of this council) is now an 8.6% - how is that possible? It's always so easy for this mayor and council to blame others. Where is the transparency, and why can't the council adjust their budget to maintain the originally approved 7.8%. There was absolutely no need for the City of Calgary to invest in a building (the new arena) that will benefit so few residents of Calgary; and mainly the wealthy. A long awaiting fieldhouse that can be used by the public keeps getting stalled. The current focus on the Housing crisis, although important, seems to be solely focused on a rezoning of the entire City. Cities across Canada are experiencing the same challenges and should be consulted before such a measure is put in place. Why isn't this being taken to a plebiscite? This council really doesn't listen or engage with its residents. This is the most ineffective costly council Calgary has seen in the 38 years I've lived in Calgary. They are simply out of touch and not listening.

SOMEONE with an OUNCE of common sense needs to get in front of these imbeciles

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Our municipal government is in need of a drastic overhaul. Many years of unions controlling who gets elected has result in a culture at this municipal government that is embarrassing to watch as a hard working citizen. City leadership seems to be focused on how much it can take from citizens and redistribute to friends and family. This government has not been financially responsible for many years and it is hurting most citizens. This government should stop to recognize that most citizens do not believe this government has baseline competence to do its job and this belief is based on what we see everyday. Having a party system at the civic level is not a good idea; however, it is needed to restore competence within Calgary's municipal government.

I was going to say increasing the number of wards. Councillors organizing more collaboratively and coherently on different issues would be helpful for Calgarians to understand issues, especially city wide issues

Implementing transparency measures such as live streaming council meetings and ensuring easy access to public records.

Get rid of this mayor and all the councillors she has in her pocket

The mayor saying on the radio that she will go ahead with rezoning regardless of any plebiscite is not listening. Just another dictatorship decision.

Stop giving everyone on city council unnecessary raises

Stop ignoring what Calgarians are saying. Public hearings are for show to make people feel they have a voice when in fact, the decisions have already been made. Give us back our ARPs so we can determine how our communities grow. Stop making tonnes of bylaws that are based upon personal feelings of city council and not reflective of the majority of Calgarians. Stop raising taxes and fees. Live within your means and stop decorating downtown all the time. Stop stupid bike lanes on streets. Stop acting like only some parts of Calgary are important than others. If you outsource, there better be some layoffs.

Town halls. Actually listening to citizens and not having the "we as councilors know what's best for the City" attitude.

There needs to be limits to what individuals and unions can donate to a campaign. This is so federally and should be municipally as well. We are all aware of the millions funneled into the campaign by local unions. This is just wrong as it sets up the council member to be an ear to the union.

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Again, actually consult with the public and advocate for their choices. Stop the 1 size fits all mentality and truly try to help Calgary become a gem with character, green space, interesting special destinations, for example Princess Island Park. Interesting and safe public squares with greenery, coffee shops and unique features...similar to those throughout all the great Cities in Europe/UK. Don't fall back on saying/acting likethe Municipal Government Act states this...therefore we must blindly follow it without negotiation and input. Don't be BOUGHT by the Federal etc government to adopt policy that will turn Calgary into this bland hodgepodge of neighbourhoods.

Councillors should have to use quadratic voting which is be applied in the US and other countries. One to one vote representation on Council items is silly especially with you have members completely checked out (i.e Maglioca, Steven etc) . The city staff should also have a website or online resource which consolidates a Councillors last vote and position on every agenda item. No more meeting Calgarians in communities then voting the opposite way. Finally, I don't care if a Councillor or liberal, ndp or conservative as long as they remember they are a Calgarian first and need to behave to what Calgarians need and not what a party line tell them.

Calgarians are struggling yet council prioritizes their salary raise.

I like the ward system.
I DO NOT WANT POLITICAL PARTIES OR SLATES
My councillor pays more attn to residents and city needs.

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Council has abandoned any pretense of impartiality. Votes are regularly pre determined outcomes with councilors advocating to their side before meetings as viewed by their X accounts where they have blocked any dissenting voices. There is more virtue signaling and pandering to select groups and causes than there is actual city work going on. I want to see objective, measurable data used in council decisions. For example, if public input has shown that 90% of people are opposed, then I want it to be an uphill battle for council to approve it. Just because it doesn't align with their cause-de-jour doesn't mean they get to overturn the people who they are supposed to represent. I also feel that using measurable data would help avoid the conflicts of interest some councilors struggles with (developers/donations/personal interests). In addition I think additional scrutiny by another body on contentious decisions might help restore some faith. Admin, the city and council regularly publish plans, outlines and guides (there is an overwhelming amount) and when it comes down to a decision they throw all of that out the window so go with a whim. For example, there are ARPs, LRPs, development guides, the MDP, and neighbourhood plans. Yet, when a re-zone application comes along they ignore all of that previous work and consultation and use their own "moral compass" as a guide. City admin is just as bad- twisting select clauses and other plans and guides to suit their needs. I want to see an external party review how an application, decision, aligns and adheres with policy. Honestly the city spends so much time and energy on Engage and plans and outlines only to throw it all out the window when it comes time to use it. (See - Marda Loop main streets streetscape master plan completely ignored, Currie revised plan (RICHMOND GREEN PARK RE ZONE), parks plan, open space plan, MDP.. the list goes on and on.

We need to set the bar a little lower for citizens to have a referendum. Then the City should enact the use of referendums at EVERY election. They do it in Sweden, Denmark and Norway. Every Civic election is accompanied by (sometimes) several referendum questions. The results of these referencums is published along with election results. This makes democracy more inclusive but it also stops Councilors from being treated like rarified board members of a corporation holding title to a position they were somehow trained for.

See previous comments

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1. A policy to respond to citizen inquires. I ask my councilor questions and get NOTHING back.
2. A mandate to focus on their ward and constituents - not global issues or ones we already fund
3. Better social media policies - my councilor consistently publishes 3 page social justice statements and pre-determines his positions on council votes via twitter but won't respond to my emails about theft in our area - he then blocked me. If these councillors are going to only discuss news and view via twitter they have to be open to all.
4. Background checks and criteria before someone can run for council. (Like, live in the area, you can't be a developer schill, have a criminal investigation open or a cash underhand mortgage on prime development land. Maybe hire an additional ethics commissioner.

Major decisions should be with public participation like plebesites. Anything (like re-zoning) that concerns the entire city should not be brought forward by Administration (unelected and mostly unknown) for Council only voting!

- actually answer emails/communication from constituents
- vote based on constituents vs personal views
- actually spend time in the community you serve

Just come out of their offices and talk to people. Why is NE discriminated against in the city?

Provide long-term property / business owners, (who are ALSO residents) more voice, perspective, influence. Anyone who's lived, worked, paid taxes etc. for 20 + years deserves extra attention perhaps by invited consultation.

Replace the single councillor wards with multi-councillor districts that would allow proportional representation and would make sure every citizen has a representative that agrees with their opinions.

Council currently works fine. The only problem is that the population doesn't know enough and the media should be paid more attention to.

I believe that party politics have no place in municipal governance and am deeply opposed to the Government of Alberta's consideration of legislation to introduce formal political affiliations (parties) at the municipal level. While I understand that the GoA can and will likely introduce the concept of municipal political parties, I believe that the City of Calgary should explore what it needs to do to insulate itself from any enacted legislation on behalf of its citizens, including and not limited to eventual legal and court based remedies.

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<p>Citizen question period with their councillor. More transparency with admin decisions.</p>
<p>An election to ensure the right people are in the job</p>
<p>More info on how our Councillor votes and explain why they vote they way that they do. Convince me they voted in my best interest and not how the majority of Council wants them to vote.</p>
<p>If it helps the people I am for the increase. But my biggest problem with most Council members is there not held accountable for their misuse of perks. If you break the rules a slap on the wrist is not good enough. You are stealing from the people that employ you. If I steal from my employer, I will be fired. They must learn to lead by example</p>
<p>Plebiscites for important issues.</p>
<p>Just listen to the public. Also, cuts expenses. Institute zero based budgeting. Quit protecting civic jobs at the expense of higher taxes. And, stop the treath of service cuts if taxes are reduced. Lastly, change from an address based tax system to an occupent based tax system otherwise the school tax portion will not keep up when extended families or secondary suite occupants live at the same address.</p>
<p>I would like to see City Council work as a team, I don't see any middle ground in decisions these days just a lot of infighting that I am tired of hearing about.</p>
<p>I honestly think the current system works quite well. Individual councilors are elected based on proportional representation and therefor council as a whole broadly represents the direction the electorate wants to go in. I think it may be worth while to bring in a ranked ballot system as this would more accurately reflect the political diversity in the city. This system has been shown to be more democratically representative than the current form we are using.</p>
<p>the Alberta government's idea to have parties in local government is a very bad idea..cities are for people not parties</p>
<p>votes on motions should have compelling proof from the ward residents that the councillor is voting to those wishes</p>
<p>Banning party affiliations; we already have enough partisanship in politics, we certainly don't need more.</p>
<p>Post how each councilor votes on each issue and allow them 3 sentences to explain. This should be a permanent public record.</p>

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Ensure that party affiliations are not included in municipal government. Party alignment just ensure that the person representing a ward is representing their party rather than the constituents. Offer ways within wards for concillors to gather feedback from constituents, from simple polls to townhalls. Once voted in, it does not feel like the councillors are actually engaged and involved with the community.

There needs to be a better system for engagement with Councillors. If I write to my Councillor, I either get completely ignored, or get a form letter response from an assistant with no substantive content. I understand Councillors are busy and can't spend hours on every single inquiry, but at the same time the system feels broken in its current form and I don't feel that my viewpoints are being represented or my concerns are being addressed. My Councillor does not make efforts to engage with constituents; this should be made a mandatory part of their role with some sort of accountability attached.

Enact a party system so we (the population) know what we are voting for. Too many people do not educate themselves on who the candidates are and this would make it easier for those people

Wards need realigned to a hub and spoke radial system. Current inner city and suburb only wards are not effective.

Bring back multi-member wards and ranked ballots. We should return to using the proportional single transferable vote (PR-STV). Calgary used various forms of STV from 1917-1971. The City should adopt a modern Irish-style PR-STV. With 14 councillors, Calgary should be divided into two 4-member wards and two 3-member wards. Adopting PR-STV would make the results far more proportional and eliminate the spoiler effect of FPTP that saw some members of council elected with less than 30% of the vote.

Calgarians should have a say in important decisions such as tax hikes and rezoning

Have the political party that these people support be included in their platform when they are running for election.

Councillors can conduct their own ward only 'public hearings' to hear from their constituents in advance of discussing contentious matters in council meeting.

viable recall legislation so we can remove these condescending, clearly "smarter than us" representatives.

Allow Calgarians to attend sessions to present their views. Allow Calgarians to vote on big issues like fluoride in the water and let them independently audit the results.

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A complete review of Cory of Calgary expenditures. Control government spending and reduce the property taxes and increase needed services.
The mayor needs to listen to the concerns and not just push thru her wants
Improve the recall system. If a councillor isn't doing what they said they would, recall them
Perhaps developing a tier-2 like support within the councillors office for Calgarian's requests not met by normal services - something pooled and professionalized rather than being left to the councillors offices
Listen to our opinions and then follow the majority. No one elected you on raising taxes, changing zoning, etc.
There needs to be clear records that are accessible to the public on how every council member votes on every motion presented to council.
Listening to their constituents.
Calgary has severely gone downhill over the years in many facets due to the current socialist/liberal Council (and Mayor).
Quarterly Town Hall meetings so residents have a chance to be heard.
Increasing the number of Councillors should be an option. The current wards are too populous. In lieu of that, Councillors need more staff.
More constituent input to their councilors. Have an online newsletter asking for input.
Don't assume that the general public is uneducated and can't possible have a valid option on important topics. Listen to the people and remember you answer to them, not your own personal interests and opinions.
Have more open forums. Advertise them more. Make them online. More surveys that are actually representative and not open link where special interest groups take them over or online panels that are infested with bias.

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Better partnerships with community associations to create authentic hubs for meaningful community engagement! My experience in Calgary over 24 years is that when the city does "engagement" it is most often at the very lowest level according to IAP2 standards; information sharing. This has been most obvious recently with the city planning department regarding community Local Area Plans work and with the blanket rezoning issue. Council says engagement occurred; but truly only information sharing happened. The department is already set on the recommendation it will make to council and the engagement sessions did not inform the recommendations.

On policy issues for the city, I think it would be ideal for a process of time bound steps to be created that gives citizens opportunity to:

1. Learn about the problem that needs solving
2. Learn about possible solutions that are in evidence elsewhere: along with the shortcomings.
3. An honest communication with citizens about the level of input that can be expected and why (IAP2), and an opportunity to challenge this with councillors if there is significant discord.
4. Engagement (that Involves and or Consults; if not collaborates) at the ward level that is meaningful and that influences recommendations arising from each ward.
5. Feedback from Community associations in partnership with the appropriate councillor for those associations is brought forward to committee and/or council to create recommendations and or to inform voting at council.

I also believe a City Council should stay focussed on civic issues and steer clear of sweeping or broad social issues that lie beyond the influence of councils purview.

Obviously this cannot occur for single thing but we are sadly lacking any process of real engagement where recommendations caring from administration to council are actually informed and influenced by citizens input up front. A budget allocation for community associations to be at the forefront of community engagement is probably a realistic need.

Establishing regular town hall meetings with citizens and then following up with them on their concerns. Offering tangible solutions that can be tracked and escalated if necessary.

Again, actually listening to Calgarians would be the first step. Allowing us to have a voice in the decision making. This would be the simplest and most basic step to move forward (again specific to our mayor).

Increased use of advisory boards engaging diverse members of the public (probably driven from the community boards

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There should be more transparency throughout government and less back-door dealing. This certainly includes escalating budgets for major projects. Power corrupts and secrecy corrupts as well. The public has very little trust in Council.

The website is hard to use for citizens. Having one central online account so we can do everything from it like one the province has.

An interesting area to look into would be - would it be better to have at large Councillors. Not sure if that's the right term, but Councillors elected for the whole City rather than by Ward - so they have a whole city perspective. I'm not sure if this is better, but might help see eye to eye and allow for a larger number of elector to elect each Councillor. You could have staff that are employed by the Councillors as a whole who are responsible for individual ward issues, etc. Just a thought for something to be investigated.

Improve the Calgary311 website interface. I've stopped using it (not in 2 years so if it's been upgraded, I apologize) because it requires me to identify issues in the context of the city's organizational chart by department. I invariably choose wrong. Occasionally things are obvious but the last time I wanted to comment on a project that was designed to improve sidewalk crosswalk access on corners, and work was left incomplete while the corners were completely inaccessible for months. I believe I discovered that Roads were responsible for sidewalks. Whodda thunk it?

Make voting mandatory and offer more flexible options for people to vote, e.g. online. The census which really doesn't impact people's lives much is.

Focus more on local issues that affect people. We don't need to participate in legal challenges outside of Calgary, we don't need a consumables fee in fast food restaurants. We need bike infrastructure, we need better transit, we need more densification.

Reduce the number of councillors, increase the number of committees and expert committee members and increase the number of staff in the ward offices.

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Candidates need to present an honest campaign platform during the election and be held to account for it if they are elected. Listening to Calgarians cannot be over emphasized and is sorely lacking. Engagement information, public hearing presentations, general feedback from constituents is mostly ignored in favour of the councillor's personal views or objectives. So-called engagement is not true engagement but rather an attempt to convince citizens that council's position is the right one... essentially a sales pitch. Real engagement needs to be a conversation, both giving and receiving information. The City uses it as simply a box to tick in the process and feedback is rarely, if ever, considered. Additionally after listening to several public hearings, I have heard councillors bully, argue and disrespect citizen's viewpoints. Plebiscites should be held on big issues, although they could be largely avoided if Council actually listened through the mechanisms already in place.

If we are going to keep the ward system, I would like to see the wards split differently so that every ward contains a mix of suburban, semi-urban and urban communities. I also think that it would be valuable for there to be a shared engagement resource unit for Council that is directly focused on helping Councillors proactively engage with under-represented groups.

Start listening to citizens. Council works for us not the other way around.

I don't think most Calgarians know the Engage website exists. Ask yourselves how you can ensure the public engagement processes accessible to anyone too busy to attend an open house are well known about. Try to avoid leading questions and only ask for feedback when it's actually going to be taken into consideration, to avoid the general skepticism many people have about the engagement process.

Councillors MUST listen to constituents!

Transparency. This government hides as much as it can behind closed doors which is a recipe for corruption and waste.

They need to remain true on what they are elected on, and not change direction as soon as they take office. They need to focus on areas that are within the municipal jurisdiction and not focus on areas that fall under provincial and federal jurisdiction. Focus on city matters and not global matters.

1st of the current council and mayor are useless the never listen to calgarians and doesn't represent calgarians, ask them to represent ppl not developers and big corporations

Plebiscites

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More councilors more direct democracy, better website UX and UI. Better communication (no technical jargon or dense text) be more like a tech company in communicating features.

The website for seeing building permits in my neighborhood is horrific.

I have been invited to multiple "feedback" sessions put on by councilors that have been used as a way to try to convince their constituents that the councilor's existing views are correct. With no interest in getting feedback from voters or changing policy to fit what Calgarians want. I suggest having actual discussions and listening to their constituents instead of treating us like naughty children whenever we disagree with what the council wants.

Plebiscites for city wide important topics. This is the only option if we aren't going to increase council members, and give them the time to actually understand people's issues/desires. There is zero engagement otherwise, and the council member is not voting on behalf of the people. They are voting on behalf of themselves. The disconnect from what the people want, and what agenda council is pushing has never been greater.

We are represented enough - it is not always necessary to engage on everything - this erodes the public's trust in government sometimes as engagement is seen simply as a check box that has to be done. Cllr's are elected to make decisions that the public may not have enough knowledge about to properly provide feedback. eg Upzoning. We don't need a plebisite. It is within the mandate of what a Cllr should do - make decisions on topics the public has no business making. That is why they are elected.

Okay - I can't increase the number. Fine. Then I would combine the 14 wards into 7 - merge them by the pairs that make the most sense.
And then I would elect 7 "city wide" or "at large" councillors.

Increase the number of wards. This would make council larger, yes, but in my ward there is such a diversity in population, ethnicity, age group, economic prosperity and housing type that it is virtually impossible to represent contradictory viewpoints within the ward.

Representatives need to show a thorough understanding of how their own processes work. Too often, it is evident this is not the case, and wastes precious time in embarrassing sessions. Next, they should have to demonstrate an accurate understanding of all matters brought before them.

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I wish councillors did more to educate their constituents on why changes are needed rather than fall into the narrow mindsets of average citizens. People don't like change, but often, city administration and council need to change existing processes because that's what's better for the greater good, for the future, for the environment, for the most number of people, etc. It's not right that good ideas are abandoned or delayed because NIMBY citizens are scared to death of change (e.g. single use garbage bylaw, phase two of green line up to 16th ave, banning exclusionary zoning...hopefully that one goes through...)

More town halls within wards, surveys within wards, actually representing the electorate within their ward. Wards ARE a good idea - if we were to go to councillors without wards, we would not know who to turn to, and will councillors may cater to the majority, i.e. the suburbs. No-one will need to represent established areas to be re-elected. That could easily turn to those of us in established communities being disregarded and our communities sacrificed to 'tick boxes', rather than finding good compromises and solutions that work for everyone.

decrease the number of wards. Redistribute ward boundaries based on population densities.

Calgarians are not being considered regarding decisions making for their city ! Many policies were not on election ballot & that needs to be changed

Do city councillors actually engage with their constituents before voting?

listen to their people, don't create unconstitutional bylaws

Listen to the people and keep your own agenda out of it

Calgarians get to vote, it would be great to see what Political party councillors represent

The Council seems to be drifting towards more meetings that are closed to the public. My understanding that meetings were held in camera if the focus was on contracts, Human Resources issues, etc. That makes sense. However more and more meetings seem to be in private and I don't know if that is to hide bad behaviour, bad ideas, or just that Council doesn't want to be challenged. I would like many more meetings held in public and if not in public the specific reason for holding them in private.

Easy to access locations and hours or even better the ability to sun it issues via an app or website basically the easier it is to communication with a councillors allows for a greater understanding of issues as more type on group of people will be able to communicate a councillor.

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I think it's important for all Councillors to have a tour of each ward, not by the councillor, but by people that live, work and play in the area. Ward 3 has failed to get amenities for years, largely due to the quadrant system. This falls on administration but Councillors need to ask questions when admin puts forward proposals like regional parks based on a quadrant system

Engage with residents through in person meetings, email.

Making it mandatory for more face to face time and providing updates to constituents

Have more public voting on major initiatives. Decrease the requirements for recalls. Do more surveys

Dedicated app for providing direct feedback—transition to digital government—it's 2024!

As they are representing their constituents they should be conducting some sort of method to meet or town hall their areas at least 3 times a year. How do you know you're representing your constituents? The frustration comes from citizens being ignored.

better recall system

By listening to and carrying residents wishes

More surveys to find out what is important to calgarians and acting on it

I am generally happy with the Council system. One thing I would like to see is a completely arms length, independent process for adjusting ward boundaries. Councillors and provincial politicians should have absolutely no say in how wards are drawn. I would also note that I am vehemently opposed to political party affiliation at the municipal level. My perception of provincial/federal politicians is that they largely place their party and ideological affiliation before the good of their district. I don't want to see this in Calgary.

Developing a more accessible system for Calgarians to connect with their designated Councillor via the City of Calgary's web site.

It would be great if we could do online voting when it comes to finding Calgarian's opinions on bigger decisions. It would have to be one vote for one address to prevent people and lobbyists from outside Calgary from influencing our policy (like the recent updates to the Responsible Pet Ownership Bylaw that would have allowed breed-specific legislation that could have saved Calgary residents' lives from pit bull attacks). Maybe link each vote with one Calgary myID account as it has to be verified that you live in Calgary, right?

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Items that impact the majority of the population should be put to a plebiscite (such as blanket land use and rezoning proposals).
Not sure this fits here but would like to see councilors stay on top of what their constituents want. Could be as simple as a survey sent out annually to understand the top issues faced by their constituents.
Education, health and housing
It's a total sham. Starting with Developers colluding with the City and City Council against citizens. How absolutely ridiculous that the City thinks it's ok to put Developers in charge of their own Engagement processes. What a complete joke! Conspiracy, corruption & collusion!!
www.recallgondokyyc.ca - read this carefully.
Perhaps having not only a Councillor that actually lives in the ward they represent, having a citizen from each community in that ward actively participate in meetings, etc, that effect their community.
more direct on-line surveys, to each registered voter, in each ward on city business changes. Public forums do not work as they are limited in scope and confrontational.
Have the Councilor regularly meet with a community and business association committee - it's a means for residents and businesses to provide feedback or concerns with local issues that a simple 311 can not resolve.
More transparency and communication with calgarians on what changes could be occurring and allowing feedback
<ul style="list-style-type: none">- Provide a code of conduct for councillors, including conflicts of interest, and enforce them. Councillors should be disciplined when they are caught breaking these rules, if not dismissed. Councillors should not be golfing while they are supposed to be representing us in council.- The decision to not increase the number of wards is a mistake, the population represented by one person is too large, and we need a more local approach to representation, more voices need to be heard.
Calgary's footprint is too large for one city to handle. Metro Calgary or the Calgary area should be comprised of several cities, more like the lower mainland of Vancouver.
More action. It seems like there is just a lot of talk around housing etc and help for very low income individuals but middle class families are suffering greatly

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More planned gatherings with city council members to keep communication open.

Improving the polling system so that people don't have to wait in hour long lines, thus helping intellectual zeros like Kourtney Penner get elected. Candidates like her attract people that don't have jobs, thus, they can devote an hour of time to standing in line to vote.

Keep the ward system.

Provide party affiliation. Make it mandatory that they state their goal for Calgary clearly and in reasonable detail in all campaign materials.

Transparency in their voting records and not missing any meetings unless hospitalized.

Mayor needs to resign. She is only representing herself.

Don't push through major reforms that affect all Calgarians (eg. Housing strategy). Take more time to advertise and inform the public and receive engagement.

Reduce the bureaucracy in the city. There are times when councillors want to do something productive, but are blocked by city employees. And other times when city employees push their agendas through regardless of what city council wants (I'm looking at you bike lanes). Reduce or eliminate the power that these city employees have.

As previously mentioned it's time to extend technology and make it easier to get direct feedback from Calgarians on important issues. Online plebiscites, virtual town halls as examples.

Having a 1, 3 and 5 year planner that is current and part of their employment guide. It's similar to your own homes budget and how you prioritize the expenses within it. This person is basically running a business and a small city that all 14 wards filters up into the City of Calgary, which then prioritizes the city's needs. We have many priorities in which to choose from, these priorities have to filter up and down amongst the citizens as well to be effective or the citizens grumble. Communication that is effective with the citizens, attending council meetings in person would be a great start. I would hope that an effective job role or expectations already exists, and someone is managing the performance, what makes a Councillor qualified, aside from a fan favourite. This person has to have specific qualifications for this job. (A Plumber can not do a Carpenters job effectively) The person has to qualify with effective basic background education and effective previous employment roles.

Stop being controlled by developers. Stop the urban sprawl.

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Introduce voting within wards on decisions. Appears many decisions are based on a few persons input rather than the entire ward

1. In advance, provide to residents meeting dates (Council and committees), agenda items and sufficient background information that residents can use to reflect on and provide input and do this not simply using social media.
2. The City website dashboard is too cumbersome and awkward to use so find better avenues to present and explain items, discussions, votes.
3. With Wards encompassing such large areas, there can often be widely divergent points of agreement/disagreement within each Ward area let alone across Wards. There should be a requirement for Councillors to provide reasons and rationale as to why they voted the way they did because often it appears that they do not represent the views of their constituents.

Less secrecy, more soliciting opinions of taxpayers.

Councillors should offer more surveys or interactions with their constituents - usually only the loudest voices are heard publicly, ensure there are ways to hear the people that may not have the time or abilities to dedicate to communicating their needs and wants.

I think better public education is necessary.

Councillors should have public participation in voicing their viewpoints through surveys held regularly, especially on topics not covered by the platforms upon which they were elected. Survey can be done on sample sizes that represent the population rather than through open forums.

Ensuring new and incumbent councillors understand their role, including limitations of the office.

Learn from mistakes made by other municipalities and not be afraid to look at municipalities from around the world instead of thinking cities half the world away are somehow different from Calgary just because they live in a different country. We are all humans and have been developing cities for centuries. We should be learning from each other not isolating ourselves to just North America.

Have councillors publish the results of constituent input to them on topics. This will make them more accountable. Provide a reference number for every email sent to a councillor or mayor and ensure that each one is responded to when requested by the sender. Providing already public statements as a response to emails MUST be stopped.

After the Ballot

Report Back: What We Heard

May 23, 2024

What ideas do you have for improving how Calgarians are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

Develop a way to compel councillors to vote for their constituents "wants" not what the councillor prefers. I feel and I think many people feel the current city council does not listen and act to represent what the voters want.

Certainly lowering the number is not beneficial. More communication with constituents is required to accurately represent them.

Introduce political parties so that the will of the people can be better represented through this means.

Having councillors conduct meeting with residents by showing genuine interest in the process , not as was the case in our ward with a previous councillor that had a meeting and sat back looking bored and took no info from the meeting.

Having an office within the representatives ward, not just an office in city hall. Would result in more people communicating/interacting with the alderman.

Councillors should be required to respond to all emails from the public.

1. Stop just engaging people just on social media and in places people have to travel to with what feels like pre-determined outcomes a lot of the time. Have an actual conversation with an open ended question. And make sure you give people the option to find out what happened to the data you collected. Having to go and look stuff up on a "what we heard" report doesn't cut it.

2. Make it easier for people to take part in committees and focus groups. Give them a stipend or something so everyone can afford to take part. Childcare isn't cheap. There's no mention of flexibility for people who need accommodations, etc.

Honestly though - no more wards isn't even an option? Our population just keeps growing. How do you expect Councillors to effectively represent larger and larger areas with more population? Our Councillor has such a big area that is so diverse that there's no way they can represent all the communities.

The 14 we have are not capable, we need a better recall system to replace any council member who the voters loose confidence in.

I think the councilor, should be telling us the answers, rather than saying 311, can help you, rather than saying I can help you by doing all I can.

Our councilor should be able to do more for our area, and finding solutions by listening and saying it is this area, plus I can call and find a solution, may not be in a week, but I will reply.

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Report Back: What We Heard

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Reduce 'academic' jargon within city hall. It takes someone a business degree to understand the language and processes used at city hall. The language is not accessible... and so many residents are left out of the conversation because of this.

Reducing the number of wards to 6 or 7 and have the remaining councillors elected by the whole city.

Keeping taxes in check is of great importance. It does not seem that my tax dollars are spent on local issues in my area like keeping parks clean, grass cut, graffiti clean up, roads etc. We spend on affordable housing built in parks that should be a provincial issue. What about our Enmax utility access fee that has simply been dropped. Start working for Calgarians. Never hear from our alderperson on any issue. Simply putting in his time to collect the very hefty pension and benefits.

Force council to listen to their ward on issues each month. Take results back to form Administration policy. Today it appears that ADMINISTRATION makes policy and functional recommendations. Council takes Administrative input as gospel. Active engagement with wards does NOT EXIST. My councillor is tone deaf and fails to recognize when the ward needs or wants different results.

Alternative Vote (Instant Run Off) voting system for municipal elections.
Take the cost of council and staff time out of the pockets of councillors every time they discuss something outside their mandate. You were NOT elected as our consciences, nor were you elected supreme dictator of the planet, making pronouncements on matters outside the City. Use your personal social media for that, NOT the expensive mechanism of municipal government.

Pay closer attention to public opinion via town hall style meetings, online polls (news websites like CTV Calgary often ask important questions), and online forums like the Calgary section of Reddit. Find more ways to tap in to public feedback and actually listen.

Have a mixture of background, intelligence that allows them to understand the effects what they are doing to the city of calgary

Move to a political party system so citizens know what we're getting. Councillors repeatedly show they are not representing constituents and enjoy talking down to "us simple folks" who they feel aren't smart enough to understand the woke policies they are shoving down our throats.

After the Ballot

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May 23, 2024

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- Increasing the number of councillors should be an option in this project. The councillors are spread too thin and the wards are getting too large. We need more councillors representing less Calgarians.
- Public Libraries should have kiosks that help residents engage with the city. From submitting engagement to zooming into council meetings.
- Broadcast Council Meetings on the radio and tv.

A small but vocal minority is capable of hijacking an issue and advocating for a policy opposed by the majority. Enduring councillors engage regularly with their constituents can guard against this. Engagement in the form of surveys, public meetings etc

A C C O U N T A B I L I T Y! Show up for work (Council meetings are not on golf courses), request clear deliverable from the Administration, impose **COST CONTROL** measures that make sense, **MANAGE** contract, deadlines and Penalties when KPI are not met. Develop some business acumen (financial, customer services, supply chain management...) since it is evident that business units are **NOT** run efficiently and effectively.

Municipal round tables

Councillor's need to be accessible. It is important to assist the community who voted you in.

A mayor should be neutral from all social issues and not promote certain groups. Pay increases should represent how the performance of the councillors and Mayor was for the year as in most jobs, Increase percentages based on budget balancing etc...

If our population is increasing why can't our number of councillors/wards?

Better engagement, better use of resources (what meetings are essential), audit of finances/processes/city hall, reduce spending and ensure affordability for all who live here.

The only way to improve representation is to decrease the councillor to voter ratio. Which means adding more wards. Any other changes will not be effective.

Having political parties to vote on. Being able to vote on mayor being removed.

I like that each councillor represents a ward or area of the city and is responsible for the issues that affect the people in that area. I can't imagine being represented by a large group that doesn't feel responsible for specific areas and issues.

Communication with people that actually pay taxes in the Ward. Especially on issues of densification, infrastructure.

After the Ballot

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Financial transparency- I want to know what money is coming in to the bank accounts of my representatives. I have a feeling that many councilors are persuaded to act on certain policy positions through lobbying and gifts. Decrease the salaries of all councilors and mayors before you impose any other costs incurred to citizens.

An ethics commissioner to avoid conflicts of interest and also prevent bullying of other councillors

There seems to be unbalance in resources that Councillors get depending on their serving areas. For instance, inner Wards like Ward 7 and 8 have much bigger density of residents in comparison to other Wards though they get the same budgets where they need more office support. I think it needs to be re-evaluated across all the wards offices per coverage population.

There needs to be some oversight so that each councillor does not just represent their ward, especially on planning issues. It is easy for Councillors from wards in the far suburbs to vote in favour of all land use redesignations in the inner city because it does not impact them. Communities need some city-wide representation as well.

Educate the ward so that we can be more informed participants (and I don't mean tell us our Councillor's opinion on something, I mean tell us the facts and sides of an issue). In particular, show us how the sausage is made. Expose Council's processes, thinking, considerations, and understanding that goes into decision making.

The ward system creates too much of if an us-vs-them environment. I'd much prefer if every councilor was accountable for representing all citizens of Calgary.

We really need to rethink why it is necessary to increase spending each year
We need to hold the line and get the city back to basics.

More transparency in appointments and removal from boards and commissions

leverage 311 data, have vote results available in a dashboard setting viewable by the public. Perhaps have public hearings on weekends when more citizens can participate

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Well, if increasing the number of Councillors is beyond the scope of this initiative, my suggestion definitely is! However, here it goes anyhow. We don't need more Councillors so much as we require a completely overhauled system of municipal governance for large urban centres like Calgary and Edmonton. Where the current system breaks down is the level of elected representation of capita has become far too low and there needs to be more ability to make more localized decisions to meet the needs of particular areas/neighbourhoods which has increasingly been lost over the years as the City has grown. We have more of a problem with this than other large urban centres in Canada because of the largely singular growth of Calgary (vs other smaller urban areas in Southern Alberta). Consider the the GTA has multiple councils that represents Toronto, Mississagua, Brampton, Oakville, etc. We have only one. Don't know exactly what the solution is - perhaps a borough model like London or New York uses but we've clearly grown too big for our existing system and need to start having a conversation as to how our overall municipal governance system needs to better evolve as we grow

After the Ballot

Report Back: What We Heard
May 23, 2024

What was/were your reason(s) for contacting a Councillor and/or Mayor?
I talked with my Councillor at an event to support the Housing framework
To help with submitting my changes to the rezoning written submission; i have also contacted in the past on their covid policies when i did live in the city
Rezoning
To discuss serious concerns with the Green Line. No response was ever received from our Councillor or the Mayor's office.
Smart growth and sustainable transportation advocacy.
Numerous issues.
To try to have a conversation. No response was received.
I was assaulted while taking Calgary transit one morning while going to work. I reached out to inform the city that Calgary transit is not safe. I was told that there was nothing they could do. The next week someone was pushed from the platform and died. This proved my point.
Multiple, including housing and transit advocacy and policy change.
Issue of upzoning , fees on our energy bills and the corruption of some of the councillors.
For some help, which did not occur.
Upzoning
To, unsuccessfully, try to have a discussion.
Tax increases year over year. Councillors pay increases year over year. Potholes every spring and summer. YYC Road Dept wasting money plowing the same side street over and over during a snow event.
Zoning bylaws, community issues
Recent council voting and plans
Local development.
For clarification on the process/requirements for a business permit vased out of a residence
To forward the opinion of the Community Association and residents on a variety of issues/concerns.
Once was to get assistance with an issue we were having with the city. Another time was to express concern about something that was happening.

After the Ballot

Report Back: What We Heard

May 23, 2024

What was/were your reason(s) for contacting a Councillor and/or Mayor?
There were several implications to my community including developments and changes of land use in my area.
Sharing my perspective on reusable bag bylaw
Often the council needs to hear our opinions. They generally are IGNORED, or the response is a pre scripted response that generally follows the same story line. Thanks, but in our opinion we are confident in our direction and your opinion does NOT MATTER! We believe completely in what the Administration tells us, which most Often is TONE DEAF to actual citizen opinions. The Administration uses antiquated citizen engagement process that fail to relent reality.
I was horrified by the mask mandates (which made absolutely no scientific sense) and sent messages to that effect to the mayor (and I believe council members). When I saw no one at City Hall was listening to those of us with legitimate concerns, and that all politicians were implementing the same agenda I realized the system is rigged and there is indeed a global conspiracy. We need to get back to grass roots representation. I have had other concerns such as the mayor's and council members' stance on defunding the police and climate change (in an oil and gas town). These policies are clearly not in citizens' interests, but rather further the global agenda. I don't bother contacting anyone about these issues since I know my views will fall on deaf ears.
Blanket upzoning and traffic issues
I honestly don't recall why I contacted my Councillor, but I've always been very happy with the response. I've received a call on a couple occasions to discuss my concerns and I appreciate that.
Rezoning, tax increases
Blanket upzoning Plastic bag ban Guidebook for greater calgary Plebiscite for zoning
Concern about homeless encampments
1. I was ignored years ago when we had a skunk problem in the NE. No one got back to me at all. All the neighbors were upset - the entire community. 2. I complained about the airport smell to my ward last year and got a blanket statement email back which simply told me they were aware. I felt left in the dark, ignored, unheard and like no one cared. I am going to move out of here as soon as I can and go to a neighbouring small town.
Give ideas on how money could be spent for art around the city.

After the Ballot

Report Back: What We Heard

May 23, 2024

What was/were your reason(s) for contacting a Councillor and/or Mayor?
<p>To understand why construction was going on in Eau Claire for more than five years. It's hard to explain construction in this small space as just incompetence. It's more likely the City city could care less about citizen's well being and the only thing the City cares about is friendly developers making more profit. This government has lost citizen's trust due to a decade of incompetence, corruption and propaganda.</p>
<p>To share our feelings about the homeless problem. We sent a message to the mayor and we received a canned response that basically said it wasn't the city's problem and that the province is responsible. Really truly tragic that response was. It showed me the true colours of this current council</p>
<p>To voice my concerns with regard to policy, and the potential decisions being made by coucil.</p>
<p>I cannot count the many occasions that I have contacted my ward 14 councillor. Against the majority of what his constituents wanted he voted in favour of a climate emergency, spending millions on solar panels, gender neutral bathrooms, change rooms, buying 259 unproven electric buses, SOGI being taught in schools, a school curriculum that confuses children about their gender, making pornographic library materials available to children including unnatural sexual activities, a single use plastics bylaw, restricting peaceful protesters from protesting unless the issue is acceptable to Mayor Gondek, and so many more issues. The mayor, him and most of city council have absolutely no fiscal responsibility to Calgarians. They jack our taxes up 8.0% and then give themselves an nice fat raise. Most of them need to be recalled.</p>
<p>Policy interest</p>
<p>Excuses. Nothing changes.</p>
<p>Concerns around cell towers. Concerns around flouride. Concerns around blanket rezoning. Concerns around the decimation of green spaces in my community.</p>
<p>Sky rocketing property taxes</p>
<p>Before C train was extended to Dalhousie station, group of transit riders had to participate in City budget negotiations to retain express buses from Silversprings and Ranchlands to downtown. Dale Hodges was fully involved as well as Mayor Bronconier who personally rode our routes to understand our position. Several other aldermen (councillors) participated in our town hall meetings with residents.</p>
<p>Traffic congestion and interruption in my ward for several weeks without adequate notice, planning or resolution. My councillor said it wasn't his problem.</p>
<p>Distress over the municipal overreach by this current council into environmental initiatives, funding the current arena project and most recently the blanket rezoning</p>

After the Ballot

Report Back: What We Heard

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Are the carbon tax, stop property tax increase, voicing my concerns about the PM concerning a no confidence vote, to fight against the bill banning natural supplements, huge concerns about the censorship bill and ban of guns.
Most recently it was concern over the ridiculous zoning change proposal.
Plebiscite vote. Only one replied. It was a canned response.
Our mayor does exactly the opposite of what Calgarians want, and displays an obvious and unacceptable bias when it comes to listening to constituents she disagrees with. I find her behavior repulsive and embarrassing, and would like to tell her that.
Change to direct control district adjacent to our property
I disagree with reasoning proposal My friend a senior who has been renting for several years in a small house near downtown being told to leave tearing down to build 4plex she was offered a chance to buy a unit at +\$800,000! This is what blanket rezoning will mean more if rich developers building for high income buyers in the mean time we lose average cost spaces- tell me how will this help anyone on a fixed income who is a lower earner?
Not happy about the blanket rezoning
The horrible roads, homeless and drug addiction issues. Ive also sent letters in regards to the blanket zoning issue. No response from the Mayor on anything.
There has been more than one event, and more than one person I've tried to get ahold of. No answers to any/all of my requests for contact, questions.
Impacts to my residence due to a city development. And guess what? I was told my concerns aren't valid.
City operating oversized trucks inefficient management of hugh vehicle fleet
Various personal and work related issues, spanning most municipal services.
Covid response and to provide support for decisions been taken
Calgary re-zoning issue and proposed non Canadian from voting.
City council's decision to go against AHS covid policy which would have allowed children to play sports in city recreational facilities without having to show a QR code or negative test before every practice or game.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
The initial silly idea someone had to reduce Royal oak road exit to one lane straight and right lane merge on to country hills. Definitely glad it returned to 2 lanes straight to reduce back ups. The new pedestrian lights are excellent
To try to have a discussion. No response was received.
I vehemently disagree with how the council is destroying our city.
Concerns about building in our neighborhood.
Problems with people blocking our driveway while parking on the street, safety for the street, street light replacement expedition, tax increases along with the an unfortunate Council salary increase during hard times, suggestions to improve our city, having the Mayor (Nenshi) speak at an event & educating the Mayor prior to the event on loosing technical talent while offering some solutions.
Blanket density increases.... RE: excessive density / development plan on Glenmore Landing Shopping Center lands.... Insufficient off-site infrastructure plan to reduce traffic congestion resulting from high rise residential units added to site. Efforts to drive up usage of the 14th Street bus route is a stupid excuse to create excessive density on Glenmore Landing.
In my capacity as a rep on my community association board and as a private citizen, I am very concerned about the loss of trees in the inner city and the complete and utter disrespect of all things heritage in our community. I am in contact with the councillors office often in this regard and on other topics as well.
I work in real estate development so discussions with councilors and the mayor are a regular occurrence.
Policy stance.
False information provided by the planning department on "public engagement with stakeholders" over a major change to the roadways in the area.
Serious concern with City conduct. No response was received.
Covid restrictions, fireworks.
Due to councilors not listening and pursuing their own agendas.
to try to prevent bad policy from becoming law
The ridiculous fast food bag bylaw. And we need more rentals. My rent increased 955\$. I no longer have cable TV and need to use food bank to pay this increase. This is horrible for people.

After the Ballot

Report Back: What We Heard

May 23, 2024

What was/were your reason(s) for contacting a Councillor and/or Mayor?
Street light outages in my neighborhood.
Road safety in my neighbourhood
Heritage Communities Local Area Plan
Comments on the Bag Bylaw, No response. Comments on Blanket Rezoning, canned response. Request for Town hall meetings and resumption of Ward 11 community coffee meetings, No response.
Affordable housing
Deal with improper business use of a house not zoned for such
The current re-zoning proposition and what process was used to select members of the general public to participate in having a voice on the committee
Elected members hold a delegated trust from voters. It is still my responsibility to engage and provide direction to those elected, and ensure they steward our trust well between elections. If they fail, it is my responsibility to ensure accountability at election time.
Admin report to council had factual errors, published city material had errors. Promises over now decades to fix community infrastructure issues still have not made anyone's todo list yet the LRT adjacency is sill the supporting condition to approve more density. Unwillingness of bylaw to enforce the community standards bylaw.
The plastics policy FIASCO!!!
To voice my opinion on potential policy
Street light issue. Again, focus on local issues like this.
development of green space into high density crap
I was looking for an explanation (on more than one occasion) on the voting record of my ward councillor.....no response.
uselessness of calling 311
Cancelling the fireworks, removing the doors from the bus shelters in Minus 30 and putting people's lives at risk.
Have sent a few email to first ask re: Heritage Plan, then Rezoning. All were met with the standard "crickets" and then the City of Calgary email on what great work the City has been doing.

After the Ballot

Report Back: What We Heard

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Blanket rezoning
Wanting action
against blanket rezoning!
Ridiculous proposed policy and bylaws including private tree managements, stupid plastic bag bylaw, the blanket rezoning proposal
potential bully breed ban
Community issue
The housing re-zoning initiative is a clear example of how council is NOT listening to the citizens of Calgary. My contact with my council member, planning department, and the public hearings were to voice my opinion and raise concerns about the direction the plan is proceeding. From all sides it is quite obvious that the citizens of Calgary are not in favour of this initiative, but council is forcing through their objectives, regardless of feedback provided.
Provide input on upcoming decisions to be made by Council
To get him to come to my old high school
The Richmond 2501 project in the old Vicount Bennett school site.
A few times. Race city was one and rezoning is another
Issues in community
Issues with city water meter install and the costs the city wanted us to carry and feedback around rezoning.
General response
Expressing my opinion on matters and looking to connect with my Councillor. I received no responses to my outreaches.
Because they were not representing or responding to requests from the local constituency.
Concerns over development proposals in my community.
Anger over decisions, unethical practices
Blanket rezoning and local permits
The ideological mass re-zoning by-law.
The blanket rezoning policy that is currently being debated for most of the wards in Calgary.

After the Ballot

Report Back: What We Heard

May 23, 2024

What was/were your reason(s) for contacting a Councillor and/or Mayor?
ICLEI
Concerns over blanket zoning. Failure to advertise road closures.
Sage Hill HOA suing homeowners
Rezoning concerns.
Needing a flashing green light at Canyon Meadows Drive and Parkland Drive / Crimson Drive due to the amount of collisions.
Garbage, recycling and compost concerns with extra fees when they should be covered by our taxes.
Road maintenance and councils choices
Townhall regarding blanket rezoning.
Unhappy with the decisions and actions of city council.
Voice opposition to higher taxes and fees
<p>There have been several reasons, the donation of money from Calgarians' taxes to Quebec for the hijab issue, that was not our issue in Calgary and we should not have been paying for that, not acceptable, the whole Saddledome fiasco, no words in regards to that and how much it has cost Calgarian taxpayers, the ridiculous bag issue, seriously, pick your battles, the lack of respect for Calgarians in general, the lack of visibility and transparency by this council and its closed-door meetings, gaslighting within those meetings, and the bullying, and, I had a personal issue with something going on in my neighbourhood that I could not get resolution on and finally got it through my councillor. I do like my ward's councillor, he actually listens and acts accordingly. Thank God. But there are seven councillors and the mayor that I am not impressed with and Neither are about 80% of Calgarians. I have contacted the mayors office in regards to these issues.</p>
<p>I have contacted councillors regarding several of their poor decisions. Many of which they never consulted their voter base and in fact have refused to listen.</p> <ul style="list-style-type: none"> Blanket rezoning Single use plastics and bag bylaw 8% Tax increase and salary increase of councillors and mayor Security systems for councillors and the mayor Expensive arena deal that was made worse than the original deal
<p>Mayor did not respond, not surprised. Councillor responded to my email and provided a good discussion.</p>

After the Ballot

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
<p>MAYOR, She does not listen to anyone She is woke. We do not want drag people in contact with children, no trans in ladies changerooms. Identify freedom people have rights Identify [removed] people are angry and start violence when there is no need. Support peaceful protest. There wouldnt be protesting if the mayor gave a crap about the people. Stop her racist agenda. COUNCILLOR WARD 3 Meet with the people in person Listen to our wants/needs #savenosecreek Show up to work</p>
<p>The blanket upzoning in the autumn and again this spring calling for a plebiscite. I heard back from one councillor on each email. Received an automated response from a couple. I am disappointed.</p>
<p>Streets being taken from 2 lanes to one lane.</p>
<p>Blanket rezoning.</p>
<p>For her to step down and also about this tax hike and their raises, the arena del she cost us more for. As well as this stupid bag recall and so many more things.</p>
<p>Bike lane pilot project in our community that was for "traffic calming" when we already have a major bike land that follows the river. DO NOT use bike lanes to carry the politics of an agenda that has nothing to do with cycling as it will eventually have the reverse effect and ultimate removal of bike lanes that are effective and useful..</p>
<p>Various different reasons of that contacted them more than once.</p>
<p>We have contacted our Councillor and Mayor with numerous issues on how Council has dealt with various matters. We felt that we, along with others in our community are not being represented in Council.</p>
<p>Road water problems</p>
<p>I don't agree with closing driving lanes and putting in more bikes lanes. It was useless. Council will continue to bring in expensive bad ideas for the benefit of a few paid by many.</p>
<p>Covid policies. School policies.</p>
<p>In shock that she declared a "climate emergency" for Calgary! Does she think a hurricane is coming? LOL, The plastic bag charge and napkin policy as well is totally ridiculous!</p>

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May 23, 2024

What was/were your reason(s) for contacting a Councillor and/or Mayor?
Re-Zoning
Local issue. Making my opinion known on policy is a waste of time when it's apparent that lines have already been drawn.
Parking fees. I'm going to be contacting more regarding the upzoning. Which should have been put to a vote with the people, not by a bunch of activists pretending to be council.
Rezoning without allowing the public to decide. I understand the Mayor is chasing federal money, but she should not do this at the expense of the citizens that own the property.
Development concerns, traffic concerns, safety concerns
Carbon tax, catholic school board situation
Share opinions on BYLAW NUMBER 17M2023s that infringes on Charter Rights. Letter sent to all cllrs and mayor Share opinions and suggestions on Single use bylaw. Letter sent to mayor and councilors Share opinion on Ward 11 Cllr Penner lack of community engagement. Letter send to Councillor Penner
Property Tax hike
To be heard around concerns about council voting.
The blanket rezoning of the city and putting fluoride in the water
I reached out to Manmeet for an issue and he was amazing and dealt with it.
Community safety issues not being addressed
Blanket rezoning and the deteriorating infrastructure in NE Calgary
The process for citizen engagement for city wide rezoning is nowhere near sufficient, and my ward councillor voted against a plebiscite. The proposed bylaw to restrict what private landowners can do with their own trees was another reason. These are major policy decision that require far more consultation with citizens - it is not okay for the feedback process on zoning to be so limited, and it is not okay for an infringement of private property to be imposed with out every single landowner being consulted on this change.

After the Ballot

Report Back: What We Heard

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
<p>For starters: Blanket rezoning Council pay raises and tax hikes Single use plastics and bag bylaw Waste of council money on bike lanes, cross walks Arena deal Councillor implementation of security systems I was not in agreement with ANY of these, however the same people push it through without listening to their ward. I did not get a phone call or email back, and if I did it was a canned response. Disgusting lack of listening to their voting base.</p>
<p>I have contacted the mayor and councillors several times and seldom is their and answer and if there is, it is a canned response. Most recently I attended meetings and written to council and the mayor in regards to the proposed blanket rezoning and the ridiculous one time use bylaw the council put in place. Once again, this council chooses not to listen to the people that voted them in and pushes forward with their agenda, totally disregarding their voting constituents.</p>
<p>They are trying to take down a dog park and put up Condos. It is a horrible idea. Why can they not leave parks alone?</p>
<p>Taxes, waste of tax dollars</p>
<p>More insane tax increases and the bloated spending/size of our wasteful city government</p>
<p>Road maintenance</p>
<p>Community crime issues</p>
<p>I did not agree with the pronoun use at Leisure Centre camps, which influenced many little children, and did not hear back from the mayor or a single councillor. Disgraceful!</p>
<p>I attempted to contact both Kourtney Penner and Jyoti Gondek over authoritarian and absurd COVID measures, several times. I never received a response. In my community Facebook page, there are countless current posts about how Penner never responds to anyone. She has her own agenda and doesn't care about her constituents.</p>
<p>Blanket rezoning</p>
<p>Taxing citizens to death, opioid crisis while government officials get big raises yet again. It's disgusting. Government officials in Calgary have zero integrity.</p>
<p>For my work - affordable housing</p>

After the Ballot

Report Back: What We Heard

May 23, 2024

What was/were your reason(s) for contacting a Councillor and/or Mayor?
All Development and Zoning related. At least 30 times. The only satisfactory response was from Farkas.
I disagree with her position on re zoning and development within our ward.
asking for corrections to published engagement materials that did not include the community - asking for equitable street safety speed limits- 40 km -for higher density street adjacent locations.
To let them know how disappointing their behavior is and giving themselves raises while taxing us more.
Shutting down a lane on 18 street for a bike path. We have enough bike paths and all it did was cause traffic tie ups. As usual I didn't receive a response from Penner. Neither did any others in our community FB group.
Clarification of misinformation.
A community issue
I fought my property tax increase. As a single mom, I am struggling to keep my home with all the increases in cost, my salary hasn't went up because I don't work for the government.
A concern with a proposed major building project
Disagreement with blanket rezoning.
Development issues in the neighborhood
Contacted my ward Alderman, and received a canned e-mail response from one of his lackeys's to my question.
To express displeasure with attempts to modify behavior.
Let the mayor know I did nor approve of giving money to fight the issue in Quebec.
Unhappy about the excessive Covid restrictions and extensions placed on us by city council. Was far beyond ridiculous!
The 18 street bike lane pilot project
Concerned with water pressure in the neighborhood.
Legislation
To express my displeasure over some decisions they voted on, to chastise them over treating one member of council in a vindictive manner, to point out yet again the failings in ward such as waiting up to 4 months for street light change,

After the Ballot

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
School capacity Pathway safety Road crossings
Only 1 member replied. All others nothing.
VOICING MY CONCERNS ABOUT HOW THINGS ARE GETTING OUT OF HAND WITH THIS BAND OF RADICAL ACTIVISTS, AGITATORS, AND " WE KNOW BETTER" ATTITUDES! PUTTING IN PLACE GLOBALIST INTENTIONS NOBODY ASKED FOR IN A DEMOCRATIC COUNTRY!, PLAYING TO OTHER INTERESTS, OTHER THAN TAXPAYERS! I COULD GO ON!
To praise my particular councillor for looking after my interests.
Upzoning
Community meetings
Questions about a vacant lot behind my house.
Traffic issues in Riverbend and the constant smells coming from the Shepard landfill, compost facility and the biosolid lagoon to name a few.
Concern about the rezoning issue.
Asking question, never had a response
BIA taxes, street cleaning
Lack of understand of Community needs and concerns.
How the city ignores my communities issues because of their popularity contest in the office.
City ploughs driving erratic, garbage trucks speeding! Street sweeping signs not provided , tickets issued !
Jyoti Gondek. Her push for higher taxation, her push for blanket Rezoning. Her push for climate emergency WITH ZERO PROOF. Her push for plastic bans only on citizens but NOT big box business?
I have reached out to the Mayor 12 times, and my alderman too. I have never heard back from the Mayor. It is clear Mayor Gondek is selfish and only cares about he own agenda. She has never replied to my concerns. Gondek must resign and so does her minions. They are corrupted.

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Report Back: What We Heard

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Concern over decisions that somehow seem to be made without public engagement ie: canceling first version of event centre, blanket zoning affecting all communities.
I contacted Council regarding the bag bylaw and my opposition to it.
To stop this ridiculous blanket zoning
Unhappy about the current mayor's ridiculous macro politics, [removed].
Blanket rezoning and acceptance of unconstitutional funding from the federal government (bribery by the Federal government regarding housing)
Safety on transit
Anger about the blanket up zoning being rammed down our throats and the ridiculous .15¢ bag surcharge which does nothing to help the environment
City construction project in my neighborhood
Issues in my ward
Regarding the rezoning of all Calgary and of course not a word back from any of them.
To let them know that we're not taking this bull [removed] any longer. They are tax in out of our homes! They are out of reality! I can't afford to pay my property taxes! You keep raining them! And I still drive on [removed] roads! You can't tax your way out of a non existing climate change! Idiots!! There is no such thing as climate change! Stop paying for science! And give us back plastic bags! Dumb dumbs!
Requested my councillor Carra to vote in favour of a plebiscite for rezoning. Was told 'NO - it isn't binding and we are going ahead anyways so no need to spend the money on one'.
I am totally against the blanket re-zoning
Problem with bylaws.
Not lightening menorah. Vandalism of Gondek signs. Stupidity over bird naming. Horrible "dog park" mess for the harvest hills resident. Jasmine Mian is as useless as Gondek. A puppet.
Mayor decides to cancel fireworks, mayor thinks recall Gondek is some Conservative group instead of us (unhappy Calgarians), rezoning
Snow removal issues, increased car prowling.
Leave my neighbourhood alone. I live on a beautiful street. Why are you destroying it? For money?
Specific question to councillor about the neighbourhood

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Report Back: What We Heard

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Raised a complaint about Courtney Walcott
Poor development policy. Lack of transparency, and lack of consistency in development process.
Up-Zoning issues - Plebiscite
The continuous daily disgusting smells occurring in our neighborhood that the city continues to ignore and pay .5M for a biased engineering report to state the smell is inconclusive? I have lived in this area for 40 years and it is obvious where these smells are coming from... A trip to the dump exposes the foul smell from the compost facility! And to top it off, the city has also put a biosolids lagoon in the dump corner at 52 and 114 SE... So now if we are not getting the nauseating smell from the compost facility, we are getting the disgusting manure smell of the lagoon. In spring/summer/fall it happens daily and it's difficult to be outside or open windows in the house! It's disgusting and affecting our lives and home values. Why would city council plan and approve for either of these overwhelming odour sources to be built so close to communities... They need to be moved far away from residential communities!!!
Speeding on 90th ave SW Oakridge
In one instance it was to voice support for a position the councillor had taken. I have asked questions asking for clarification on public statements and also voiced concerns with the direction of certain decisions
Public areas in our neighborhood. Water work done in the neighborhood and the damage the workers caused. On leash area
Rezoning applications from developers.
To put forward ideas that were against the decisions of city council. Asking to be heard
I emailed Godenk's pet Spencer and received Word Salad!
Trying to create a Residential Parking zone for our 20 unit neighbourhood.
I contacted them to cut, cut, cut. The city must be creative. The city must not lie to citizens. As it looks, very few on city council are making much effort to be fiscally responsible but have pet projects that most Calgarians do NOT care about yet they allocate lots of funds to them. Also don't like the so-called blanket rezoning - oops - "upzoning" - disguised as a "solution" for affordable housing. Housing will be more expensive because certain developers and certain members of council will benefit greatly. Change my mind.
Bag bylaw.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Serious issues around groups known as "Freedummies"
These Freedummies are deeply involved with the Recall Gondek political theater
I counter sued the city and you dropped the charges instantly.
They can't budget their way out of a wet paper bag! (So to speak.) They only know how to spend money on social justice issues instead of paying attention to real economic issue. Totally useless hateful 8 councilors!
The harmful pandemic measures
Unhappy with policies pursued by the mayor
There is a dangerous crosswalk next to a school that needs flashing lights before someone is killed. My 4th attempt. I have personally been on the crosswalk with three lanes of traffic stopped and a car sped through, over the speed limit, in the 4th lane. Same theme - nobody is listening. Re-zoning on my street that is putting in a severely non-contextual project jutting out 14' in front of the adjacent building.
Suggesting a better traffic flow in my community. I was told that was not the councillor's job and to contact the community president and City of Calgary traffic control. It was not even from my councillor, just their office staff. Perfect example of being tone deaf and not listening, but making assumptions. Not understanding the problem but passing judgement. Focusing on procedure and administration instead of care of people. they demonstrated they were in politics for the pay cheque and pension plan, not to make a better safer community for the people that live in it.
New arena Noise bylaws
Glenmore landing. Sent in a well researched letter. Received a form letter back.
to voice my opinion on bylaw changes that I heard on the news, to provide input on voting for a major change in policies, to inquire about a city issue after not being resolved through 311
Proposed Rio Cann development at Glenmore Landing and the blanket zoning changes being proposed and to voice my concerns and opposition to the proposed changes to our city and reservoir.
Gentrification
Wondering why the council member voted against hosting the winter olympics. He said it was what he was getting feedback from residents.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
University research park, proposed development. Which had already been approved, so not sure why the signs say "proposed". Super condescending that the city even bothers to suggest there is the ability or option for input.
Concerns with City misconduct.
Glenmore landing development
Canceling the plans to over populate Glenmore landing
contesting the idea of global rezoning without considering issues of traffic, parking, crime, congestion, shadow, danger to birds, pollution.
To voice my displeasure with many council decisions.
Development proposal and rezoning
nothing..niether the mayor or councilor returned my email
To voice my displeasure over the single use by-law
To express my displeasure with the single use bylaw
Requesting help within my community dealing with a concrete company operating out of a private residence without permits. They were denied their class 2 permit due to undermined driveway and large equipment operating on their property but appealed. Thankfully without help or direction from the councillor they were denied again in the appeal.
I wanted to provide input on several issues that are/were under review by city council. I.e Glenmore Landing parkland sale, Glenmore landing rezoning and mega project, covid mask bylaws and extended usage mandated by council. City Roads snow clearing and the waste of money by Roads Dept. Bag bylaw. Back Alley maintenance neglect. Politicizing the 2023 Menorah Ceremony at city hall. Ward 11 Ms Penner is non responsive to any ideas or comments that don't align with her agenda. I gave up trying to communicate with here either through 311 portal or direct email.
To ask that there be a plebiscite on the proposed zoning changes for housing in Calgary.
Ricocan development of Glenmore landing
Glenmore Landing development proposal
Concerns and opposition to the blanket rezoning proposal, concerns around the increased crime in our Ward, concerns and opposition around the glenmore landing redevelopment.
Neighbourhood issues regarding bylaws.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
to inform him on my feelings about an upcoming council/city matter
express my opinion on issues that were raised
my husband did call & was satisfied with the agent that he phoned...
Issues with Glenmore Landing Speed issues on 90 Ave
Light posts were being changed...
1. City's current 're-zoning' and 2. the 'Calgary canopy' bylaw that being 'floated around'.
The Councillor representing the Ward in which I live is not representing the interests of the citizens of the Ward. I hoped to persuade her to do so. The Mayor refused to participate in a ceremony of an ethnic minority effectively taking sides in a matter having nothing to do with municipal affairs. Her Worship failed to do her job in representing all ethnic minorities in the City in a fair and even handed manner. The Mayor wanted to spend our tax payer dollars on a matter in the Province of Quebec having nothing whatever to do with The City of Calgary.
To share congratulations on achievements
Opposition to Glenmore Landing proposed redevelopment
The plastics bylaw fiasco!
The Glenmore Landing sale of property designated as parkland to greedy developer RioCan to screw up the flora and fauna in the city's most precious area --including city water supply. Kourtney Penner -- seemingly sided with RioCan. Gondek -- largely silent on the matter, in way over her head on the job of Mayor.
1. Pending sale of land donated by a taxpayer for the specific caveat - to be used for parkland. Who can ever trust Council? 2. Not listening to The People - ramming through massive Riocan development fundamentally changing our Ward neighbourhoods & negatively impacting our property values, while a real threat to our primary safe water source. 3. Property tax increases of 4%-7%, consistently - citizens salary increases are not that high. 4. In 25 years, snow plow cleared our street - 3 times? 5. There would have been more - I just gave up - nobody listening at City Council anymore. The City should be sticking to the basics - stop wasting \$ on art & funding developments for millionaire hockey players (most Calgarians cannot afford tickets for games) - leave such things to others levels of government, where it belongs.
To raise concerns about policy that will impact my community and my city.
Glenmore landing plans

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Displeasure with her vote on council
Control over spending.
LAP, Glenmore Landing Redevelopment, Blanket rezoning, selling parkland.
glenmore landing development
Concerns within community New rezoning intention Glenmore landing sale of parkland
Selling parkland to builders so they can erect large apartment buildings on the Calgary reservoir.
Fireworks cancellation Repealing plastic bag bylaw Blanket rezoning Glenmore landing redevelopment
Developments
The Glenmore Landing parkland sale and redevelopment. Also the blanket rezoning issue.
Dale Hodges was contacted about flooding and an upstream berm.
speed limits road routing overdevelopment around the reservoir
Not holding a plebiscite on the blanket rezoning, Mintos overdevelopment of the Viscount Bennett site, allowing a developer to use a DC designation to take 3 R-1 sites in a quiet area and allow 28 rental units to be built.
To ask them to resign. To ask them to not make like they know more than the constituents eg Councillor Penner and Mayor Gondek.
Policy
I disagree with trying to densify my ward and development issues in my ward near Glenmore resevoir
Concerns related to blanket rezoning
Glenmore Landing shopping centre redevelopment.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
To voice my displeasure with policies enacted by City Council. NO RESPONSE or ACKNOWLEDGEMENT to civil and thoughtful letters.
With my concerns about the Glenmore Landing expansion.
To discuss policies. I was never contacted back.
complaint
Development projects and environmental concerns
Gaining approval for a community initiative.
Issues with the basement suites on our block and the impact the extra 16 vehicles has had on all of us. This was only two suites, I can't imagine what will happen if this ridiculous rezoning goes through.
Safety on the ctrain and homeless situation
To express my displeasure with rising taxes and stupid bylaws like the single use bylaw.
Concerns with excessive development in the community, especially of the natural green spaces. Councillor basically told me the concerns weren't warranted
Many reasons ranging from how they voted on various subjects that did not reflect the general populations desires to tax increases and how I can't afford them
Off leash dog issues in Paskapoo. Pootmans and his team responded promptly and solved the issue with increased signage
The ridiculous bag bylaw. And wouldn't you know it, I wasn't contacted back.
I wanted more information or was concerned about council actions or plans for the city.
Issue to solve in our community.
parking issues during Stampede in the community of Ramsay. I sent two emails with no response.
Intersection safety.
Concerns around the ridiculously massive tax increase, eroding standard of living in Calgary, complete fiscal mismanagement in City administration, poor 311 service, Mayor Gondek's horrendous 'leadership'.
Trying to find out why they were allowing a rehabilitation home in our area.
Transit problems. And the problem still aren't fixed.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?

I SENT THE E-MAIL BELOW ON MARCH 18, 2024. NOT ONE RECIPIENT REPLIED.

TO: Calgary Mayor Jyoti Gondek, All Calgary City Councilors, [personal information removed]

CC: [personal information removed]

I read over the weekend about the Rezoning Information Event that had to be called off in Calgary due to security concerns.

While the threats, racist comments, and disrespect directed toward City employees are completely unacceptable, I do understand the frustrations of Calgarians.

I was born in Calgary and have never lived anywhere else.

It was a wonderful city to grow up in and I have never moved out of the northwest quadrant of the city.

What I have seen over my 60+ years makes me sad.

Over those years, I have watched green space disappear.

“Progress,” some call it.

Huge houses have been built and commercial space has been erected as open spaces have disappeared.

It’s always about more...and more and more...

Builders and developers seem to have a great deal of influence and a much louder voice than do mere citizens and/or citizen groups.

Land is finite and the day will come when we have built on all of the open spaces that can be built on.

I know this won’t be next week, month or year; it may not be for many decades.

However, if councils continue to do as they have done in the past, the day will come.

The City of Calgary’s current blanket rezoning proposal may solve some problems in the short term, but it will create other problems in the long run.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?

It will destroy the quality of life in what have been single-family dwelling neighbourhoods...and should continue to be single-family dwelling neighbourhoods.

What will happen when neighbourhood streets are jammed with parked cars?

Will more restrictive parking be the "solution" to that?

What about the current drought status in Alberta?

More people = increased water needs.

Whether or not we will have enough water to meet the needs of individuals and industry in the coming year without significant restrictions and sacrifices remains to be seen and climate scientists have warned us that this will continue.

What makes you think that the laws of supply and demand don't apply here, to us, to you?

We, as a country, provinces, and cities, have to STOP and think this through.

If we continue to bring more people into the country without what they need from us as a society to succeed – and without what they need for all of us to continue to thrive – Canada will one day be like other high-density countries, with the problems that come with that.

This is not about racism. It's about too many people for the services / resources currently available.

WHY can't municipal, provincial and federal governments work together and coordinate efforts that will benefit all Canadians?

PLEASE, City of Calgary Council, DO NOT move forward with anything close to blanket rezoning which may ease the current lack of housing, though not the lack of affordable housing, and that will create other problems in the future.

PLEASE think this through and WORK TOGETHER to find a solution.

PLEASE stop pandering to builders and developers who ARE NOT providing what we need.

They are in business to make money, and not to provide appropriate, affordable housing.

If the solution is to pause immigration and to actually advise people considering coming to specific cities and/or provinces, so be it.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Have the guts to do it. I hope it is obvious why this e-mail is being sent to all levels of government. Thanks very much. Sincerely, [personal information removed]
Most recently: 1) Impact of flood hazard mapping in Bowness, and 2) share opinions on housing affordability and blanket rezoning
Community maintenance
To ask Councillor Penner why she won't hold town hall meetings. No response from her. To voice my concerns over Glenmore Landing redevelopment. No response from her. To share information and opinions on blanket rezoning. No response from her.
The Calgary Airport smell.
No, I was given reasoning that wasn't logical and was not listened to or acknowledged
My Councillor voted to sell parkland and I have contacted her a few times since then. 99% of her constituents voted AGAINST selling parkland. She heard all the facts and still voted against the majority.
don't recall.
Regarding changes to snow clearing in residential neighborhoods, and rezoning.
Feedback and input in the proposed city-wide blanket rezoning changes.
A specific department had a leak of confidential information and I was calling to see what could be done
For assistance with a very important community issue. We received no response of any kind.
Local policing
This council is pursuing an agenda that does not reflect my values or interests and has displayed a shocking disregard for significant feedback provided by many citizens. The failure to manage many key issues, particularly on public safety and finances while at the same time also failing to deliver on the socialist agenda that has emerged post election has caused me and many of my cohort to lose confidence in this council.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
I wrote in to say how proud I was to have Jodyi who is an amazing individual and awesome mayor. She has faced lots of backlash over nothing. She was kind enough to even reach out to me which made me really happy. Keep up the great work!!
I was not happy with the teensy what they called a silence wall, definitely not that, that was erected along Southland drive now the Southland drive speedway! The new hideous streetlights are so huge that they would be better at spy hill jail. Our houses are illuminated all night long shining in all our windows! Oakridge is being a battered neighborhood with all the construction of unaffordable housing, etc. and the there is Glenmore Landing - OMG NO
I was contacting all Council members and the Mayor about the residential parking permit program. I called 311 to get the phone number for the Office of the Councillors. I was told that they do not provide that information and that if I want to contact Council I need to use the web submission form. After much searching I finally found the form on the web page, completed it, asked that it go to all Councillors, and I requested to hear back from the Councillors and Mayor. I never heard back from anyone. Clearly, none of them care about citizens and I gave up. It is truly appalling to see the total lack of regard for and dismissal of citizens' concerns. As the Portfolio Archivist for the Mayor and Council members for 24 years before retiring from The City I have never seen such behaviour from Council members. In the course of my work I had contact with many previous Aldermen, Councillors, and Mayors and was successful in getting a number of Council members to transfer their records to The City's Archives. Upon reviewing these records it was clear to see that Council members used to respond to their constituents and that their actions showed that they believed that they represented their constituents, unlike what we see today. I have learned that there is no point in contacting City Council as they don't care what citizens think or want. I am not the only one. I hear this from many people when I am out socially or working on projects. No one feels heard by City Council and many people have told me that they have never had a response when they contact their Councillor or the Mayor.
Tax increases, inflated bureaucracy, terrible roads, ridiculous utility fees, ridiculous garbage and recycling fees, terrible green space maintenance, abuse of funds towards extras like art as opposed to meeting basic needs like roads. A ridiculous amount of unused bike lanes that impede traffic...
Grievance with indecent exposure in a public place, safe spaces for biological females.
Projects within the ward that affect me
To arrange a community meeting with the Cllr. Did not work out well, the meeting was not done, very upsetting for residents.
Expressing my views regarding the proposed rezoning of residential properties.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Animal bylaws changed by the council.
Doesn't matter - I never received any response.
Voice my displeasure in the Blanket Rezoning proposal.
A Development Permit matter for my house.
My personal opposition to the most recent plebiscite proposal re: rezoning, and asking questions about various bike infrastructure and the plan for its future improvement.
To adopt all of the Housing and Affordability Task Force recommendations.
addicted to spending, dictatorial, ignoring will of majority
concerning a decision made by Administration regarding funding to a nonprofit partner
The snow removal and road conditions. Taxes continuing to go up and up without any change to the city.
To have a discussion regarding a critical local community impacts many families. No response was received from our Councillor or the Mayor.
Last week, I interviewed a Councillor for a school project that I had been working on about the role of government in housing affordability.
To discuss local development. I never heard back from my councillor
voicing concerns over policy
To Remove the up coming Fluoride going into our water supply September 2024! Pure Water is a individual right as a person living in Calgary!
Rent and cost if living increases
To complain about the Dominion voting systems that put the mayor in power and the fact that the Dominion voting systems are corrupt and should not be used
Contacted the Mayor for an AGM letter
Councillor to state we do not agree with the sweeping re zoning.
Pointing out weak policy decisions, and or flaws in the logic they used to justify certain projects. For example pointing out the Green Line LRT should be built using the same trains on the Blue and Red lines.
Park closure.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
The ridiculous "single use" bylaw that took place in Jan 2024.
Stupid paper bag tax and changing property development coding
Stop building around our drinking water! Don't sell parkland! Rethink rezoning!
Let them know I'm concerned about the how city is being run.
The absolute chaos on city transit.
<ul style="list-style-type: none"> - speeding, traffic -selling off city park space -rezoning <p>ALL RECIEVED ZERO RESPONSE</p>
<p>Over a number of years I have responded to many issues However I received the First reply from a councillor yesterday councillor Dan McLean. I'm a born and raised Calgarian now in my mid 60. Homelessness, infer structure, residential posted speeds, blanket rezoning.</p>
Blanket rezoning and public transit operational and reliability issues, as well as safety concerns.
<p>Watching Vanessa Ladouceur dying in the lobby of the Calgary Tower building prompted one outreach to my Councillor and the Mayor (as well as the Chief of Police and Chair of the Police Commission) in March of 2022. Response times were slow from the Mayor and in the case of my Councillor, he was disappointed that I wasn't an anti-racist ally because I didn't want to defund the Police. That engagement got me a lecture about the how the Clifford Sifton act shaped immigration policy in favour of Europeans (aka delivering ongoing white supremacy) and how colonialism continues to ruin our city. He did not care that there was blood on the sidewalk beside where I'd parked, that I'd missed the stabbing by less than 5 minutes and watched a 30 year old woman die, all before 7:00 a.m. More recently I engaged in a Town Hall with Councillor Walcott about the Land Use By-law changes, where he once again lectured the people in attendance. He's worked as a school teacher and community organizer, has been a City Councillor for just over 2 years, yet felt compelled to condescend to senior lawyers, a former executive of Brookfield Residential and people from CREB about development / housing prices / concerns about up zoning etc. Essentially people with real world, rather than theoretical, experience on the subject. When Jeromy Farkas was my Councillor, someone in his office would follow up if I filed a concern with 311 to ensure it was resolved. He would always call back if I left a message for anyone on his team. Love him or hate him, he responded and listened to the people paying his salary. You didn't have to vote for him or agree with him to get a prompt response from his team.</p>

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Safety concerns in the area with speeding, lack of crosswalks, and near-misses in existing crosswalks. Addition of sidewalks. Possibility of adding a dog park to the area. Building a community rink.
Woke policies Drag queens reading to kids.
to offer more information on issues
Blanket rezoning. Events centre. Olympic bid.
Paper bag tax
Asking Courtney to deal with the crackheads braking into our homes every night and stopping our children from walking to the store.
Concerns with Westbrook area plan and rezoning.
Overdevelopment in Altadore and Marda Loop.
Lack of residents' involvement in building permits that directly impacted residents' quality of life. Last year was regarding the defacing of a primary road in the community.
Sandstone drive and sandarac drive corner with Chevron... needs lights, 4 way stop, anything!!! It's madness seeing so many almost collisions, and people running the stop Sign.. or even running OVER the stop sign... check 311!! We've reported it so many times. Surveys are wrong, we actually need the upgrade to anything. Even a round about would be perfect!
To advocate for greater traffic calming and crosswalks. I also let him know I felt a large property tax hike should have been spread over a couple years instead of at once due to high mortgage renewals this year and a cost of living unaffordable for almost everyone in this city.
Development items, housing crisis, community investment.
Property tax increases. I received some ridiculous canned response via email. What awful representation this was
Disgust with the blanket rezoning and opposition to the glenmore landing redevelopment.
To complain about an issue.
Most recently, blanket rezoning. In past... transit safety, the Guidebook, playground replacement, a local redevelopment. My previous councillor was easy to approach with concerns and responsive.
Potholes, Property Tax and Transit.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
most recently strong opposition to blanket upzoning
Trying to get Pootmans and Gondek to vote against the ratification of the Westbrook area plan (which no one in Wildwood wanted) and to vote against the city wide Calgary Rezoning, which is being foisted upon us and will only destroy the character of our neighbourhoods and depreciate the value of our investments (our houses).
I was unhappy with how council was voting on blanket rezoning. They do not seem to be listening nor representing their constituents.
To oppose the blanket rezoning of the city.
LAP Blanket up-zoning.
1 Going to Community meetings that the councillor decided not to attend. 2 Putting a stop the attempted changes of RV parking by-laws to accommodate in driveway parking. 3 Attending Phase 2 In-Person meetings expecting to see our Ward representative. She did not show. 4 Attending In-Person Rezoning meetings expecting to see our Ward representative. She did not show.
Why are we allowing for road closures during protests.
Because I'm trying to support city changes I want the councillor to know these things are important even if change is hard. It fell on deaf ears.
Urging council to hold a plebiscite on blanket rezoning
Issue with blanket rezoning! I am appalled that our Mayor is not listening to the citizens of Calgary and taking a bribe from the federal government to turn our city into a concrete jungle and destroy inner city character! So shameful.
To discuss or seek information about policy changes and issues. Jeromy Farkas held regular Town halls and always spoke with individual constituents. Kourtney Penner has not attended any public functions and does not answer communication sent to her office except for canned thank you comments. She is a disgrace.
I have had numerous reasons for contacting Councillor Pootmans. One is "indiscriminate densification" which of course is an umbrella term for "blanket re-zoning". Another is the cavalier approach that Calgary Transit has with regard to adhering to a schedule. The most recent involves Councillor Pootman's town hall meeting. I happened to find out about it from someone who lives outside of ward 6. I asked the ward 6 office how they are disseminating

After the Ballot

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
this information and they don't respond. On numerous occasions I have tried to phone the staff at the ward 6 office and no one answers the phone.
Regarding the rezoning, 18 st bike lane that was horrible, pot holes, transit
taxes, cost of living, asking why the councilors don't look after the people in their areas instead of just working on their own agendas.
Climate emergency, rezoning, your racist and discriminatory DEI policies, bylaw issue
Local issue resolution
Rezoning
Expressing strong support for city wide R-CG rezoning
Ask for information regarding blanket densification
The blanket re-zoning mandate.
Trying to sway their thinking to make the right decision for the general population, but was unsuccessful. When I brought up relevant points the conversation was dropped by the councillor. He didn't want to hear any opinion but his own
I wrote and emailed every councilors and the mayor before and after the plebiscite to try and stop fluoridation and I provided them facts of why. Only 1 replied and Said he can't do anything.
City wide re-zoning
As a retired urban planner I had direct comments that I believed would have assisted in savings/efficiencies regarding current civic projects. Submitting comments directly through the general City info gathering (on-line) system results in overly simplistic responses from the administration - total waste of my time.
There was no response.
Responded to a proposal on behalf of residents. However my Cllr. does not listen has his decision regardless of the communities concerns. Unfortunately it's not possible to speak with the Mayor.
Too many to list.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Rezoning the entire city of Calgary, as I'm fully against it. I never heard back from my Councillor which I expected.
Unhappy with the lack of plowing on our pathways which leads to difficulty in biking to work in the winter. I also contacted my councillor regarding rezoning, and the plastics ban.
Concern over rezoning and development planning.
Pedestrian Foot Paths around construction zones within my neighbourhood
To respond to a planning development project.
Minimizing lanes to include bike lanes, has congested traffic in busy areas. Also wrote about widening the sidewalk on 37th St. Removing turn lanes.
Policy input
planning and development concerns
Getting fluoride back in the community water supply.
Rezoning!!! Deaf ears. Penner ruining my life!!! She'd know that if she was bold enough to listen.
provide input on current issues before council
All issues related to development.
Development, traffic and safety concerns, as well as suggestions for improvements.
Blanket upzoning
To express my opinion on the proposed 7.8% tax increase and on the proposed blanket rezoning.
To give feedback on issues such as public safety, property tax increases. I've never been as unhappy with a city council as I am now.
I have contacted the Mayor and my Ward councillor many times. I contact them when I am very upset by a decision (ie, giving city council another raise, using city funds to buy themselves alarm systems). I also contact my councillor everyone the ctrain breaks down and shuttle buses are poorly managed (which happens all the time). Transit is a mess and should be a priority and never is.
concerns regarding the investment in the new arena and with the city rezoning
Bag bylaw and I received a disgusting and absolutely condescending reply

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
To get help with a very significant issue. Despite several letters, our Councillor and the Mayor never responded.
Climate action
Personal
not listening
Concerns with decisions that did not reflect the opinions of the public
No response from the mayors office, limited response from councillors office.
To suggest that the mayor look after city responsibilities (transit, homelessness, safety, etc) and stay away from climate change and being woke
I tried to reach a councillor to complain about Jeremy Farcus being excluded from meetings. This is absolutely untenable. He was a duly elected official and blocking councillors means they cannot represent us.
I have serious concerns about the Land Use Designation (zoning) amendment for the Rezoning for Housing project and feel its important to have a plebiscite held for constituents to be heard.
Development and rezoning.
Community related issue.
Recall for councillor Chu. Providing suggestions on how to improve accessibility and walkability of Ward 4 where I live.
My issues are specific to my surrounding streets (traffic, construction, development) but I have never received a response. Good luck reaching the ward 8 councilor, he seems to have a vendetta against his own ward !
Major concerns about my community and the effects of re-zoning.
- regarding Mayor Gondek's failure to attend the Menorah lighting - regarding the new bag rules - regarding the constant tax hikes with zero visible improvements in my neighbourhood
To express my concerns with their actions
Illegally placed election sign on our private property
to compliment and support them
Calgary Transit reliability, specifically c-train breakdowns and transit delays.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Protection of heritage.
I was angry about Mayor Gondeks "Climate Crisis". Now it's all about a "Housing Crisis" WHICH THERE IS NOT!!!!
<p>1. Selling off a park and children little league baseball diamonds for condos in a process that was initiated internally at the city with engagement conducted during covid with ONE single zoom session.</p> <p>You want an example of why people are so jaded with the city engagement process? Go review the Richmond Green Park re-zone and sale. Completely uncalled for by the area and residents, totally against policy and the legislated MDP mandate to protect park space, a land use resignation initiated by a sitting councillor (how is that even allowed??) who continently could not be investigated by ethics because it was within 3 months of an election, a totally pre-determined outcome before a single engagement session was conducted, a public hearing that was 100% virtual where councilors did not even sit through or listen to the residents who spoke (the status's were all "AWAY"). That experience haunts me still. I lost sleep (and still do over it), my mental health was in shambles, I prepared for days and days, missing work and taking time off to read and gather evidence and to KNOW that I had city policy, the MDP, and hundreds of other residents on the side of saving the park - and to be ignored, ridiculed, called a liar. It was one of the worst experiences and then I had to tell my little leaguer that we lost, and instead of walking to ball practice now we get in the car and drive to aspen.</p> <p>2. A light bulb burnt out for 5+months and not replaced</p> <p>3. Speeding and safety in the school zone</p> <p>4. Theft of war memorial plaques</p>
To get an answer on how my Councillor voted and explain why she did so.
Rezoning plebiscite. Glenmore landing development
The council approved budget!
Upset about changes being made that were costly and made no sense. I would like City Council to focus on running the city, and stop coming up with useless bylaws that constantly frustrate me.
I work in real estate development and the development permit and rezoning processes are often most effective when the applicant has direct input from council. I also speak frequently at public hears both for my applications and broader policy items that impact development in our city.
drug dealing, loud partying, drunken, women beating neighbour

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
to ask to support the motion to eliminate the rezoning motion
Regarding the changes to zoning, especially in older established communities.
Disappointed in Mayor Nenshi's elitist attitude to the public.
Problems regarding ongoing homeless/drug issues and encampments in our community and the lack of efforts to remediate this. Feedback about Calgary Flames hockey arena decision process.
To remove an obstruction that was placed in a major roadway
Concerns with Stephen Ave
I'm on the Board of More Neighbours Calgary - Nenshi & Carra came to our event this week.
to complain about the city's history of burying sidewalks/bus stops with snow/ice from the roads making the sidewalks impossible to walk on, 311 was no help and never got a reply from my so called elected official either.
I am total disagreement with my current councillor on his stance regarding climate and budget.
To thank my councillor for voting the way they did.
I have had many interactions with my councillor thru the years, the last one who listened was Barry Erskine. I sent an email to my current councillor, on developments taking place in Glenmore Park (approval and suggesting more) No Reply I sent another email regarding the totally unsynced traffic signals coming in and out of lakeview, again no reply. In a world where emissions are top of mind, these lights need to be fixed, to lower idling time.
Requested installation of 4-way stops signs on a horrible intersection where people treated it as a 4-way when it wasn't, this added to confusion.
Property taxes, lamp post repair, and snow removal
Voice concerns over residential zoning changes
Had an issue with a policy
Zoning.
N/A
Land use planning.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
To show my support for our mayor trying not to take sides in the Israeli/Palestinian issues.
Poor decision making, lack of accountability, corruption, greed.
NA
<ul style="list-style-type: none">- the development of a new school in my community- the budget- seeking clarity about the massive announcement (multi billion dollar) in climate change- my communities Local Area Plan which showed conversion of my entire neighborhood to 10 story plus development and retail at ground level without having had any fore warning or involvement
Providing opinion on several matter that were to be voted on. My councillor was very responsive and knowledgeable (ward 1). I have also contacted the mayors office and was ignored.
The single-use plastic bylaw debacle.
I don't recall exactly when I last contacted, though I think it was for the budget. I also used to work in a City Councillors office.
Identifying a need for services for homeless individuals in the western part of the Beltline. Because there are no public toilets or access to potable water, individuals used parking lots and parks for toilets and attempted to use external spigots on residential buildings. While I applaud the initiative in downtown, it doesn't address the identified need. I initially wrote to the previous councillor, asked all credible council nominees during the past election and attempted to contact the current councillor. The ability to contact council members following the last election was disabled and I was directed to Calgary 311. I conceded defeat.
Taxes and spending priorities, city rezoning and pathway snow clearing.
Most recently, blanket rezoning. Previously transit safety, redevelopment projects, the Guidebook, BRT and other "issues of the day". I am not shy about reaching out. Our previous councillor was very responsive; the current one not at all.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
<p>To convey my support for the Green Line LRT. To convey my disappointment in the Green Line LRT being reduced. To convey my desire for good bicycle infrastructure at and near LRT stations, including safe routes to get to the LRT stations from feeder communities and the installation of secure bike parking facilities and/or bike lockers. To advocate for increased investment in climate-friendly transportation infrastructure. To advocate for the housing strategy. To advocate for greater investment in a service-centered approach to public safety that prioritizes helping people who are struggling and minimizing their interactions with law enforcement .</p>
<p>Over taxation without looking at reducing spending. Having my once great neighborhood ruined by zoning changes without a referendum.</p>
<p>I wanted to voice my perspective on issues affecting my community</p>
<p>Re-zoning of residential area</p>
<p>To try to have a conversation about important issues.</p>
<p>Tax increases Parking fees</p>
<p>Community playground project and to share I support the plebiscite vote for the rezoning proposal.</p>
<p>City crime issues. Traffic shutdowns.</p>
<p>I was on my community board</p>
<p>To support a proposal to turn the old greyhound terminal into a place homeless people can get help 24/7 instead of being kicked out to the streets durring the day. This was brought forward by a non-council member and the current council denied it. When I brought it up I was told it wouldn't happen but there are no better plans to deal with the homeless problem.</p>
<p>Re-zoning.</p>
<p>The horrendous arena deal.</p>
<p>Disgust at the push to densification without meaningful input THAT IS ACTUALLY THEN INCLUDED ON POLICY.</p>
<p>Express my disappointment that my councillor was part of the group of 6 councillors to propose a plebiscite for citywide rezoning.</p>
<p>commenting on LAP plans, H-GO zoning, the HAFT recommendations, etc.</p>

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Decisions that I disagree with re ! Blanket re-Zoning & the Glenmore Park Preservation
To make sure my councillor knew my thoughts on certain policy
for one I expect a reply, not one from the mayor. ward 3 councilor is a hit and miss. snow issues, bylaw issues, for better support for renters in illegal suites. for decision making. how I feel on their decision and voting
housing; stop the plastic ban
sewer smell in out back lane..... after reaching out to the community and the ward councillor, to no progress - we moved.
Pilot project that the City was running, (Renewable Diesel), and it took a lot of time to get the correct response
I wrote yesterday about a proposal for a plebiscite. I have written to my Councillor and/or Mayor about policies, city services, conduct of the mayor or Councillors.
Continued densification in communities already exceeding the MDP requirements but no infrastructure or service to support the growth.
Garbage, graffiti at a strip mall.
Tax hike. Received a generic response back
Disappointment with bag bylaw. Disappointment with the mayors decision to not support the local Jewish community
Concerned about certain municipal bylaws and their enforcement
Complaint
About a development proposal that was eventually approved despite vast opposition to it
To express my opposition to the Flames arena deal, and my disappointment in the utterly opaque nature of the process that led to it's approval.
It was after the three separate pit bull attacks in 72 hours in February and I wanted to know if Calgary was planning on moving ahead with a pit bull ban like the UK, India, and other countries are starting to implement to prevent dangerous breeds from being owned within city limits. I received a response from one of his assistants that said they'd pass it on, but I haven't heard anything yet.
To voice my opposition to proposals

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
It's a total sham. Starting with Developers colluding with the City and City Council against citizens. How absolutely ridiculous that the City thinks it's ok to put Developers in charge of their own Engagement processes. What a complete joke! Conspiracy, corruption & collusion!!
Horrendous, incompetent, homophobic, woke decisions that those idiots make, including blanket rezoning proposal, single use bylaw, giving themselves raises while increasing taxes, etc. www.recallgondkeyc.ca
I believe it was for traffic lights and what could be done about removing them so traffic flows better
LRT expansion
Issues with the Main Streets Construction project.
Housing crisis
To voice my concerns about their opposition to the housing rezoning plan, and to voice my concerns about the car-centric policies in our city.
Safety and zoning
Concerns around development permits in the area as well as safety concerns.
Planning and development issues, traffic problems.
To express my opinion
Concern with city council decision that was against the popular opinion
Increased property taxes. Racist behavior by mayor.
Requesting help with reported issues with 311 and giving input on ward and city issues.
The embarrassment and outrage caused by the mayor refusing to attend the lighting of the Menorah, citing bogus reasons. We were not even able to get through to the mayors office, and had to complain to the 311 operator instead.
Issue with city services
To have the driveway repaired for the water pipe that services my home fixed. It was in supposed to be done within 6 weeks of the initial repair, it took 16 months before they came back and after I called numerous times that didn't go anywhere, and finally I called my Alder person who got the repair done once they learned the back ground.

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
I cannot remember as I simply put out there my requests or suggestions but don't keep track of things because I know none of you are listening. When I send messages to all Councillors, I may receive, one, maybe two, responses. No more. It is a useless, futile effort where things come to a head at The Ballot Box.
Trees been removed without logical reasons
To express concern for the decisions being made and for the lazy or arrogant attitudes, lack of respect and decorum shown by certain members.
Address concerns about city long term planning and infrastructure
A local issue with invasive grasses in public spaces, grasses which are dangerous for dogs.
Issue of garbage collection in areas frequented by wildlife
Urging council to adopt Strong Towns principles, ending the Suburban Experiment and returning to a traditional development pattern that is car light.
Provide input on topics to my councillor; ask the mayor to elaborate on public statements made.
Encouragement against communist take over bids.
Provide personal input.
LOCaL issues directly affecting the community.
I disagreed with some policies. I sent an email and received no response.
1. Community issues that needed to be resolved. 2. Hoping their influence would mean a certain city department would listen to residents and come to some sort of compromise instead of being bullish.
Tax increase and state of the city
Trying to get an answer to a query which was never answered and is a problem for me, like why do you need to go downtown to get a seniors Bus pass, while the City has that information, and can do it, instead make folks go to downtown, and wait to be called to the desk, bring your last paper in from Revenue to show you are not a rich Senior.
I did not want to see the single use by law changed. I have concerns about the environment.
Reaching out to my councillor with concerns. Walcott responded immediately and although our issue wasn't within his job description, he helped so much.
Glenmore Landing opposition

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
To express our opinion about policy or issues. To be heard. But this council does not listen to the people paying their wages.
Provide input to pending discussion and decisions. Neither time was I heard. I even made a formal submission, which I am positive was never read. The response was, we trust the ADMINISTRATION, and will follow their suggestions.
I have contacted my Councillor Penner regarding the Development going forward , at Glenmore Landing . Penner keeps having to be reminded that We voted her in as Councillor,& that she should be helping our grievance over helping the City.
Deeply unclear communication (and eventual fake consultation) on a change to a major road in my neighbourhood.
Councillor to change a point of view, Mayor to denounce certain actions
Email re blanket R-CG city rezoning and desire for them to send it to a plebiscite for citizens to vote. 3 of 14 members gave me the courtesy of a reply.
To discuss my opinion on the City Building engagement, the River Valleys Engagement, and Parks Engagement
Calgary transit service to my community is worse now than it was 18 years ago when I first bought my home.
Making a bi-law that landlords can not deny a resident having a pet. Like Ontario & BC have
Part of my work is to work for the city. when Administration is failing, I have no other option! it shouldn't be that way!
A high and growing higher drug use in my community.
Public safety Truck nuisance and traffic
Potholes, Property Tax raises, City Council Raises, Transit Safety, and Street Lamps that are turning purple causing issues with nighttime driving.
Problems with the community, specifically zoning and amenities.
Development opposition
Challenges with services in my area (water line breaks creating no water for residents for weeks -with a dismal response from Water Services to obtain temporary water).

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What was/were your reason(s) for contacting a Councillor and/or Mayor?
Poor representation. Guy was elected because he was the name people know not because of what has done to benefit people who live in our Ward, only people receiving our taxes and building the property dense homes. Which I might add does not help the rental crisis if people are coding row houses with rental suites below them and they're charging \$2000 plus a month.
The arena project was awful. What a disgusting decision that was, and it led to a provincial political party using it as a campaign tool for their election, only for that same political party to have their members create a petition to try and oust you. Embarrassing and disgraceful. You also have a councilor that is a [removed] on your payroll. Sean Chu must resign.
to stop them making a mistake (and wasting money)... they of course never responded and made the mistake.
To provide feedback / to ask questions
1) Send thanks for making water a priority, and 2) suggested ways to do more.
Concerns over a poorly worded/constructed bylaw.
local issue
Most recently the Local Area Planning and City wide rezoning initiatives. However as a CA representative I am in touch with my Councillor directly many times per month on a myraid of different matters
When the council decided that we needed a city bird.
Zoning

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
the one for my area
I would check the city website or complete a Google search.
Based on my ward or based on political affiliation if i felt my radical leftwing councillor was ignoring me
Local issues, would contact our ward representative. City wide issues, to our ward representative and the Mayor.
Ward.
My local Councillor first, all Councillors second.
In some cases an issue is such that all Councillors need to be contacted on a specific issue.
I wouldn't bother anymore. I've lost trust and respect for this government.
Ward 14 councillor is useless. The only communication we get from him is on signs he purchases located on one main road in my community. I prefer to reach out to the mayor directly if I could.
Local councillors or a councillor who has shown interest in the specific issue.
Usually the councillor in my ward , I have tried to commit her councillors and they just ignore me by not responding.
See who represents my ward
Probably would not bother based on the conduct of our Council to date.
I know who my ward councillor is. If she would bother to respond -- or even acknowledge -- to emails, I might have some input.
I have the email and phone number
good question, I don't know
I would contact my wards councillor
I would contact my councillor, I have in the past and found their office to be very responsive.
Look up on the web.
I would contact my ward councillor
My Ward Cllr.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
I would contact the Councillor who represented the ward of the city I live in
Ward 11 KOURTNEY PENNER
The Councillor that was relevant to the community where there was an issue. Normally it was the community in which I lived.
I'd contact the one for my ward
Start with issue, then and councillor and Always the Mayor. Some times the issue is City wide and we address all councillors.
I wouldn't since I know they are beholden to others and not their constituents.
My councillor
I'm pretty sure I would contact my own Councillor, and if recommended by him/her I would contact others if needed.
I know who the councilor is for my ward.
My area rep
I'd Google something e.g. "find my calgary city councilor".
Email
My Ward's councillor
My Ward Alderman
I would look up who is in charge of my Ward, which I have done before.
My area
The one in my riding.
by ward
Check the website for who my councillor is and then send an email.
Councillor for my ward
I contact the councillor in my ward.
When I need to contact a councilor I email my councilor Peter Demong for Ward 14 and the other 13 other councillors well as the mayor's office, because none of them are doing their

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
jobs and listening to their constituents and I c.c. my emails to my wonderful Premier Danielle Smith who is taking action to lower the requirements to recall these useless city officials.
Based on my ward. I assume your next question, my demographic, when I don't click that I'm a minority, my survey goes in the garbage.
The one in which the ward I live.
My ward
Would contact the councillor that most represents the people, doesn't have to be my representative
I would contact my riding rep. This is dumb question.
My representative from Ward 1.
I know my councilor contact info.
look it up online, because none of them reach out to the citizens.
I know who my councillor is.
I would contact my local councilor.
Idk Google it
The councillor for my ward unless there was a specific reason to contact another directly.
Any one that responds
I guess email.....I don't even know who the councillor of my ward is
My own councillor
Depends on the issues I wanted to discuss.
I know who the councillor is in my ward and follow him on Facebook. Other councillors should be available via Facebook or Google or via city hall administration.
Ward 7 Terry Wong is visible in our community
I always go to the concillor of my ward.
Id contact the Councillor in my Ward.
I'd contact my own

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
I would contact the councillor for my ward
Where I live.
Would contact my ward councillor
Email their office
Ward and/or issue based
The one for my ward is who I would pick
Thru your city webpage
look up on the map to see who is my counsillor for my ward.
I would contact the councillor representing my ward.
My ward 1
based on ward
I contact the person who is supposed to represent where I live.
I'd email them at their City account, and follow up with a phone call. If unsure of who my councillor was, you can see that online.
I have used the website to contact my Councillor and all the Councillors and the Mayor.
Councilor from district ... however that person refuses to consider the opinions /concerns of residents in her riding. Mayor ... ? Essentially the vast number of residents are doing a slow burn regarding insensitive blanket rezoning !!
I would contact the councillor of my ward
I know who my councillor is and have their contact information. On occassion we try and get more communities behind an issue and copy councillors in bordering wards.
I would look at who the councilor is in the area where I am having an issue.
I know my councillors name and how to reach out
I know who represents our ward.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
City website to see what ward the issue is related to, and then include the councillors that will likely respond as most of them will not unless it is a compliment to their ego, or something that they want to use as a speaking point.
ward
Call.
The one in my ward and others in other words
Anyone but my ward 9 councillor, who believes he knows what is best for the peasants
Ideally I would contact the councilor for my ward, but he's an idiot
My ward councilor and by online email
Depends on where the issue is.
I'd contact my Ward councillor
I know which ward I live in.
I know who my Councillor is, and even if I didn't, I would go to 311 and type in my postal code.
Email first, then request a meeting
Based on my ward
Don't know, probably check Calgary website
By ward
I would contact the councilor for my ward
I inform my own Councillor of my views.
election results, city web page links, phone 311 and ask.
My Councillor in Ward 11 who is non-responsive, arrogant and useless.
Whichever is responsible for my area
Email or website
email
The councillor representing my ward.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
by Ward
No idea
By area
I contacted my Ward for internal issues, but have used the select all councillors for major issues due to my feeling of lack of response from my current councillor
The one on my ward, that person represent me
Would talk to mine.....
Google
Based on where I live
depends on the ward issue and which committees they are on, primarily would contact my own councillor
Check online
I do not know
I would look up the councilor for my neighborhood first. Secondly, I would contact people I know who run in political circles to see who is the best person to address my issues.
depending on the problem it would be ward based
Call 311 and request to speak to them
First step is to my ward councilor. From the initial contact, I follow their recommendations on how to proceed with my input into the matter under consideration.
Councillor representing my ward
N/A
One that will take the time to listen to community concerns and take their concerns to a federal level
I know who my representative is. I would email them
My elected councillor of course.
I know who my city councillor is as well as the name of their key community liaison/contact.
I know my ward guy

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
I contact my area councillor.
I live and work in 2 separate communities. I reach out to whatever alder person needed. Often no direct response. I watch city council meetings online as it is extremely inconvenient to go downtown anymore.
I would contact the councillor in my ward.
I would contact both my own ward councillor and the councillor of the ward in which the exact issue was located in
Look on Calgary.ca to understand what ward and/or committee the Councillor in question represented.
I would contact the councillor in my riding who is Terry Wong b
I would contact the Councillor for my ward.
Whomever I thought would be best suited to answer questions
I would use the ward information to find my Councillor's contact info. It's unlikely I would contact a councillor outside of my ward.
I start with my wards Councillor and escalate from there when he doesn't listen because he has a preset agenda
I only would contact my ward councillor.
I would contact the councillor that represents my own ward.
Relevant councillor.
Appointed responsibility
Probably the one in my ward
I contact my alderman.
I would contact my own
Contact info on the City of Calgary website.
Email
For general inquiries or issues directly related to my own community, I would contact the councillor for my ward. If the issue were more relevant to a different ward, I would contact the councillor for that area.

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
Email or text
The one in my ward area. Peter Demong
I have contacted my councillor by using the online format available on the calgary.ca ap.
Through this site
I would look up on the city's website to see who my councillor is and either call or send an email.
Look up online to see who represents my area
My ward councillor and maybe also a councillor I think is actually listening to their constituents.
It would depend if it was municipal or neighborhood based.
I have given up
I'd looking online for who represents my ward.
Mine
I contact my wards councillor directly usually. But, I have reached out to the mayor's office as well.
I contact ALL councillors and the mayor. Every single councillor needs to know what the broader Calgarians want. What is disappointing is the lack of a response or the canned response given.
I contact the one that represents my ward.
The councillor for our ward
I know who the useless chosen, not elected councillor is for my ward
If it is directly related to our ward, I would email our councillor or put on the radar of the development committee of our community board to take to their contact at the ward councillor's office. If it is city-wide, I email all councillors and mayor.
Email
I already know who the councillor is for my ward....so I would contact that councillor.
Look on the website

After the Ballot

Report Back: What We Heard
May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
My own ward
I know which one is for my ward. She is useless.
email
Email
I would find the one that's most active and knowledgeable on that issue.
I have contacted my councillor as well as all councillors and the mayor on several different occasions.
contact own ward councillor first
Figure out what ward you live in
I'd contact my councillor
Depending on question or issue I would contact my councillor and would cc the rest if issue effects beyond my area
Not sure
Email
Sean Chiu seems to be the only one there with common sense who might actually listen.
The councillor was elected to represent me.
my ward councillor to start. Whole of council follows depending on the issue.
I would start with mine and then branch out to the other 13.
The zone in which I live and represents my area.
While I can reach out to anyone, my own Councillor needs to put motions forward and refuses to listen.
Look it up online
I know which councilor is 'representing me' and I have her email and phone number. IF I needed to contact another councillor , I would look it up on the YYC311 website
I start with the one in my ward
From my ward

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
Who represents my ward
Email
Based on their record in public service
I would contact my Ward, or the Ward in which is concern is associated with and I would also include the office of the Mayor
That this is even a question in this survey - I'd contact the Council Member representing my Ward.
Depends on the issue, but generally I will contact all of them.
Those not listening to their ward or those NOT responding to emails or phone calls would be contacted, however those that are actually listening would be contacted and thanked.
The one representing my riding
Research each to ensure the best fit
I would start with my district rep and work my way up from there.
I would go online and contact them.
I know who my Councillor is
I would contact the ones that were intelligent enough to stand up to this garbage mayor and her greaseball Sycophants socialist puppets
By knowing who my councillor is in my riding
Regional
Demong is my councillor. He no longer responds to concerns.
I would contact my own councillor first, and then copy in all of them, on the City of Calgary contact page.
I would contact the councillor in my ward.
The one in my constituency
I would contact the councillor in my community through email.
Start with ones that align with my views ie. support affordable housing

After the Ballot

Report Back: What We Heard
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If you needed to contact a Councillor, how would you decide which Councillor to contact?
Well my Councillor, Walcott, has blocked me and most of his constituents on Social Media. But contacted him by email before and no response. I did get super condescending responses from Woolley though. Not sure why he bothered.
Email or phone
Via email
from the last election results, but also on the calgary.ca web site.
There's no point, Penner doesn't respond. Hopefully our next representative will actually represent us.
I would look up who represents my ward
My local councilor
I would contact my Councillor first and then if a broader issue, use the City website to send to all.
My ward councillor. He is excellent. Dan McLean. He is out and about all the time and real people person.
I know who our Councillor is.
It's pretty simple to go to the website and get an email and a phone number
I wd contact my ward rep
Website
Counsellor in my ward
I know who my Councilor is but if I did not, I would go to Calgary.ca
Look on the city website.
Which ever is representing my section of the city. Not that any of them ever respond.
I didn't get any response last time so I've given up trying
I'd contact my own ward councillor
Email
I ensure my own councillor, but often the mayor and whole council will get my point as well.

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
The city of Calgary website. I am also aware of who my councilor is.
Based on where I live
whoever is in my riding
Email
WHAT DOES THIS QUESTION MEAN ? BY WARDS, NO?
I know who my councillor is.
I email them all and expect a response. Responses are sporadic. I know which councillor represents our ward
I would contact the Councillor for my Ward. Why are you asking? Isn't this a waste of a question? Or are you trying to call citizens stupid?
The one in my ward?? Weird question
I would contact the one who represents my ward
The one that is supposed to be actually representing my community, which is Councillor Penner.
I know my councilors name. I would obviously contact him but he does not listen. He made me a promise the year I voted for him and he has done nothing to rectify the situation so I didn't vote for him in the following election. He barely got in & now he listens less.
Email
I would contact the one who represents my community
Local
Contact the Ward representative by his (or her) email.
What one in my area I live in
ALL. OF . THEM. none of them are there to help citizens only line that terrible mayor's pocket. A RAISE?!?!?!? RIGHT NOW?!?!?
I know what ward I am in don't worry
I would have to google to find out how or contact city hall

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
That within my riding.
I include my Councillor in any correspondence with the Mayor. In most cases, I have included my lawyer in a bcc. I never ever have had a reply by Gondek. She never communicates with those who oppose her. She is a coward.
Firstly, the councillor for our ward. If no response, then the councillor that is closest to our ward geographically
Im aware of my councilor. I didn't vote for him and I def won't be again but I go to my own representation
I contact the whole council as individual councillors are only one vote. Also, my councillor does listen to residents and what our ward wants, where as I believe some on council do not. They push forward with the majority and their own agenda.
Phone
It doesn't matter which one you contact because they don't respond back
The one from my ward
My ward councillor
The one elected to REPRESENT ME.
Email and the form on the website
I email Jasmine Mian and the mayor - Ward 3 is my community
Facebook? I don't know
I would contact my ward councilor via email
I will email them
I know his name
If it was an issue in my ward specifically I would contact my own councilor. If it was a city wide or partial city wide I would contact whichever councilor in the area concerned as well as my own to potentially advocate for me
I feel I can only try and connect with my councillor for things that matter in my ward as well as the Mayor who should be representing all Calgary

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
They all need to be contacted! Their days are numbered. Most should not even bother try to be reelected. Start looking for new jobs! Or wait, there are no jobs because most people already have two or three and still can't seem to eat!
The councillor of my ward is the one who should speak up for us regardless of whether he agrees or not
I know who to contact
Find the ward I'm in and contact the councillor for that ward via email or telephone
the one responsible for my riding Courtney Walcott, however he doesn't care as he supports all stomping on rights of the people
My ward duh!
My councilor, from my ward.
I know who my represents is, we all should.
Mine via email. Sadly, he has no influence over the Hateful Eight.
Check a map of wards and councillors
My ward
The local ward councilor
I would contact my councillor for my ward
Councillor of my defined ward
Ward 11 email or 311. Both useless as Ms. Penner never responds. She's useless
I know who my representative is and will email his office.
Not sure
Referencing the Ward Map, contacting the Councillor for that Ward and contacting the head of any committees involved in the issue at-hand.
My ward or a councillor that seems to be listening to the taxpayers
I don't know.
One who is Conservative and stands up for Calgarians
Go online and get their contact info

After the Ballot

Report Back: What We Heard
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If you needed to contact a Councillor, how would you decide which Councillor to contact?
Ward council meetings or on social media. Our councillor admitting is not a fan and will not do social media
My own councillor plus every other one and the mayor too.
The one representing my ward.
email or social media
You are all corrupt and need to go away The revolution had started The recall petition is only the beginning!
The councilor for my ward. [removed]
I contact the councillor for my ward
The one representing my ward
I would contact my Ward councillor.
I know my councillor and would use email to start communication. Understand that what the city and councillors have asked for here is input. If the city does not demonstrate any movement or change. does not take action it will demonstrate that this was an exercise in appeasing people and their emotions, and not a serious attempt at making the communities and city a better place to live. Busy hard working people are taking time away from their families, children and other responsibilities to provide input, respect the time, energy and effort that has been contributed and take the information seriously. Read the comments, do not aggregate the data and look for generalizations, words are important and actions have impact and meaning.
The one that represents my riding
I know who my councillor is. I contacted her office.
Contact our councilor. Any issues or requests i would send through our community association. They communicate regularly with our councilor.
Email
my own Ward councillor

After the Ballot

Report Back: What We Heard

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
Pulling their contact info off City Calgary website
Not sure
I know my Councillor and have already made a distribution/email list of all members of council.
My riding
council awarding themselves and all staff raises double the rate of inflation
Email
The council member responsible for the issue
My ward 7 councillor. These questions are stupid
Ward.
Look them up
The one in my riding. He is excellent.
I know who my councillor is, and I know who my mayor is.
Connect with councillor whose ward is most impacted by issue
i know what ward i am in
Look it up
I phoned him. He has a website with phone number listed.
I would contact my Ward Councillor's office.
I contact the councillor in my area which is ward 11 Kourtney Penner. I have tried phone calls, 311 portal contact, facebook contact Kourteny Penner, ward 11 Calgary and she never responds. It is frustrating when an elected official will not acknowledge or return emails and or phone calls
Through the City's website to all the councillors as decisions are made as a council or directly to my councillors email.
My representative (Penner) and she doesn't respond
Local area or adjacent areas
City of Calgary website

After the Ballot

Report Back: What We Heard

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
City of Calgary website
Ward map
Search for the councilor for my riding
first my ward councillor...second influential/like minded councillors...third ALL councillors
likely contact my ward councilor if a local issue and the mayor if it was a city issue
My local representative
We used to TrY and contact our area councillor but this is generally a dead end effort.
The one through my area.
the councillor who represents my ward.
Logically, I would contact the Councillor representing the Ward in which I live. Unfortunately, that Councillor does not respond to the concerns of the citizens in her Ward and appears to have no idea what role she has been elected to fulfill.
My councillor is the first choice.
By informing myself of Council matters
I would contact my Ward Councillor.
Start with my ward councillor and fan out to others as needed
Ward 11 Councillor who does not bother to respond...ever!
Have tried electronically to Kourtney Penner. She never responds. Gondek provides a bureaucratic, "one for all" response (aka "thank you for your feedback, we are looking into this matter"). Gondek in way over her head and should be removed asap. She doesn't have the skills!!!
I looked it up on City website. No personal communications received back from Councillor. She keeps herself well insulated from having to deal with ward citizens.
Via email is my fist point of contact. Phone call to follow up. Although they never respond.
My ward councillor first
Not our present Councillor.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
I would contact my area councillor for specific issues unique to the area, for a more general issue I would contact all of the councillors.
My own Ward 11 councillor who refuses to respond to me or other constituents.
Whomever the issue surrounds.
my mla
By area and by issues of concern .
My ward representative.
Contact the one in my ward
I would contact my local councillor
My concerns were in my own ward
The one who represents my area which I live in
My ward
I'm not sure.
based on my ward
Check the City website
Likely the councillor for my ward
The ones with some modicum of brains and smarts.
Ward 11
The councillor in my ward.
Either my Ward's councillor, or another councillor that represents my views on an issue
I do know who my counsellor is. I would probably make a phone call to the general line to get email information.
First my ward councillor then the mayor then all.
The one representing my Ward as found on the City's website. Fruitless though as there was and is no response. One only assumes they do not answer to those indifferent to the gang of 8 at Council.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
Generally I would want to contact my ward councillor, however she does not respond!
I would contact my ward councillor through the city portal. Albeit unsuccessful in the past. Ward 11.
within my ward
Your ward
Any that are not in the hateful eight at this point.
I know who my ward rep is.
I am a director with our community association and have had personal dealings with our Councillor and his assistant
I know who my councillor is.
Look online to see which area the councillor is responsible for
By finding what ward I am in
I know who my councillor is
Look up who represents my ward and contact them
It is incredibly difficult to find contact info for the councillors. I voted and follow who my councilman is, and couldn't believe that the council/mayor try to hide their contact info from us. Unbelievable. Names, wards, phone numbers and emails should be on the front page of Calgary.ca
It depends on the issue. In some cases, I have contacted my Councillor; in other cases, I have contacted all the Council or the Mayor. Unfortunately, I have never gotten a response from the Mayor, which leads me to believe she doesn't care. I have received generic responses from some council members. Generally, my Councillor is good about responding to me.
The one that represent my zone.
Ward-related issues - respective ward councilor City-related issue - Mayor
I would attempt to contact my ward councillor- GC Carra. However, he has not responded to any of my calls or emails.
Email or phone call

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Report Back: What We Heard
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If you needed to contact a Councillor, how would you decide which Councillor to contact?
Based on Ward boundaries and where I live.
I would look for the one in my area.
The counselor of my Ward
I e-mail Ward 1's councilor AND councilorweb for distribution to all councilors. If it was about an issue specific to Ward 1 and my community, I would just contact Sonya Sharp. If it was an issue affecting the whole city, I would ask that it be distributed to all councilors.
Depends on the issue. If it's local then my ward's councillor. If it is related to flood communities then all councillors and the mayor.
Ward representation
li would contact the councillor who made a comment or motion I had concerns about. I am very familiar with who my councillor is and the councillors in the surrounding wards.
I would look up who is my Councillor in my Ward.
I email all and they don't listen. I have contacted 311 and receive no communication back
I typically contact my councillor by email. If I feel all the councillors need to know something important, then I will send a group email to all the councillors. I was born and raised in Calgary and have seen a lot of changes in my 66 years. When I was growing up I did not realize the tragedy of tearing down our old sandstone buildings to put up towers downtown. Now, I am ready to fight to save my city.
not sure
I know who my counselor is, he's probably one of the only sane ones on council.
City of Calgary website which shows you who council members and mayor is.
I'd look for someone who agrees with me on basic issues, based on their voting record. But I probably wouldn't contact one because as a non-citizen I feel like I'm irrelevant to politicians except as a scapegoat.
Calgary.ca
My Councillor for my ward
Except that there are no longer telephone numbers to call and emails are rarely answered
Based on Ward.

After the Ballot

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
The one for my ward or the one who has a publicized similar interest in my issue.
Email. Phone if needed
I would personally contact my councillor via email and if I didn't know who was my councillor for my ward I would look it up on the city of Calgary website.
Use my ward designate.
I would contact a councillor whom I thought would be sympathetic.
I could not contact our counselor as she is part of the Hateful Eight so I would have to call the only counselor who is listening, Sonya Sharp is listening to the residents but no one in council is listening to her!
I know who mine is
I'd contact my ward and cc the mayor
It would be dependent upon the issue and corresponding jurisdiction. All Councillors should respectfully respond to any inquiry from a citizen.
Any councillor who is transparent about the partnerships and allies in the Global agenda to pursue Sustainable Development Goals of the UN and it's NGO's
Kourtney Branigan/Sirodot/Penner or whatever name she has today
My Ward Cllr. by email or phone call.
It would depend on whether the issue pertained to my community or Ward (then my Councillor) or if it was city-wide (then all of Council and the Mayor). However, is there any point to contacting someone on City Council? Also, I am not sure that you have asked the right questions in this survey, but then, it doesn't really matter. My experience with The City's public engagement process is that it is done so that you can tick off a box. You don't actually listen to or follow up on what people say. Things used to be really good at The City and I had a great amount of respect for and trust in our municipal government, but that has really changed over the past six to seven years. I no longer feel that citizens can trust the municipal government to act in our best interest. I have put these comments in here as you don't have a space for other comments. However, you will probably delete my submission anyway because it does not conform to what you want to hear.
I know my ward, and would contact the ward office via email.
I contact my ward councillor via email.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
The one in my ward unless she didn't respond or I was given a canned response, then the next, if nothing the media.
Ward councilor as the mayor does nothing.
Contact would be based on the issue first, and whether or not it's a Ward matter or a citywide matter.
I know who my councillor is and I'd look up their contact info on calgary.ca
I would contact the Councillor for my Ward.
my ward
the one who represents my ward would be first or the one where the issue is
I would contact mine or whoever I think is working for the people of Calgary and could help me.
Depends on the issue or I would contact my ward councillor.
To be honest, I probably would not bother at this stage. My lack of trust for our municipal government is incredibly low, consistent with many Calgarians.
I would likely contact the Councillor of which I am a constituent of, although I may also contact the Councillor whom I interviewed and have gotten to know.
I know who my councillor is. I vote in every election. If I didn't know I would look on the cities website or call 311 to find out
by person or by phone preferably; in person
I would just google who my ward councillor was and find out their information.
Email
Look up the one that pertains to the area I live in
I would not contact any of them anymore because they are corrupt so it doesn't really matter who you contact they don't care about people unless those people have the liberal agenda in plan
I'd contact the councillor for my ward.
The councillor of my area and if they are horrible then I'd find the one I believe in most
I would start with my ward councillor.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
I'd contact my own Councillor
My ward
The Councillor how represents our ward is who I contact.
Use City website.
Checking the ward to where I belong
Email.
Look at the map.
Via email
I know whom mine is
Oh, I contact them all!!
I would choose which ever Councillor is responsible for my concern
I contact my councillor and the mayor. I have also done an email with photos attached to all of council
I would contact my ward councillo, but I have tried ward web site, city web site, direct email, and never a repsonse and i was even blocked on social media
Depending on the issue my councillor first whom never responded and seems to have his own agenda. I have also responded to pasted councillors and the Mayor's. Depending on issues I would also contact the councillors to provide my feedback.
I would contact my ward Councilor through the channels that are listed in the City of Calgary website, and email directly as requested many times in our neighborhood newsletters.
Email or direct contact
I'd prefer not to contact my Ward 8 councillor as he does not listen and dealing with him left me with PTSD. Ideally, I could contact Gian-Carlo Carra because his ward is "next door" and we share some similar issues, but he also doesn't listen. He's made disparaging comments about the intelligence of anyone messaging him, who doesn't agree with his views, but that's probably better than publicly being called "selfish" for not agreeing with Walcott's vision of no cars and intensely dense communities. I guess since Sonya Sharp worked for the City and led the new Arena negotiations, I'd contact her as she understands the bureaucracy of how the city runs and what Council can and cannot do.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
My ward councillor
The councillor elected to our local ward
Know your ward and contact them
looked on the internet.
Start at my ward, sometimes I contact all including the Mayor.
I would contact my ward Councillor.
either phone or e-mail
I know my ward Councillor
Email
Find out who my councillor is for my ward
Email
I know who my councillor is so I'd go thru the City of Calgary website. He is typically unavailable so I'd keep trying.
Look them up on the city map
Councillor in my area
Look up a city map.
Google their info
Calgary.ca website then search then email
Email phone , in person, we are getting no where. We have tried, many of us have tried. Jack all has been done, see my comments please save a life, get this intersection fixed!!!
I would decide based on which ward I live in.
Google
I know who my councillor is. If folks aren't sure I point them to the City's page on who represents what ward
The councillor for my ward which is 14
Good question

After the Ballot

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
I would contact my own but she does not EVER respond.
Internet
Look on line to see who represents my area.
I'm aware of who my councillor is unfortunately, and would likely choose a different councillor who might respond.
I know who my councillor is and i would contact him by email. For other councillors I would check calgary.ca.
Contact my ward councilor.
my own ward councillor but I have also contacted others
I would contact my current councillor, if it involves my own neighbourhood, otherwise, I would contact the councillor that represents that area of the city.
No idea. Again, I don't feel this is an easy process without taking a lot of time to find out.
I know my ward number and therefore my councillor.
I contacted my councillor and all the others as well as the mayor. I received an auto response from the mayor saying my email was received, nothing more. I never received anything from my councillor despite having emailed several times. Have heard she does t respond from many other constituents.
I wouldn't, not until my ward has a different councillor.
I would always start with the councillor for my ward, and if the issue is in another ward, I would include that councillor as well
I have always started with my own Councillor.
I would go to the 311 website and click on all councilors and send a note to all. Our councilor is incompetent and does not represent the people.
Email but prefer phone call. But no one calls back like ever.
Depends
We would start by contacting our councillor who was elected to represent us. But as the mayor and every councillor has a vote, we contact all of them because we do not trust our councillor to represent our viewpoint.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
email and they do NOT reply they have their assistant reply. There is no communication from council with the people who elect them and pay their salary!
Normally it would be my own councilor, which at the present time is a waste of time. I suppose I would choose the councilors that were not part of the Hateful Eight. They all appear to be self-centered, non-communicative (except to disparage other councilors), and do not have an open mind. They also are firmly set and driven by their ideology and do not care what Calgarians think or need.
I would contact a councillor who has demonstrated that he/she truly represents the electorate. Also it would be a councillor's office that answers the phone or responds to emails.
I know what ward I am in and which counsellor belongs to which ward
would contact the people in our area
I know my councillor. She won't return calls. impossible to speak to her. She doesn't show up for meetings. Phone calls you're joking. Hopeless. Kourtney Penner. The worst!
If it was regarding a local issue, then my local councilor, if in another ward then that councilor(s). overall city issues (for example requesting that they vote to have a plebiscite on the zoning change - then all councilors and the mayor.
Google search
Our ward councillor
I contact the councillor for my ward.
I would contact Courtney Wallcott directly
I would contact the councillor of my own Ward
Google search ward
If it's a major issue, like cut wide re-zoning, I would contact all of them. If it's a smaller, community specific issue, I would contact my local Councillor.
I believe that contact of my Ward Councillor is sufficient for them to pass along the appropriate info to their colleague Councillors as required.
It should be your representative but many representatives do not return email or phone calls. Calgarians want to be more involved but many are being ignored. Especially over the R2 rezoning issue. Sonia Sharp is listening. Doesn't seem like I can get thru to Terry Wong very easily with the way his site is set up.

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
My Ward Cllr. first then depending on response and action, will contact others.
Use the City of Calgary website
I would contact my Ward rep.. Currently for me, that is Mian, who is just a mini Gondek.
I know my ward councillor but have previously looked it up online on the city of Calgary website.
My own.
I would contact my ward councillor
I'd contact the one for my ward
I would contact my Ward Councillor
My Ward
I actually sent an email to all of the Councillors. I want the Councillors of the suburban neighbourhoods to know what we inner city residents feel and are experiencing, as they can't necessarily relate since they live in master planned communities, and the developers are not buying up every corner lot to turn existing bungalows into 8 or up to 16 units plus garages. Until you live in a inner city neighborhood such as Altadore, you have no idea of how quickly the developers can ruin a community under the guise of desification.
Courtney Walcott represents our riding. Didn't vote for him, very unhappy with his performance.
Phone, email, in person
My own ward councillor is my first choice. However, if there is bias or disinterest would contact others depending on matter.
I would contact the Councillor from my ward of the city.
Email.
Call their office
My own Ward. But he is useless in terms of response.
Unfortunately I am stuck with reaching out to my Councillor who appears to have his own agenda. If I reach out to Council, the feedback is that other Councillors cannot do anything unless my Councillor puts the motion forward, even when they indicate they will support the motion.

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
My ward councillor
The one representing my ward
Go through the City website to find the Councillors contact info.
The one I think is most likely to take my views to City Hall, which is not necessarily my councillor
I usually contact my Ward councillor but have also contacted Dan McLean, my neighbouring ward councillor. He listens to his constituents a lot more than my Ward 14 councillor does.
this question is silly - the previous survey question asked if I have contacted a councillor
My ward councillor
Based on Ward.
Depends on the issue, but for city wide issues I contact each councillor. For local issues, just my own.
I dont know how.
One that I felt I could trust
the one in my area
My ward representative
I know who my representative is.
I would normally contact the councillor in my area unless I had an issue with a particular councillor's comments
I would look for one who disagreed with massive tax hikes and wants fiscal responsibility. Not sure if there are any but that is where I would start.
I looked on the City of Calgary site and chose the Councilors and Wards tab info.
I would start with my councillor or Council.
Directly via their assistant.
Based on which ward they represent.
Email.
I would look up my ward councillor and contact them

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
the email form on calgary.ca, their email if I can find it anywhere
I would contact my Councillor from Ward 10 - Andre Chabot. This isn't rocket science.
I would choose my district's councillor
Email
E-mail my own ward councillor
Based on my location
By reaching out to the councillor of my ward
Community association
check website
Website
My own. Ward 13.
While I know who my current councillor is, I would consider also contacting another one in parallel that actually has the best interests of ALL Calgarians in mind. My current councillor appears to only have the interests of Calgarians that hold the same political beliefs and affiliations as he does.
The Ward I live in
I wouldn't. They wouldn't listen to me
I would have to use City of Calgary website. Don't have any info from our Councillor on how to get in touch with her.
I would contact the one in my ward
Kourtney Penner
Online search for the email address. I do know who my councillor is.
I use various methods to contact Dan McLean, email, facebook and attend his open houses to speak about my concerns and thank him for always his common sense approach.
I would select the councilor to contact based on where the issue was I wanted to discuss and who the councilor for that ward is.
not mine as she was no help at all

After the Ballot

Report Back: What We Heard
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If you needed to contact a Councillor, how would you decide which Councillor to contact?
I know my ward
I would begin by contacting the councillor for my ward.
I know what Ward I'm in. I'd contact mine.
Based on need, ward and committee.
I would contact the Councillor responsible for my neighbourhood. I would use the calgary.ca website to get the specific contact details.
I would likely contact my Councillor, as I'd imagine my interests/concerns would fall under their ward matters
First, who is my councillor. Second, which councillor shares my views.
The ward the concern is within.
For community issues in my area, I go to my Councillor.
Calgary.ca or their website/social media page
Why is this necessary information? I know who my current councillor is.
I'd contact my own Councillor.
City webpages
I contact my own councillor, but this has been a waste of time, in the future I will contact a councillor that thinks more in line with me.
Email
I have the Councillor's contact details via their website.
I'd contact mine
Depends on the concern
? ? I would contact my ward Councillor
My representative
Would contact someone in my ward
My ward

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
I would and have contacted the councillor for my ward. All I ever get is either no response or a canned response.
It depends, but if there was a specific issue in my ward I would contact my wards councilor via email.
Check online to see who my Councillor is
Phone or email, preferably face to face.
Ward-specific.
I would contact my area's Councillor.
My local Councillor first. Then Council as a whole
I would google it
Researching on the net.
Depends on the nature of the issue.
<p>My ward first and always Then depending on my knowledge of the issue and/or my awareness of the stance being taken by councillors in other wards, I might send communication to the mayor and others. I also always work with the awareness of my community association. Sadly I think the average persons perception of the value of a CA is low. And, in recent years there have been takeovers of the boards of some CA's by individuals determined to represent a specific side of an issue. Even CA's are becoming politicized.... The process I outlined needs to guard against that reality.</p>
Depending on the issue and the Ward/Councillor affected.
Go look at a ward map and then get their contact info or website information.
Depending on my ward would be my first step
Likely start with my elected official
I know my local councillor
I would just do it.
Depends on the issue - if it's about an important vote on Council I would normally contact everyone on Council as it's about all of the votes, not just my Councillor.
I know which ward I live in and who the councillor is.

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
I live in ward 14 so I would contact the Ward 14 Coucillor. Why would you ask such an obvious question.
See which ward I'm in and use the contact email.
The one who represents my ward. But then, when I find out that she is no help at all, I would escalate to the mayor's office.
I'm aware of who our councillors are at any given time.
I already know who my Councillor is so I would just email him. Often, if I'm emailing about an issue that is currently being debated for decision, I will cc the Mayor's office as well.
Email or phone call.
I would contact the councillor who represents my ward, the councilor(s) who represent affected wards (when it comes to certain issues), and sometimes the councillors who vote certain ways on the issues in question.
I would contact the councillor in my ward
Ward.
Start with my Ward Concilor
What a stupid question I would go to councillor of my ward
I would contact the councillor who represents the area with the issue. Or contact a councillor based on a specific policy item.
The one in my ward
Local one
The one that represents the ward I live in. (Using the city of Calgary website to look that up.)
Email.
I know who my Ward Cllr is so that is likely who I would contact - or if a particular Cllr had a NOM in about something I was interested in maybe I would reach out to them
Look up my councillor and contact them
Well, I'm in Ward 7. My current coincillor is useless. I would contact one or more of the councillors I find most effective.

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
By ward.
Look online for my ward Councillor.
I'd contact my councillor for most things. If I wanted to talk to a specific councillor because they were championing something then I would contact them. or if I was trying to really advocate for a particular position I would contact multiple councillors who I thought might be swayable.
I contact my OWN councillor (Ward 7, Councillor Wong), who is one of the better one - he campaigned on the idea of listening, and generally he does listen well, even if we don't always agree. Some other councillors treat their constituents with disdain, and can't even be bothered to talk to them, which is terribly disappointing.
email or website
whoever is tied to my ward
The councillor who actually gets back to you & keeps you updated regarding policies etc
I would contact my ward councillor
my ward person and Ward 4 as ward four use to be my councilor and he replies to all my emails. I have blanket emails to all of them but no response since im not in their ward. and the mayor
I would look for the one that represents my community
the councillor for my ward - the person I voted for
City's web page
I contact my Councillor plus the Councillor who might be more involved in my concern. I think that my Councillor needs to always know of my concerns
Google or ask Siri which councillor to contact for the area of Bridgeland in Calgary, Alberta.
I would contact my own because I know who it is
Look for ward councillor.
My councillor via the city's website
Look up on the city website
Contacted the councillor in my area.

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
calgary.ca
By email
Councillor in my ward. He is doing a good job
I typically contact my own Councillor. Once I did email another councillor regarding an issue that was specific to their ward and not the one I live in.
No idea ward numbers leave people confused about who is thier Councillor
I might try to find them via the City of Calgary web site, but I have little faith in our system. Our Community Social Worker and the head of the 12 CSI arranged a town hall so that members of our community could speak directly with our Councillor regarding the safety concerns we have, and the Councillor couldn't be bothered to show up or offer an alternate date that would work for them.
I would contact my councillor for the ward that I live in.
City website. But send to all since most issues effect all Calgarians so all of them can read the reason for my opposition (though I know they won't)
It's a total sham. Starting with Developers colluding with the City and City Council against citizens. How absolutely ridiculous that the City thinks it's ok to put Developers in charge of their own Engagement processes. What a complete joke! Conspiracy, corruption & collusion!!
I would contact my Ward 11 councilor.
Lookup local ward councillor in the city website.
Via the City website
use website contact info
Look up my Ward Councillor.
I'd google it
I would primarily contact my ward councillor, or if I was contacting someone about a particular thing they have done I would reach out directly via email.
Councillor who represents the area of concern
Look it up online
Go on website for City of Calgary to double check who my person is, then leave an e-mail.

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
I would contact the councillor for my area, Kourtney Penner. Unfortunately, myself and MANY others never receive a response from her. She is absolutely useless.
My own ward councillor. If it's a citywide issue I would contact all of them.
My ward and then any others that need to hear from the general public.
I would contact my ward Councillor and go from there
Not sure I would again. Councillor for my ward is dismissive and aggressive without cause
City of Calgary page
my ward representative
I would contact my own ward councillor as they are my representative.
What kind of stupid question is this? We would contact the councillor for our ward.
Depends on issue. If unique to my ward ID who my councillor is. If an issue is raised not unique to my ward ID councillor "leading the charge" on the issue.
I know which ward I'm in and which councillor represents me.
search the city website, I haven't, as I know mine already, however, I would hope that it is simple and not linkage that sends you everywhere but the list of councillors who serve the city. Remember, the Developer of the web pages has to develop through the lens of the user - simplify and effective outcomes is the best model.
I contact my own counselor.
My ward councillor
My understanding is that one should contact their own Ward Councillor first, followed by other(s) if there are contentious issues that impact Calgarians.
My ward representative
Localized issue would be best contacting my councillor, otherwise based on committee member(s) as per the issue.
Contact the Councillor in which the problem/issue/or idea is located in.
Depends on where the issue lies, if it's a local issue then whoever is the councillor in the area , a more general issue in several wards would either be multiple councillors or council at large
I'd contact the councillor elected for my area of the city.

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Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
My ward councillor was elected to represent me, so I would contact them first. If the issue I have is specific to outside my ward but impacts me, I would also consider contacting the councillor of the ward where I have an issue I want to discuss.
I would contact the councillor that is closest to or most opposed to a specific issue. ie pointing out to Dan McLean that he is not really a conservative as he wants to continue with big government deciding exactly what type of housing we can build instead of allowing the free market to meet the demands of its customers.
I know who my councillor is; however, I have also contacted other councillors on files they are responsible for.
It never crossed my mind that I could contact a councillor other than my own! Now knowing that I could I would contact the councillor that seems to be the one acting in my best interests.
Email
Google who represents my area. Check city sites. Probably reject them based on their views, then contact a councillor who I feel might actually do something and is more in line with my views.
Stupid question!
Didn't think we get a choice. Every time in the past I always get directed to a secretary or rep.
I would contact the councillor representing my ward, but he is only collecting a paycheque, so I have contacted neighbouring councillors when needed.
I would contact mine.
I contacted the council member for my ward
Ward #, 11, is mine
I would always contact the counsellor in my ward 1st, and hope that he would represent me
The one who represents me
If it's an issue regarding a specific ward that can be solved by that ward, the ward directly. Otherwise all councillors and the mayor.
Mayor and our councillor, others or all of them depending upon the issue .
I contact the councillor for my ward, Ward 6, or the Mayor's office. I also contact multiple councillors via email and the Councillors web email. Most often it depends on the issue, policy, or the publicly stated views.

After the Ballot

Report Back: What We Heard

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If you needed to contact a Councillor, how would you decide which Councillor to contact?
By Ward.
I would contact Courtney Penner probably because she for my ward.
Look it up on the CofC website
The one for my Ward, not the one who I agree with politically.
I would look on the City of Calgarys website.
Not sure. Probably search online for answers or call the city to find out the best way to contact the right person or department.
Contact my cpouncillor, if importance very high contact them all
Area councillor if area specific issue (although Walcott does not respond) and all council for City wide issues like blanket R-CG rezoning.
I contact my Ward Councillor
My councillor for my ward.
The one in my ward
the Councillor of the ward affected / impacted / concerned
My ward rep
I would contact my ward councillor.
My ward councillor
I would contact the person that is listed for my area
I contact my ward Councilor - who I voted for - who is listed if I look up my ward.
The councillor that represents my area.
In my ward
I know who my Ward councillor is and I would contact him.
Whoever was my specific ward councillor
Email
By what ward I live in.

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor, how would you decide which Councillor to contact?
will start with mine although he's proven he doesn't care/listen and then would go to the one who would make the most noise to fix things
I would start from the office team of my Ward Councillor.
My own councillor first, but then other councillors as well. However, other ward councillors are not as likely to respond to calls or mails from someone outside of their area.
I know my ward number so I would look up my councillor's contact information for my ward on the City's website
Website
look them up on calgary.ca or call 311
Ideally my Ward Councillor - however otherwise I would select a Councillor with whom I've been able to establish some degree of rapport through my previous interactions with Councillor. I would also select one who has displayed an interest in heeding the will of Calgarians as opposed to one pursuing an ideological agenda (unless the matter I was reaching out about aligned with one of those agendas of course). The goal is to see action on what I'm reaching out about so I'm going to select the Councillor who I believe is most likely willing and able to make it happen
Courtney penner
My own. I am on mailing list

After the Ballot

Report Back: What We Heard

May 23, 2024

Business Owners/Operators

What actions do you think make a Councillor effective in representing businesses in Calgary?
Conversations with constituents. Disclosure of conflicts and party associations.
I think outreach will make councillors more effective. I have been running a business in Calgary for 15 years and I have never been approached by the City to discuss what I think as a business owner. I have had both federal and provincial outreach but never the City.
the outreach opporutinitities?
Our Councillors are only concerned about what some of the residents want and usually only the projects that align with the Councillor. There is zero engagement with business and no consideration for what the impact is to businesses. Realizing that businesses pay 48% of COG tax bill, they pay for all their own garbage and services, they pay all the employees that pay the other half of the COG taxes...why dose the BAC not have at least a proportionate say in any COG vote.
Listening to feedback from the community (different businesses may have different views).
That they actually listen to concerns
Listening to business issues would be a good first start.
Listening to their concerns and voting based on what they hear. Voting is currently driven by the Councillor's personal ideology.
listening to their constituents, understanding their perspective and issues and representing them rather than their own agenda or views and opinions.
He should actually worry about having city administration do what citizens want instead of trying to run the show.
LISTENING to business is more than 'showing up' to a meeting. It is ACTIVELY actioning on recommendations / suggestions of business communities. Ex — Bag bylaw did NOT include engagement with the BIA 's.
Economic and fiscal awareness/intelligence; the desire to represent and solicit information - to be a 'servant-leader". That's a base. Specific actions - (1) LEARN about the ward and (2) consult as to what's needed. Ask questions.
An honest belief that business provide value to a community not only as a tax generating vehicle but as an important part of the community.

After the Ballot

Report Back: What We Heard

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What actions do you think make a Councillor effective in representing businesses in Calgary?
Consider giving them stability and opportunities for growth and incentives to operate and hire out of Calgary.
Just business-forward consideration.
Have business experience. Know what it takes to be a business owner
Needs previous experience running a business and have entrepreneurial background
None of the action, small business have no support we are here just to pay taxes

In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?
Advocating for lower business taxes.
Councillor's need to go to "councillor education" before their first day of work. It is frustrating that there is no leadership guiding new and old councillors thru past policy
Disclosure of conflicts of interest and political party associations. Union donation limits should be the same as corporate.
Keep taxes low. Eliminate government excess and overspending
Listen to issues created by City Administration and Council which are out of step with the realities faced by businesses in Calgary.
Reduce taxes
Try to help business survive
Walk the walk — support local biz with actions in their personal and professional lives. More than supporting 'restaurant / food services' . Buy art, flowers, apparel etc from small, local biz and celebrate it.

After the Ballot

Report Back: What We Heard

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What ideas do you have for improving how Calgary businesses are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

- Better transparency about how decisions are made
- An advocacy office / person for the BIA's not just a liason officer
- Accountability about what community engagement looks like
- Understanding the massive negative impact of road construction/ sidewalks rehabilitation and either studying ways to make construction more efficient (work longer days/ 24 a day) on business and communities.
- Bike lane viability & locations/ parking changes impact awareness

Actually have the councillor listen to concerns instead of pushing ahead his socialist agenda.

Business taxes are unsustainable for many businesses. Don't feel the city is doing its part to reign in costs.

Declaring political party affiliations, full disclosure of campaign funds, UNION donations should be treated the same as corporate donations.

Given that business contributes a disproportionate share to the COG tax, it would be great to have one seat at the COG
Councillors table that is dedicated to a business advocate. This would be impactful in many ways as the business acumen is shared within the threads of a blanket that cover every area of the city. As scholars rarely have an understanding of how to engage or communicate with businesses, a BCC (Business City Councillor) would save a lot of time, frustration and money when the city blindly goes ahead with a community initiative that could have been adjusted slightly so everyone in the community can succeed.

Have a pro business attitude instead of tryin to run businesses out of the city.

How about a committee which has rotating CEOs (12 month terms?) which are pulled from a variety of types of companies based on the relative size of each segment (i.e. energy, technology, retail, transportation) which maybe has sub-committees which are focused on one segment of the business (i.e. a technology subcommittee) and it is this committee(s) role to liase with council to explain how impacts (property tax rates etc) could be felt in the different regions/industries. Perhaps look at the Stampede and how it is set up with a Board and then various sub-committee Boards which are then populated by volunteers.

I'm not a policy maker. :)

It seems to me that councilors generally are not the drivers of policy initiatives and that councilors are simply the last to speak / engage on proposed changes/by laws. Councillor engagement is more of a communication from city bureaucrats than engagement as typically there are no changes to proposed bylaws etc by this time.

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What ideas do you have for improving how Calgary businesses are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.
Listening to business. Not "kind of" listening. Not consulting and then just ignoring feedback and doing whatever Administration suggests. So when for example we say it has taken 3 months for approval of a business to sublease a warehouse and that's not acceptable, that feedback is taken and not just ignored.
More communication with individual businesses, rather than astroturf orgs that claim to represent business interests.
More involvement in local events and showcasing local business alternatives to large multi national businesses
Need more Councillors with real life business experience.
Our opinion and inputs are unheard Most of the small businesses are on the verge of closing down we have to pay high taxes
polling and listening to the local business owners to understand the issues and concerns they have.
Reduce councillors. Cut bureaucrat positions
Reduce the Election cycle to 3 years. Municipal political parties need to be allowed.
We need to locate and support thoughtful, mindful potential councillors who want to learn and want to advocate. The pool of candidates is thin, sadly. And I expect this will remain so with 14 wards/councillors
Whatever wondrous idea will help Calgary make it into the 10 Richest cities in the world. Most of my business handling is done online, and at times in local festivals... At times, it feels like visibility for my work is not the same as those with a physical store, so tapping into Calgary's greatest asset is my ultimate option; NETWORKING

After the Ballot

Report Back: What We Heard

May 23, 2024

What was/were your reason(s) for contacting a Councillor and/or Mayor?
blanket rezoning issue
Constant lack of or miscommunication between all levels of COG departments, staff and administration.
Covid policies, road construction and small biz taxes.
His focus on raising taxes and installing disruptive bike lanes everywhere.
Mayor (Nenshi) ignored me completely. I eventually got in touch with my Councillor which basically said there was nothing they could do (on that specific subject). Which is part of the problem with things now - if we only get in touch with Councillors/Mayor when things are broken or wrong it leads to animosity. By having a regularly scheduled outreach via a committee structure it would potentially up the level of discourse from individual problematic issues to themes and trends.
Problems with Enmax. Not responsive and poorly managed.
Specific issues relating to development impacting the business.
The administration recommended to call as they did not know what to do
Trying to express my displeasure with tax increases and the single item use bylaw.

If you needed to contact a Councillor on behalf of the business(es) you own and/or operate, how would you decide which Councillor to contact?
check who is my ward representative for where my business is located
Committee or policy roles
Councillor for my ward
Councilor who represents my geographic location
I contacted my local councillor in the ward I live and vote in.
I do not know. I've not succeeded to locate what ward I am in on the City of Calgary website. The page shows blank...
I have to do it online through Calgary.ca since he doesn't even post his office phone number. It's like he doesn't actually want to talk to anyone.
I started with the one who represented the riding where I live.
I would contact our ward councillor. Sadly in our ward, I don't expect I would be heard.

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If you needed to contact a Councillor on behalf of the business(es) you own and/or operate, how would you decide which Councillor to contact?
I would contact the councillor elected to the area my business is in, this is frustrating as few on council have any useful work/business experience
I would contact the councillor that represents the location of my business
i would pick the councillor in the ward the business is in
I would start with the councillor in the ward of my biz
I'd check in with my ward office
My councillor doesn't even show a phone number to contact him. Completely useless
My local one or one on a committee
Probably the Councillor of the Ward my business is located in, and/or the Ward that I live in.
The Councilor of the Ward where the business is located, or the Mayor.
The councilor that represents my local ward
The one which represents the locale of the business.
Would contact the councillor of my constituency

After the Ballot

Report Back: What We Heard

May 23, 2024

Volunteer and Not-for-Profit Organization Representatives

What actions do you think make a Councillor effective in representing organizations like yours?
Policies tend to be determined without public input and then community engagement happens after the fact to support the policy. Seems like a done deal regardless of input.
Attend any council and committee meetings where the flood and drought are on the agenda. Provide sufficient notice to our organization prior to said meetings and meet with our organization prior to council or committee meeting so that our perspective is understood and our Councillor can accurately represent our views.
Monthly and annual meetings of organization leaders.
Knowing what areas we are trying to protect and notifying us when there are opportunities to engage.
Basically being the complete opposite of Kourtney Penner, the worst Councillor in the history of our city.
Unbiased, aware of challenges families are currently facing, educated in systemic barriers that impact individuals

In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?
Better outreach to residents with newsletters, more town halls etc. Very limited at the moment.
helping organizations like mine solve specific local problems.
Help determine the definition of the role of community associations in Calgary and how they complement the communications of the ward office to specific communities. Support the community association in terms of resources for the association so that they can better serve the residents of a community.
Amplify a community's voice
Answer their emails? Return calls? Not be Kourtney Penner.

After the Ballot

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What ideas do you have for improving how organizations like yours are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

Better support from Ward offices would be great. We have to do all the legwork to find the appropriate city staff to help us. Some neighborhood city representatives are better than others in supporting community boards. Specifically managing data and understanding how the city got certain facts - ie census, water issues etc

A Board, Committee, and Commission for all community associations in Calgary needs to be developed so that there is a better understanding of how the city council can support community associations. The definition of the purpose of community associations needs to be developed so that it does not overlap with the role of the councillor and can support and/or complement. This extends to resident associations and recreation centres. There needs to be a small amount taken from each property tax amount that is allocated to community associations to better support their operations. With ~500,000 properties, \$2 per, would amount to \$1M that would support communities. Currently it is only \$140,000 for all 14 wards. \$10,000 per ward per year.

Subscribing to DMAP files and areas... providing better notifications to Ward Office / Community Associations/ and non-profits when development engagement is happening.

Ensuring that Councillors like Kourtney Penner never win again.

Panels with local organizations with their boots on the ground

What was/were your reason(s) for contacting a Councillor and/or Mayor?

Either to invite to a community event/meeting or to request assistance with a specific issue.

Drought report to Council in October, Calgary River Valleys project engagement (inadequate notification to residents living in the flood fringe who are impacted by draft provincial flood hazard maps).

Dealing with traffic concerns in the community and seeing what solutions were available.

Last reason was to complain that our organization was not notified, like we requested, when the file went to Calgary Planning Commission and Public Hearing.

Issues with crime in the area.

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If you needed to contact a Councillor on behalf of your organization, how would you decide which Councillor to contact?
Councillor for my ward
I would start with my Ward.
primary contact would be Ward 1 with a request for assistance to reach out to all Councillors and Mayor (with respect to flood protection and mitigation projects).
I know the ward my community belongs to and how to contact the ward office.
I'd start with my personal councillor
The one who represents the area our organization is in, which, unfortunately, is the most useless Councillor in history, Kourtney Penner. FIREWORKS ARE RACIST!
Google

After the Ballot

Report Back: What We Heard

May 23, 2024

Community Association Representatives

What actions do you think make a Councillor effective in representing community associations in their Ward?
<p>Engagement with Community Associations and residents of communities during community held events and annual General Meetings to update those in the community on the on actions affecting them.</p>
<p>Being able to relate to the people, businesses, and specifically for our community developers personalities, who are temporarily involved in our community. Also, major factor is political ideology.</p>
<p>listening and being active in the communities in their ward</p>
<p>Engaging in community events; participating in community association AGM; joining in monthly meetings when possible; convening Ward-wide events on common topics; reflecting the opinions of the community association when they gather feedback from the residents; assisting a community association on major issues with the community.</p>
<p>Following up on community specific requests and development concerns. Take into account the opinions of the community as gathered by the community association. A councillor should be representing constituents, not their own personal interests and agenda. We have concerns that our councillor must be the one to put forward a community boundary issue, but refuses to do so. While other councillors support the idea, they cannot put forward a motion because we are not in their ward.</p>
<p>A Councillor who endeavours to actively and on an ongoing basis follow the wishes of their constituents as opposed to a Councillor who endeavours to follow an ideological agenda</p>
<p>town hall meetings, having reps at Community Associations, good and effective communication with the people in their ward.</p>
<p>Attending the AGM of our community association, engaging when community members contact him. A petulant attitude is very detrimental to interactions both with community members and his colleagues on City Council, so a willingness to listen and cooperate would be desirable. Our City Councillor has done a very poor job of representing our ward and his moral character is abysmal, which makes it hard for others to trust him or want to work with him. So an effective councillor whose actions are those of a good person.</p>
<p>Spending more time trying to improve the lives of those who have less instead of influential or wealthy constituents</p>

After the Ballot

Report Back: What We Heard

May 23, 2024

In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?

To me the City Councilor should be the advocate for the communities in each Ward. In saying this there are specific challenges that they should be aware of and help to solve if possible in their position.

Focussing more on advocacy for our community and not the city as a whole. I feel our current counsellor is more focussed on her home community of Citadel and has no interest in representing our community. Reason I say this is because since she's been elected, we've only seen her twice, she's never come to any of our monthly board meetings and only sends her representative about four times a year. I'd say she's almost unapproachable Unless she sees risk dropping, then she'll throw a bone and leave

listen to the constituents

Promote CA involvement and advocate for Council support for CAs. CAs don't get fulsome support from Council or City departments.

Promote the communities they serve by providing support for residents and businesses in their wards and encouraging a sense of belonging and pride in those communities.

Monitor and direct the priorities and actions of the City of Calgary administration (through the City Manager) to ensure it is indeed delivering infrastructure and services the align with the wants and needs of everyday Calgarians. (Hint: The administration is failing badly at this, has been for many years and it is only getting worse!)

Communication

After the Ballot

Report Back: What We Heard

May 23, 2024

What ideas do you have for improving how community associations are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

Community Associations should have a say in community development. Currently some of the rezoning does not fully take into account the challenges faced by the residents and the upcoming changes of the proposed developments such as increased traffic density and waste management.

I'd like to see community associations have representation on various ad hawk or standing committees. We are the ears to the street , The local businesses and the people and her much more approachable as we understand the grassroots local concerns within our community. We're volunteers so we're not motivated by finances or popular vote.

Sharing reports on what is happening and getting feedback

More attention and action to CA feedback on urban planning issues; assistance with capital development of CA-leased properties with the City including life cycle maintenance work as well as a growth projects; promoting the tangible value of CAs to local residents.

We believe that any councillor should be able to put forward a concern from a resident/community association of a different ward. We have repeatedly been blocked by our councillor in terms of putting forward recommendations around traffic calming, protecting park space, and community boundary changes that are supported by all the communities affected. A lot of volunteer time goes into addressing transportation and development concerns and then councillors have the ability to ignore requests that are supported by a number of communities as well as other councillors. Our hands are tied when only our councillor can put these notices of motion forward, and refuses to do so.

We don't need more Councillors so much as we require a completely overhauled system of municipal governance for large urban centres like Calgary and Edmonton. Where the current system breaks down is the level of elected representation of capita has become far too low and there needs to be moreability to make more localized decisions to meet the needs of particular areas/neighbourhoods which has increasingly been lost over the years as the City has grown. We have more of a problem with this than other large urban centres in Canada because of the largely singular growth of Calgary (vs other smaller urban areas in Southern Alberta). Consider the the GTA has multiple councils that represents Toronto, Mississagua, Brampton, Oakville, etc. We have only one. Don't know exactly what the solution is - perhaps a borough model like London or New York uses but we've clearly grown too big for our existing system and need to start having a conversation as to how our overall municipal governance system can better evolve as we continue to grow!

After the Ballot

Report Back: What We Heard
May 23, 2024

What ideas do you have for improving how community associations are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

councillor reps coming to association meetings, regularly. Communication, answer emails, phone calls. I think there needs to be a very good staff behind a councillor that is well informed and keeping up with the business at hand.

Invite community association leadership to participate in sessions with city councillors instead of having email only relationships

What was/were your reason(s) for contacting a Councillor and/or Mayor?

We had the opportunity to speak with our Ward 8 Councillor on a regular basis or get questions answered by them through his team. We had the ability to speak to Evan Wooley more than our current councillor.

I was in a texting relationship with our previous counselor, and it was phenomenal service being able to get answers expeditiously and to feel appreciated and important; our current counselor, as I've said, I've seen her twice and spoken to her three times since she was elected, she's never attended any of our meetings. I have no idea what she does, but I have identified to her resident community of Citadel and only branches out occasionally in my opinion for voter support. But she's done nothing for us and even talking to all the developers in our community. She doesn't speak their language. Some of the larger developers have said that they don't wanna work with her, so they've left land vacant/undeveloped awaiting another municipal election.

Issues with unhoused, road conditions, General issues and support

Parking issues, traffic calming initiatives, pedestrian safety measures, AGM presentations

Traffic calming, park protection, development concerns, safety issues in the community

Endeavouring (but not succeeding) in lobbying Council to support the perspective of our community and majority of residents on city policy

Traffic concerns

After the Ballot

Report Back: What We Heard

May 23, 2024

If you needed to contact a Councillor on behalf of your community association, how would you decide which Councillor to contact?
We would reach out to our Ward 8 Councillor first to get the direction to take the inquiry.
I would email the ward02@calgary.ca Email address as I've been using that for the last 10 years Since becoming involved with our community Association. That being said, I have emailed it in the past and I never get a response from the counselor. It's always two of three of their aids saying they'll get back to me, but they never get back to me. Maybe it's because I'm a conservative and they're choosing not to work with us
I would start with my councillor, if they are not listening, important issues go to one who will help to listen and help support with like minded ideas
The Councillor in my ward, Ward One. If anything required beyond that I would look to the Councillor to contact the appropriate people.
We have been told that we are required to bring issues to our own councillor, but we also reach out to the mayor and the rest of Council with bigger concerns. Unfortunately, while they have supported us, our concerns have gone nowhere because our councillor refuses to bring them forward to Council.
Ideally my Ward Councillor - however otherwise I would select a Councillor with whom I've been able to establish some degree of rapport through my previous interactions with Council. I would also select one who has displayed an interest in heeding the will of Calgarians as opposed to one pursuing an ideological agenda (unless the matter I was reaching out about aligned with one of those agendas of course). The goal is to see action on what I'm reaching out about so I'm going to select the Councillor who I believe is most likely willing and able to make it happen.
I would contact the one for my ward
I would contact my councillor always, and if there was a direct question that involved another ward, I'd contact that councillor.
We know who our councillor is

After the Ballot

Report Back: What We Heard

May 23, 2024

Ethnocultural Association Representatives

What actions do you think make a Councillor effective in representing organizations like yours?

maintaining close contact for communication of major issues specially the ones that could be of direct impact on ethnical groups

Awareness and proactive - activity

In addition to the six roles described above, are there any other roles that you feel are important for a Councillor to do?

more support for organizing and capacity building topics, including access to a facility / building

Actually respond and take affirmative action

What ideas do you have for improving how organizations like yours are represented in municipal government decision making? This can range from small changes to big reforms to the Council system. Remember that increasing the number of Councillors/Wards from the current 14 is not an option in this project.

may need more internal consulting to provide a proper answer

Actions beyond stakeholder reporting; implementation

What was/were your reason(s) for contacting a Councillor and/or Mayor?

interested to know the future of zoning of our facility

Community traffic flow device construction futility

If you needed to contact a Councillor on behalf of your organization, how would you decide which Councillor to contact?

the one representing the geographical region where our facility is located

Ward representative

After the Ballot

Report Back: What We Heard

May 23, 2024

Comments Submitted at Pop-up Events

Submission #1:

- Appreciate Councillor Mclean's monthly newsletter about what he's doing and working on and decisions being made
- Would help to know what constituents can and can't go to their Councillor about/for help with
- Would be good to know the differences between Councillor's and MLA's responsibilities

Submission #2:

- Require term limits of Council members

Submission #3:

- We need more wards to:
 - o Allow more folks access to their councillor
 - o Allow more wards purely in the inner/existing city (there are purely suburban wards but few purely urban wards)
 - o Allow more accessibility to [unintelligible]

Submission #4:

- Allow Councillors to run for Mayor while still working as a Councillor

Submission #5:

- Ward boundaries are fine
- Our Ward 1 councilor is engaged mostly
- More engagement is necessary between councilor and Community Association.BCA.
- Shared cost with community association and city for handouts and information
- Use radio, media, mailouts, social media to get information out
- Be honest with residents that the ward boundaries will be changing!!!



Ward Boundary Commission – Final Report

WBC2024-0979

September 9, 2024



Ward Boundary Commission members



Jordan Pinkster,
Chair



Jacqueline Peterson,
Vice Chair



Jack Lucas,
Member



Elise Bieche,
Member



Karen Jiang,
Member



Andrew Brouwer

Returning Officer's designate and a non-voting member on the Commission.

Mandate of the Commission:

- (a) review the effectiveness of the 14-ward system with no change to the number of Councillors;
 - (b) review the Policy;
- and provide recommendations to Council with respect to the above.



Ward Boundary Commission Milestones

June 2023	Direction from Council to review the effectiveness of the 14-ward system with no change to the number of Councillors.
November – December 2023	Ward Boundary Commission appointed & onboarded. Development of internal & public engagement plan.
January 2024	Council approved public engagement plan & project timeline.
February 2024	Customer Service & Communications presentation to the Ward Boundary Commission.
March 2024	Presentation on Political Representation & Democratic Institutions in Calgary to Ward Boundary Commission.
March – June 2024	Internal & public engagement undertaken.
July 2024	Council information session regarding proposed recommendations.
September 2024	Final presentation of recommendations to Council.

- Members of Council and their staff
- Chief Administrative Officer (CAO) & CAO Office leadership
- Chief Operating Officer (COO)
- Ethics & Integrity Office
- Calgary Board of Education & Calgary Catholic School District
- Customer Service and Communications, including 311
- City Clerk's Office leadership
- Anti-Racism Team
- Indigenous Relations Office
- Government Relations Office
- Partnerships Office leadership
- Council Compensation Review Committee Chair

Online questionnaires:

Designed for the following groups:

- General public
- Business owners/operators
- Representatives from:
 - Community Associations
 - Business Improvement Areas
 - Business associations
 - Ethnocultural associations
 - Volunteer and not-for-profit organizations

Online workshops:

The Commission and the Engage Resource Unit hosted four 90-minute online workshops, one for each of these groups:

- Business Improvement Areas
- Ethnocultural associations
- Business associations
- Community associations



In person pop-up events:

Quadrant	Location	Date
SW	Cardel Rec South 333 Shawville Blvd S.E. #100*	April 4
SE	The Spring Market at Deerfoot Inn & Casino 11500 35 St S.E. #1000	April 14
NW	Calgary Farmers' Market West 25 Greenbriar Drive N.W.	April 20
NE	Genesis Centre 7555 Falconridge Blvd N.E. #10	April 25
Downtown	Central Library 800 3 St S.E.	April 27



Engagement numbers

7

Weeks of advertising
public engagement

8,299

Visits to the Engage
Portal page on calgary.ca

848

Online survey
submissions

11

Participants in
online workshops

5

In-person
pop-up events

80

Calgarians engaged
with at events



Expectations	Improvement Areas
<ul style="list-style-type: none"> • Two-way communication • Constituent focus • Character, transparency and integrity • Well-run services 	<ul style="list-style-type: none"> • Communications • Local perspective • Fiscal governance • Transparency and accountability

- ***Setting Council members up for success: Facilitating continuity, professional development and training***
- ***Maximizing impact: Building ward office capacity and resilience***
- ***Mechanisms for democratic accountability: Fostering effective representation***
- ***Knowing your ward: Leveraging data to drive responsive decision-making***
- **Future commission considerations**
- **Policy considerations**

Setting Council members up for success: Facilitating continuity, professional development and training

1. That Administration engage with Council Members' offices to prepare impartial administrative reference information before their term of office ends to support the transition and onboarding of newly elected Council Members. Reference materials could include the status of ongoing constituent issues, major projects and associated public consultation and key internal and external contacts, among other things.
2. That Administration review programming for Council's onboarding and continuous learning, with input from Council and their offices. Programming should include professional development and regular training offerings related to governance and financial stewardship, relevant municipal legislation, and constituency office leadership.
3. That Administration review onboarding, professional development, and training programming for Council Members' employees, with input from Council and their offices. Programming should include professional development and regular training offerings related to conflict management, psychological safety, and anti-racism.

Maximizing impact: Building ward office capacity and resilience

4. That Administration develop a mental health support strategy including readily available and easily accessible counselling support services for Council and their employees, with input from Council and their offices.
5. That Administration prepare ward budget structure options for Council's consideration to respond to unique resource requirements among wards, while maintaining a base budget allocation per ward, with input from Council and their offices.
6. That Administration develop a Council Members' office human resources strategy to address Council Member employee environment gaps, with input from Council and their offices.

Mechanisms for democratic accountability: Fostering effective representation

7. That Administration support Members of Council to establish a consistent and user-friendly format for City of Calgary Council Member webpages to present their vote record and rationale by topic. As well, Administration should establish a link to Council Member vote records and rationale webpages from the Council and Committee meetings landing webpage.
8. That educational and communications programming be expanded to share clear information for the public about the roles and responsibilities of Council and municipal government, as well as opportunities for public participation in City decision making.

Knowing your ward: Leveraging data to drive responsive decision-making

9. That all city-wide public opinion research undertaken or commissioned by Administration be designed for and shared at the level of individual wards. This should include developing accessible and customized data dashboards for use by Council Members' offices.
10. That Administration develop a partnership with local post-secondaries or another suitable partner to carry out a high-quality survey of Calgarians' policy priorities and attitudes at least once per year.
11. That Administration commission one to four citizens' assemblies per term, each focused on an important and high-profile policy challenge.

Future commission considerations

12. That the next Ward Boundary Commission review and provide recommendations to Council on the representational and organizational considerations related to the introduction of political parties and slates. Their work should include consultation with 2025 General Election parties, slates and candidates, Administration, and other interested parties.

Policy considerations

13. That the next Ward Boundary Commission consider opportunities for Council to share formal accountability for the unique representational needs of the downtown commercial core.
14. That the name of future commissions be referred to by their primary mandate (such as review of ward boundaries, number of Councillors or effectiveness of the ward system).
15. That the Policy be amended to provide that a Ward Boundary Commission be appointed to lead the review of all ward boundaries impacting communities, regardless of the number of wards requiring adjustment.
16. That the Policy be amended to remove Section 6.1.2, “Total Electors,” and that the next ward boundary commission examine the Policy criteria to ensure continued relevance.



Thank you

Transportation Response to
Regular Meeting of Council
2024 September 17

ISC: UNRESTRICTED
C2024-0920

Speed Limit Reductions and Requests to Lower Them

Administrative Inquiry

In 2021, Council approved the reduction of speed limits on residential roadways from 50km/h to 40km/h, however, some roadways were left out of the original change.

Since the implementation, how many requests for speed limit changes from 50 to 40 have been:

1. Requested?
2. Completed?

Response

In total, Mobility has received 105 requests to review speed limits since the reduction of the unposted speed limit to 40 km/h in 2021. These requests have been made through 311, Councillor requests, administrative programs and projects, and safety reviews. To date Mobility has completed 86 reviews and the remaining 19 are pending speed study results.

Of these 86 completed assessments, 67 roadway segments have been approved for reduction to 40 km/h while 19 did not meet the criteria set out during the Neighbourhood Speed Limits Review for collectors to be reduced from 50 km/h to 40 km/h. The Neighbourhood Speed Limits Review criteria is available for review in Attachment 1.

**Planning and Development Services Briefing to
Regular Meeting of Council
2024 September 17**

**ISC: UNRESTRICTED
C2024-0940**

Update on Rezoning for Housing Recommendations

PURPOSE OF BRIEFING

The purpose of this briefing is to update Council on the progress made on three of the 12 additional recommendations that were adopted as part of the Rezoning for Housing ([CPC2024-0213](#)) report, as well as, on funding through the Housing Accelerator Fund in support of the 12 recommendations.

SUPPORTING INFORMATION

Previous Council Direction

Council approved Rezoning for Housing with 12 additional recommendations and three Motions Arising. Council directed Administration to report back by 2024 Q3 on three of the initiatives: 1) Applicant Outreach Toolkit, 2) Planning Liaison Program and 3) Exempting Townhouse and Rowhouse from Development Permits in Greenfield Communities.

Administration provided an update on 2024 June 18 outlining the preliminary resourcing, budget and workplan implications from the additional recommendations. As part of this report, Council directed Administration to forward any budget implications first through the Housing Accelerator Fund, with any remaining funding requests to be brought forward for consideration in the upcoming mid-cycle adjustments process.

Funding Update

Administration has secured the required initial budget to implement the additional recommendations related to Rezoning for Housing through the Housing Accelerator Fund. \$6.96 million in one-time funding will be utilized between 2024 and mid 2027. There was no identified gap in initial funding, and as a result, there will be no request for additional budget for the Rezoning for Housing recommendations at the 2024 mid-cycle adjustments. Permanent funding for the Planning Liaison Program and reinstating the municipal census will require a budget request to be considered in the 2027-2030 Service Plans and Budgets process.

Applicant Outreach Toolkit Update

The Applicant Outreach Toolkit (the Toolkit) is a resource designed by The City of Calgary to support applicants through their rezoning or development permit applications as they connect and engage with interested community members.

Council directed Administration to improve transparency in community outreach and engagement for development permit applications in the Residential – Contextual Grade-Oriented (R-CG) district. With funding secured from the Housing Accelerator Fund, Administration is initiating collaborations with Community Associations, Federation of Calgary Communities, residents and industry groups on identifying gaps and areas of improvement for the Toolkit. Updates to the Toolkit will be informed by the feedback received, the creation of the Rowhouse How-to Guide and the desire to improve transparency in the development process.

Planning Liaison Program Update

The Planning Liaison Program (the Program) will serve as a key contact between The City of Calgary's Community Planning business unit and Community Associations across Calgary. Its goals are to provide the knowledge and tools to actively participate in the planning process, while fostering trust and collaboration. The Program will help inform Calgarians about planning updates, policy changes, developments and other initiatives within their communities.

The Planning Liaison Program will begin in 2025 and run until 2027, with funding provided by the Housing Accelerator Fund. Permanent funding for this program will need to be considered through future budgets.

Administration will work with the Federation of Calgary Communities, alongside Community Associations, industry and Business Improvement Areas to develop the Program. During the development of the Program, Community Planning will collaborate with Neighbourhood Partnership Coordinators in the Partnerships business unit to identify knowledge gaps and work together to minimize duplicative efforts.

Exempt Townhouse and Rowhouse from Development Permit in Greenfield Communities Update

This initiative aims to simplify the permitting process by exempting townhouses and rowhouses from development permits in greenfield communities. Removing the need for a development permit would allow builders to proceed directly to the building permit stage with their projects, accelerating the provision of housing in greenfield areas.

The Housing Accelerator Fund has committed funding to support this initiative. The work is actively underway, with resourcing, staffing and project scoping efforts in progress. The exemption of townhouses and rowhouses from development permits in greenfield communities requires a thorough risk assessment and careful consideration of the potential impacts on building permit reviews, built form, servicing and process changes.

Next Steps

Administration is implementing the Rezoning for Housing recommendations as a program, ensuring that the work is coordinated and managed in an intentional and effective manner. Resourcing the workplan has been initiated and Administration will move towards engagement efforts on a select number of initiatives beginning in 2024 Q4.

Administration will come forward with a report to Council, through Executive Committee, in 2024 October with recommendations for reinstating the municipal census. A briefing report will also be provided in 2024 Q4 on updates to the Rowhouse How-to Guide and Expedited Application Timeline initiatives.

ATTACHMENT

1. Background and Previous Council Direction – C2024-0940

Author: Matthew Atkinson, Community Planning, Planning and Development Services

General Manager Debra Hamilton concurs with the information in this Briefing.

Background and Previous Council Direction

Background

On 2023 September 16, Council approved *Home is Here – The City of Calgary’s Housing Strategy 2024-2030 (CD2023-0749)*, a comprehensive plan to increase housing supply to meet demand and increase housing affordability. Part of the Strategy directed Administration to bring forward citywide land use changes to provide a greater range of housing choice for Calgarians. The resulting report, *Calgary’s Housing Strategy 2024-2030 – Land Use Amendment Citywide, LOC2024-0017 and Land Use Bylaw Amendments (CPC2024-0213)*, otherwise known as Rezoning for Housing, was heard at the 2024 April 22 Public Hearing.

The 2024 April 22 Public Hearing for Rezoning for Housing occurred over approximately three weeks, with more than 700 speakers and over 6,000 written submissions. Following the Public Hearing, Council approved Administration’s recommendations and added 12 additional recommendations. Council also approved amendments to Bylaw 21P2024 to address parking concerns.

Previous Council Direction

At a Special Meeting of Council on 2024 May 14, Council gave third reading to Bylaw 21P2024, as amended, and approved three Motions Arising. These recommendations directed Administration to begin work on several different initiatives and outlined reporting requirements. Administration provided an update to Council on 2024 June 18 outlining the preliminary resourcing, budget and workplan implications (EC2024-0692). At that meeting, Council directed Administration to forward any budget implications with respect to the additional Rezoning for Housing recommendations through the Housing Accelerator Fund for funding consideration.

Approved recommendations:

For reference, the table below lists the verbatim approved recommendations of Report EC2024-0692 and CPC2024-0213, as well as the three Motions Arising. Bold text indicates amendments to the original recommendations:

2024 June 18 Regular Meeting of Council	EC2024-0692	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
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		<p>greenfield communities from the need to obtain a development permit by end of 2024 Q3”;</p> <p>That Council:</p> <ol style="list-style-type: none"> 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.
<p>2024 April 22 Public Hearing</p>	<p>CPC2024-0213 approved recommendations</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Give three readings to Proposed Bylaw 21P2024 for amendments to the Land Use Bylaw 1P2007 (Attachment 3), including: <ol style="list-style-type: none"> a. Textual amendments (Section 1 and 3, Attachment 3); b. Redesignation (Section 2 and Schedule A, Attachment 3) of parcels <i>located at</i> various addresses from the: <ol style="list-style-type: none"> i. Residential – Contextual Large Parcel One Dwelling (R-C1L(s)), the Residential – Contextual One Dwelling (R-C1(s)), the Residential – Contextual Narrow Parcel One Dwelling (R-C1N), the Residential – Contextual One/Two Dwelling (R-C2) districts, and Residential – Grade Oriented Infill (R-CGex) to Residential – Grade-Oriented Infill (R-CG) District. ii. Residential One Dwelling (R-1(s)), Residential – Narrow Parcel One Dwelling (R-1N), and Residential – One/Two Dwelling (R-2) to Residential – Low Density Mixed Housing (R-G) District. iii. Residential – Contextual Large Parcel One Dwelling (R-C1L(s)), the Residential – Contextual One Dwelling (R-C1(s)), the Residential – Contextual Narrow Parcel One

		<p>Dwelling (R-C1N), the Residential – Contextual One/Two Dwelling (R-C2) districts, Residential – Grade-Oriented Infill (R-CG) District, and Residential – Grade Oriented Infill (R-CGex) Districts to Housing – Grade Oriented (H-GO) District;</p> <p>c. Procedural amendments to delete redundant districts from the Land Use Bylaw (Section 4, Attachment 3);</p> <p>2. In order to create a more robust public engagement process for discretionary uses in the R-CG land use district, direct Administration to:</p> <p>a. Review and enhance The City of Calgary Applicant Outreach Toolkit in collaboration with interested community associations, residents and industry to improve transparency in community outreach and engagement for development permit applications in R-CG districts, using this process to either create an incentive or requirement for community engagement prior to a formal application submission, with an update to Council by end of 2024 Q3;</p> <p>b. Create a Rowhouse How-to Guide with input from interested community associations, residents and industry that identifies contextually appropriate design strategies (including but not limited to building height, placement and treatment of windows, air conditioners, waste & recycling bins and landscaping), with an update to Council by end of 2024 Q4;</p> <p>c. Explore incentives for an expedited application timeline for those applications that demonstrate strong collaboration with community and compliance with process (as per the Outreach Tool and Rowhouse How-to Guide), with an update to Council by end of 2024 Q4; and</p> <p>d. Determine the necessary resources and any associated funding required to fully implement and sustain a Community Planning Planner Liaison program as previously discussed with some inner-city communities and report back to Council no later than the end of 2024 Q3 for any resource and budget requests</p> <p>3. Direct Administration to utilize or leverage an existing community and industry working group to mutually seek efficiencies in the development permit process to expedite development permit timelines, while making townhouse and rowhouse development</p>
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		<p>permits more consistent and standardized in RCG areas to create transparency and predictability for applicants and the public;</p> <p>4. Direct Administration to sequence the completion of Local Area Plans in the developed areas of the city by:</p> <ol style="list-style-type: none"> a. Identifying the areas with the most demand based on the number of applications; and b. Prioritizing these areas in the sequencing of future Local Area Plans; <p>5. Direct Administration to consider changes to the Land Use Bylaw, including provisions related to the current R-G, R-CG and H-GO districts, to address issues related to privacy for adjacent neighbours identified through this report as part of its reporting to Council on the City Building Program;</p> <p>6. Direct Administration to review all plans already completed as part of the current Local Area Planning program, and engage with affected communities, to determine whether any amendments to the Local Area Plans are warranted as a result of the proposed rezoning, and report back to Infrastructure and Planning Committee with an interim update no later than 2025 Q1;</p> <p>7. Direct Administration to prepare a quarterly briefing on the implementation of the Rezoning for Housing initiative to Infrastructure and Planning Committee beginning 2025 Q1 including:</p> <ol style="list-style-type: none"> a. The effect of Rezoning for Housing on housing supply, including the number of permits issued for new low-density residential units in R-G/R-CG and H-GO districts; b. Timelines for permit approvals; and c. A summary of public letters received on development permits enabled by Rezoning for Housing including the overall number in support or opposition and recurring themes of concerns raised; <p>8. Direct Administration to report back annually to Community Development Committee starting no later than 2026 Q2 with a report on the Rezoning for Housing Initiative that includes:</p> <ol style="list-style-type: none"> a. Impacts of the Rezoning for Housing program at increasing housing supply;
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		<p>b. Impacts of the Rezoning for Housing program at speeding up permit approval timelines;</p> <p>c. Community and industry feedback that Administration has received related to Rezoning for Housing; and</p> <p>d. Recommendations to address issues in the Land Use Bylaw, Local Area Planning program, and permit approvals that have arisen from Rezoning for Housing;</p> <p>9. 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 free hold/fee simple townhouse and rowhouse developments, that meet the requirements of land use bylaw 1P2007, within newly developing greenfield communities from the need to obtain a development permit by end of 2024 Q3;</p> <p>10. Direct Administration to review all City-owned parks and evaluate the appropriate district and include a recommendation to rezone with the implementation of the new Zoning Bylaw;</p> <p>11. Direct Administration to research and return to Council before the 2025 Mid-Cycle Budget program with recommendations (including budget and organizational accountability) to resurrect the municipal census program with the intention of conducting a Calgary biennial census in 2027 and thereafter;</p> <p>12. Direct Administration to investigate and report back on options to improve the public notification systems and information provided to users through the City's planning and development information systems (i.e., DMAP, Calgary.ca, etc.), and report back by 2025 Q4;</p> <p>13. Direct Administration to:</p> <p>a. Include Secondary Suites and Backyard Suites in density calculations in the new Zoning Bylaw, and that minimum density requirements be updated in zones where suites are allowed to reflect this change; and</p> <p>b. Report back to Council in Q1, 2025 with a scoping report that includes:</p>
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		<p>i. the overall unit count/density calculation for each community that includes secondary suites and backyard suites as units.</p> <p>ii. a list of all departments that have calculations based off unit count and the implications of unit counting for all other City departments (fee for service, fee calculations);</p>
2024 May 14 Special Meeting of Council	Motion Arising related to CPC2024-0213	<p>That with respect to Report CPC2024-0213, the following Motion Arising be adopted:</p> <p>That Council direct Administration to augment Home is Here recommendation 1.C.13.I by tracking Development Permit applications on RC-G parcels city-wide to identify areas where increased densification requires infrastructure investment (including but not limited to water, roads, and parks), and bring forward the most appropriate funding tool to ensure growth is supported with proper infrastructure, with a report back to Council through Infrastructure and Planning Committee once each year at the end of the year.</p>
2024 May 14 Special Meeting of Council	Motion Arising related to CPC2024-0213	<p>That with respect to Report CPC2024-0213, the following Motion Arising be adopted:</p> <p>That Council direct Administration to bring a summary of the cumulative budget, resource and workplan implications resulting from the final Council amendments made to the original recommendation on CPC2024-0213 to the 2024 June 11 Executive Committee.</p>
2024 May 14 Special Meeting of Council	Motion Arising related to CPC2024-0213	<p>That with respect to Report CPC2024-0213, the following Motion Arising be adopted:</p> <p>That Council request that the Mayor write a letter to the Minister of Municipal Affairs on behalf of Council requesting that the development permit appeal period specified in section 686(1)(a) of the <i>Municipal Government Act</i> be shortened from 21 days to 14 days to facilitate the faster release of such permits.</p>

**People, Innovation and Collaboration Services Briefing to
Regular Meeting of Council
2024 September 17**

**ISC: UNRESTRICTED
C2024-1049**

Update on Supports for Businesses Impacted by Bearspaw South Feeder Main Repairs

PURPOSE OF BRIEFING

The purpose of this briefing is to provide Council with information on how Administration is supporting businesses that have been impacted by the Bearspaw South Feeder Main (“Feeder Main”) repairs.

SUPPORTING INFORMATION

Since the break in the Bearspaw South Feeder Main on June 5, 2024, Administration has been working with businesses to try to mitigate the impacts on business operations and customer access of the measures taken to repair the Feeder Main. Impacted businesses can be grouped into four main categories:

1. Businesses in Bowness and Montgomery who have experienced loss of business due to perceptions around access.
2. Businesses in Montgomery whose access has been impacted by the construction required to repair the Feeder Main.
3. Businesses whose operations were impacted by the declaration of Stage 4 restrictions on outdoor water use under the Water Utility Bylaw.
4. Businesses who adjusted their operations to comply with Administration’s request to reduce indoor water use by 25%.

While Administration is in regular contact with major water customers with respect to the request to reduce indoor water use, the main focus of our efforts has been on the first three categories.

Open For Business Campaign

In mid-June, The City launched an Open for Business campaign focused on Bowness and Montgomery to remind Calgarians that these businesses were still operating and needed support. This consisted of a targeted social media campaign, bold signs, and collateral for businesses and was implemented with the support of both the Bowness and Montgomery Business Improvement Areas (BIAs).

Shortly after the announcement of the most recent repairs required to the Feeder Main, the campaign pivoted to “Stop Buy” Bowness and Montgomery. We created new visuals and bought additional social media and new bold signs throughout the neighbourhoods. This campaign is currently active. We will be working with the BIAs to measure the success of these campaigns later in Q3/Q4. Administration is also compiling a business directory and map that will be distributed at recreation facilities in the area throughout the busy fall season. This should be ready the week of September 16.

Mitigating Construction Impacts on Businesses

The Infrastructure Services’ Community & Business Relations team has been leading support for businesses whose access has been impacted by construction. The focus on the team’s work is to 1) connect with affected businesses through direct outreach to help them prepare for construction, and 2) to develop and implement a variety of tactics to help mitigate construction impacts on businesses operations and customer access

These tactics have included:

- Proactive alley grading to support customer access to parking via the alley
- Installation of temporary parking and loading zones installed for affected businesses
- Comprehensive business wayfinding strategy
- Custom business signs
- Digital “know before you go” materials for businesses to share with their customers
- Direct outreach (email and in-person)
- Direct outreach to affected businesses to develop plans for access and business continuity (e.g. temporary loading, temporary parking, temporary access)

The team is exploring post-construction activities that will help the local businesses recover.

Water Utility Bylaw Declaration Impacts

From June 5 – July 5, Stage 4 Outdoor Water Restrictions were declared under the Water Utility Bylaw. Under Stage 4, no outdoor potable water use is allowed. The impacts to industries such as irrigation, landscaping and nurseries have been significant, with some businesses self-reporting as much as \$250,000 in losses as a result of cancelled contracts. There were also impacts to industries such as construction.

Administration has addressed some business impacts by providing stations where they can collect non-potable water from the Bow River to use in their operations. While the water itself and access to the filling stations are available for free, some businesses have had to invest in equipment to haul the water, and getting the water to their business operations is an additional time cost. While many businesses were able to innovate and generate some revenue following the June interruption, it has proven to be challenging to find work compliant with Stage 4 Outdoor Water Restrictions twice in one season.

Administration is currently collecting feedback from industry associations to determine how we can best support them now and into the future. There is also work underway to update Calgary’s Water Efficiency Plan, and early engagement with industry is focusing on opportunities to support and enable their long term resilience and sustainability with respect to water use. Administration will focus on helping businesses by supporting investments in landscapes and water-saving irrigation systems as we approach next year’s growing season.

Reducing Indoor Water Use

From the very beginning, business owners and associations have been open to collaborating with The City on innovative solutions and approaches to responding to the request to reduce their indoor water consumption. Thank you to all of those businesses who are doing their part as community members through this challenging time. Hotels, breweries, restaurants, salons, and car washes have all had to make adjustments to their operations, and we are very appreciative of their efforts.

Next Steps

Administration will continue to engage with the business community to identify how we can provide support through both the response and recovery phases of this major repair, with a focus on ensuring the long term resilience and sustainability of our business community. An updated Water Efficiency Plan and amendments to the Water Utility Bylaw that take into account learnings from the feeder main break are scheduled to come to Committee in Q1 2025.

Author: Erin Chrusch, Collaboration, Innovation & Analytics

General Manager Doug Morgan and Chris Arthurs concur with the information in this Briefing.