



AGENDA

REGULAR MEETING OF COUNCIL

February 25, 2025, 9:30 AM
IN THE COUNCIL CHAMBER

SPECIAL NOTES:

Members of the public are encouraged to follow Council and Committee meetings using the live stream:

[Calgary.ca/WatchLive](https://calgary.ca/WatchLive)

Council Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. RECOGNITIONS
 - 3.1 Calgary Transit American Public Transportation Association and Canadian Urban Transportation Association Awards
 - 3.2 Freedom to Read Week
 - 3.3 2024 United Way Employee Campaign Results
4. QUESTION PERIOD
5. CONFIRMATION OF AGENDA
6. CONFIRMATION OF MINUTES
 - 6.1 Minutes of the Regular Meeting of Council, 2025 January 28
 - 6.2 Minutes of the Public Hearing Meeting of Council, 2025 February 4
7. CONSENT AGENDA
 - 7.1 DEFERRALS AND PROCEDURAL REQUESTS
None
 - 7.2 Growth Applications Lessons Learned, IP2025-0055

- 7.3 Federation of Canadian Municipalities (FCM) Update - February 2025 (Verbal), IGA2025-0064
- 7.4 Alberta Municipalities Update - February 2025 (Verbal), IGA2025-0065
- 7.5 GamePLAN: Reimagining Public Recreation, CD2025-0047
- 7.6 Chief Administrative Officer's Year End Report, EC2025-0082
- 7.7 2025 Capital Budget Recast, EC2025-0138
- 7.8 Water System Planning, IP2025-0150
- 7.9 City Auditor's Office 2024 Annual Report, AC2025-0148
- 7.10 User Account Management – Mobility Operations Centre, AC2025-0099
Held confidential pursuant to Section 20 (Disclosure harmful to law enforcement) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2040 February 13

- 7.11 External Auditor – Approval Request for Additional Services and Fees for 2024 Audit, AC2025-0142
Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2025 April 30

- 7.12 City Auditor 2024 Performance Evaluation (Verbal), AC2025-0208
Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy), 19 (Confidential evaluations), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do Not Release

- 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
None
- 9.3 ADMINISTRATION REPORTS

- 9.3.1 Board, Commission and Committee Resignations and Appointments, C2025-0135
Attachments 1 - 8 held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do Not Release

- 9.3.2 Tariff Update - Administration, Calgary Economic Development and Calgary Chamber (Verbal), C2025-0253

Time Specific: First Item following the Lunch Recess

- 9.3.3 Prairie Economic Gateway Intermunicipal Agreement and Statutory Plan Amendments, C2025-0102
Proposed Bylaws 66P2024 and 65P2024

Attachments 1 - 4 held confidential pursuant to Sections 21 (Disclosure harmful to intergovernmental relations), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2030 December 31

Time Specific: First Item following Item 9.3.2.

9.4 COMMITTEE REPORTS

- 9.4.1 Addressing Predatory Tow Truck Behaviour, CD2025-0010
Proposed Bylaw 11M2025

Attachment 5 held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do Not Release

- 9.4.2 Transition to Extended Producer Responsibility, CD2025-0076
Proposed Bylaw 12M2025

- 9.4.3 Notice of Motion - Enabling Cannabis Sales at Minor Prohibited Events, EC2025-0203
Councillor Penner

- 9.4.4 Notice of Motion - Capital Conservation Grant - Top Up Funding, EC2025-0211
Councillor Chabot, Councillor Penner, Councillor Sharp

- 9.4.5 Notice of Motion - Restricting Short-Term Rentals for Secondary Suites Developed through Grant Funding, EC2025-0207
Councillor Dhaliwal

- 9.4.6 Notice of Motion - Calgary Police Service Funding, EC2025-0230
Councillor Sharp, Councillor Wong, Councillor Wyness, Councillor Chabot

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 40-Foot Electric Bus Procurement Update (Verbal), C2025-0231
Held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 19 (Confidential evaluations), 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: 2075 February 25

12.2.2 Collective Bargaining Update (Verbal), C2025-0221
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*.

12.2.3 Regular Update with Chief Administrative Officer (Verbal), C2025-0245
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*.

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

None

14. BRIEFINGS

None

15. ADJOURNMENT



MINUTES

REGULAR MEETING OF COUNCIL

**January 28, 2025, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

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

ALSO PRESENT:

Chief Administrative Officer D. Duckworth
Chief Operating Officer S. Dalglish
City Solicitor and General Counsel J. Floen, KC
A/Chief Financial Officer L. Tochor
General Manager C. Arthurs
General Manager K. Black
General Manager D. Hamilton
General Manager D. Morgan
General Manager M. Thompson
City Clerk K. Martin
Deputy City Clerk J. Fraser
Senior Legislative Advisor C. Doi
Senior Legislative Advisor A. de Groot

1. CALL TO ORDER

Mayor Gondek called the meeting to order at 9:34 a.m.

ROLL CALL

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

2. OPENING REMARKS

Mayor Gondek provided opening remarks.

Councillor Carra provided a traditional land acknowledgement.

Mayor Gondek recognized January 29 as the National Day of Remembrance and Action Against Islamophobia.

Mayor Gondek and Councillor Walcott recognized February as Black History Month.

Mayor Gondek and Councillor Wong recognized the Lunar New Year.

3. RECOGNITIONS

3.1 International Holocaust Remembrance Day

Mayor Gondek recognized January 27 as International Holocaust Remembrance Day.

A presentation entitled "Recognition by Council International Holocaust Remembrance Day" was distributed with respect to Item 3.1.

Council then dealt with Item 4.

3.2 Past Members of BCC Recognition

This Item was dealt with following Item 9.4.1.

Mayor Gondek recognized outgoing Public Members for their service on Boards, Commissions and Committees.

A presentation entitled "2025 Boards, Commissions and Committees Public Member Recognition" was distributed with respect to Item 3.2.

Council then dealt with Item 12.2.1.

4. QUESTION PERIOD

This Item was dealt with following Item 3.1.

1. Councillor Dhaliwal

Topic: Status update on the Blue Line LRT Extension.

2. Councillor Chabot

Topic: The amount of mill-rate tax revenue funding the operating and capital costs of public transit.

5. CONFIRMATION OF AGENDA

Moved by Councillor Wong

Seconded by Councillor Walcott

That the Agenda for today's meeting be amended by setting Item 9.3.1, Business Improvement Area - 2025 Board Appointments, Budgets and Enabling Bylaws, C2025-0008, to be dealt with immediately following Item 8.1, Status of Emergency Preparedness Focus on Risk - The Emergency Operations Centre, EM2024-1299.

MOTION CARRIED

Moved by Councillor Spencer
Seconded by Councillor Penner

That the Agenda for the 2025 January 28 Regular Meeting of Council be confirmed, **as amended.**

MOTION CARRIED

6. CONFIRMATION OF MINUTES

Moved by Councillor Chabot
Seconded by Councillor Sharp

That the following Minutes be confirmed in an omnibus motion:

- 6.1 Minutes of the Public Hearing Meeting of Council, 2024 December 3
- 6.2 Minutes of the Strategic Meeting of Council, 2024 December 10
- 6.3 Minutes of the Regular Meeting of Council, 2024 December 17
- 6.4 Minutes of the Public Hearing Meeting of Council, 2025 January 14

MOTION CARRIED

7. CONSENT AGENDA

Moved by Councillor Dhaliwal
Seconded by Councillor Mian

That the Consent Agenda be adopted as follows:

7.1 DEFERRALS AND PROCEDURAL REQUESTS

None

- 7.2 Shareholder Alignment Review of Wholly-Owned Subsidiaries Update, AC2024-1166
- 7.3 Audit Committee 2025 Work Plan, AC2024-1277
- 7.4 Accounts Receivable Data Analytics Continuous Auditing Project, AC2024-1287
- 7.5 IT Disaster Recovery Audit, AC2024-1332
- 7.7 External Auditor 2023 Management Letter Update, AC2025-0048
- 7.8 City Auditor's Office 4th Quarter 2024 Report, AC2025-0019
- 7.9 Annual Environmental, Social, and Governance Report Framework, AC2025-0003
- 7.10 Federation of Canadian Municipalities (FCM) Update - December 2024 (Verbal), IGA2024-1234

- 7.11 Alberta Municipalities Update December 2024 (Verbal), IGA2024-1233
- 7.12 Calgary Metropolitan Region Board - 2024 December Board Meeting Update (Verbal), IGA2024-1367
- 7.13 Intermunicipal Update (Verbal), IGA2024-1363
- 7.14 Update to the Action Plan to Minimize Impacts of Waste and Recycling Sites, CD2024-1315
- 7.15 2025-2026 Family and Community Support Services Additional Funding Recommendations, CD2025-0097
- 7.16 Proposed Acquisition (Moraine) – Ward 02 (2000 144 AV NW), IP2025-0058
- 7.18 Referred Recommendations of the Council Compensation Review Committee (Verbal), CSC2025-0093

MOTION CARRIED

Council then dealt with Item 8.1.

- 7.6 2024 Year-End Principal Corporate Risk Report, AC2025-0002

This Item was dealt with following Item 9.3.1.

Moved by Councillor Wong

Seconded by Councillor Spencer

That with respect to Report AC2025-0002, the following be adopted:

That Council:

1. Receive this report and presentation for information and the Corporate Record; and
2. Direct that Attachments 4 and 5 and Closed Meeting discussions remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2030 January 31.

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

MOTION CARRIED

- 7.17 Ward Boundary Commission - Revised Recommendations, CSC2025-0075

Moved by Councillor Chabot

Seconded by Councillor Wong

That with respect to Report CSC2025-0075, the following be adopted:

That Council:

1. Direct Administration to:

- a. Bring recommendations 5, 9, 10, 11, and 13 contained in Report WBC2024- 0979 be reviewed as part of potential future work by Council Services Committee in Q2 2027;
 - b. Return to Council Services Committee for discussion on the implementation of recommendation 8 contained in Report WBC2024-0979 in Q2 2026;
 - c. Direct the implementation of recommendations 14, 15, and 16;
 - d. Continue the work with respect to recommendation 3 contained in Report WBC2024-0979 to support incoming council staff in 2025 and return to Council Services Committee with a review of training, professional development, onboarding, and future opportunities in Q3 2026;
 - e. Merge recommendations 3, 4, and 6 contained in Report WBC2024-0979 with recommendations 4 and 5 contained in Report C2024-1309 (Council Compensation Review Committee) and return to Council Services Committee for review and discussion of implementation at the 2025 March 5 Council Services Committee Meeting; and
2. Direct that Confidential Attachment 1 remain 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: (10): Councillor Demong, Councillor Wong, Councillor Spencer, Councillor Dhaliwal, Councillor Mian, Councillor Walcott, Councillor Sharp, Councillor Carra, Councillor Chabot, and Mayor Gondek

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

MOTION CARRIED

Council then dealt with Item 9.3.2.

8. POSTPONED REPORTS

- 8.1 Status of Emergency Preparedness Focus on Risk - The Emergency Operations Centre, EM2024-1299

This Item was dealt with following the Consent Agenda.

Councillor Wyness introduced a group of Grade 4 students from Citadel Park School (Ward 2), along with their teacher, Sara Kuczma.

Mayor Gondek left the Chair at 10:21 a.m. and Deputy Mayor Penner assumed the Chair.

Mayor Gondek resumed the Chair at 10:24 a.m.

Moved by Councillor Walcott
Seconded by Councillor Carra

That with respect to Report EM2024-1299, the following be adopted:

That Council receive this report for the Corporate Record.

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

MOTION CARRIED

Council then dealt with Item 9.3.1.

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

7.6 2024 Year-End Principal Corporate Risk Report, AC2025-0002

7.17 Ward Boundary Commission - Revised Recommendations, CSC2025-0075

9.2 OFFICER OF COUNCIL REPORTS

None

9.3 ADMINISTRATION REPORTS

9.3.1 Business Improvement Areas - 2025 Board Appointments, Budgets and Enabling Bylaws, C2025-0008

This Item was dealt with following Item 8.1.

The following documents were distributed with respect to Report C2025-0008:

- A package of Public Submissions; and
- A collection of photos.

Moved by Councillor Wong
Seconded by Councillor Sharp

That, in accordance with Sections 12(1) and (2) of the *Business Improvement Area Regulation*, Council allow persons representing notified businesses in the Business Improvement Areas to speak on Item 9.3.1, Business Improvement Areas - 2025 Board Appointments, Budgets and Enabling Bylaws, C2025-0008.

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

MOTION CARRIED

Nathan Hayashi, The Gear Shop, addressed Council with respect to Report C2025-0008.

Moved by Councillor Wong
Seconded by Councillor Carra

That with respect to Report C2025-0008, the following be adopted, **after amendment**:

That Council:

1. Give three readings to the proposed 2025 Business Improvement Area Tax Bylaw 6M2025 (Attachment 2);
2. Approve the proposed 2025 Business Improvement Area budgets (Attachment 3) and if budget amendments are needed, authorize each Business Improvement Area board to amend its respective budget by transferring amounts to or from that Business Improvement Area board's reserves and transferring amounts between expenditures so long as the amount of the total expenditures is not increased;
3. Give three readings to the proposed 2025 Business Improvement Area Tax Rates Bylaw 7M2025 (Attachment 4);
4. Appoint the nominees to each of the 15 Business Improvement Areas' boards of directors as set out in Attachment 5;
5. Provide a letter to newly appointed and retiring board members to thank them for their service; and
6. Direct that Attachment 5 be held confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act* until Council **decides** on the matter.

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

MOTION CARRIED

That Bylaw 6M2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 6M2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 6M2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 6M2025 be read a third time.

MOTION CARRIED

That Bylaw 7M2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 7M2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 7M2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 7M2025 be read a third time.

MOTION CARRIED

Council then dealt with Item 7.6.

9.3.2 Calgary Plan Update (Verbal), C2025-0163

This Item was dealt with following Item 7.17.

A presentation entitled "Calgary Plan Update" was distributed with respect to Verbal Report C2025-0163.

Moved by Councillor Wyness
Seconded by Councillor Sharp

That with respect to Verbal Report C2025-0163, the following be adopted:

That Council receive the presentation for the Corporate Record.

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

Against: (1): Councillor Carra

MOTION CARRIED

9.4 COMMITTEE REPORTS

9.4.1 Vehicle-for-Hire – Proposed Amendments to the Livery Transport Bylaw 20M2021, CD2024-1288

By General Consent, Council modified the lunch recess to begin following the conclusion of Item 9.4.1.

Moved by Councillor Dhaliwal
Seconded by Councillor Walcott

That with respect to Report CD2024-1288, the following be adopted, **after amendment:**

That Council:

1. Give first reading to the proposed bylaw in Attachment 3 to amend the Livery Transport Bylaw 20M2021;

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

MOTION CARRIED

Moved by Councillor Dhaliwal
Seconded by Councillor Walcott

That with respect to Report CD2024-1288, the following be adopted, **after amendment:**

That Council:

2. Following first reading, amend the proposed bylaw by deleting section 29 in its entirety **and renumbering the remaining sections accordingly; and**
3. Give second and third readings to the proposed bylaw, as amended.

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

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

MOTION CARRIED

That Bylaw 10M2025 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

Moved by Councillor Dhaliwal
Seconded by Councillor Wyness

That Bylaw 10M2025 be amended by deleting section 29 in its entirety and renumbering the remaining sections accordingly.

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

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

MOTION CARRIED

That Bylaw 10M2025 be read a second time, **as amended**.

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

MOTION CARRIED

That authorization now be given to read Bylaw 10M2025 a third time, **as amended**.

MOTION CARRIED UNANIMOUSLY

That Bylaw 10M2025 be read a third time, **as amended**.

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

MOTION CARRIED

Moved by Councillor Dhaliwal
Seconded by Councillor Chabot

That with respect to Report CD2024-1288, the following Motion Arising be adopted:

That Council request the Mayor write a letter to the Government of Alberta to support the taxi industry in the City of Calgary by undertaking *Insurance Act* reforms that will lower insurance rates for the industry.

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

MOTION CARRIED

Council recessed at 12:05 p.m. and reconvened at 1:19 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 Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

Absent from Roll Call: Councillor Wyness

Council then dealt with Item 3.2.

9.4.2 Tax Exemption Bylaw for Non-Profit Non-Market Housing, CD2024-1202

This Item was dealt with following Item 12.2.1.

Councillor Carra (Remote Member) joined the meeting at 7:19 p.m.

Councillor Spencer (Remote Member) joined the meeting at 7:19 p.m.

Councillor Sharp (Remote Member) joined the meeting at 7:20 p.m.

Moved by Councillor Walcott

Seconded by Councillor Dhaliwal

That with respect to Report CD2024-1202, the following be adopted:

That Council:

1. Give three readings to the Proposed Bylaw in Attachment 2 to establish exemptions from property taxes for non-market housing properties held by non-profit organizations;
2. Following first reading by Council, amend the Proposed Bylaw in Attachment 2 by deleting the words “80 percent of the average” in subsection 2(1)(e)(ii) and replacing with “90 percent of the median”; and
3. Approve the proposed amended Non-Profit Tax Mitigation Council Policy in Attachment 3, to make exempt non-market housing properties under the proposed Bylaw eligible for municipal property tax mitigation during the period they were under construction or renovation and were therefore ineligible for exemption.

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

MOTION CARRIED

That Bylaw 9M2025 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Walcott

Seconded by Councillor Dhaliwal

That Bylaw 9M2025 be amended by deleting the words “80 percent of the average” in subsection 2(1)(e)(ii) and replacing with “90 percent of the median”.

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

MOTION CARRIED

That Bylaw 9M2025 be read a second time, **as amended**.

MOTION CARRIED

That authorization now be given to read Bylaw 9M2025 a third time, **as amended**.

MOTION CARRIED UNANIMOUSLY

That Bylaw 9M2025 be read a third time, **as amended**.

MOTION CARRIED

9.4.3 ENMAX 2025 Borrowing Request, EC2025-0015

Moved by Councillor Chabot
Seconded by Councillor Demong

That with respect to Report EC2025-0015, the following be adopted:

That Council:

1. Give first reading to proposed Bylaws 1B2025, 2B2025, 3B2025, 4B2025, authorizing The City to borrow up to the maximum sum of \$224.984 million for financing ENMAX's 2025 capital spending, as further defined by the proposed Bylaws attached to this report and summarized as:
 - a. 1B2025 – 5 Years - \$36.561 million – Acquisition of Technology and Support Services;
 - b. 2B2025 – 10 Years - \$7.806 million – Acquisition of Fleet Equipment and Capital Tools;
 - c. 3B2025 – 20 Years - \$7.389 million – Non-Residential Development;
 - d. 4B2025 – 25 Years - \$173.228 million – Electric System and Building Improvements;
2. Give first reading to proposed Bylaw 4M2025 – Authorizing Municipal Loans to ENMAX up to the maximum sum of \$224.984 million to fund ENMAX's 2025 capital spending in connection with its regulated operations;

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

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

MOTION CARRIED

That Bylaw 1B2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 2B2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 3B2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 4B2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 4M2025 be introduced and read a first time.

MOTION CARRIED

9.4.4 Notice of Motion - Accelerating Housing Development: Bill 20 and Residential Sub-Classes, EC2025-0117

A Revised Notice of Motion was distributed with respect to Notice of Motion EC2025-0117.

By General Consent, pursuant to Section 105 of Procedure Bylaw 35M2017, Council granted a request for a Friendly Amendment to add the word "whether" following "d. Recommendations for" and adding the words "are needed" following "creation".

Moved by Councillor Walcott
Seconded by Councillor Sharp

That with respect to Revised Notice of Motion EC2025-0117, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council direct Administration to return to Executive Committee by Q2 2026 with a scoping report, workplan, and supporting budget request for consideration in the 2027-2030 Service Plans and Budgets for a:

1. Vacant Property Tax Program, which includes but is not limited to:
 - a. A program for vacant land targeted toward incentivizing development through variable tax rates;
 - b. A program for derelict properties targeted toward incentivizing development through variable tax rates;
 - c. Eligibility criteria to identify and assess vacant or derelict residential properties, including parcels with and without any improvements and a communications strategy and methods by which property owners would be notified of the program;
 - d. Recommendations for **whether** additional residential subclass(es) and necessary bylaw(s) for their creation **are needed**;
 - e. Recommendations for directing any taxes collected from these programs, after the capital and operational costs of establishing and administering the program are recovered, to the Housing Land Fund to support capital funding for Affordable Housing;

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

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

MOTION CARRIED

Moved by Councillor Walcott
Seconded by Councillor Sharp

That with respect to Revised Notice of Motion EC2025-0117, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council direct Administration to return to Executive Committee by Q2 2026 with a scoping report, workplan, and supporting budget request for consideration in the 2027-2030 Service Plans and Budgets for a:

2. Purpose-Built Rental Tax Exemption Program for existing market-ready City-identified Transit Oriented Development (TOD) locations that:

- a. Utilizes the ability granted to municipalities by the Municipal Affairs Statutes Amendment Act, 2024 (Bill 20) to exempt purpose built rental buildings from property taxes, in part or in full, when developed in existing market-ready City-identified Transit Oriented Development locations.

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

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

MOTION CARRIED

Moved by Councillor Walcott
Seconded by Councillor Sharp

That with respect to Revised Notice of Motion EC2025-0117, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council direct Administration to return to Executive Committee by Q2 2026 with a scoping report, workplan, and supporting budget request for consideration in the 2027-2030 Service Plans and Budgets for a:

- 3. Taxation Program to incentivize Multi-Residential Housing Developments city-wide, which may include, but is not limited to:
 - a. The use of residential sub-classes for multi-residential developments that is reflective of the relationship between population density and the per capita cost of providing City services (the building, operating, and maintenance of City services, in addition to the revenues generated by higher per-capita use of City services); and,
 - b. Assessment and taxation modelling that reflect for the cost and productivity of servicing (capital and operating requirements) multi-residential developments or higher density neighbourhoods based on their use and location or Residential Tax Productivity reporting.

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

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

MOTION DEFEATED

Moved by Councillor Walcott
Seconded by Councillor Sharp

That with respect to Revised Notice of Motion EC2025-0117, the following be adopted:

AND FURTHER BE IT RESOLVED that Council approve up to \$130,000 in one time funding from the Fiscal Stability Reserve in 2025 and in 2026 to accomplish this work.

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

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

MOTION CARRIED

9.4.5 Notice of Motion - Northeast Industrial Area Structure Plan Amendment, EC2025-0121

Moved by Councillor Dhaliwal
Seconded by Councillor Walcott

That with respect to Notice of Motion EC2025-0121, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council directs Administration to prepare amendments to the Municipal Development Plan, to enable residential within the Northeast Industrial ASP, and to bring those amendments directly to the Public Hearing of Council on March 4, 2025 for three readings to that proposed bylaw;

AND FURTHER BE IT RESOLVED that Council directs Administration to prepare amendments to the Northeast Industrial ASP, to enable residential within the lands included in LOC2024-0171 through development of a Comprehensive Planning Overlay inserted into the Northeast Industrial ASP to indicate in the plan that these lands are undergoing planning review to analyze proposed residential uses and bring those amendments directly to the Public Hearing of Council on March 4, 2025 for three readings to that proposed bylaw;

AND FURTHER BE IT RESOLVED that both items (Municipal Development Plan and Area Structure Plan amendments) may advance to Council without prior consideration at Calgary Planning Commission;

AND FURTHER BE IT RESOLVED that such report shall include appropriate next steps for the applications including dates for presentation at CPC and Council for the subsequent amendments to the Northeast Industrial ASP, land use amendment, Outline Plan(s) and any other statutory plan amendments, returning to a Public Hearing of Council no later than March 31, 2026 for consideration.

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

MOTION CARRIED

9.4.6 Notice of Motion - People Living in Recreational Vehicles on Public Roadways, EC2025-0094

A Revised Notice of Motion was distributed with respect to Notice of Motion EC2025-0094.

Moved by Councillor Chabot
Seconded by Councillor Dhaliwal

That with respect to Revised Notion of Motion EC2025-0094, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council direct Administration to identify alternative off-street locations for recreational vehicles to locate and provide a scoping report to Council through the Standing Policy Committee of Community Development by the end of Q3 2025; including but not limited to the steps required to designate, rezone if necessary, conduct public engagement, make capital upgrades, outline safety and security considerations and financing options to create a site or sites suitable to accommodate people living in recreational vehicles, as well as the steps required to identify an interested third-party organization to manage and operate a site or sites.

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

Against: (1): Councillor McLean

MOTION CARRIED

10. ITEMS DIRECTLY TO COUNCIL

10.1 BYLAW TABULATIONS

10.1.1 Bylaw Tabulation - Water Services Borrowing Bylaws, C2025-0073

Councillor Sharp (Remote Member) left the meeting at 8:24 p.m.

Moved by Councillor Dhaliwal
Seconded by Councillor Wong

That with respect to Report C2025-0073, the following be adopted:

That Council:

1. Amend Proposed Bylaw 10B2024 as follows: In the sixth preamble, delete “257” and replace with “258”;
2. Give second and third readings to Proposed Bylaw 10B2024, as amended;
3. Amend Proposed Bylaw 11B2024 as follows: In the sixth preamble, delete “257” and replace with “258”; and
4. Give second and third readings to Proposed Bylaw 11B2024, as amended

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

MOTION CARRIED

Moved by Councillor Chabot
Seconded by Councillor Wong

That Bylaw 10B2024 be amended in the sixth preamble, by deleting “257” and replacing with “258”.

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

MOTION CARRIED

That Bylaw 10B2024 be read a second time, **as amended**.

MOTION CARRIED

That Bylaw 10B2024 be read a third time, **as amended**.

MOTION CARRIED

Moved by Councillor Chabot
Seconded by Councillor Wong

That Bylaw 11B2024 be amended in the sixth preamble, by deleting “257” and replacing with “258”.

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

MOTION CARRIED

That Bylaw 11B2024 be read a second time, **as amended**.

MOTION CARRIED

That Bylaw 11B2024 be read a third time, **as amended**.

MOTION CARRIED

Council then dealt with Item 12.2.2.

10.2 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

None

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Green Line Update (Verbal), C2025-0133

This Item was dealt with following Item 3.2.

Moved by Councillor Demong
Seconded by Councillor Chabot

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 17 (Disclosure harmful to personal privacy), 21 (Disclosure harmful to intergovernmental relations), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of the public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 1:25 p.m. in the Council Boardroom, to discuss confidential matters with respect to Item 12.2.1, Green Line Update (Verbal), C2025-0133.

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

MOTION CARRIED

By General Consent, Council modified the afternoon recess to begin at the Call of the Chair.

Councillor Wyness (Remote Member) joined the meeting at 1:33 p.m.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2025-0133:

Clerks: K. Martin, J. Fraser, M. A. Cario, and J. Booth. Chief Administrative Officer: D. Duckworth. Law: J. Floen, L. Davies, and L. Bonnett. Advice: S. Dalgleish, L. Tochor, K. Black, D. Hamilton, D. Morgan, M. Thompson, C. Arthurs, S. Brandt, W. Tynan, M. Seera, L. Harris, and F. Snyders.

The following documents were distributed with respect to Confidential Verbal Report C2025-0133:

- Confidential Distribution 1;
- Confidential Distribution 2;
- Confidential Distribution 3;
- Confidential Distribution 4;
- Confidential Distribution 5;
- Revised Distribution 2;
- Revised Distribution 3;
- Revised Distribution 5; and
- Distribution 6.

Council recessed at 4:23 p.m. in Closed Meeting and reconvened in public meeting at 4:58 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 Sharp, Councillor Walcott, Councillor Wong, Councillor Wyness, and Mayor Gondek

Absent from Roll Call: Councillor Spencer

Moved by Councillor Sharp

Seconded by Councillor Walcott

That Council rise and report.

MOTION CARRIED

By General Consent, Council modified the dinner recess to begin following the conclusion of Item 12.2.1.

Moved by Councillor Chabot

Seconded by Councillor Demong

That with respect to Confidential Verbal Report C2025-0133, the following be adopted:

That Council:

2. Direct Administration to implement a concurrent development process for delivery of a south-to-north LRT program, as follows:

b. Downtown Segment: Event Centre/Grand Central Station through Downtown – Begin Functional Plan in 2025.

ROLL CALL VOTE:

For: (8): Councillor Demong, Councillor Wong, Councillor Spencer, Councillor McLean, Councillor Chu, Councillor Sharp, Councillor Carra, and Councillor Chabot

Against: (6): Councillor Penner, Councillor Wyness, Councillor Dhaliwal, Councillor Mian, Councillor Walcott, and Mayor Gondek

MOTION CARRIED

Moved by Councillor Chabot
Seconded by Councillor Demong

That with respect to Confidential Verbal Report C2025-0133, the following be adopted:

That Council:

3. Direct Administration to work with the Government of Alberta to submit an updated business case to the Government of Canada by February 14, 2025. The business case will be for the proposed concurrent development of the SE and Downtown Segments in order to secure the federal funding based on requirements of the Investing in Canada Infrastructure Program (ICIP) grant.

ROLL CALL VOTE:

For: (9): Councillor Demong, Councillor Penner, Councillor Wong, Councillor Spencer, Councillor McLean, Councillor Chu, Councillor Sharp, Councillor Carra, and Councillor Chabot

Against: (5): Councillor Wyness, Councillor Dhaliwal, Councillor Mian, Councillor Walcott, and Mayor Gondek

MOTION CARRIED

Moved by Councillor Chabot
Seconded by Councillor Demong

That with respect to Confidential Verbal Report C2025-0133, the following be adopted:

That Council:

5. Direct Administration to immediately undertake the Functional Plan for the Downtown Segment of the LRT from Event Centre/Grand Central Station through Downtown. The Functional Plan will include but not be limited to:

- a. Advancing design;
- b. Validating the cost estimate;
- c. Engagement and collaboration from stakeholders and community members;
- d. Flooding and Stormwater impacts;
- e. Noise and Vibration;
- f. Property Impacts: access/egress and assessed value impacts;
- g. Safety impacts: crime prevention through environmental design (CPTED) considerations;
- h. Traffic modeling and traffic impacts; and
- i. Transit system underlying service impacts.

With reporting back directly to Council with the results of the Downtown Segment Functional Plan no later than the end of Q4 2026, with updates directly to Council quarterly or as required at the discretion of Administration.

ROLL CALL VOTE:

For: (8): Councillor Demong, Councillor Wong, Councillor Spencer, Councillor McLean, Councillor Chu, Councillor Sharp, Councillor Carra, and Councillor Chabot

Against: (6): Councillor Penner, Councillor Wyness, Councillor Dhaliwal, Councillor Mian, Councillor Walcott, and Mayor Gondek

MOTION CARRIED

Moved by Councillor Chabot
Seconded by Councillor Demong

That with respect to Confidential Verbal Report C2025-0133, the following be adopted:

That Council:

6. Following the completion of the Downtown Segment Functional Plan work, including the validation of the Government of Alberta cost estimate, and with broad project support from Calgarians and Stakeholders, seek Council direction to initiate construction including enabling works in 2027.

ROLL CALL VOTE:

For: (8): Councillor Demong, Councillor Wong, Councillor Spencer, Councillor McLean, Councillor Chu, Councillor Sharp, Councillor Carra, and Councillor Chabot

Against: (6): Councillor Penner, Councillor Wyness, Councillor Dhaliwal, Councillor Mian, Councillor Walcott, and Mayor Gondek

MOTION CARRIED

Moved by Councillor Chabot
Seconded by Councillor Demong

That with respect to Confidential Verbal Report C2025-0133, the following be adopted:

That Council:

1. Endorse the shared common vision between the City of Calgary and the Government of Alberta for a south-to-north Light Rail Transit (LRT) program in the City of Calgary that extends from 160 Avenue North through the downtown on 2 Street SW to Seton in the Southeast, which includes:
 - a. Connection to the Red and Blue Lines;
 - b. Connection to the new event centre; and
 - c. Allows for a future connection between south and north legs of the LRT.
2. Direct Administration to implement a concurrent development process for delivery of a south-to-north LRT program, as follows:
 - a. SE Segment: Shepard to Event Centre/Grand Central Station
 – Begin construction in 2025 and
4. Upon confirmation of ICIP funding for the SE and Downtown Segments, direct Administration to begin construction in 2025 for all required project elements for an operational LRT system for the SE Segment, including but not limited to:
 - a. Track;
 - b. Stations;
 - c. LRT Systems;
 - d. Bridges;
 - e. Maintenance and storage facility; and
 - f. Delivery of the Light Rail Vehicles.
7. Once construction on the Downtown Segment has been initiated, direct Administration to undertake the Preliminary Design for the south-to-north LRT program from:
 - a. Shepard to Seton; and
 - b. Downtown to 160 Avenue North.

8. Direct Administration to collaborate with the Government of Alberta to establish a program governance and delivery oversight committee comprised of equal representation from the Government of Alberta and the City of Calgary.
9. Direct Administration to advise the Government of Canada and the Government of Alberta of Council's approval of the recommendations in this report.
10. Direct that the Confidential Distributions #1, #2 and #4, Distributions #3 and #5 and Closed Meeting discussions be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 17 (Disclosure harmful to personal privacy), 21 (Disclosure harmful to intergovernmental relations), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of the public body) and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 31 December 2039.

ROLL CALL VOTE:

For: (10): Councillor Demong, Councillor Penner, Councillor Wong, Councillor Spencer, Councillor McLean, Councillor Chu, Councillor Sharp, Councillor Carra, Councillor Chabot, and Mayor Gondek

Against: (4): Councillor Wyness, Councillor Dhaliwal, Councillor Mian, and Councillor Walcott

MOTION CARRIED

Council recessed at 6:09 p.m. and reconvened at 7:18 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 Walcott, Councillor Wyness, and Mayor Gondek

Absent from Roll Call: Councillor Carra, Councillor Sharp, Councillor Spencer, and Councillor Wong

Council then dealt with Item 9.4.2.

12.2.2 Collective Bargaining Update (Verbal), C2025-0115

This Item was dealt with following Item 10.1.1.

Moved by Councillor Wong

Seconded by Councillor Dhaliwal

That pursuant to Sections 17 (Disclosure harmful to personal privacy), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 8:28 p.m. in the

Council Boardroom, to discuss confidential matters with respect to the following Items:

- 12.2.2, Collective Bargaining Update (Verbal), C2025-0115
- 12.2.3, Regular Update with Chief Administrative Officer (Verbal), C2025-0112

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

MOTION CARRIED

Councillor Sharp (Remote Member) joined the meeting at 8:29 p.m.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2025-0115:

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

A Confidential Presentation was distributed with respect to Confidential Verbal Report C2025-0115.

Council reconvened in public meeting at 9:00 p.m. with Mayor Gondek in the Chair.

ROLL CALL

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

Absent from Roll Call: Councillor Carra and Councillor Spencer

Councillor Carra (Remote Member) joined the meeting at 9:01 p.m.

Councillor Spencer (Remote Member) joined the meeting at 9:01 p.m.

Moved by Councillor Wong

Seconded by Councillor Walcott

That Council rise and report.

MOTION CARRIED

Moved by Councillor Penner

Seconded by Councillor Carra

That with respect to Confidential Verbal Report C2025-0115, the following be adopted:

That Council:

1. Adopt Confidential Recommendation 1 contained in the Confidential Presentation;
2. Direct that the Closed Meeting discussions and Confidential Presentation remain 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*, to be reviewed by 2027 January 27; and
3. Notwithstanding Recommendation 2, permit Administration to share the information when and as needed and as necessary.

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

MOTION CARRIED

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

12.2.3 Regular Update with Chief Administrative Officer (Verbal), C2025-0112

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2025-0112:

Clerks: K. Martin. Chief Administrative Officer: D. Duckworth.

Moved by Councillor Dhaliwal
Seconded by Councillor McLean

That with respect to Confidential Verbal Report C2025-0112, 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 Demong, Councillor Penner, Councillor Wyness, Councillor Wong, Councillor Spencer, Councillor Dhaliwal, Councillor Mian, Councillor McLean, Councillor Chu, Councillor Walcott, Councillor Sharp, Councillor Carra, Councillor Chabot, and Mayor Gondek

MOTION CARRIED

12.3 URGENT BUSINESS

None

13. ADMINISTRATIVE INQUIRIES

13.1 Response to Administrative Inquiry - Crosswalk Improvements, C2025-0059

14. BRIEFINGS

None

15. ADJOURNMENT

Moved by Councillor Mian
Seconded by Councillor Chabot

That this Council adjourn at 9:03 p.m.

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK

UNCONFIRMED



MINUTES

PUBLIC HEARING MEETING OF COUNCIL

**February 4, 2025, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Councillor P. Demong (Remote Participation)
Councillor K. Penner (Partial Remote Participation)
Councillor J. Wyness (Remote Participation)
Councillor T. Wong
Councillor E. Spencer (Partial Remote Participation)
Councillor R. Dhaliwal (Remote Participation)
Councillor J. Mian (Remote Participation)
Councillor D. McLean
Councillor S. Chu
Councillor C. Walcott
Councillor S. Sharp (Partial Remote Participation)
Councillor G-C. Carra
Councillor A. Chabot (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, KC
A/Chief Financial Officer L. Tochor
General Manager C. Arthurs
General Manager K. Black
General Manager D. Morgan
General Manager M. Thompson
General Manager D. Hamilton
Assistant City Solicitor T. Wobeser
Director T. Goldstein
City Clerk K. Martin
Legislative Coordinator M. A. Cario
Senior Legislative Advisor J. Palaschuk
Legislative Specialist A. Lennox

1. CALL TO ORDER

Mayor Gondek called the meeting to order at 9:33 a.m. on 2025 February 4.

ROLL CALL

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

Absent from Roll Call: Councillor Penner

2. OPENING REMARKS

Mayor Gondek provided opening remarks and a traditional land acknowledgement.

3. RECOGNITIONS

None

4. QUESTION PERIOD

None

5. CONFIRMATION OF AGENDA

Moved by Councillor Sharp
Seconded by Councillor Wong

That the Agenda for today's meeting be amended by setting Item 7.2.27, Land Use Amendment in Tuscany (Ward 1) at 10 Tuscany Hills Road NW, LOC2024-0093, CPC2024-1260, to be dealt with as the first item following Item 9.2, Green Line Update (Verbal), C2025-0182.

MOTION CARRIED

Moved by Councillor Sharp
Seconded by Councillor Walcott

That the Agenda for today's meeting be amended by postponing Item 7.2.24, Land Use Amendment in Haysboro (Ward 11) at 627 Heritage Drive SW, LOC2024-0213, CPC2024-1152, to the 2025 March 4 Public Hearing Meeting of Council.

MOTION CARRIED

Moved by Councillor McLean
Seconded by Councillor Walcott

That the Agenda for the 2025 February 4 Public Hearing Meeting of Council be confirmed, **as amended**.

MOTION CARRIED

6. CONSENT AGENDA

6.1 DEFERRALS AND PROCEDURAL REQUESTS

None

Council then dealt with Item 9.2.

7. PLANNING MATTERS FOR PUBLIC HEARING

7.1 POSTPONED REPORTS REQUIRING A PUBLIC HEARING

None

7.2 CALGARY PLANNING COMMISSION REPORTS

7.2.1 Land Use Amendment in Skyview Ranch (Ward 5) at 72 Skyview Shores Manor NE, LOC2024-0044, CPC2024-1286

This Item was dealt with following the postponement of Item 7.2.27.

A presentation entitled "LOC2024-0044/CPC2024-1286 Land Use Amendment" was distributed with respect to Report CPC2024-1286.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 25D2025.

Moved by Councillor Dhaliwal
Seconded by Councillor Chabot

That with respect to Report CPC2024-1286, the following be adopted:

That Council give three readings to Proposed Bylaw 25D2025 for the redesignation of 0.04 hectares ± (0.09 acres ±) located at 72 Skyview Shores Manor NE (Plan 1111433, Block 18, Lot 21) from Residential – Low Density Mixed Housing (R-G) District to Direct Control (DC) District to accommodate a Child Care Service, with guidelines (Attachment 2).

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

MOTION CARRIED

That Bylaw 25D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 25D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 25D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 25D2025 be read a third time.

MOTION CARRIED

7.2.2 Land Use Amendment in Saddle Ridge (Ward 5) at #500, 669 Savanna Boulevard NE, LOC2024-0229, CPC2024-1322

A presentation entitled "LOC2024-0229/CPC2024-1322 Land Use Amendment" was distributed with respect to Report CPC2024-1322.

The Public Hearing was called and Amrit Bedi addressed Council with respect to Bylaw 32D2025.

Moved by Councillor Dhaliwal
Seconded by Councillor Chabot

That with respect to Report CPC2024-1322, the following be adopted:

That Council give three readings to Proposed Bylaw 32D2025 for the redesignation of 0.03 hectares ± (0.07 acres ±) located at #500, 669 Savanna Boulevard NE (Condominium Plan 2311176, Units 101 to 104) from Multi-Residential – Low Profile Support Commercial (M-X1d100) District to Commercial – Neighbourhood 2 (C-N2) District.

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

MOTION CARRIED

That Bylaw 32D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 32D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 32D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 32D2025 be read a third time.

MOTION CARRIED

7.2.3 Land Use Amendment in Deerfoot Business Centre (Ward 5) at 6400 – 11 Street NE, LOC2024-0211, CPC2024-1285

A presentation entitled "LOC2024-0211/CPC2024-1285 Land Use Amendment" was distributed with respect to Report CPC2024-1285.

The Public Hearing was called and Josh Grenon, Foremost Industries, addressed Council with respect to Bylaw 29D2025.

Moved by Councillor Dhaliwal
Seconded by Councillor Chabot

That with respect to Report CPC2024-1285, the following be adopted:

That Council give three readings to Proposed Bylaw 29D2025 for the redesignation of 0.2 hectares ± (0.6 acres ±) located at 6400 – 11 Street NE (Plan 9410205, Block C, Lot 5PUL) from Special Purpose – City and Regional Infrastructure (S-CRI) District to Industrial – General (I-G) District.

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

MOTION CARRIED

That Bylaw 29D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 29D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 29D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 29D2025 be read a third time.

MOTION CARRIED

7.2.4 Land Use Amendment in Medicine Hill (Ward 6) at 1024 Na'a Drive SW, LOC2024-0147, CPC2024-1275

A presentation entitled "LOC2024-0147/CPC2024-1275 Land Use Amendment" was distributed with respect to Report CPC2024-1275.

Councillor Demong (Remote Member) left the meeting at 11:19 a.m. on 2025 February 4.

The Public Hearing was called and Grant Mihalcheon, B&A Studios, addressed Council with respect to Bylaw 35D2025.

Mayor Gondek left the Chair at 11:22 a.m. on 2025 February 4 and Deputy Mayor Chu assumed the Chair.

Mayor Gondek resumed the Chair at 11:25 a.m. on 2025 February 4.

Moved by Councillor Sharp
Seconded by Councillor Chabot

That with respect to Report CPC2024-1275, the following be adopted:

That Council give three readings to Proposed Bylaw 35D2025 for the redesignation of 0.85 hectares ± (2.10 acres ±) located at 1024 Na'a

Drive SW (Plan 1612946, Block 3, Lot 1) from Direct Control (DC) District to Direct Control (DC) District to accommodate a Self Storage Facility, with guidelines (Attachment 2).

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

Against: (1): Councillor Wong

MOTION CARRIED

That Bylaw 35D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 35D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 35D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 35D2025 be read a third time.

MOTION CARRIED

7.2.5 Policy Amendment in Montgomery (Ward 7) at 1812 – 51 Street NW, LOC2024-0239, CPC2024-1238

A presentation entitled "LOC2024-0239/CPC2024-1238 Policy Amendment" was distributed with respect to Report CPC2024-1238.

Councillor Demong (Remote Member) joined the meeting at 11:30 a.m. on 2025 February 4.

The Public Hearing was called and Ryan Cairns, Ryan G Cairns Residential Design, addressed Council with respect to Bylaw 16P2025.

Moved by Councillor Wong

Seconded by Councillor Walcott

That with respect to Report CPC2024-1238, the following be adopted:

That Council give three readings to Proposed Bylaw 16P2025 for the amendment to the Montgomery Area Redevelopment Plan (Attachment 2).

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

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

MOTION CARRIED

That Bylaw 16P2025 be introduced and read a first time.

Against: Councillor Chabot and Councillor Sharp

MOTION CARRIED

That Bylaw 16P2025 be read a second time.

Against: Councillor Chabot and Councillor Sharp

MOTION CARRIED

That authorization now be given to read Bylaw 16P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 16P2025 be read a third time.

Against: Councillor Chabot and Councillor Sharp

MOTION CARRIED

Council then returned to Item 7.2.27.

7.2.6 Policy Amendment in Montgomery (Ward 7) at 4840 Montana Crescent NW, LOC2024-0225, CPC2024-1300

This Item was dealt with following Item 7.2.27.

The following documents were distributed with respect to Report CPC2024-1300:

- A presentation entitled "LOC2024-0225/CPC2024-1300 Policy Amendment";
- A document entitled "Land Use Policy Amendment LOC2024-0225"; and
- A letter from Don Belsheim.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 15P2025:

1. Jessica Willsie, Ellergodt Design
2. Don Belsheim

Moved by Councillor Penner
Seconded by Councillor Walcott

That with respect to Report CPC2024-1300, the following be adopted:

That Council give three readings to Proposed Bylaw 15P2025 for the amendment to the Montgomery Area Redevelopment Plan (Attachment 2).

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

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

MOTION CARRIED

That Bylaw 15P2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 15P2025 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 15P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 15P2025 be read a third time.

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

MOTION CARRIED

7.2.7 Policy Amendment in Montgomery (Ward 7) at 2823 Mackay Road NW, LOC2024-0208, CPC2024-1266

A presentation entitled "LOC2024-0208/CPC2024-1266 Policy Amendment" was distributed with respect to Report CPC2024-1266.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 13P2025:

1. Lei Wang, Horizon Land Surveys

Councillor Dhaliwal (Remote Member) left the meeting at 1:45 p.m. on 2025 February 4.

Councillor Dhaliwal (Remote Member) joined the meeting at 1:47 p.m. on 2025 February 4.

2. Don Belsheim

Moved by Councillor Wong
Seconded by Councillor Penner

That with respect to Report CPC2024-1266, the following be adopted:

That Council give three readings to Proposed Bylaw 13P2025 for the amendment to the Montgomery Area Redevelopment Plan (Attachment 2)

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

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

MOTION CARRIED

That Bylaw 13P2025 be introduced and read a first time.

Against: Councillor Chabot, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That Bylaw 13P2025 be read a second time.

Against: Councillor Chabot, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That authorization now be given to read Bylaw 13P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 13P2025 be read a third time.

Against: Councillor Chabot, Councillor Demong, and Councillor Sharp

MOTION CARRIED

7.2.8 Policy Amendment in Montgomery (Ward 7) at 4636 – 20 Avenue NW, LOC2024-0237, CPC2024-1242

A presentation entitled "LOC2024-0237/CPC2024-1242 Policy Amendment" was distributed with respect to Report CPC2024-1242.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 9P2025.

Moved by Councillor Wong
Seconded by Councillor Penner

That with respect to Report CPC2024-1242, the following be adopted:

That Council give three readings to Proposed Bylaw 9P2025 for the amendment to Montgomery Area Redevelopment Plan (Attachment 2).

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

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

MOTION CARRIED

That Bylaw 9P2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 9P2025 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 9P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 9P2025 be read a third time.

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

MOTION CARRIED

7.2.9 Policy Amendment in Montgomery (Ward 7) at 2119 Mackay Road NW, LOC2024-0207, CPC2024-1265

A presentation entitled "LOC2024-0207/CPC2024-1265 Policy Amendment" was distributed with respect to Report CPC2024-1265.

The Public Hearing was called and Lei Wang, Horizon Land Surveys, addressed Council with respect to Bylaw 12P2025.

Moved by Councillor Wong
Seconded by Councillor Spencer

That with respect to Report CPC2024-1265, the following be adopted:

That Council give three readings to Proposed Bylaw 12P2025 for the amendment to the Montgomery Area Redevelopment Plan (Attachment 2).

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

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

MOTION CARRIED

That Bylaw 12P2025 be introduced and read a first time.

Against: Councillor Chabot, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That Bylaw 12P2025 be read a second time.

Against: Councillor Chabot, Councillor Demong, and Councillor Sharp

MOTION CARRIED

That authorization now be given to read Bylaw 12P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 12P2025 be read a third time.

Against: Councillor Chabot, Councillor Demong, and Councillor Sharp

MOTION CARRIED

7.2.10 Land Use Amendment in Parkdale (Ward 7) at 3407 – 3 Avenue NW, LOC2024-0201, CPC2024-1321

The following documents were distributed with respect to Report CPC2024-1321:

- A presentation entitled "LOC2024-0201/CPC2024-1321 Land Use Amendment"; and
- A presentation entitled "3407 3 AV NW".

The Public Hearing was called and Paul Needham, CivicWorks, addressed Council with respect to Bylaw 31D2025.

Moved by Councillor Wong
Seconded by Councillor Penner

That with respect to Report CPC2024-1321, the following be adopted:

That Council give three readings to Proposed Bylaw 31D2025 for the redesignation of 0.08 hectares ± (0.2 acres ±) located at 3407 – 3 Avenue NW (Plan 2573GE, Block 31, Lot A) from Residential – Grade-Oriented Infill (R-CG) District to Housing – Grade Oriented (H-GO) District.

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

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

MOTION CARRIED

That Bylaw 31D2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 31D2025 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 31D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 31D2025 be read a third time.

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

MOTION CARRIED

7.2.11 Land Use Amendment in Banff Trail (Ward 7) at 2406 and 2407 – 23 Avenue NW, LOC2024-0165, CPC2024-1304

A presentation entitled "LOC2024-0165/CPC2024-1304 Land Use Amendment" was distributed with respect to Report CPC2024-1304.

Councillor Demong (Remote Member) left the meeting at 2:15 p.m. on 2025 February 4.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 30D2025:

1. Lei Wang, Horizon Land Surveys

Councillor Dhaliwal (Remote Member) left the meeting at 2:23 p.m. on 2025 February 4.

Councillor Dhaliwal (Remote Member) joined the meeting at 2:26 p.m. on 2025 February 4.

2. Flora Gillespie
3. Andrew Boothman

Moved by Councillor Walcott
Seconded by Councillor Spencer

That with respect to Report CPC2024-1304, the following be adopted:

That Council give three readings to Proposed Bylaw 30D2025 for the redesignation of 0.11 hectares ± (0.27 acres ±) located at 2406 - 23 Avenue and 2407 - 23 Street NW (Plan 9110G1, Block 4, Lots 37 and 38) from Residential – Grade-Oriented Infill (R-CG) District to Direct Control (DC) District to accommodate transit-oriented development, with guidelines (Attachment 2).

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

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

MOTION CARRIED

That Bylaw 30D2025 be introduced and read a first time.

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

MOTION CARRIED

Moved by Councillor Wong
Seconded by Councillor Chabot

That Proposed Bylaw 30D2025 be amended by deleting Section 4 Permitted Uses and replace with the following:

Permitted Uses

4. The **permitted uses** of the Housing – Grade Oriented (H-GO) District of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

For: (4): Councillor Wyness, Councillor Wong, Councillor McLean, and Councillor Chu

Against: (9): Councillor Penner, Councillor Spencer, Councillor Dhaliwal, Councillor Mian, Councillor Walcott, Councillor Sharp, Councillor Carra, Councillor Chabot, and Mayor Gondek

MOTION DEFEATED

That Bylaw 30D2025 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 30D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 30D2025 be read a third time.

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

MOTION CARRIED

Councillor Demong (Remote Member) joined the meeting at 2:37 p.m. on 2025 February 4.

- 7.2.12 Policy Amendment in Banff Trail (Ward 7) at 2015 – 28 Avenue NW, LOC2024-0205, CPC2024-1249

A presentation entitled "LOC2024-0205/CPC2024-1249 Policy Amendment" was distributed with respect to Report CPC2024-1249.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 2P2025:

1. Vaughn Scott, VSDG
2. Gail Whiteford
3. Robin Malegowski

Moved by Councillor Penner
Seconded by Councillor Spencer

That with respect to Report CPC2024-1249, the following be adopted:

That Council give three readings to Proposed Bylaw 2P2025 for the amendments to the Banff Trail Area Redevelopment Plan (Attachment 2).

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

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

MOTION CARRIED

That Bylaw 2P2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 2P2025 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 2P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 2P2025 be read a third time.

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

MOTION CARRIED

7.2.13 Policy Amendment in Banff Trail (Ward 7) at 3223 Cochrane Road NW, LOC2024-0233, CPC2024-1297

A presentation entitled "LOC2024-0233/CPC2024-1297 Policy Amendment" was distributed with respect to Report CPC2024-1297.

Councillor Dhaliwal (Remote Member) left the meeting at 3:06 p.m. on 2025 February 4.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 14P2025:

1. Ryan Cairns, Ryan G Cairns Residential Design
2. Graham Evans

By General Consent, Council modified the afternoon recess to begin following the conclusion of Item 7.2.13.

Moved by Councillor Spencer
Seconded by Councillor Penner

That with respect to Report CPC2024-1297, the following be adopted:

That Council give three readings to Proposed Bylaw 14P2025 for the amendments to the Banff Trail Area Redevelopment Plan (Attachment 2).

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

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

MOTION CARRIED

That Bylaw 14P2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 14P2025 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 14P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 14P2025 be read a third time.

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

MOTION CARRIED

Council recessed at 3:22 p.m. and reconvened at 3:57 p.m. on 2025 February 4 with Mayor Gondek in the Chair.

ROLL CALL

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

Absent from Roll Call: Councillor Penner

7.2.14 Land Use Amendment in Tuxedo Park (Ward 7) at multiple addresses, LOC2024-0064, CPC2024-1317

The following documents were distributed with respect to Report CPC2024-1317:

- A presentation entitled "LOC2024-0064/CPC2024-1317 Land Use Amendment"; and
- A presentation entitled "40 Avenue N Station Area".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 28D2025:

1. Hans Koppe, Casola Koppe Architects Ltd.
2. Ziad Farhat, Hamadiya Group
3. Chris Frederick

Moved by Councillor Wong
Seconded by Councillor Mian

That with respect to Report CPC2024-1317, the following be adopted:

That Council give three readings to Proposed Bylaw 28D2025 for the redesignation of 0.24 hectares ± (0.59 acres ±) located at 3103, 3105, 3111, 3115, and 3119 Centre Street NW (Plan 2617AG, Block 59, Lots 1 to 10) from Residential – Grade-Oriented Infill (R-CG) District and Direct Control (DC) District to Mixed Use – General (MU-1f3.7h23) District and Mixed Use – General (MU-1f5.5h42) District.

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

MOTION CARRIED

That Bylaw 28D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 28D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 28D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 28D2025 be read a third time.

MOTION CARRIED

Councillor Penner (Remote Member) joined the meeting at 4:13 p.m. on 2025 February 4.

7.2.15 Land Use Amendment in Lincoln Park (Ward 8) at 5116 Richard Road SW, LOC2024-0163, CPC2024-1274

The following documents were distributed with respect to Report CPC2024-1274:

- A presentation entitled "LOC2024-0163/CPC2024-1274 Land Use Amendment"; and
- A presentation entitled "Westmount Council Presentation".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 34D2025:

1. Jennifer Duff, B&A Studios
2. Karley Blair
3. Leanne Ellis, Rutland Park Community Association
4. Sarah Orton
5. Nicole Gocal

Moved by Councillor Walcott
Seconded by Councillor Penner

That with respect to Report CPC2024-1274, the following be adopted:

That Council give three readings to Proposed Bylaw 34D2025 for the redesignation of 5.39 hectares ± (13.33 acres ±) located at 5116 Richard Road SW (Plan 1410343, Block 1, Lot 9) from Direct Control (DC) District to Mixed Use – General (MU-1f3.0h32) District.

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

MOTION CARRIED

That Bylaw 34D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 34D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 34D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 34D2025 be read a third time.

MOTION CARRIED

7.2.16 Policy and Land Use Amendment in Cliff Bungalow (Ward 8) at 608 – 22 Avenue SW, LOC2024-0220, CPC2024-1160

A clerical correction was noted on the Cover Report of Report CPC2024-1160, on page 2, in the “Discussion” section, second paragraph, by deleting the two sentences following the words “with vehicle access provided from the rear lane.”

The following documents were distributed with respect to Report CPC2024-1160:

- Revised Attachment 1;
- A presentation entitled "LOC2024-0220/CPC2024-1160 Policy and Land Use Amendment"; and
- A presentation entitled "Outlining the Three Policy Areas of Cliff Bungalow".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 10P2025 and 22D2025:

1. Peter Schulz, Riddell Kurczaba Architecture
2. Zaakir Karim, Cliff Bungalow-Mission Community Association

Moved by Councillor Walcott

Seconded by Councillor Spencer

That with respect to Report CPC2024-1160, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 10P2025 for amendments to the Cliff Bungalow Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 22D2025 for the redesignation of 0.03 hectares (0.06 acres) located at 608 – 22 Avenue SW (Plan 2112AC, Block K, Lot 24) from Multi-Residential – Contextual Grade-Oriented (M-CGd72) District to Multi-Residential – Contextual Medium Profile (M-C2) District.

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

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

MOTION CARRIED

That Bylaw 10P2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 10P2025 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 10P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 10P2025 be read a third time.

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

MOTION CARRIED

That Bylaw 22D2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 22D2025 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 22D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 22D2025 be read a third time.

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

MOTION CARRIED

7.2.17 Policy and Land Use Amendment in Beltline (Ward 8) at multiple addresses, LOC2024-0192, CPC2025-0034

The following documents were distributed with respect to Report CPC2025-0034:

- A presentation entitled "LOC2024-0192/CPC2025-0034 Policy and Land Use Amendment"; and
- A presentation entitled "17th and Broadway".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 19P2025 and 36D2025:

1. Cody Reimer, Vesta Properties
2. Nicholas Dykstra, O2 Planning & Design
3. Brian Horton, O2 Planning & Design

Moved by Councillor Walcott
Seconded by Councillor Spencer

That with respect to Report CPC2025-0034, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 19P2025 for the amendments to the Beltline Area Redevelopment Plan Part 1 (Attachment 2); and
2. Give three readings to Proposed Bylaw 36D2025 for the redesignation of 0.87 hectares ± (2.16 acres ±) located at 1520 – 4 Street SW and 332, 338 and 340 – 17 Avenue SW (Plan 1910115, Block 120, Lot 51; Plan C, Block 120, Lots 41 to 46) from Commercial – Corridor 1 f3.0h46 (C-COR1f3.0h46) District and Direct Control (DC) District to Direct Control (DC) District to accommodate mixed-use development, with guidelines (Attachment 3).

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

MOTION CARRIED

That Bylaw 19P2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 19P2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 19P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 19P2025 be read a third time.

MOTION CARRIED

That Bylaw 36D2025 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Walcott
Seconded by Councillor Sharp

That Proposed Bylaw 36D2025 be amended by deleting subsection 14(1) and replacing with the following:

"(1) The maximum **floor area ratio** is 7.0."

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

MOTION CARRIED

That Bylaw 36D2025 be read a second time, **as amended.**

MOTION CARRIED

That authorization now be given to read Bylaw 36D2025 a third time, **as amended.**

MOTION CARRIED UNANIMOUSLY

That Bylaw 36D2025 be read a third time, **as amended.**

MOTION CARRIED

7.2.18 Policy and Land Use Amendment in Ramsay (Ward 9) at multiple addresses, LOC2023-0257, CPC2024-1311

A presentation entitled "LOC2023-0257/CPC2024-1311 Policy and Land Use Amendment" was distributed with respect to Report CPC2024-1311.

Councillor Mian (Remote Member) left at 5:30 p.m. on 2025 February 4.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaws 18P2025 and 27D2025:

1. Chuck Smith, Smith and Co. Studio
2. Derrick White

Moved by Councillor Carra
Seconded by Councillor Walcott

That with respect to Report CPC2024-1311, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 18P2025 for the amendments to the Ramsay Area Redevelopment Plan (Attachment 2); and
2. Give three readings to Proposed Bylaw 27D2025 for the redesignation of 0.22 hectares \pm (0.54 acres \pm) located at 1117, 1121, 1123 and 1125 – 8 Street SE and 1120 Maggie Street SE (Plan A2, Block 17, Lots 15 to 19) from Residential – Grade-Oriented Infill (R-CG) District to Direct Control (DC) District to accommodate grade-oriented development, with guidelines (Attachment 3).

For: (8): Councillor Demong, Councillor Renner, Councillor Wong, Councillor Spencer, Councillor Dhaliwal, Councillor Walcott, Councillor Carra, and Mayor Gondek

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

MOTION CARRIED

That Bylaw 18P2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 18P2025 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 18P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 18P2025 be read a third time.

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

MOTION CARRIED

That Bylaw 27D2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 27D2025 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 27D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 27D2025 be read a third time.

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

MOTION CARRIED

7.2.19 Land Use Amendment in Inglewood (Ward 9) at 914 – 11 Street SE, LOC2024-0095, CPC2024-1056

A presentation entitled "LOC2024-0095/CPC2024-1056 Land Use Amendment" was distributed with respect to Report CPC2024-1056.

The Public Hearing was called and Max Tayefi, Max Tayefi Architect, addressed Council with respect to Bylaw 21D2025.

Moved by Councillor Carra

Seconded by Councillor Penner

That with respect to Report CPC2024-1056, the following be adopted:

That Council give three readings to Proposed Bylaw 21D2025 for the redesignation of 0.31 hectares ± (0.77 acres ±) located at 914 – 11 Street SE (Plan 0813035, Block 1, Lot 37) from Commercial – Corridor 2 f2.8h12 (C-COR2 f2.8h12) District to Direct Control (DC) District to accommodate General Industrial – Light, with guidelines (Attachment 2).

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

MOTION CARRIED

That Bylaw 21D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 21D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 21D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 21D2025 be read a third time.

MOTION CARRIED

7.2.20 Policy Amendment in Bridgeland-Riverside (Ward 9) at 528 – 8A Street NE, LOC2024-0230, CPC2024-1261

A presentation entitled "LOC2024-0230/CPC2024-1261 Policy Amendment" was distributed with respect to Report CPC2024-1261.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 17P2025:

1. Lei Wang, Horizon Land Surveys
2. Nancy Fowler

By General Consent, Council modified the dinner recess to begin following the conclusion of Item 7.2.20.

Moved by Councillor Carra
Seconded by Councillor Spencer

That with respect to Report CPC2024-1261, the following be adopted, **after amendment:**

That Council:

1. Give three readings to Proposed Bylaw 17P2025 for the amendment to the Bridgeland-Riverside Area Redevelopment Plan (Attachment 2); **and**

2. Direct that 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: (10): Councillor Demong, Councillor Penner, Councillor Wyness, Councillor Wong, Councillor Spencer, Councillor Dhaliwal, Councillor Chu, Councillor Walcott, Councillor Carra, and Mayor Gondek

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

MOTION CARRIED

That Bylaw 17P2025 be introduced and read a first time.

Against: Councillor Chabot, Councillor McLean, and Councillor Sharp

MOTION CARRIED

That Bylaw 17P2025 be read a second time.

Against: Councillor Chabot, Councillor McLean, and Councillor Sharp

MOTION CARRIED

That authorization now be given to read Bylaw 17P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 17P2025 be read a third time.

Against: Councillor Chabot, Councillor McLean, and Councillor Sharp

MOTION CARRIED

Council recessed at 6:01 p.m. and reconvened at 7:16 p.m. on 2025 February 4 with Mayor Gondek in the Chair.

ROLL CALL

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

Absent from Roll Call: Councillor Sharp

7.2.21 Road Closure and Land Use Amendment in Starfield (Ward 9) adjacent to multiple addresses, LOC2024-0117, CPC2024-0891

A presentation entitled "LOC2024-0117/CPC2024-0891 Road Closure and Land Use Amendment" was distributed with respect to Report CPC2024-0891.

The Public Hearing was called and David Purcell-Chung, The City of Calgary, addressed Council with respect to Bylaw 2C2025.

The Public Hearing was called and David Purcell-Chung, The City of Calgary, addressed Council with respect to Bylaw 3C2025.

The Public Hearing was called and David Purcell-Chung, The City of Calgary, addressed Council with respect to Bylaw 19D2025.

Moved by Councillor Carra

Seconded by Councillor Demong

That with respect to Report CPC2024-0891, the following be adopted:

That Council:

1. Give three readings to Proposed Bylaw 2C2025 for the closure of 0.55 hectares \pm (1.36 acres \pm) of road (Plan 2412125, Areas 'A', 'B', and 'C'), adjacent to 5501 – 68 Street SE, 5740 – 58 Avenue SE, 6201 – 68 Street SE and 6606 – 57 Street SE, with conditions (Attachment 4);
2. Give three readings to Proposed Bylaw 3C2025 for the closure of 0.18 hectares \pm (0.44 acres \pm) of road (Plan 2412126, Area 'D'), adjacent to 5501 – 68 Street SE, with conditions (Attachment 5); and
3. Give three readings to Proposed Bylaw 19D2025 for the redesignation of 0.73 hectares \pm (1.80 acres \pm) of closed road (Plan 2412125, Areas 'A', 'B', and 'C'; Plan 2412126, Area 'D') from Undesignated Road Right-of-Way to Industrial – General (I-G) District.

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

MOTION CARRIED

That Bylaw 2C2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 2C2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 2C2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 2C2025 be read a third time.

MOTION CARRIED

That Bylaw 3C2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 3C2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 3C2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 3C2025 be read a third time.

MOTION CARRIED

That Bylaw 19D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 19D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 19D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 19D2025 be read a third time.

MOTION CARRIED

7.2.22 Land Use Amendment in Residual Sub-Area 9P (Ward 9) at 8600 – 34 Avenue SE, LOC2024-0131, CPC2024-1104

The following documents were distributed with respect to Report CPC2024-1104:

- A presentation entitled "LOC2024-0131/CPC2024-1104 Land Use Amendment";
- A presentation entitled "8600 34 AV SE"; and
- A presentation entitled "Application Timeline".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 24D2025:

1. Scott Kruse, CivicWorks

Councillor Sharp (Remote Member) joined the meeting at 7:31 p.m. on 2025 February 4.

2. Randy Bec, Bec Woodcraft

Moved by Councillor Carra
Seconded by Councillor Chabot

That with respect to Report CPC2024-1104, the following be adopted:

That Council give three readings to Proposed Bylaw 24D2025 for the redesignation of 1.24 hectares ± (3.05 acres ±) located at 8600 – 34 Avenue SE (Plan 0814364, Block 31, Lot 4) from Direct Control (DC) District to Direct Control (DC) District to accommodate an existing woodworking shop, with guidelines (Attachment 2).

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

MOTION CARRIED

That Bylaw 24D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 24D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 24D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 24D2025 be read a third time.

MOTION CARRIED

Moved by Councillor Carra
Seconded by Councillor Chabot

That with respect to Report CPC2024-1104, the following Motion Arising be adopted:

That Council direct Administration to refund all application fees to the applicant.

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

MOTION CARRIED

7.2.23 Land Use Amendment in Residual Sub-Area 10E (Ward 10) at 4727R – 84 Street NE, LOC2021-0009, CPC2024-1316

A presentation entitled "LOC2021-0009/CPC2024-1316 Land Use Amendment" was distributed with respect to Report CPC2024-1316.

Councillor Dhaliwal (Remote Member) left the meeting at 7:45 p.m. on 2025 February 4.

The Public Hearing was called; however, no speakers addressed Council with respect to Bylaw 33D2025.

Moved by Councillor Chabot
Seconded by Councillor Wong

That with respect to Report CPC2024-1316, the following be adopted:

That Council give three readings to Proposed Bylaw 33D2025 for the redesignation of 0.98 hectares ± (2.42 acres ±) located at 4727R – 84 Street NE (Plan 1411635, Block 1, Lot 1) from Special Purpose – Transportation and Utility Corridor (S-TUC) District to Special Purpose – Future Urban Development (S-FUD) District.

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

MOTION CARRIED

That Bylaw 33D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 33D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 33D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 33D2025 be read a third time.

MOTION CARRIED

Councillor Dhaliwal (Remote Member) joined the meeting at 7:47 p.m. on 2025 February 4.

Council then dealt with Item 7.2.25.

7.2.24 Land Use Amendment in Haysboro (Ward 11) at 627 Heritage Drive SW, LOC2024-0213, CPC2024-1152

This Item was postponed to the 2025 March 4 Public Hearing Meeting of Council during Confirmation of Agenda.

7.2.25 Policy Amendment, Road Closure and Land Use Amendment in Seton (Ward 12) at multiple addresses, LOC2022-0058, CPC2024-1178

This Item was dealt with following Item 7.2.23.

The following documents were distributed with respect to Report CPC2024-1178:

- Revised Attachment 1; and
- A presentation entitled "LOC2022-0058/CPC2024-1178 Road Closure, Policy and Land Use Amendment".

The Public Hearing was called and David Capper, Urban Systems Ltd., addressed Council with respect to Bylaw 4C2025.

The Public Hearing was called and David Capper, Urban Systems Ltd., addressed Council with respect to Bylaws 11P2025 and 23D2025.

Moved by Councillor Spencer
Seconded by Councillor Walcott

That with respect to Report CPC2024-1178, the following be adopted, **after amendment:**

That Council:

1. Give three readings to Proposed Bylaw 11P2025 for the amendments to the Southeast Centre Area Structure Plan (Attachment 2);
2. Give three readings to Proposed Bylaw 4C2025 for the closure of 0.21 hectares \pm (0.53 acres \pm) of road (Plan 2311851, Area 'A'), adjacent to Main Street SE, with conditions (Attachment 3); and
3. Give three readings to Proposed Bylaw 23D2025 for the redesignation of 6.65 hectares \pm (16.43 acres \pm) located at 19600, 19651 and 19699 – 56 Street SE and the closed road (Portion of NW1/4 Section 15-22-29-4; Portion of NE1/4 Section 16-22-29-4; Plan 1810328, Area A; Plan 2311851, Area 'A') from Direct Control (DC) District, Special Purpose – City and Regional Infrastructure (S-CRI) District, Special Purpose – Future Urban Development (S-FUD) District, Multi-Residential – Medium Profile (M-2) District and Undesignated Road Right-of-Way to Multi-Residential – Low

Profile (M-1) District, Multi-Residential – Medium Profile (M-2)
District and Mixed Use – General (MU-1h24) District.

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

MOTION CARRIED

That Bylaw 11P2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 11P2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 11P2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 11P2025 be read a third time.

MOTION CARRIED

That Bylaw 4C2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 4C2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 4C2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw Bylaw 4C2025 be read a third time.

MOTION CARRIED

That Bylaw 23D2025 be introduced and read a first time.

MOTION CARRIED

That Bylaw 23D2025 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 23D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 23D2025 be read a third time.

MOTION CARRIED

7.2.26 Land Use Amendment in Bridlewood (Ward 13) at 260 Bridlewood Avenue SW, LOC2024-0242, CPC2024-1264

Councillor Sharp (Remote Member) left the meeting at 8:03 p.m. on 2025 February 4.

A presentation entitled "LOC2024-0242/CPC2024-1264 Land Use Amendment" was distributed with respect to Report CPC2024-1264.

Councillor Sharp (Remote Member) joined the meeting at 8:05 p.m. on 2025 February 4.

The Public Hearing was called and April Toth addressed Council with respect to Bylaw 18D2025.

Moved by Councillor McLean
Seconded by Councillor Chabot

That with respect to Report CPC2024-1264, the following be approved:

That Council give three readings to Proposed Bylaw 18D2025 for the redesignation of 0.04 hectares ± (0.09 acres ±) located at 260 Bridlewood Avenue SW (Plan 0212796, Block 16, Lot 48) from Direct Control (DC) District to Residential – Low Density Mixed Housing (R-G) District.

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

Against: (1): Councillor Chu

MOTION CARRIED

That Bylaw 18D2025 be introduced and read a first time.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 18D2025 be read a second time.

Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 18D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 18D2025 be read a third time.

Against: Councillor Chu

MOTION CARRIED

By General Consent, Council brought forward Item 9.1 to be dealt with following Item 7.2.26.

Council then dealt with Item 9.1.

7.2.27 Land Use Amendment in Tuscany (Ward 1) at 10 Tuscany Hills Road NW, LOC2024-0093, CPC2024-1260

This Item was dealt with following Item 9.2.

The following documents were distributed with respect to Report CPC2024-1260:

- A presentation entitled "LOC2024-0093/CPC2024-1260 Land Use Amendment";
- A document entitled "Land Use Amendment in Tuscany (Ward 1) at 10 Tuscany Hills Road NW, LOC2024-0093";
- A presentation entitled "Presentation of Opposition to Land Use Amendment at 10 Tuscany Hills Road (Ward 1)"; and
- A document entitled "City Council, Public Hearing - Tuesday February 4, 2025 Land Use Amendment in Tuscany (Ward 1)".

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 26D2025:

1. Erin Chrusch, Tuscany Community Association
2. Jason Lee
3. Andrea Craigie
4. Derek Radomski
5. Marta Flynn
6. Shane Simmons
7. Bryan Romanesky

By General Consent, Item 7.2.27 was postponed to the Call of the Chair on 2025 February 4.

Council then dealt with Item 7.2.1.

Council returned to this Item following Item 7.2.5.

8. Muhammad Iqbal

By General Consent, Council modified the lunch recess to begin following the conclusion of Item 7.2.27.

Moved by Councillor Penner
Seconded by Councillor Carra

That with respect to Report CPC2024-1260, the following be adopted:

That Council give three readings to Proposed Bylaw 26D2025 for the redesignation of 0.05 hectares ± (0.12 acres ±) located at 10 Tuscan Hills Road NW (Plan 9511068, Block 1, Lot 4) from Residential – Grade-Oriented Infill (R-CG) District to Direct Control (DC) District to accommodate a Child Care Service, with guidelines (Attachment 2).

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

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

MOTION CARRIED

That Bylaw 26D2025 be introduced and read a first time.

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

MOTION CARRIED

That Bylaw 26D2025 be read a second time.

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

MOTION CARRIED

That authorization now be given to read Bylaw 26D2025 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 26D2025 be read a third time.

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

MOTION CARRIED

Council recessed at 12:07 p.m. and reconvened at 1:23 p.m. on 2025 February 4 with Mayor Gondek in the Chair.

ROLL CALL

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

Council then dealt with Item 7.2.6.

7.3 OTHER REPORTS FOR PUBLIC HEARING

7.3.1 Local Area Plan Reconnect, IP2025-0007

This Item was dealt with following Item 9.1.

The following documents were distributed with respect to Report IP2025-0007:

- A presentation entitled "NHLAP Reconnect";
- A presentation entitled "Presentation in support of Item:";
- A submission from Doug Roberts.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 20P2025.

1. Marie Semenick-Evans, Crescent Heights Community Association

Councillor Sharp (Remote Member) left the meeting at 8:23 p.m. on 2025 February 4.

Councillor Dhaliwal (Remote Member) left the meeting at 8:25 p.m. on 2025 February 4.

2. Jeff Wiggers
3. Simonetta Acteson, Crescent Heights Planning Committee
4. Corine Jansonius

Councillor Sharp (Remote Member) joined the meeting at 8:37 p.m. on 2025 February 4.

5. Chris Bell, Norfolk Housing Association

Councillor Mian (Remote Member) left the meeting at 8:39 p.m. on 2025 February 4.

Councillor Dhaliwal (Remote Member) joined the meeting at 8:40 p.m. on 2025 February 4.

Councillor Sharp (Remote Member) left the meeting at 8:40 p.m. on 2025 February 4.

Councillor Mian (Remote Member) joined the meeting at 8:42 p.m. on 2025 February 4.

Councillor Sharp (Remote Member) joined the meeting at 8:43 p.m. on 2025 February 4.

6. Flora Gillespie

Councillor Penner (Remote Member) left the meeting at 8:55 p.m. on 2025 February 4.

Councillor Penner (Remote Member) joined the meeting at 8:56 p.m. on 2025 February 4.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 21P2025:

1. Olugbenga Adebayo
2. Flora Gillespie
3. Doug Roberts

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspended Section 79 of the Procedure Bylaw to finish hearing from members of the public signed up to speak to Item 7.3.1 prior to recessing the meeting.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 22P2025:

1. Sandra Harper

Councillor Sharp (Remote Member) left the meeting at 9:27 p.m. on 2025 February 4.

Councillor Dhaliwal (Remote Member) left the meeting at 9:28 p.m. on 2025 February 4.

2. Jeff Wiggers

Councillor Sharp (Remote Member) joined the meeting at 9:32 p.m. on 2025 February 4.

3. Karen Arndt
4. Jennifer Baldwin, Haysboro Community Association

Councillor Dhaliwal (Remote Member) joined the meeting at 9:37 p.m. on 2025 February 4.

Moved by Councillor Carra
Seconded by Councillor Penner

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 prior to adjourning.

For: (3): Councillor Penner, Councillor Spencer, and Councillor Carra

Against: (11): Councillor Demong, Councillor Wyness, Councillor Wong, Councillor Dhaliwal, Councillor Mian, Councillor McLean, Councillor Chu, Councillor Walcott, Councillor Sharp, Councillor Chabot, and Mayor Gondek

MOTION DEFEATED

Council recessed at 9:44 p.m. on 2025 February 4 and reconvened at 1:03 p.m. on 2025 February 5 with Deputy Mayor Chu in the Chair.

ROLL CALL

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

Absent from Roll Call: Councillor Wong, Councillor Dhaliwal, and Mayor Gondek

Councillor Dhaliwal (Remote Member) joined the meeting at 1:06 p.m. on 2025 February 5.

Councillor Dhaliwal (Remote Member) left the meeting at 1:14 p.m. on 2025 February 5.

Councillor Dhaliwal (Remote Member) joined the meeting at 1:17 p.m. on 2025 February 5.

Moved by Councillor Mian

Seconded by Councillor Walcott

That with respect to Report IP2025-0007, the following be approved:

That Council:

1. Give three readings to Proposed Bylaw 20P2025 to amend the North Hill Communities Local Area Plan (Attachment 2);
2. Give three readings to Proposed Bylaw 21P2025 to amend the Westbrook Communities Local Area Plan (Attachment 3);
3. Give three readings to Proposed Bylaw 22P2025 to amend the Heritage Communities Local Area Plan (Attachment 4); and
4. Repeal by resolution, the Fairview Land Use Study.

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

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

MOTION DEFEATED

Council then dealt with Item 12.

8. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

8.1 POSTPONED REPORTS NOT REQUIRING A PUBLIC HEARING

None

8.2 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

None

8.3 CALGARY PLANNING COMMISSION REPORTS

None

8.4 BYLAW TABULATIONS

None

9. NON-PLANNING ITEMS GOING DIRECTLY TO COUNCIL

9.1 Tabulation of Bylaw 44M2024, C2025-0149

This Item was dealt with following Item 7.2.26.

Moved by Councillor Chabot
Seconded by Councillor McLean

That Council reconsider its decision with respect to Report C2024-1098, Recommendation 3 as follows:

“3. That Council: Withhold second and third readings of Bylaw 44M2024 until the Alberta Utilities Commission approves a new franchise agreement between The City of Calgary and ATCO Gas.”

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

Against: (1): Councillor Dhaliwal

MOTION CARRIED

Moved by Councillor Wong
Seconded by Councillor Chabot

That with respect to Report C2024-1098, Recommendation 3 be adopted, **after amendment:**

3. That Council: **give second and third readings to Proposed Bylaw 44M2024.**

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

MOTION CARRIED

That Bylaw 44M2024 be read a second time.

MOTION CARRIED

That Bylaw 44M2024 be read a third time.

MOTION CARRIED

Council then dealt with Item 7.3.1.

9.2 Green Line Update (Verbal), C2025-0182

This Item was dealt with following the Consent Agenda.

A presentation entitled "Green Line Update (Verbal)" was distributed with respect to Verbal Report C2025-0182.

Moved by Councillor Wong

Seconded by Councillor Chabot

That with respect to Verbal Report C2025-0182, the following be adopted:

That Council receive the presentation for the Corporate Record.

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

Against: (3): Councillor Wyness, Councillor Dhaliwal, and Councillor Walcott

MOTION CARRIED

Council then dealt with Item 7.2.27

10. URGENT BUSINESS

None

11. BRIEFINGS

None

12. ADJOURNMENT

This Item was dealt with following Item 7.3.1.

Moved by Councillor Chabot

Seconded by Councillor McLean

That this Council adjourn at 1:51 p.m. on 2025 February 5.

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK

UNCONFIRMED

Planning & Development Services Report to
Infrastructure and Planning Committee
2025 January 30

ISC: UNRESTRICTED
IP2025-0055

Growth Applications Lessons Learned

PURPOSE

The purpose of this report is to provide an update to Council on lessons learned in the first year of the Growth Application process. The report summarizes feedback from interested parties, highlights opportunities for change and next steps to implement changes.

PREVIOUS COUNCIL DIRECTION

On 2023 July 25, Council endorsed a redesigned process for evaluating new community growth opportunities (IP2023-0559). This was based on direction provided on 2022 September 20 (C2022-0545), where Council approved bylaw amendments to the Municipal Development Plan and twelve Area Structure Plans to implement the Growth Application function. On 2024 May 15, when the first Growth Applications were brought forward to Infrastructure and Planning Committee, Administration publicly committed to conducting a lessons learned exercise based on the experiences of the first year of implementation.

RECOMMENDATION:

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

RECOMMENDATION OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2025 JANUARY 30:

That Council:

1. Receive this report for the Corporate Record; **and**
2. **Direct Administration to provide an update to the Infrastructure and Planning Committee on fundamental change 2C referenced in Attachment 3 by end of Q2 2025.**

Excerpt from the Minutes of the 2025 January 30 Regular Meeting of the Infrastructure and Planning Committee:

"A letter from BILD was distributed with respect to Report IP2025-0055.

Moved by Councillor Spencer

That with respect to Report IP2025-0055, a new Recommendation 2 be added as follows:

"2. Direct Administration to provide an update to the Infrastructure and Planning Committee on fundamental change 2C referenced in Attachment 3 by end of Q2 2025."

For: (5) Councillor Chu, Councillor Sharp, Councillor Spencer, Councillor McLean, and Councillor Chabot

Planning & Development Services Report to
Infrastructure and Planning Committee
2025 January 30

ISC: UNRESTRICTED
IP2025-0055

Growth Applications Lessons Learned

MOTION CARRIED

Moved by Councillor Spencer

That with respect to Report IP2025-0055, the following be approved, **as amended**:

That the Infrastructure and Planning Committee:

1. Recommend that Council receive this report for the Corporate Record; **and**
2. **Direct Administration to provide an update to the Infrastructure and Planning Committee on fundamental change 2C referenced in Attachment 3 by end of Q2 2025.**

For: (6) Councillor Chu, Councillor Sharp, Councillor Spencer, Councillor McLean,
Councillor Mian, and Councillor Chabot

MOTION CARRIED”

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Debra Hamilton concurs with this report. Administration is committed to continuous improvement on the Growth Applications process, which will support new community growth decisions to be strategic, flexible and responsive to a growing city.

HIGHLIGHTS

- In a spirit of continuous improvement, Administration committed to conduct a Growth Applications lessons learned exercise to identify key process questions and evaluate potential changes.
- Growth Applications replaced new community “business cases” in 2023 July as the evaluation mechanism that ensures City investment in new community growth is focused in the right places at the right times.
- The first seven submitted Growth Applications were brought forward to Infrastructure and Planning Committee in 2024 May.
- Four Growth Applications representing a future supply of over 18,000 homes were approved when associated operating and capital investments were included in the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.
- The Growth Application process is more flexible, responsive and transparent than previous methods to evaluate new community growth. Many improvements identified through the engagement are supported broadly by interested parties. Three fundamental issues are also specifically addressed in this report.
- Beyond this report, Administration will continue to engage with industry representatives to improve and refine the Growth Application process.

Planning & Development Services Report to
Infrastructure and Planning Committee
2025 January 30

ISC: UNRESTRICTED
IP2025-0055

Growth Applications Lessons Learned

Growth Applications Lessons Learned

DISCUSSION

Background

Growth Applications are the process by which The City makes decisions on the investments required to enable additional growth in new communities. While the Growth Application process is new, the need to make strategic and prudent decisions is not. The City considers three key factors when making decisions – alignment to the Municipal Development Plan and Calgary Transportation Plan, responding to market demand and considering the financial benefits and impacts to The City and the broader economy.

In 2022 September, Council provided direction (C2022-1057) that rethought how new community growth evaluations were evaluated – but maintained the three growth factors at its core. This direction reiterated the importance of ensuring the necessary capital and operating investments were approved by Council ahead of considering land use approvals. See Attachment 1 for details.

In 2023 July, the redesigned Growth Application process was introduced and necessary policy amendments were approved (IP2023-0559). A new, continuously open window for applications was made available starting 2023 August 1. Since then:

- The first Growth Application was received on 2023 October 23, followed by six more over the next two and a half months. These seven were brought forward to Infrastructure and Planning Committee on 2024 May 15.
- Six more Growth Applications have been received subsequently, for a total of 13 since the redesigned approach was implemented.
- Four Growth Applications, representing new supply of over 18,000 homes, were approved through the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets. \$81 millions in investments, covering transit, sanitary, stormwater and mobility were added to The City's budget to enable the growth.

Lessons Learned

Over the past eight months, in parallel to ongoing reviews, Administration has worked with interested parties to learn from their experiences. Engagement is summarized in the External Engagement section later in the report, and in Attachment 2.

Change Analysis

An analysis of feedback received reveals that suggestions fit broadly into two categories:

1. Clarity and Communication: Improvements that streamline and clarify process steps, reduce surprises and improve transparency for applicants. The following five changes are being implemented by Administration.
 - a) Provide improved guidance to applicants to address and resolve issues;
 - b) Strengthen connections between Growth Applications and planning applications (e.g., Outline Plans);
 - c) Share greater information online on Growth Application activity and status;
 - d) Communicate clearly on timelines, including integration with The City's budget process;and

Growth Applications Lessons Learned

- e) Collaborate with applicants on ways forward for Growth Applications that were not recommended within a current year’s budget.

These actions are broadly supported by industry representatives and Administration. They represent a common desire to increase communication and information sharing.

- 2. Fundamental Changes: These are process aspects that involve a change in principle or policy. These changes would be a departure from past practice or would shift the current process away from previous Council direction. There are specific reasons why these changes have not been supported by Administration in the past. An in-depth analysis is provided in Attachment 3, and summarized here:

Fundamental Change	Administration’s Response	Next Steps
a) Establish a submission deadline which applicants must apply-by to be considered in the annual budget process	A submission deadline is not supported. The complexity of each application is different and a deadline would be arbitrary and could lead to unrealistic expectations.	Applicants are encouraged to contact Administration as early as possible to discuss timelines and application complexity.
b) Provide greater visibility and predictability for capital investment timing and opportunity Consider establishing funding envelopes for capital investment design and delivery	Greater certainty, provided with the caveat that influencing factors change frequently, is desirable. Acknowledged that investment decisions are made using City information. Envelopes can provide certainty but also reduce overall funding flexibility and come with opportunity costs. Funding amounts can be arbitrary.	On a file-by-file basis, Administration will work with applicants to share capital investment information and discuss design and timing. Administration has recently begun work to extend formal capital investment planning beyond the current budget cycle, which would provide greater information for Growth Applications. More information is expected in mid 2025.
c) Enable decision-making outside of traditional budget timing for Growth Applications that only trigger operating costs, to match more closely to applicant timelines	The Executive Leadership Team has discussed and asked for more information regarding conditions of approval and funding sources, to ensure The City’s risks are managed.	Administration will make a determination and inform applicants. If supported, conditions will be socialized with industry, funding parameters defined and required direction/policy changes will be brought forward to Council.

Growth Applications Lessons Learned

Next Steps

Administration will implement the changes indicated under “Clarity and Communication” and continue work on changes identified as “Fundamental”. Impacts arising from these changes will be communicated to applicants and the development industry through existing channels.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

The key engagement moment of this lessons learned process occurred on 2024 September 24, when some members of Infrastructure and Planning Committee, industry representatives and members of the Senior Management Team met for a facilitated workshop to discuss process aspects and potential changes (see Attachment 2 for a summary).

In addition to this, regular meetings with the New Community Working Group were held. Formal and informal submissions from the Building Industry and Land Development Association – Calgary Region (BILD Calgary) were received and considered. A letter from BILD Calgary is also anticipated before this report comes to Infrastructure and Planning Committee.

IMPLICATIONS

Social

The Growth Application process is key to the delivery of market housing supply in new communities, which is aligned with Calgary’s Housing Strategy. Growth Applications are evaluated against criteria that include a focus on contiguous development and proximity to amenities and services, including transit. This helps ensure investments recommended through the process are supporting equitable access to City services.

Environmental

Growth Applications evaluate the strategic locations with nearby existing amenities and services, offering sustainable access options, helps to achieve less carbon intensive growth.

Economic

Reviewing and approving Growth Applications leads to private development, which creates financial benefits to The City and the broader economy, including attracting investment, creating jobs and improving housing choice for a growing economy.

Many of the changes contemplated in this report are in response to suggestions from applicants who have said these changes would accelerate the delivery of housing, reduce costs related to timeliness and increase certainty of outcomes.

Service and Financial Implications

There are no service or financial implications arising directly from this report.

Growth Applications Lessons Learned

Other:

Changes contemplated in this report would impact how new community growth is managed in budget processes. This includes the potential to make decisions on operating cost only Growth Applications outside of budget decisions made at budget time. Also, creating a dedicated funding envelope for growth capital investment projects, would impact The City's capital budget process and would compartmentalize The City's fiscal capacity. This will continue to be a topic of discussion.

RISKS

1. **Lack of Continuous Improvement:** Not continuously improving the Growth Application process could lead to inefficiencies and potentially slow the delivery of housing. This would also represent a reputational risk to The City as a regulator. However, improvements need to demonstrate value beyond speed of service.
2. **Process Consistency:** Several of the changes contemplated in this report are exceptions to current budget process rules and principles, and risk encouraging consideration of other exceptions. This can be mitigated by ensuring any process variances are aligned with broader City objectives, and all impacts and risks are evaluated and addressed.

ATTACHMENTS

1. Background and Previous Council Direction
2. Growth Applications Lessons Learned: What We Heard
3. Fundamental Process Changes: Analysis and Next Steps
4. Presentation
5. **Public Submission Received at Committee**

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
D Hamilton	Planning and Development Services	Approve

Author: D Blik, City and Regional Planning

City Clerks: C. Doi / A. Lennox

Background and Previous Council Direction

This attachment provides a summary of the background and previous Council direction related to Growth Applications, as well as new community growth decision-making in general.

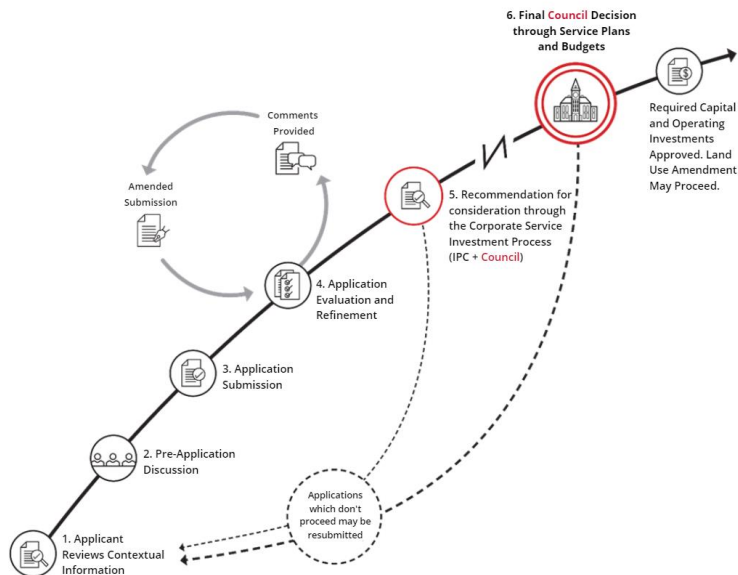
Background

2024 May represented the first time that new community Growth Applications were brought forward in alignment with the redesigned system approved by Council in 2023 July ([IP2023-0559](#) and Figure 1 below). The redesigned approach adopts a more responsive application-based model. An applicant can apply at any time, but final decisions are made through the annual service planning and budgeting process.

In 2024 November, the operating and capital infrastructure investments required to enable the four Growth Applications directed by Council for consideration in the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets were funded; these Growth Applications are therefore deemed approved.

Administration continues to work with the applicants of nine other Growth Applications; these include three that were presented to Infrastructure and Planning Committee in 2024 May and saw Council direct Administration to continue collaborating with applicants, as well as six additional applications that have not yet been presented to the Infrastructure and Planning Committee.

Figure 1: Growth Application Review Process



Previous Council Direction

A comprehensive summary of previous reports related to this work is listed below.

DATE	REPORT NUMBER	DIRECTION / DESCRIPTION
2024 November 18	C2024-1097	<p>Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets</p> <p>Investments related to the following four growth applications were approved by Council:</p> <ul style="list-style-type: none"> • 2022 Open Business Cases in Belvedere (IP2024-0565); • GA2024-001 Belvedere Liberty (IP2024-0568); • GA2023-003 Keystone Hills (IP2024-0567); and • GA2023-004 South Shepard (IP2023-0461). <p>These applications are now deemed approved. Details on these investments can be found on Attachment 2, Page 12 of the report.</p>
2024 May 28	IP2024-0565, IP2024-0568, IP2024-0462, IP2024-0567, IP2024-0566, IP2024-0461, and IP2024-0420	<p>Seven Growth Applications received by Council</p> <p>Council considered each of the seven Growth Applications presented: The following were approved by Council for continued work on the next stages of the planning process, and consideration for funding in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.</p> <ul style="list-style-type: none"> • 2022 Open Business Cases in Belvedere (IP2024-0565); • GA2024-001 Belvedere Liberty (IP2024-0568); • GA2023-003 Keystone Hills (IP2024-0567); and • GA2023-004 South Shepard (IP2023-0461). <p>The following were directed for continued work on planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability of continuity of growth:</p> <ul style="list-style-type: none"> • GA2023-006 West View Crestmont (IP2024-0462); • GA2023-001 Providence (IP2024-0566); and • GA2023-005 Glacier Ridge D (IP2023-005). <p>Further, Administration was directed:</p> <ul style="list-style-type: none"> • to collaborate with the developer proponents in Providence Growth Application area (GA2023-001) to initiate sanitary design in 2024, with design completion in 2025 to support a funding request for 2026 construction and completion; and • in collaboration with regional municipal partners to prioritize the North Water Servicing Option project with the objective to include the capital infrastructure and operating investments needed in the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets in order to expedite the project.

2023 October 17	IP2023-0924	Citywide Growth Strategy: Growth Applications Fee Adjustment Council approved an adjustment to Growth Application fees. The adjustment applies a prorated fee based on area for smaller applications (up to 16 hectares).
2023 July 25	IP2023-0559	Citywide Growth Strategy: New Approach to Growth Applications Council approved the redesigned Growth Applications system. As of 2023 August 1 an applicant can apply at any time, but final decisions will be made through the Service Plans and Budgets process in November of each year. All Growth Management Overlays in relevant Area Structure Plans were removed via bylaw amendment, and the Growth Application process was added via bylaw amendment to the New Community Planning Guidebook.
2022 September 20	C2022-1057	Motions Arising on IP2022-0545 Citywide Growth Strategy Council provided direction on how to proceed with redesigning the New Community Business Case process.
2022 July 26	IP2022-0545	Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle Council was provided with recommendations for growth-enabling investments and new community growth areas ahead of the 2023-2026 Service Plan and Budget process. Eight new community business cases were recommended for consideration at budget time, all eight were subsequently approved.
2022 January 11	IP2021-1554	Citywide Growth Strategy: Aligning the Outline Plan Approval Process for All Growth Management Overlay Areas Amended the New Community Planning Guidebook to address an inconsistency where Outline Plans applications were treated differently in the approval continuum if the relevant Area Structure Plans was approved before or after 2014.

Bylaws, Regulations, Council Policies

Growth decisions and authorities are governed by the following policies and regulations.

Municipal Development Plan, 2020

In accordance with the Municipal Government Act, Calgary's Municipal Development Plan provides the long-term strategic framework for growth and development to achieve the following seven goals: Compact Urban Form, Urban Design Excellence, Greening the City, Great Communities, Connected City, Prosperous Economy, and Strategic Growth.

Section 5 of the Municipal Development Plan provides direction on strategic growth to achieve the best possible social, environmental, and economic outcomes. Section 4.3 of the New Community Planning Guidebook (Volume 2, Part 1 of the Municipal Development Plan) contains policy guidance on the development, design, and implementation of new communities, including policies that set out the applicability and evaluation considerations for Growth Applications.

Growth Applications Lessons Learned: What We Heard

In May 2024, Administration committed publicly to complete a Growth Applications process review in a spirit of continuous improvement. This attachment provides a summary of engagement conducted from 2024 July to 2024 November, with particular focus on feedback received at a workshop held on 2024 September 24 with members of Infrastructure and Planning Committee, the development industry and senior members of Administration.

Other engagement beyond the workshop occurred through regular meetings of the New Community Working Group (including representatives from the development industry and Administration).

Engagement Summary by Topic

To summarize “what we heard” during the six months of engagement, Administration has grouped feedback into six broad topics:

Determining the Costs of Growth

The challenges of accurately measuring and portraying the costs of growth was one theme that emerged. Some participants noted that it can be hard to break down and disaggregate the costs of growth. When considering the costs of new development, both operating and capital costs need to be considered, and these can change over time.

Industry members commented that it has generally been unproductive to focus on whether growth “pays for itself,” and that this focus has left The City unprepared for the current population boom. There were thoughts that both the costs and revenues need to be considered while designing communities.

It was also suggested that costs can only be “guesses,” and The City takes a conservative position by potentially overestimating costs and this makes Growth Applications appear less attractive. The Off-site Levy Bylaw is used as a starting point for estimating costs, but functional plans are key to identifying things in more detail.

Competitive Aspect

The competitive nature of the Growth Application process continues to be the subject of discussion. Some members of industry noted that in years past, there was sufficient funding allocated to growth. Things are believed to be different now and this leads to a competitive, “beauty-contest”-like process. It was noted that Calgary used to be a desirable place to develop land, but the business case/Growth Application process added time to development and has hurt competitiveness.

The continuous intake of Growth Applications was, in part, intended to reduce the competitive nature of the process. However, in the first year of the new Growth Application process, all Growth Applications under consideration were all considered by Council at the same time, resulting in a similar “beauty-contest” dynamic as before. Some industry members would have

liked to see individual applications come forward at different times, and they wondered if this would have produced different budget decisions. Some Growth Applications that were submitted later in the year couldn't make the deadline for IPC, meaning they would have to wait another year for consideration.

Desire for Certainty

All participants expressed a desire for certainty. However, certainty is difficult to achieve when budget decisions are only made at specific times. Some industry members noted that it can take 3-6 years for approvals and this is seen as too long, and therefore it is too risky to invest in an Outline Plan without certainty of Growth Application approval. Industry members generally also want certainty regarding a Growth Application before a new Council is in place, as turnover on Council creates uncertainty with applicants.

Administrative Review Process

It was noted that some applicants have a fear of "not being in the system," so they may submit Growth Applications prematurely and this results in extra review work for Administration.

Submitting a Growth Application sometimes requires applicants to provide Outline Plan-level detail, even though doing an Outline Plan is very costly, and this can discourage a developer from submitting a Growth Application. Administration noted that there is a pre-application process that is meant to aid developers in determining the best time to submit a Growth Application.

It was also noted that more recent Area Structure Plans were not informed by detailed technical studies and this has resulted in a lack of necessary information at the Growth Application stage, meaning that additional studies need to be completed as part of the Growth Application review process. It was noted that more thorough Area Structure Plans give Administration better information to evaluate Growth Applications.

Land Supply

It was noted that land supply numbers factor heavily into Growth Application consideration. When the latest Growth Applications were under consideration, some land supply numbers were one year old, as there is typically a lag between the data collection date and publishing. If more up-to-date information on land supply was provided, perhaps there could have been different decisions by Council.

It was also noted that in Growth Applications, developers apply to develop more land than is immediately developable, yet all this land counts towards land supply. This is done because developers need to gain approval for enough land to recover the initial investment to get development in a community going. This practice likely results in over-applying and over-approving with respect to the timing of development.

Approach to Operating Costs Only Growth Applications

Some industry members noted that Administration should have discretion to make decisions on Growth Applications under certain conditions. For example, there are some growth areas for which no capital costs are triggered to initiate development. Having Administration be able to

make decisions on growth areas at any time would reduce the time to approval, as applicant would not have to wait until the annual budget for decisions. Or at least, having Council make decisions on these growth areas at any time would be welcomed.

Growth Applications Workshop

On 2024 September 24, representatives involved in new community Growth Applications attended a facilitated workshop to discuss the Growth Application process. Attendance was chosen to support a candid and comprehensive discussion where all parties had ample opportunity to share. The Mayor, IPC Chair and Vice-Chair attended, with five representatives from the development industry in attendance based on recent experience with the process. Administration was represented by the GM of Planning & Development Services, the Chief Financial Officer, the Director of City & Regional Planning and the Director of Capital Priorities & Investment.

A third-party facilitator was retained to guide the discussions. The workshop opened with a presentation by Administration on background, process evolution and key topics. The following comments from the session are largely verbatim, but some have received minor editing for clarity or brevity.

Topic	Comments
Submission deadline for Growth Applications to be considered in next year's City budget deliberations	<ul style="list-style-type: none"> • More clarity needed on budget timelines • Submissions that came in February couldn't make the IPC deadline for May, and that was hard for some to understand. • When these files improve the operating cost by adding onto existing infrastructure it's hard to see why they have to wait.
Consider whether Growth Applications that only require operating funding (no additional capital funding) can receive approval outside of traditional budget timing	<ul style="list-style-type: none"> • How do established areas growth costs factor into this conversation? • We should think comprehensively around the budget, it's hard to demonstrate that growth pays for growth • This isn't about levies and what levies pay for - may need another step in the to identify other sources of funding to pre-determine funds • Established areas should acknowledge capital as well as operating. Growth triggers costs whether it's in the established areas or the new communities. • Should a pool of funds be available here under a first come first served model • A fixation on growth paying for growth has taken us down a rabbit hole • Decisions made in 2018 set up to be in a good place for current growth • We need a discussion on how much property tax a community generates, and to demonstrate that it covers the expenses within a community. We aren't yet having that discussion but need to.
Proactively approving funds for planning and design expenses	<ul style="list-style-type: none"> • Some of the Growth Applications are guessing at costs, and is The City taking a conservative position, which overinflates the cost commitment and makes the GAs less attractive.

Topic	Comments
related to future, unfunded capital infrastructure	<ul style="list-style-type: none"> • We use the Off-site Levies as a starting point for the cost estimate, but the functional plan is important to identify more detailed planning of each project • Initiating design shortens approval timelines for when infrastructure is considered for funding through a Growth Application. Still need to wait for a year to fund and two years to build, and land development has to wait for those three years. When Council makes these budget decisions, infrastructure projects should be in a state of readiness. • Could think about how to roll this request into the Shovel Ready Program.
How much churn do we see in the system with developers inquiring about lands that are premature - is this taking up resources privately and Admin?	<ul style="list-style-type: none"> • There is a fear of developers not being considered because they're not "in the system", so likely some extra work for applications that aren't ready • It forces developers to take on the Outline Plan (or at least Outline Plan level detail) even if they aren't ready, so doing an Outline Plan is costly and not likely - costs hundreds of thousands for Growth Applications so it's unlikely that folks would do this • Outline Plan level detail is incredibly helpful on detail, and demonstrates readiness and commitment • Developers apply for more land than immediately developable, and The City counts that as land supply. We are likely over-applying and over-approving for the timing of development. They need to ask for approval for enough supply to recover the initial high investment to get the community going. • Reason not to advance studies – premature studies have opportunity cost for applicants and City • Fear of missing funding opportunities creates applications across a spectrum of seriousness, as nobody wants to miss out, even if they may not develop immediately • Can be complicated with multiple landowners' timing (some sooner/later than others) • Growth Applications result in long-term land (large sites) because applicants want go big to reduce uncertainty down the line and want certainty on a given payback timeline (e.g. high costs to begin a community, with costs being recouped in later phases, so incentive is to ensure those later phases are also part of consideration) • May be better to have more, smaller Growth Applications that are nearer-term land more ready for development; think about how to incentivize this and manage that workflow • Lack of study at Area Structure Plan (in recent plans) has created some of the situation of not having enough knowledge for current Growth Applications; this cascades downstream

Fundamental Process Changes: Analysis and Next Steps

This attachment contains the analysis undertaken on the three fundamental changes identified in the cover report, and provides more detail on Administration’s evaluations.

Fundamental Change	Administration’s Evaluation & Response	Next Steps
<p>2.a) Establish a submission deadline which applicants must apply-by to be considered in the annual budget process</p>	<p>A submission deadline is not supported. A submission deadline is seen as reinforcing the competitive nature of the new community growth process, which Council has endeavoured to reduce.</p> <p>The complexity of every application is different and a deadline would be arbitrary – it could lead to unrealistic expectations about the pace of applications.</p>	<p>Applicants are encouraged to contact Administration as early as possible to discuss timelines and application complexity.</p> <p>Customized timelines relative to budget timelines and application complexity can be developed to reflect required work and to manage expectations.</p>
<p>2.b) Provide greater visibility and predictability for capital investment timing and opportunity</p> <p>Consider establishing funding envelopes for capital investment design and delivery</p>	<p>Greater certainty, provided with the caveat that influencing factors change frequently, is desirable. Information will always be subject to change due to funding constraints and reprioritizations. Acknowledged that investment decisions are made using City information.</p> <p>Envelopes can provide certainty but also reduce overall funding flexibility and come with opportunity costs. Funding amounts can be arbitrary.</p> <p>An approach taken with the Growth Applications that were not approved in 2024 yielded benefit – Administration charted paths forward with potential/anticipated timing for infrastructure.</p> <p>Area Structure Plans identify high level capital infrastructure needs. However, not all Area Structure Plans provide the same level of detail, making it challenging to identify potential timing or triggers for</p>	<p>On a file-by-file basis, Administration will work with applicants to share capital investment information and discuss design and timing.</p> <p>Administration has recently begun work to extend formal capital investment planning beyond the current budget cycle, which would provide greater information for Growth Applications. More information is expected in mid 2025.</p> <p>Dialogue should be undertaken to increase transparency of preliminary infrastructure investment timing, with the goal of providing more certainty on infrastructure triggers, to the extent that is possible.</p> <p>Available information on infrastructure required to build out Area Structure Plans and factors</p>

Fundamental Change	Administration's Evaluation & Response	Next Steps
	<p>some of the capital infrastructure identified. More study and analysis are needed to advance baseline servicing information to inform preliminary planning and timing discussions.</p>	<p>that are considered during prioritization can be shared.</p>
<p>2.c) Enable decision-making outside of traditional budget timing for Growth Applications that only trigger operating costs, to match more closely to applicant timelines</p>	<p>Administration's position has been that all City capital and operating investment decisions should be made at budget time, including Growth Applications, when The City's financial capacity and all investment opportunities are presented. Enabling decisions outside of budget timelines would be an exception to the regular budget prioritization process. The total impact through the year would also be more difficult to track.</p> <p>However, it is acknowledged that the time gap between when Council first reviews the Growth Application and the final decision at budget time does represent a delay to the developer that may impact the delivery of housing.</p> <p>The Executive Leadership Team has recently discussed this question, and has asked for more information regarding conditions of approval that would ensure housing is not delayed, and on identifying funding parameters that do not defund other priorities or result in service level reductions.</p>	<p>Administration will make a determination and inform applicants and the broader development industry.</p> <p>If supported, conditions will be developed and socialized with industry, funding parameters will be defined and required direction/policy changes will be brought forward to Council.</p>

Calgary



Growth Applications Lessons Learned

IP2025-0055

2025 January 30



Recommendation

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

Highlights – Growth Applications

- Growth Applications **enable new community housing supply**
- **13 Growth Applications submitted** since the redesigned system went live
- Four Growth Applications approved in 2024 will **enable over 18,000 homes**
- Nine Growth Applications expected at Infrastructure and Planning Committee in 2025
- Growth Applications are moving through the system, with recent applications **received, under review and approved**



Highlights – Lessons Learned



- In 2024 May, Administration committed to a **Lessons Learned** exercise
- Administration has worked with Council and industry representatives to hear feedback
- Two change categories emerged – **clarity and communication** and **fundamental**
 - Implementation of clarity and communication changes will start immediately
 - Continued analysis will be done on fundamental changes

Key Changes Identified During Engagement

Clarity and Communication:

- Provide improved guidance to applicants on how to address and resolve issues
- Strengthened connections with planning applications
- Share greater information online on Growth Application activity and status
- Communicate clearly on timelines, including with The City's budget process
- Collaborate on ways forward for Growth Applications not previously supported

Administration broadly supports implementing these changes now





Key Changes Identified During Engagement

Fundamental:

Change	Administration Evaluation
<p>Growth Application submission deadline for budget consideration</p>	<p>Leads to raised expectations and inflexibility in submission timing</p> <p>Applicants can contact Administration to discuss custom timelines and complexity</p>
<p>Capital investment timing, visibility and predictability</p>	<p>Increase awareness of timing and design work for growth capital investments, including beyond current budget</p>
<p>Funding envelopes for capital investment design and/or projects</p>	<p>Share more information on project prioritization and design allocations. For future budget cycles, consider dedicated funding envelopes.</p>



Key Changes Identified During Engagement

Fundamental:

Change	Administration Evaluation
<p>Decisions outside of traditional budget timelines for Growth Applications that only initially trigger City operating costs</p>	<p>Executive Leadership Team has asked for more information regarding conditions of approval and funding sources, to ensure The City’s risks are managed</p>



Recommendation

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

January 29, 2025

The City of Calgary
P.O. Box 2100, Station M
Calgary, AB T2P 2M5

Attention: Sonya Sharp, Chair, Infrastructure and Planning Committee

Dear Members of the Infrastructure and Planning Committee,

Re: Item 7.2 Growth Applications Lessons Learned, IP2025-0055

On behalf of BILD Calgary Region, we extend our gratitude for the opportunity to engage with The City of Calgary on the critical issue of planning for growth and infrastructure. As The City reflects on lessons learned from the growth application process, we would like to share key industry perspectives and recommendations to further support Calgary's growth and economic vitality.

Our goal is to ensure that Calgary's city-wide growth framework provides certainty, facilitates effective execution, and aligns with both market demands and long-term planning objectives. We recognize and appreciate Administration's ongoing efforts to improve this essential mechanism for evaluating new community growth opportunities and thank The City for its commitment to engaging with stakeholders to refine and enhance the process.

While not the intended focus of this letter, BILD's industry members have noted several references to "... the Costs of Growth ...," in IP2025-0055, Attachment 2." The recently concluded and rigorously developed Off-Site Levy Bylaw and previous Off-site Levy Bylaws were designed specifically to ensure that growth pays for its share of growth. Additionally, the operating cost model, which evaluates the incremental operating costs associated with city-wide growth, has been thoroughly discussed, reviewed, and presented to Council within the broader context of growth funding growth. This model has been endorsed by Council.

Some may assert short-term operating deficits occur when new communities are initiated; however, it is important to recognize that while new communities may operate at a modest deficit in their early years, newer communities, with latest technology in infrastructure materials are installed to specifications determined solely by The City and rigorously tested prior to acceptance by The City. The newer, latest technology and modern standard infrastructure should operate at lower-than-average operating costs, serving to balance the overall financial picture. Furthermore, while The City's analysis of incremental operating costs often highlights early-year deficits for new communities, this calculation does not fully account for the incremental property tax and other revenue generated when land transitions from farmland to developed land, even before services are provided. As such, we firmly believe that not only does growth pay for its share of growth, but it also likely contributes to a surplus that benefits all Calgarians.

As Calgary continues to grow and evolve, it is vital that the Growth Application process enables strategic, transparent, and adaptable decision-making. We commend The City for identifying opportunities for improvement and offer the following additional industry insights to align the process more closely with market needs and Calgary's long-term planning objectives.

1. Certainty in Planning for Growth

A key priority for industry is achieving greater certainty in the planning and infrastructure delivery process. Currently, The City's planning cycle provides limited clarity beyond the immediate four-year period, particularly for 2024-2025, leaving uncertainty regarding infrastructure delivery in years five, six, and beyond.

To address this, we recommend that each City department responsible for growth-related infrastructure prepare a **rolling 10-year city-wide Capital Infrastructure Plan**, updated annually, to affirm the actual operational performance of infrastructure against modelled performance assumptions and provide transparency on when infrastructure support is anticipated to accommodate both growth applications and redevelopment. Such a framework would allow industry stakeholders to understand that decisions to defer approvals do not equate to a rejection but rather a timeline for when infrastructure and growth support will be available.

Additionally, if an area is deemed to not require any capital funding, The City should approve these applications immediately to provide the certainty needed for industry to continue investing in the planning process. The City should not restrict or delay the approval of growth applications based on operating costs. As noted elsewhere in this letter, Council has already approved the operating cost model. Given the lower-than-average per-unit incremental operating costs for new infrastructure, combined with the accretive property tax and other municipal revenues, there is a net benefit to The City.

Furthermore, several additional steps, such as the execution of a Development Agreement, must take place well before The City incurs any significant incremental operating costs. This provides sufficient time for both the incremental operating costs and the associated accretive property tax and other municipal revenues to be forecast and incorporated into future service plan updates and business cycles.

2. Execution of Growth Infrastructure

Certainty must be matched by effective execution. Timely delivery of infrastructure is essential to align with market demand and approved growth applications. To enhance execution, we propose the following actions:

- **Capacity and Servicing Studies:** The City should conduct and maintain robust studies evaluating existing capacity across all service lines and infrastructure critical to growth. This includes maintaining servicing studies for current and future ASP/growth areas to ensure efficiency in system design and construction. These studies should be publicly accessible to provide transparency and support informed decision-making by stakeholders.
- **Advance Planning and Design:** Proactive planning and design are critical to ensuring that infrastructure can be constructed promptly once approved and budgeted. This requires:

- Developing a comprehensive list of planned infrastructure projects.
- Initiating advance design timelines that align with expected infrastructure needs.
- Tracking and communicating the limitations of advance designs where further developer input, such as Outline Plans and Land Use applications, is required.

This proactive approach will reduce delays and allow for seamless integration of infrastructure with new community development, ensuring The City is planning for growth rather than reacting to it.

Conclusion

These elements form the backbone of an improved New Community Growth process, independent of intake timelines or evaluation criteria. By aligning with lessons learned and enhancing transparency, planning, and execution, we respectfully request that The City adopt these processes moving forward.

We remain committed to working collaboratively with The City of Calgary to address growth challenges and build a sustainable and vibrant Calgary for future generations.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian R. Hahn", with a stylized flourish extending to the right.

Brian R. Hahn
CEO, BILD Calgary Region

**Clerk's Note to
Regular Meeting of Council
2025 February 25**

**ISC: UNRESTRICTED
IGA2025-0064**

**RE: Federation of Canadian Municipalities (FCM) Update - February 2025 (Verbal),
IGA2025-0064**

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2025
FEBRUARY 5:**

That Council receive the document entitled "Federation of Canadian Municipalities (FCM) Update – February 2025 (Verbal)" for the Corporate Record.

Attachment:

1. Federation of Canadian Municipalities (FCM) Update – February 2025 (Verbal)

Federation of Canadian Municipalities (FCM) Update – February 2025 (Verbal)

Recommendation

That the Intergovernmental Affairs (IGA) Committee recommend that Council receive this verbal report and distribution for the Corporate Record.

Advancing Municipal Priorities Amid Change

- With the resignation of Prime Minister Justin Trudeau as leader of the Liberal Party of Canada and as Prime Minister, the prorogation of Parliament, and an anticipated early election, there is a lot of uncertainty for municipalities around federal policies for housing and transit funding.
- FCM has been engaging with ministerial offices and the federal public service to understand the potential implications of funding programs and programs impacting municipalities.
- Building on the successes of Advocacy Days in early December, FCM is leveraging opportunities to amplify municipal issues on the federal stage ahead of the next election with advocacy and engagement with all federal political parties underway to ensure municipal concerns are recognized across the political spectrum.
- Political engagement on municipal issues is also being undertaken during the Liberal leadership race, with the goal that the next leader will continue to advance infrastructure investments.
- FCM continues to advocate for addressing municipalities' fiscal gap and for increased support for their efforts to address homelessness, housing affordability and public safety.
- FCM has recently issued a [statement](#) regarding tariffs, stating that local leaders are important players on Team Canada and stand ready to support.

Upcoming FCM meetings and events

- Sustainable Communities Conference, 2025 February 10-13, Fredericton, New Brunswick.
- Big City Mayors' Caucus, 2025 February 6, Ottawa, Ontario.
- Board Meeting, 2025 March 18-20, Dorval, Quebec.
- Annual Conference and Trade Show, 2025 May 29-June 1, Ottawa, Ontario

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
2025 February 25**

**ISC: UNRESTRICTED
IGA2025-0065**

RE: Alberta Municipalities Update February 2025 (Verbal), IGA2025-0065

**RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, 2025
FEBRUARY 5:**

That Council receive the document entitled "Alberta Municipalities Update – February 2025 (Verbal)" for the Corporate Record.

Attachment:

1. Alberta Municipalities Update – February 2025 (Verbal)

Alberta Municipalities Update – February 2025 (Verbal)

Recommendation

That the Intergovernmental Affairs (IGA) Committee recommend that Council receive this verbal report and distribution for the Corporate Record.

President’s Summit and Municipal Leaders’ Caucus:

Alberta Municipalities (ABmunis) will hold its first two events of 2025 from March 5 to March 7 at The Westin Edmonton:

ABmunis’ **President’s Summit on Civility** on March 5 will feature in-person discussions on aspects of municipal leadership, including promoting a civil social media landscape, harassment in council chambers and the workplace, and ways to look after yourself and others. The summit will include presentations from experts and municipal politicians with the intent of bolstering safe and healthy workplaces across Alberta municipal governments.

The **Spring Municipal Leaders’ Caucus** (MLC) will follow on March 6 and 7. The MLC provides opportunities for municipal leaders to engage with colleagues on topics including resources for the upcoming municipal election, policing, water, and a breakout session specific to municipality type. Presenters will include the Premier, the Minister of Municipal Affairs, and the Leader of the Opposition.

Registration for both events is available through the ABmunis events web page and is open to Albertan municipal elected officials and Administration.

Continuing Work:

In recent [announcements](#), ABmunis has continued to highlight its advocacy work on topics including the additional funding needed for Grants in Place of Taxes (GIPOT) shortfalls and expressed hope that these important funding shortages will be addressed in the provincial budget expected on 2025 February 27.

Next Steps:

ABmunis is now accepting [resolutions](#) for advocacy with June 30 being the deadline to submit. Resolutions are one way that the ABmunis members can propose actions or policies for membership to vote on. Resolutions that pass, set the direction for ABmunis advocacy for the next three years. Resolutions need support from both the submitting and a seconding council of different population categories established by ABmunis.

The ABmunis 2025 Convention & Trade Show will take place November 12-15 at the TELUS Convention Centre in Calgary.

Author: Matt Zabloski, Intergovernmental Relations
General Manager Chris Arthurs concurs with the information in this verbal update.

**Community Services Report to
Community Development Committee
2025 February 06**

GamePLAN: Reimagining Public Recreation

PURPOSE

Present GamePLAN, a vision and strategy for public recreation in Calgary, for Council's adoption, including establishing the *Making Waves* service level scenario to guide investment as Calgary's facilities age out of service, the population continues to experience unprecedented growth and to improve individual, family and community resilience and well-being.

PREVIOUS COUNCIL DIRECTION

GamePLAN is a new initiative that builds on previous work from the Facility Development and Enhancement Study. GamePLAN extends analysis to include emerging communities and partner-operated facilities (PFC2019-1330). Attachment 1 highlights recent decisions that show how the public recreation system in Calgary is struggling. Issues include aging infrastructure, a growing population and unpredictable funding. GamePLAN aims to take a more strategic approach to service and facility planning to better meet the public's needs and expectations.

RECOMMENDATIONS:

That Committee recommend that Council:

1. Adopt the vision and principles in *GamePLAN: Reimagining Public Recreation*,
2. Establish the *Making Waves* service level scenario (Attachment 2) as the standard for public recreation facilities and amenities,
3. Direct Administration to return to Committee in 2026 Q1 with a Capital Project Prioritization List, including recommendations for the next budget cycle and
4. Direct the development of an implementation plan to be executed through future Service Plans and Budgets.

**RECOMMENDATIONS OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2025
FEBRUARY 6:**

That Council:

1. Adopt the vision and principles in *GamePLAN: Reimagining Public Recreation*;
2. Establish the *Making Waves* service level scenario (Attachment 2) as the standard for public recreation facilities and amenities;
3. Direct Administration to return to Committee in 2026 Q1 with a Capital Project Prioritization List, including recommendations for the next budget cycle; and
4. Direct the development of an implementation plan to be executed through future Service Plans and Budgets.

Excerpt from the Minutes of the 2025 February 6 Regular Meeting of the Community Development Committee:

"The following documents were distributed with respect to Report CD2025-0047:

- A package of Public Submissions;
- A presentation entitled "CITY OF CALGARY + CALGARY MINOR SOCCER ASSOCIATION GAMEPLAN INFRASTRUCTURE STRATEGY";
- A presentation entitled "THE GAMEPLAN"; and
- A presentation entitled "GamePLAN"."

**Community Services Report to
Community Development Committee
2025 February 06
GamePLAN: Reimagining Public Recreation**

**ISC: UNRESTRICTED
CD2025-0047**

GENERAL MANAGER COMMENTS

Access to quality, affordable recreation opportunities is important for health and well-being, the quality of life and economy in our city and the resilience of our diverse communities. The Executive Leadership team is confident that GamePLAN will support Calgary's growing and changing recreation needs.

HIGHLIGHTS

- GamePLAN declares a vision and establishes a strategic framework to guide investment as the city approaches a population of two million. Without consistent, additional investment to address aging infrastructure and population growth, Calgary will experience a rapid decline in recreation services.
- Calgarians are already experiencing the impacts of underinvestment in public recreation. In the past five years, several facilities have permanently closed while others are operating at or near capacity. We continue to experience service shortages, such as constrained registrations for swim lessons and soccer leagues.
- Aging recreation facilities will inevitably close. Without sustainable investment, services will not be replaced or added elsewhere, leaving many people without access to sport, recreation and community.
- Calgarians see public recreation as an important public service that generates significant social and economic value. It promotes health and wellness, fosters connections among friends, families and communities, and helps children grow and thrive.
- GamePLAN recommends establishing a service level scenario (*Making Waves*) to allow Administration to scope a Capital Project Prioritization List for future budget deliberations.

DISCUSSION

What is the public recreation system?

In Calgary, the public recreation system is made up of publicly accessible facilities, amenities and programs that support and encourage active living, health, well-being and community. The City owns, operates and delivers programs from over 50 publicly accessible recreation facilities and partners operate another 200+ facilities or amenities on City-owned land.

Partnerships involving City land, operating funds and/or capital funding represent significant investment by The City to extend services to communities. For example, The City is the major capital funder of large regional recreation facilities like Rocky Ridge, Quarry Park and Seton YMCAs. The City also provides land at nominal lease rates and a lifecycle grant to support community associations and social recreation organizations. Partners contribute substantial financial and volunteer resources and possess extensive recreation sector knowledge.

Facilities in the private recreation sector receive neither public land, capital nor operating funds and are reliant on membership fees, which can be prohibitive for some. Private providers typically cater to more niche or 'boutique' fitness and wellness experiences while public recreation strives to be more broadly accessible.

The issue

Funding, including from other orders of government, is inconsistent and insufficient to address aging infrastructure, population growth and evolving needs (Attachment 3, Appendix 1). More than 70 per cent of public recreation facilities were built over 35 years ago. These facilities have

**Community Services Report to
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GamePLAN: Reimagining Public Recreation**

**ISC: UNRESTRICTED
CD2025-0047**

reached or are nearing the end of their useful life and are costly to maintain and operate. An insurmountable increase in lifecycle funding is required to keep aging facilities open until they can no longer be maintained. Recent examples include the closure of the YMCA's Eau Claire facility in 2021, Beltline Aquatic and Fitness Centre in 2021 and Vecova in 2025.

The deterioration of older facilities is compounded by their limited functionality. They do not have the amenities people living in Calgary need and want (e.g., leisure pools, lazy rivers, indoor fields, cricket pitches, court spaces, fitness rooms, community gathering spaces, etc.). Newer facilities in growth areas are limited in number and variety and are already facing capacity constraints exacerbated during unplanned closures of facilities in established areas.

Critical barriers to accessing public recreation exist for many people living in Calgary. These barriers can only be addressed through applying an equity lens to public recreation service and infrastructure planning. Services, programs and policies must be updated to reflect public expectations for recreation in terms of program and service availability, affordability and accessibility.

Playing the long game: a strategic direction for public recreation

GamePLAN responds to current and future demand in the context of rapid population growth, changing participation patterns, emerging and evolving sports and public needs and expectations. Combining research and analysis (Attachment 3, Appendix 2) and engagement (Attachment 3, Appendix 3), GamePLAN declares the first system-wide vision for public recreation in Calgary:

Calgary is where people of all backgrounds play, connect and create. Public recreation is a collection of active, affordable and safe spaces that breathe life into our city.

The vision is supported by a set of principles that will aid implementation:

- **Level the Playing Field:** GamePLAN seeks to remove barriers to participation, especially for children and youth.
- **It Takes a Team:** Ensuring the health, growth and long-term sustainability of the sector is a team effort. GamePLAN leverages a network of service providers, programmers, facilities and amenities to continue Calgary's legacy as one of the most livable cities in the world.
- **Change the Game:** GamePLAN challenges historical definitions of recreation and promotes new ways of thinking about the role of public recreation in civic life.

A closer look at recreation infrastructure: service level scenarios (for Council decision)

GamePLAN presents three service level scenarios for Council's consideration (Attachment 2). Service levels for four main facility types (aquatics, arenas, athletic parks and fieldhouses) are aimed at improving access to facilities that respond to demand based on three primary indicators:

- facilities per capita,
- travel distance to facilities and
- facility age and quality.

Guided by the vision and principles, and accounting for current and future projected population growth, service levels guide investment over the next 25 years. Administration recommends the

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Making Waves service level scenario to keep pace with population growth, provide equitable service in both established and new communities and provide all people living in Calgary with affordable access to quality health and wellness opportunities.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

Research and engagement were conducted from November 2022 to October 2024 and included diverse tactics with multiples audiences, including partners and the public (See Attachment 3, Appendix 3).

IMPLICATIONS

Social

GamePLAN explores ways to remove barriers and enhance equity to allow all people living in Calgary to access the benefits of recreation.

Environmental

The renewal or replacement of aging facilities will comply with the most current energy efficiency standards to achieve Calgary's Climate Action Strategy objectives. GamePLAN considers program adaptations and policy to safeguard recreation programs and services (and participants) against climate impacts.

Economic

Access to recreation shapes neighbourhood choices, supports employee attraction and retention, drives investment and diversifies the economy, boosting resilience. GamePLAN ensures capital investments are targeted for the greatest impact. Facilities will optimize operational efficiency and pursue revenue opportunities wherever possible while maintaining affordability.

Service and Financial Implications

Other:

Strategic Plan – no immediate financial impacts

The required investment will vary based on the chosen scenario. The capital investment for *Making Waves* is estimated to be between \$200 and \$250 million per year (in 2024 dollars), utilizing multiple financial tools (e.g., government grants, municipal taxes, debt, private investments, sponsorships, etc.).

Over the past 15 years, Council has approved an average of \$65 million annually for capital investments that respond to acute needs. Strategically planning for the renewal of facilities requires consistent and predictable funding. If adopted, an implementation plan will be developed to identify capital and operating requirements. Future Council budget decisions will impact the ability to achieve the approved service level.

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RISKS

Risks of not approving

- If GamePLAN is not approved, public recreation will continue to operate in a reactive state and Calgary will experience rapid service decline. Facilities will close without replacing or adding services elsewhere. Aging facilities will continue to put pressure on lifecycle funding without adding or improving service.
- With an inventory of outdated facilities, The City’s climate goals will not be realized (i.e., net-zero emissions by 2050 will not be achieved).
- Without adapting our current services to better align with the needs and expectations of the public, people living in Calgary will have reduced access to the benefits of recreation and The City’s reputation as a public service provider could be at risk.

Risks of approving

- Available funding may be insufficient to support implementation of GamePLAN.
- Some established communities where there is high value placed on smaller, community-based facilities may not welcome an approach that involves building fewer, larger and more efficient multi-use facilities to replace older, single-use facilities.

ATTACHMENTS

1. Background and Previous Council Direction
2. Service Level Scenarios Summary
3. GamePLAN: Reimagining Public Recreation
4. Presentation
5. **Public Submissions**
6. **Public Submissions Received at Committee**
7. **Public Submissions Received After Committee**

Department Circulation

General Manager	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Michael Thompson	Infrastructure Services	Consult
Stuart Dalgleish	Chief Operating Office	Consult
Chris Arthurs	People, Innovation & Collaboration Services	Inform
Jill Floen	Law, Legislative Services & Security	Inform
Debra Hamilton	Planning & Development Services	Inform
Les Tochor	Corporate Planning & Financial Services	Inform
Doug Morgan	Operational Services	Inform

Author: Jessica Ranger on behalf of Recreation and Social Programs

City Clerks: A. Lennox / C. Doi

Background and Previous Council Direction

Background

GamePLAN is a new initiative that builds on previous work from the Facility Development and Enhancement Study. GamePLAN extends analysis to include emerging communities and partner-operated facilities (PFC2019-1330). This attachment highlights recent decisions that show how the public recreation system in Calgary is struggling. Issues include aging infrastructure, a growing population and unpredictable funding. GamePLAN aims to take a more strategic approach to service and facility planning to better meet the public's needs and expectations.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2024 November 07	EC2024-1259	<p>Reconsideration of the Closure of the Inglewood Pool</p> <p>Council reconsidered the October 8th decision to advance the closure of the Inglewood Aquatic Centre. Council directed Administration to find funding up to \$400,000 to cover urgent and critical requirements to operate the facility until the MNP renovation is complete. Additionally Council reinstated operational funding of \$400,000 per year in 2025 and 2026, that was previously relinquished in the 2023-2026 Service Plans and Budget adjustments.</p>
2024 October 08	C2024-1131	<p>Permanent Closure of the Inglewood Aquatic Centre</p> <p>Council confirmed Administration's decision to advance the permanent closure of the Inglewood Aquatic Centre, effective 2024 December 22.</p>
2024 May 28	C2024-0415	<p>Permanent Closure of Inglewood Aquatic Centre</p> <p>Administration informed Council that the permanent closure of Inglewood Aquatic Centre will occur by 2024 December 31. The City of Calgary will fulfil its contractual obligations, agreed to when it acquired title to the Inglewood Aquatic Centre lands in 1964, by transferring the lands to Matco Development Corp. or its affiliate, being the successor/assignee of Calgary Brewing and Malting Company Limited (Calgary Brewing). The land transfer will occur following demolition of the facility and remediation of the site in 2025 Q2 – Q3.</p>
2021 June 21	C2021-0911	<p>Revised Calgary Recreation Capital Investment Strategy</p> <p>Council approved the projects listed in the attachment and a capital budget increase of \$154 million to be funded from various sources, including Offsite Levies and the Community Investment Reserve; and directed Administration to commence an overall phasing and construction timeline for these projects, returning to Council through</p>

		the Standing Policy Committee on Community and Protective Services with a progress update no later than Q4 2021.
2021 May 12	CPS2021-0748	<p>Beltline and Inglewood Pools Program</p> <p>Council approved Administration's recommendation to approve the capital budget of \$45 million for Repsol Centre; approve one-time funding of \$400,000 in 2022 from Budget Savings Account for the Inglewood Aquatic Centre to allow the community to demonstrate use in alignment with CPS2020-0236 targets (tax support per visit), keeping the facility open in the short term if targets are met, and closing the facility if targets are not met; and close the facility when Repsol specialized leisure aquatic amenities are ready for use.</p>
2020 February 03	PFC2020-0028	<p>Beltline and Inglewood Facilities Rates and Fees</p> <p>Council directed Administration to implement Scenario 1 at Beltline and Inglewood facilities listed in Attachment 1 of PFC2020-0028. That decision kept rates at the two facilities in line with what was implemented as part of the new 2020 admission and pass model.</p>
2019 November 29	C2019-1052	<p>2020 Adjustments to the One Calgary Service Plans and Budgets</p> <p>Council approved C2019-1052, 2020 User Fee & Rate Changes, Attachment 9C which reflected increases to single admissions. Council directed Administration to report to the Priorities and Finance Committee on 2020 January 21 with the addition of new user fee categories intended to increase prices at Beltline and Inglewood.</p>
2019 November 29	PFC2019-1330	<p>Flatwater Pool Business and Service Continuity Update</p> <p>Council approved PFC2019-1330 on 2019 November 29 as amended, including specifying price increases as shown in point 2 below:</p> <ol style="list-style-type: none"> 1. Maintain funding for up to 2 years (\$400,000/site, per year) for the Beltline Aquatic and Fitness Centre and Inglewood Aquatic Centre from 2019 Corporate Program Savings to maintain service at both sites starting Jan. 1, 2020. 2. Implement a combination of the A1, A2, A3, and B1 concepts contained in PFC2019-1330 in order to: <ul style="list-style-type: none"> • Redesign program mix/allocation to focus types of programming to capitalize on each location's strengths. • Increase marketing and promotions in order to increase user base by increasing awareness among non-users, using market segmentation to reach out to under-represented populations. • Modestly increase prices compared to other City direct-delivery facilities, remaining competitive with other recreation facilities in the area.

		<ul style="list-style-type: none"> • Reduce hours to better align with times that are more financially viable, operating two facilities in tandem so one will always be open. <ol style="list-style-type: none"> 3. Update phase one and complete phase two of the Facility Development and Enhancement Study to include emerging communities and provide recommendations based on city-wide recreation infrastructure needs. 4. Prepare a Request for Proposal for a shift to a partner operated model for either or both pools. 5. Identify long-term, sustainable service alternatives and targeted investments to maximize community and social benefits in the area of the two flatwater pools. 6. To engage affected community stakeholders in the above work and report back to Council through the Standing Policy Committee on Community and Protective Services with an update on the progress of the work no later than Q4 2020. 7. To develop appropriate targets for long-term operating and capital support for each of these facilities reporting back to Council through Standing Policy Committee on Community and Protective Services no later than Q1 2020.
2019 September 11	CPS2019-1055	<p>Flatwater Pool Business and Service Continuity Update</p> <p>Council approved CPS2019-1055, directing Administration to continue to explore business and service continuity options for two flatwater pool facilities and report back to Council no later than 2019 November 30.</p>
2019 July 23	C2019-0901	<p>Proposed 2019 Budget Reductions</p> <p>Council approved C2019-0901 removing \$60 million from the operating budget for the current tax year. Council also approved Motions Arising related to that report including: Pending discussions on business continuity opportunities and with area Councillors, allocate up to \$800,000 from 2019 Corporate Program Savings to allow for interim servicing of the community recreational assets referred to in Line 75 – Recreation Opportunities for the 2019 year, and report to Council on 2019 September 30.</p>
2019 June 10	C2019-0782	<p>Immediate Tax Relief for Calgary Businesses</p> <p>Council approved C2019-0782, directing Administration to identify permanent budget reductions of \$60 million for the 2019 tax year. Council identified thirteen guiding principles for Administration to consider in identifying proposed reductions, which included possible reductions to and/or elimination of programs, services and staffing positions.</p>

Service Level Scenarios Summary

Service level scenarios have been developed to allow Council to select a service level for Calgary for the next 25 years. The table below summarizes outcomes of investment in three service level scenarios: Going Under, Staying Afloat or Making Waves.

Service standard achievement*			
Facility type (amenity per capita service standard)	Going Under	Staying Afloat	Making Waves
Aquatics (1:75,000)	55%	80%	95%
Ice sheets (1:32,000)	50%	85%	100%
Fieldhouses (1:150,000)	45%	70%	95%
Athletic park fields (1:22,000)	40%	75%	95%
Infrastructure			
	Going Under	Staying Afloat	Making Waves
Aquatic facilities	11	22	26
<i>Swim lanes</i>	132	244	296
<i>Leisure pools</i>	12	18	25
Ice sheets	22	54	67
Fieldhouses	5	10	13
Athletic park fields	38	71	89
Programming and access			
	Going Under	Staying Afloat	Making Waves
Facility distribution	Gaps in service	Improved, but still not equitable	Equitable across the city
Swim lessons (per capita)	30% fewer	10% more	40% more
Ice sheets	40% fewer bookable hours	Same bookable hours	25% more bookable hours
Fieldhouses/ athletic parks	20% fewer bookable hours	2X bookable hours	2.5X bookable hours
Overall service	Declines as aging facilities close & population grows	Maintains current service levels	Increases to match growth
Annual capital investment**	\$0-30M	\$100-150M	\$200-250M

*Measures current state against achievement of the service standard, which uses per capita facility provision as a baseline.

**In 2024 dollars, not adjusted for inflation. Investment amounts are order of magnitude, class 5 estimates for information purposes only.



GamePLAN

Reimagining Public Recreation

February 2025



GamePLAN at a Glance

The Problem

Calgary’s public recreation system is at a crossroads. Without investment, the system will degrade. Facilities will close and service levels will decline.

What does service decline look like?

- 11 fewer aquatic facilities
- 50 per cent fewer swim lessons
- 50 per cent fewer ice sheets
- Same bookable fieldhouse and athletic park hours as population/demand grows
- Overall service declines as aging facilities close and population grows

How did we get here?

- Investments in public recreation have not kept pace with population growth and diversification.
- Demand for activities, amenities, programs and services has changed.
- Accessibility standards are evolving with limited capacity to implement change at existing facilities.
- While barriers to participation have always existed, new barriers are emerging and becoming more prevalent.

What is GamePLAN going to do?

The vision

Calgary is where people of all backgrounds play, connect and create. Public Recreation is a collection of active, affordable and safe spaces that breathe life into our city.

The principles

Level the playing field

GamePLAN seeks to remove barriers to participation, especially for children and youth.

It takes a team

GamePLAN leverages a network of service providers, programmers, facilities and amenities aimed at continuing Calgary’s legacy as one of the most livable cities in the world.

Change the game

GamePLAN challenges historical definitions of recreation and promotes new ways of thinking about the role of public recreation in civic life.

Service Level Scenarios

Staying Afloat

- better facility distribution across the city
- 10 per cent more swim lessons
- same number of ice sheets
- 2x bookable hours at fieldhouses/athletic parks
- service remains the same as population grows

Making Waves

- equitable facility distribution across the city
- 40 per cent more swim lessons
- 25 per cent more ice sheets
- 2.5x bookable hours at fieldhouses/athletic parks
- service increases to match population growth

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Land Acknowledgment

We acknowledge the concept of recreation is a western construct. GamePLAN recognizes Indigenous traditions that the land, nature and creator give us all the elements of wellness – everything we need for physical, spiritual, emotional and mental wellness. We acknowledge the wisdom and ideas around wellness of the Indigenous Peoples who came before us on this land and who continue to contribute significantly to a culture of sport, athleticism and wholistic well-being.

In the City of Calgary, all recreational activities are experienced and enjoyed on the ancestral and traditional territories of the Siksikaitsitapi, also known as the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw and Goodstoney First Nations; and the Tsuut'ina First Nation. Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, within Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6).

We acknowledge all Indigenous Peoples who have made Calgary their home. Oki, Dadanast'ada, Āba wathtech, Taanishi, Thank you for allowing Calgarians to experience and enjoy recreational activities on your lands.

Message from the General Manager

Public recreation is the heartbeat of vibrant, thriving communities, yet the growing and ever-changing needs of residents call for immediate attention.

In a time when physical and mental health challenges are on the rise, and the need for connection and equitable access has never been greater, recreation services are a lifeline for individuals and families. Meeting these needs requires bold, urgent action to expand and elevate programs and facilities that inspire joy, nurture well-being and strengthen the bonds that unite us. A shared vision for the future of public recreation offers a powerful opportunity to transform lives and communities, ensuring everyone has access to inclusive, innovative and life-changing experiences.

Together, we can seize this moment to build a future where recreation enriches every life and strengthens every community.

Katie Black
General Manager of Community Services

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Message from the Director

GamePLAN is a foundational document that recognizes the role of public recreation in promoting individual and community health and well-being. Public recreation fosters a sense of belonging and social connection, is a tool for advancing equity and inclusion, and contributes to the livability of our city. However, Calgary's public recreation system is at risk. On our journey to a population of two million, the city's growth has outpaced investment, and we are left with an inventory of aging, outdated facilities that no longer meet the needs of the people who live here and are costly to operate and maintain.

The City of Calgary owns and operates over 50 publicly accessible recreation facilities throughout Calgary while partners operate more than 200 facilities or amenities on City-owned land. Our goal has long been to make introductory-level recreation opportunities available to everyone at an affordable rate. We actively partner with organizations to help bridge gaps and extend services deeper into communities. We partner with amateur sport to encourage participation in sport and long-term athletic development.

The City has been serving Calgary communities with recreation opportunities for more than a century. While the goal of public recreation has always been to provide public benefit, we recognize a one-size-fits-all approach (one in which programs, services, facilities and amenities do not account for differences among participants and communities) leaves some people out. As our city has grown more diverse, gaps in inclusion have widened and community needs have evolved. There is an urgent need to address barriers to participation for those who have been or are currently underrepresented.

The economy has also caused change. Rising operational and development costs are impacting our ability to invest in new or existing facilities and amenities. Rising costs of living are impacting peoples' ability to access recreation opportunities. Investment by other orders of government has declined while demand for new and improved services has increased.

These factors led to the need for GamePLAN. We are at a crossroads. GamePLAN will inform service levels and decision-making to usher public recreation into the future, to keep pace with change and anticipate future demand. Before GamePLAN, there was no guiding framework that Council, partners, the public and City administration could align to. GamePLAN is transformational because it addresses current gaps while also anticipating future changes in demand. There is a need for a versatile service planning approach that creates and sustains space for new and emerging sports and other diversified interests.

GamePLAN is not just a plan for the future, it's a call to action. It invites partners, the public and the entire sport and recreation sector to reimagine how public recreation is developed and delivered to better meet Calgary's changing needs and expectations.

At its core, GamePLAN is a document to guide us in the pursuit of a more equitable, collaborative, innovative and sustainable approach to recreation service. One that is better equipped to respond to changes over time, and one that represents the richness in diversity of Calgary communities.

Heather Johnson
Director of Recreation & Social Programs



Executive Summary

Calgary has been ranked as one of the **top 10 most livable cities in the world** for the past decade. Despite this global recognition and the fact that Calgary enjoys a strong economy and a celebrated culture, **Calgary's public recreation system stands at a crossroads.**

The vast and impressive network of public recreation facilities that characterized Calgary's public recreation system in the 1970s and 1980s still exists today, but the city has changed around it. These celebrated community fixtures, where they exist, are worn by several decades of service to residents. While still standing, they are tattered and scruffy and would happily be retired to the status of keepsakes were they not so expensive to collect.

With most of The City's public recreation facilities having been built more than 35 years ago in established communities and with 80 per cent of growth occurring in new communities, gaps are emerging that our existing inventory of small, aging, inner city assets cannot address. Interests and expectations are changing, established sports are evolving and experiencing unprecedented growth while new sports are emerging. Existing facilities do not have the amenities people want and need and are not adaptable to changing demand.

GamePLAN will guide service decisions, inform policy, strengthen partnerships and introduce innovation to enhance the public recreation system’s collective impact.

It aims to enhance quality of life, foster community and ensure Calgary remains one of the most livable cities in the world.

GamePLAN is an exploration of where we are today, how we got here and where we are going in the future.

GamePLAN considers:

- historical investments in public recreation,
- current service coverage and how we compare to other Canadian municipalities,
- the types of activities, amenities, programs and services people want, including trends in participation and sport,
- best practices for facility design, including accessibility standards, co-location with other public services and integration with other public systems (i.e., mobility networks) and
- barriers preventing people from accessing recreation, such as accessibility, transportation, costs and exclusion.

Through extensive research and engagement with the public and partners, GamePLAN establishes the first system-wide strategy that Council, partners and Administration can align to.

It includes:

- **a vision** – sets the tone for the next 25 years of service
- **principles** – guide decisions to enhance equity, collaboration and innovation
- **commitments** – are measurable and track progress
- **actions** – create tangible and lasting change
- **service standards** – provide a baseline to which Calgary should aspire, including facility investment principles to inform future planning and design
- **service level scenarios** – equip Council for a decision about where the public recreation system will be in 25 years

GamePLAN is about more than supply and demand. Equity, collaboration and innovation are at the heart of GamePLAN. It recognizes that well-meaning initiatives targeting equity and inclusion are only as good and effective as the systems in place to support them. Diversity, growth and change need to be incorporated into the foundation, not the paint.

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1



Playing the Long Game: a Strategic Plan for Public Recreation

GamePLAN defines the vision, principles and commitments needed to achieve sustainable change. The success of GamePLAN will be measured by peoples' access to recreation opportunities and the benefits derived from participation.

It combines research, analysis and engagement to guide service and investment planning decisions on the path to a population of two million.

1.1.

About GamePLAN

GamePLAN is a:

- system-wide approach to improving access to public recreation,
- vision that reflects public aspirations for public recreation in Calgary,
- strategic framework to safeguard the long-term viability of the public recreation system and
- service standard for facility provision.

What does GamePLAN do?

- Provides a guiding framework for public recreation in Calgary that Council, partners and Administration can align to,
- Evaluates the design and delivery of programs and services and the need for enabling infrastructure to respond to growing and changing demand,
- Reflects on the roles and contributions of partners, sport groups, community associations, social recreation organizations and education agencies in creating safe and welcoming spaces for people to play, connect and create,
- Defines Calgary's first system-wide service standards for recreation facilities and amenities and establishes current and future service levels based on investment scenarios,
- Leverages best practices, participation trends, geospatial analyses and municipal benchmarking to make recommendations for improving service coverage,
- Reflects feedback from engagement with partners, the public and sport and recreation organizations to better understand needs and to identify gaps and opportunities for improvement,
- Sets the tone and strategic direction for the next generation of public recreation service in Calgary.

Staying on Track

GamePLAN will be updated to align with budget cycle intervals to advance implementation and ensure the strategy remains aligned with the evolving needs of the people living in Calgary.

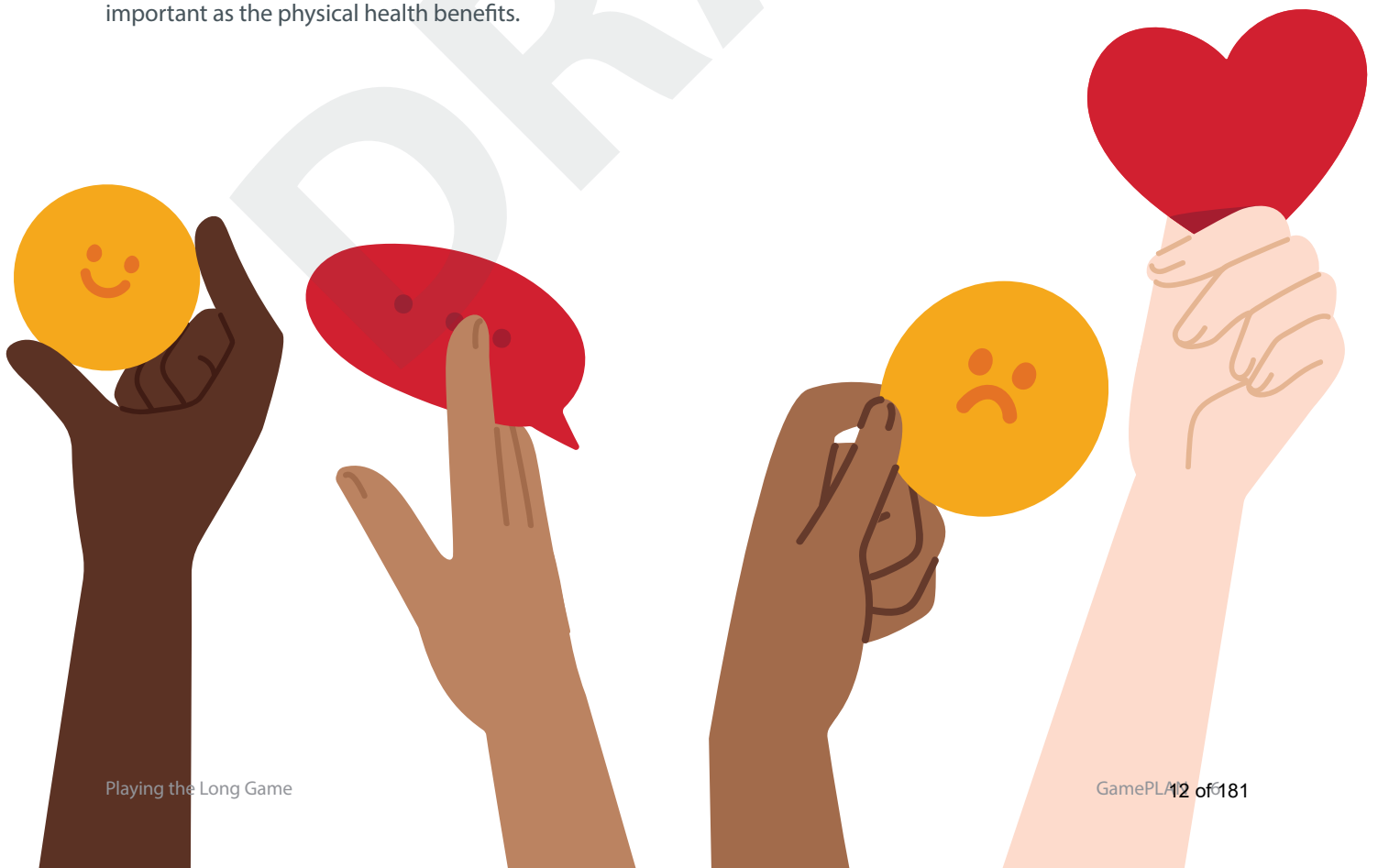
Future iterations will seek to leverage opportunities as they become available. This will ensure GamePLAN's continued relevance over time.

1.2.

Building on What We Heard

Between November 2022 and October 2024, GamePLAN surveyed more than 6,000 members of the public about their perceptions of, experiences with and desires for the public recreation system in Calgary.

Dozens of interviews, workshops and surveys with community and operating partners were also conducted. Engagement sought to better understand the role of recreation in peoples' lives, what it means to them and why it's important. Findings show that ideas about recreation are as diverse as Calgary's population, and that the positive community impact and mental health benefits derived from participation in recreation are as important as the physical health benefits.



1.2.1. Public engagement

Themes emerged that represent respondents' values and priorities for the public recreation system in Calgary (see Appendix 3, *What We Heard*).

People shared they felt The City could be doing more to improve access for those who face barriers, particularly with respect to affordability, accessibility and inclusion. Many expressed a strong desire to foster community through public recreation. Participants provided ideas and suggestions for improving service, from introducing new programming to extending hours of operation.

Feedback was used to establish a vision for the public recreation system in Calgary and to understand the needs and preferences of public recreation customers and non-customers alike.

1.2.2. Community partners

Feedback from engagement with community partners, including social recreation organizations and community associations, provided important context for understanding the roles and strengths of these organizations, as well as the challenges they face in providing public recreation services. For example, these partners are deeply embedded in communities, rely heavily on volunteerism and are challenged by increasing demand for facilities and programs.

Barriers to participation

While there is a need to ensure recreation remains affordable, Fair Entry metrics indicate there are other barriers to accessing public recreation services beyond the cost of admission. For example, in 2023, over 106,000 Fair Entry applicants applied to the Recreation Fee Assistance Program for access to City recreation (95 per cent of all City Fair Entry applicants). Of those, only 21 percent accessed City recreation programs and services.

Feedback from engagement suggests cost is only one barrier to participation. Other barriers include the cost and availability of transportation and childcare, while some described feelings of exclusion in public spaces.

Through programs, services and facilities, GamePLAN seeks to level the playing field so all people living in Calgary can experience and enjoy the benefits of public recreation.

1.2.3. Operating partners

Engagement with operating partners revealed a desire for better collaboration among partners and with The City to address sector challenges and improve service outcomes. Engagement identified four primary themes, including:

- identifying common service outcomes for the sector,
- building stronger relationships and collaboration,
- responding with recreation opportunities people want and
- addressing strained operational needs, including aging infrastructure, increased operational expenses and staffing challenges.

Research

GamePLAN included a robust research program to better understand public perceptions, behaviours and motivations for attending public recreation facilities and amenities. Research included an Amenity Prioritization Survey to identify the types of amenities people living in Calgary want access to, including leisure pools, court space and fitness centres.

For a complete list of research tactics and findings, see *Appendix 2, Research Summary*.

1.2.4. Indigenous Peoples

Results of wisdom shared through targeted engagement with Indigenous Peoples highlighted the need for activities such as powwow dancing, arts and land-based programming, traditional games and Elder-led teachings that are highly valued and integral to Indigenous wholistic health and intergenerational knowledge transfer. Wisdom seeking also identified barriers that Indigenous Peoples face in accessing public recreation, including racism and feeling unsafe or excluded.

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A Vision for Public Recreation

Equipped with a better understanding of what recreation means, why it's important and how it can be improved, GamePLAN establishes a vision for Calgary's public recreation system: **Calgary is where people of all backgrounds play, connect and create. Public recreation is a collection of active, affordable and safe spaces that breathe life into our city.**

GamePLAN recognizes expectations for the public recreation system are changing. It establishes a set of principles to guide service planning decisions now and in the future. These principles prioritize building strong, complete communities and delivering quality services and programs that people care about.

2.1. Level the Playing Field

This principle focuses on 'leveling the playing field' for everyone living in Calgary, especially children and youth. It seeks to create the conditions for anyone living in Calgary to experience the benefits of public recreation.



2.2. It Takes a Team

This principle recognizes the role of partnerships and sector collaboration in improving service planning and performance measurement. Ensuring the health, growth and long-term sustainability of the sector is a team effort in which partners play a key role. **It explores opportunities for better system-wide collaboration to ensure the health, growth and sustainability of the sector.**



2.3. Change the Game

GamePLAN challenges historical definitions of recreation and promotes a new way of thinking about the role of public recreation in civic life.

This principle introduces approaches to improve existing practices and services and identifies areas to adapt or grow in a way that better responds to changes in the public recreation and sport sectors.



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3



What is the Public Recreation System?

In Calgary, the public recreation system is a network of service providers, programmers, facilities and amenities aimed at continuing Calgary’s legacy as one of the most livable cities in the world. It reflects the dedication of partners, policymakers and the public who are committed to creating a Calgary that is safe, welcoming, inclusive, active and healthy.

The Public Recreation System is made up of:

- **public spaces** where people go to connect and play, from arenas to athletic parks,
- **programs** where people learn and grow, from learning to swim, to learning pottery and
- **people** who bring these spaces to life, from dance instructors and lifeguards to coaches and seniors’ club members.

The public recreation system is supported, in part, through municipal funding, either directly through City operations and programming, or indirectly through capital investments and grants, land leases, licenses of occupation or operating funds.

This section describes the role of The City, programs and services, partnerships, facilities and amenities in helping to build a livable city.

The public recreation system supports both physical and mental health while advancing equity, inclusion and belonging through the diversity of activities and spaces it offers throughout the city.

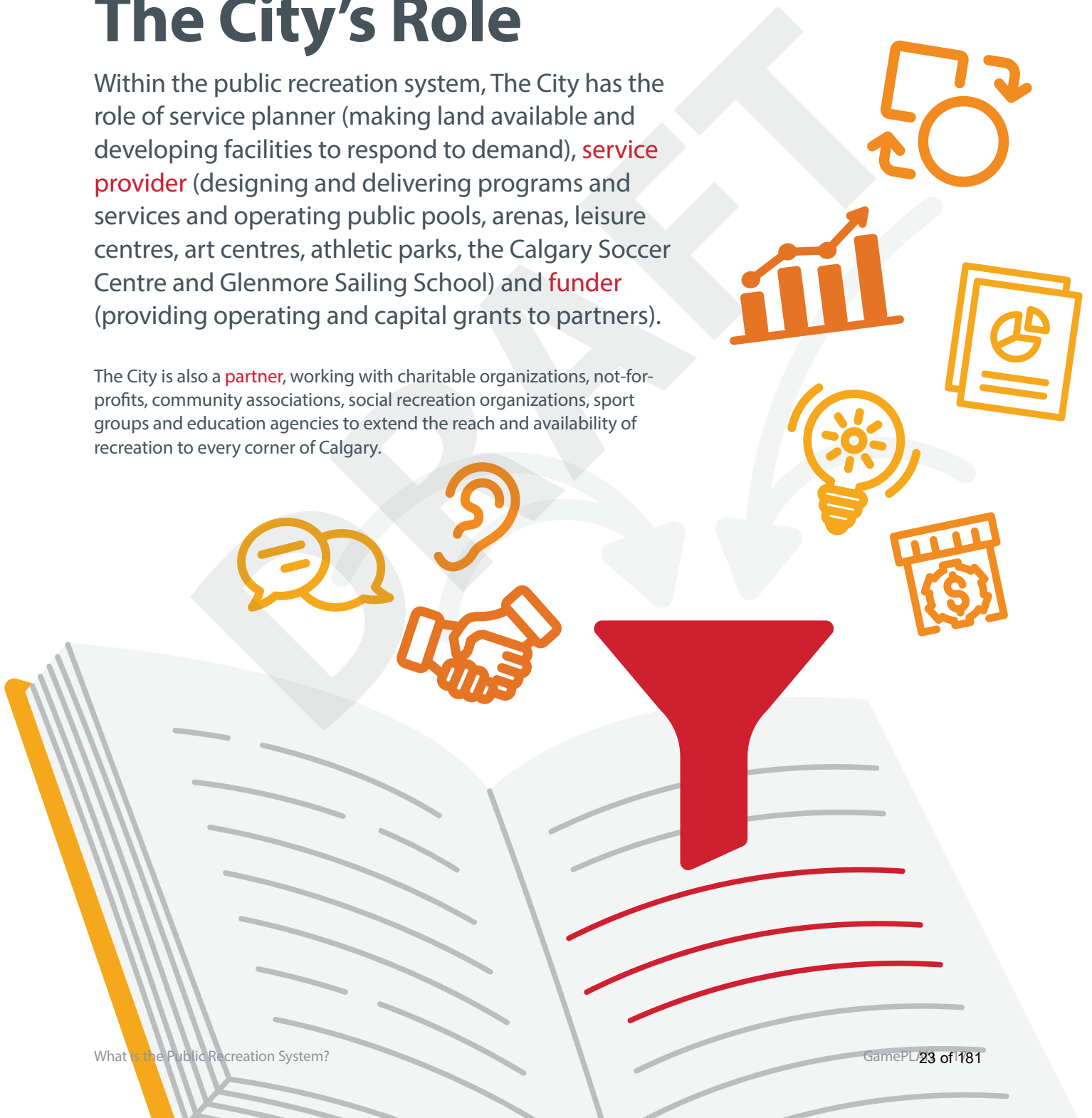
This emphasizes Calgary’s public recreation system is a critical component of a complete community.



3.1. The City's Role

Within the public recreation system, The City has the role of service planner (making land available and developing facilities to respond to demand), **service provider** (designing and delivering programs and services and operating public pools, arenas, leisure centres, art centres, athletic parks, the Calgary Soccer Centre and Glenmore Sailing School) and **funder** (providing operating and capital grants to partners).

The City is also a **partner**, working with charitable organizations, not-for-profits, community associations, social recreation organizations, sport groups and education agencies to extend the reach and availability of recreation to every corner of Calgary.

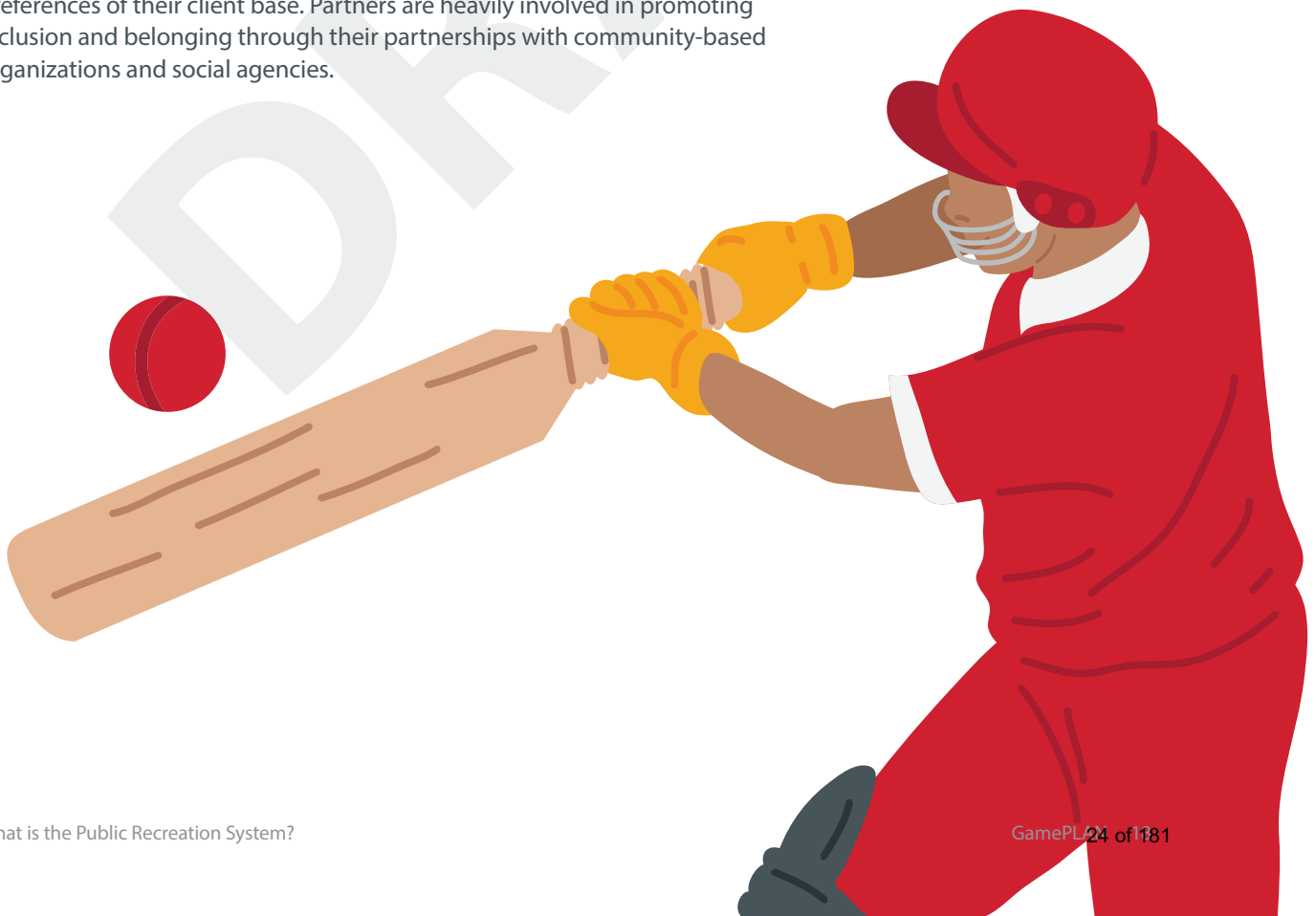


3.2.

Programs and Services

The City is an effective and efficient recreation service provider due to its network of existing infrastructure and operational expertise. The City's goal is to provide accessible, affordable and quality recreation opportunities for all people living in Calgary.

City programs and services prioritize introductory and entry-level recreation skill development for children, youth and those experiencing vulnerability. Partners also deliver programs and services. They possess extensive recreation sector knowledge and are acutely aware of the unique needs and preferences of their client base. Partners are heavily involved in promoting inclusion and belonging through their partnerships with community-based organizations and social agencies.



In 2024, The City ran more than:



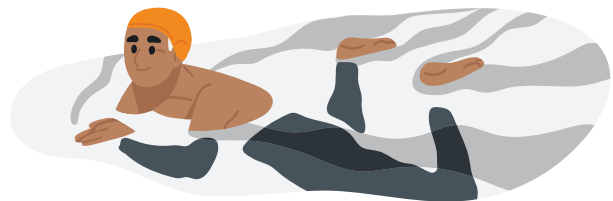
500+ learn-to-skate programs with
3,200+ participants



230+ day camps with
3,100+ participants



670+ visual arts programs with
7,200+ participants



8,300+ swim lessons with
42,000+ participants

3.3.

Facilities and Amenities

The City and partners operate over 250 publicly accessible recreation facilities, including aquatic and fitness centres, leisure centres, outdoor pools, arenas, indoor and outdoor sport fields and courts, skateparks, art centres, golf courses and the Glenmore Sailing School.

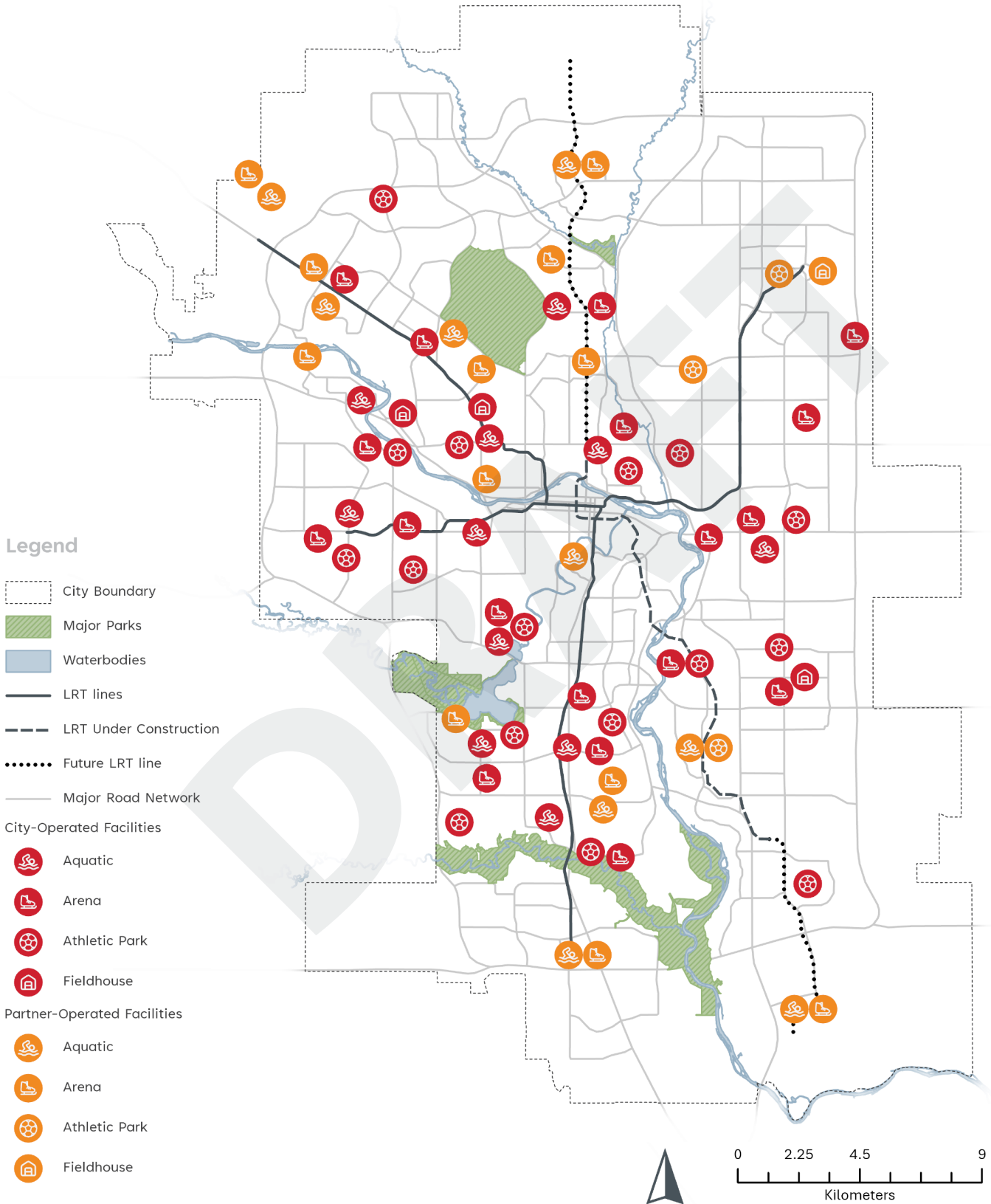
All of these facilities are owned by The City and located on City land. For the purpose of GamePLAN, analysis focuses on **four facility types:**

- **aquatic and fitness facilities,**
- **arenas,**
- **athletic parks and**
- **fieldhouses.**

Although these don't represent every possible recreation amenity, they make up the majority of The City's capital asset value and cover all the sports and activities that take place in water, on ice, in a gymnasium and on a field - indoor or outdoor (*see Section 5: A closer look at recreation infrastructure*).

Service planning for other facility types will be addressed through periodically reviewing and refining GamePLAN in conjunction with ongoing needs analysis (*see section 5, a closer look at recreation infrastructure*).

Current Facilities



3.4. Partnerships

Partnerships play an integral role in creating a high quality of life through public recreation.

The Investing in Partnerships Policy defines “Partnership” as:

“The working relationships between The City and one or more partners to deliver positive results for Calgarians. It is characterized by the investment of City resources; and mutually agreed upon results, responsibilities and accountabilities” (Investing in Partnerships Policy, CP2017-01).

The City is engaged in nearly 200 recreation-focused partner relationships involving City land and buildings, operating and/or capital funding. Since 1990, The City has invested more than \$550 million (2024 dollars) to build facilities that are operated by partners. Council has also directed more than \$220 million in Municipal Sustainability Initiative (MSI) funding to develop these facilities. Additional municipal funding in the form of annual operating and capital grants also contributes to The City's partnered service model. Partnerships with regional recreation centres like YMCA, Vivo for Healthier Generations, Westside Recreation Centre, MNP Community and Sport Centre, Trico Centre for Family Wellness, Cardel Rec South, Vecova and the Genesis Centre are how The City provides recreation opportunities in those areas. Other City-owned facilities are leased to partners to provide more localized, community-based services, including several outdoor pools operated by the Calgary Outdoor Swimming Pool Association. Many other recreation facilities are operated by community associations and social recreation organizations on City-owned land.

Partners contribute extensive financial and volunteer resources each year. Partners are uniquely positioned to access private funding and secure grants from other orders of government towards public recreation. Engaging in partnerships also allows The City to leverage broad recreation sector knowledge and resources to provide a greater customization and diversity of services. These partnerships represent significant investment by The City to extend services to communities that need it.

Sport Sector

Calgary's sport sector is an important part of the public recreation system. In alignment with the Sport for Life Policy (CP2018-03), The City partners with the sport sector to create opportunities for people to experience and enjoy sports.

Regional Recreation

A regional recreation centre is a community hub that serves the needs of multiple communities and sport organizations. It is a multi-use complex that combines amenities to support a range of activities. Typically, regional recreation centres combine aquatic and leisure amenities, gyms, fitness area, studios, multipurpose rooms and gathering spaces open to the public. It could also be co-located with other facilities such as an arena, athletic park, fieldhouse or a library. Other ancillary services such as childcare, physiotherapy and food services may also be included.

City Partners

The City partners with charities like Canadian Tire Jumpstart to extend access for at-risk children and youth and people experiencing vulnerabilities.

3.5.

Private Providers

Recreation opportunities exist outside the public recreation system, such as gyms in condominiums, for-profit-private operators and hotel amenities.

They provide an important and valued service and address specific needs outside the scope of GamePLAN.

4



Reimagining Public Recreation

GamePLAN recognizes that recreation does not mean the same thing to everyone and that a 'one-size-fits-all' approach does not meet the diverse needs of Calgary's communities.

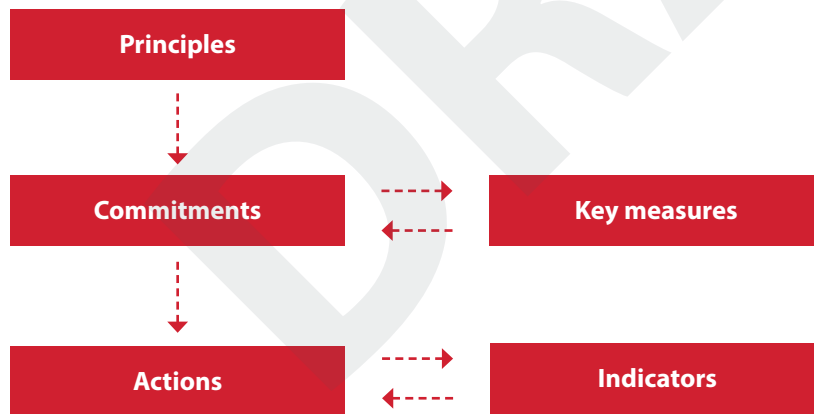
Historically, public recreation in Calgary has included facilities like pools, arenas, athletic parks and arts centres, and programs such as swim lessons, art instruction, learn to skate and fitness classes.

Since 1912, The City has provided recreation services that encourage healthy, active living, promote creativity and inspire feelings of civic pride, community and belonging. Recreation is broadly accepted as a positive public service that generates significant social and economic value.

GamePLAN challenges historical definitions of recreation and promotes new ways of thinking about the role of public recreation in civic life. It acknowledges there are barriers preventing some people from experiencing the benefits of recreation and seeks to level the playing field through applying an equity lens to public recreation service and infrastructure planning.

Chapter Structure

GamePLAN flows from Principles to Commitments to Actions to ensure efforts are focused on outcomes. Key Measures and Indicators track the impact of this work.



Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing (*Framework for Recreation in Canada, Framework Update: March 2024*).

Public recreation is about more than physical fitness

Public recreation contributes to Calgary's quality of life, influencing peoples' decisions about where to live and raise a family. It fosters feelings of connection with our neighbours, is a reprieve from the hustle and bustle of daily life and a source of physical fitness and fun for our children. It is both preventative, resulting in cost savings to judicial and health care systems and curative, helping people recover from illness or injury. It plays a key role in reducing social isolation and provides for foundational skill development, including physical literacy, social literacy and drowning prevention. It contributes to feelings of belonging, civic responsibility and community pride.

4.1.

Commitments

To reimagine public recreation and bring focus to our efforts, commitments associated with each principle have been developed that respond to and address input received through research and engagement. Commitments are measurable and will help track progress towards desired outcomes.

Level the Playing Field

- Increase access for children and youth.
- Create safe and welcoming spaces.
- Increase affordability for those who need it.

It Takes a Team

- Develop a system-wide framework to guide how we work together toward shared service goals.
- Enhance facility and amenity availability, performance and access.
- Partner and engage with the sport sector to increase access to sport opportunities in alignment with the Sport For Life Policy.

Change the Game

- Elevate recreation in City planning decisions
- Improve customer access and experiences using technology in alignment with The City's Digital Equity Strategy.
- Develop a recruitment and retention strategy to grow and diversify the sector.
- Improve public access to information and services.
- Introduce new programming to respond to public interest and demand.
- Introduce transportation initiatives to increase access.
- Respond to impacts of climate change.

4.2.

Key Measures

The primary goal of GamePLAN is to increase access to and participation in public recreation so more people can experience the benefits these opportunities provide.

Key measures are system-wide measures that track progress towards increasing the reach of the public recreation system. They are quantitative indicators of how well the sector is responding to the needs and interests of the people living in Calgary.

Examples of keys measures are:

- number of unique visitors,
- share of new users or participants as a percentage of the total, including retention and
- system-wide customer satisfaction.

Key measures are broad enough to understand uptake in different activities (*e.g., sports to art classes*) and allow for disaggregated data analysis (*e.g., socio-economic status, geography, race*) to identify how well programs and services are meeting needs and priorities.

4.3.

Actions and Indicators

Actions have been developed for their potential to achieve outcomes under each of the commitments.

Actions will be further explored for implementation based on which will drive the desired results. Implementation will seek to leverage existing partnerships and revenue frameworks to the greatest extent possible, though some actions may require new funding to develop and implement.

Indicators have been developed for each commitment to measure progress. They provide medium- to long-term insight into GamePLAN's cumulative effects on the health of the public recreation system. Indicators help assess whether changes are having the intended impact and moving the system toward desired outcomes.

Level the playing field

This principle focuses on removing barriers to participation, especially for children and youth. It seeks to create the conditions for anyone living in Calgary to experience the benefits of public recreation.

short term = 0-5 years | medium term = 5-10 years | long term = +10 years

Commitments <i>What's changing?</i>	Indicators <i>How are we going to measure progress?</i>	Actions <i>How are we going to do it?</i>	How long will it take?
Increase access for children and youth	Shorter waitlists for child and youth skill development programs	a. Work with local organizations and boards to make 'learn to swim' programs highly accessible to children and youth.	Medium-term
	Rate of change in drop-in utilization for children and youth	b. Support physical education curriculum by providing weekday scheduling in facilities.	Medium-term
	Reduced gap in skills development for children and youth	c. Expand free drop-in opportunities for children and youth.	Short-term
	Reduced gap in skills development for children and youth	d. Expand existing programming and develop additional dedicated programming for at-risk youth.	Medium-term

Commitments <i>What's changing?</i>	Indicators <i>How are we going to measure progress?</i>	Actions <i>How are we going to do it?</i>	How long will it take?
Create safe and welcoming spaces.	Public recreation users' reported perceptions of services and facilities Reduce gap in participation between equity denied persons and the overall population	a. Provide all staff with foundational training in equity, diversity, inclusion, cultural sensitivity, anti-racism, reconciliation and trauma informed practices.	Short-term
		b. Revise booking allocation framework to advance fairness in accessing spaces (<i>for example, bookings/registrations reserved for equity-denied groups, reviewing and amending booking guidelines, including historical rights, etc.</i>).	Medium-term
		c. As stewards of the public recreation system and in consultation with sector partners, The City will incorporate EDIB (<i>Equity, Diversity, Inclusion and Belonging</i>) considerations into operational practices, program design and processes to access programs and spaces.	Short-term
		d. Establish an external Indigenous Working Group or Advisory Committee to inform the development of programs and spaces that reflect Indigenous culture, background and identity and improve Indigenous Peoples' access to and participation in public recreation.	Medium-term
		e. Develop a strategy for activating shared spaces for unstructured/ non-programming opportunities, including social, spiritual and community gathering.	Medium-term
		f. Introduce new and expanded programming for adapted recreation, newcomer introductory programs, Indigenous traditional games and teachings and 2SLGBTQIA+ inclusion.	Short-term
Increase affordability for those who need it	Public recreation users reporting affordability as a barrier to participation	a. Establish and/or expand subsidy programs for specialized equipment required to participate in sports for children and youth.	Short-term
		b. Establish a pricing strategy to expand low and no-cost programs availability.	Medium-term
		c. Remove admission/participation costs for support workers/ caregivers system-wide.	Short-term
		d. Review the Recreation Fee Assistance program within Fair Entry to improve accessibility. For example: <ul style="list-style-type: none"> i. increase awareness for the benefits of recreation and availability services, ii. identify gaps related to access and participation, iii. align with the Enough for all Strategy (<i>e.g., physical and mental health</i>), iv. increase eligibility threshold or implement a sliding scale, v. implement consistent pricing for fee assistance through Fair Entry among recreation partners and The City. 	Medium-term

It Takes a Team

This principle explores opportunities to elevate the role of partnerships and sector collaboration to improve service planning and performance measurement. Ensuring the health, growth and long-term sustainability of the sector is a team effort and will ensure we provide the right services now and in the future.

short term = 0-5 years | medium term = 5-10 years | long term = 10+ years

Commitments <i>What's changing?</i>	Indicators <i>How are we going to measure progress?</i>	Actions <i>How are we going to do it?</i>	How long will it take?
Develop a system-wide framework to guide how we work together toward shared service goals	Increase in awareness of public recreation (<i>perception rating</i>)	a. Develop a programs and services framework that promotes collaboration and mutual support towards achieving shared outcomes. The framework should reflect the service needs of multiple partners, including operating and community partners and should: <ul style="list-style-type: none"> i. expand culturally relevant and inclusive programming opportunities closer to where people live, ii. customize opportunities to unique community needs, and iii. include a system-wide space utilization strategy to create a greater availability of programmable space. 	Short-term
		b. Develop "Community Programming Plans" to create and promote opportunities tailored to underserved communities, including leisure and/or culture-based programming. Plans will be developed in consultation with community partners.	Medium-term
		c. Implement performance metrics and a shared data base for enhanced knowledge sharing, service planning and information management.	Short-term
		d. Develop a system-wide public education and awareness-raising strategy to promote opportunities and the benefits of participation in recreation (<i>including integrated marketing</i>).	Short-term
		e. Extend City programming to non-city facilities (<i>i.e., community associations</i>).	Short-term

Commitments <i>What's changing?</i>	Indicators <i>How are we going to measure progress?</i>	Actions <i>How are we going to do it?</i>	How long will it take?
Enhance facility and amenity availability, performance and access	Per cent of the public who are within 5km of the four fundamental types of facilities/amenities	a. Develop a Capital Project Prioritization list that includes partner facilities.	Long-term
		b. Establish a dedicated and stable funding model for investing in recreation infrastructure.	Medium-term
	# of additional operating hours	c. Develop an advocacy strategy for public recreation facilities in Calgary.	Medium-term
		d. Implement a set of facility investment principles and standards to guide investment and design decisions for new developments and redevelopment projects.	Medium-term
		e. Develop and implement a service evaluation methodology to determine the best operating model for new recreation facilities.	Short-term
Partner and engage with the sport sector to increase access to sport opportunities in alignment with the Sport For Life Policy	Improved alignment between sports participation needs/preferences and amenity bookings/actual utilization	a. Work with sport sector partners to increase the success rate of grant applications aimed at improving programs and access.	Short-term
		b. Develop minimum standards for safe sport and apply to all sport bookings at public recreation facilities.	Short-term
	Improved alignment between sports participation needs/preferences and amenity design and locations	c. Update the Sport for Life Policy to include service level and infrastructure targets.	Short-term
		d. Develop programming and positive environments to foster girls' participation in sport.	Medium-term
		e. Continue to evaluate sport needs in the city (<i>from first involvement to high performance sport</i>) to inform infrastructure planning.	Short-term
		f. Expand introduction to sport programming for children and youth.	Short-term
		g. Revise allocation processes and booking guidelines to provide access to a variety of sports.	Short-term

Change the Game

This principle introduces approaches to improve existing practices and services and identifies areas to adapt or grow services that better respond to changes in the sector. It challenges historical definitions of recreation and promotes a new way of thinking about the role of public recreation in civic life.

short term = 0-5 years | medium term = 5-10 years | long term = +10 years

Commitments <i>What's changing?</i>	<i>Indicators</i> <i>How are we going to measure progress?</i>	Actions <i>How are we going to do it?</i>	How long will it take?
Elevate recreation in City planning decisions	Improved alignment between user needs / preferences and amenity design and locations	a. Incorporate recreation policies into municipal and intermunicipal plans to guide future development.	Medium-term
		b. Develop a strategy for engaging with relevant City of Calgary Boards, Commissions and Committees to help gather information, promote opportunities and identify needs.	Short-term
		c. Work in partnership with residents and City services to ensure recreation is integrated into growth and development planning to create a city that is not only functional and efficient, but also engaging, fun and enriching for all residents.	Short-term
Improve customer access and experiences using technology in alignment with The City's Digital Equity Strategy	Frequency of interactions through digital system Public recreation users reporting favourably with level of technology	a. Incorporate enhanced technology to better serve residents and support positive user experiences (e.g., City of Calgary's AI chatbot, drowning prevention system, digital wayfinding, generate 'recreation guides' of walks and activities for communities, etc.).	Medium-term
		b. Incorporate livestreaming technology for youth sport games.	Short-term
Develop a recruitment and retention strategy to grow and diversify the sector	Share of staff from Indigenous and equity-denied backgrounds	a. Develop Indigenous youth training programs for all levels of employment.	Medium-term
	Increased awareness of opportunities among equity denied individuals	b. Review programs, training, hiring and retention practices to increase the number of staff from Indigenous and equity-denied backgrounds in all positions (including leadership development programs and qualification certifications).	Medium-term

Commitments <i>What's changing?</i>	<i>Indicators</i> <i>How are we going to measure progress?</i>	Actions <i>How are we going to do it?</i>	How long will it take?
Improve public access to information and services	Web traffic volume through City portal for public recreation Reduction in average waitlist time (or number of people on a waitlist) Increased awareness of recreation opportunities among the public	a. Streamline public-facing information and registration services (<i>online information hub</i>) for system-wide opportunities. b. Broaden reach of programs in partnership with health service agencies, providing free admission to participating facilities. Ensure program benefits and eligibility extend to social and mental health outcomes, not just physical health outcomes.	Short-term Medium-term
Introduce new programming to respond to public interest and demand	Improved service alignment to the needs and interests of all residents Increased participation rates for new offerings	a. Leveraging spaces for expanded programming (e.g., <i>'How to', STEM programming, tutoring, life skills, etc.</i>). b. Pilot new community-led cultural programs (e.g., <i>traditional Indigenous games, cultural events, and gatherings, etc.</i>).	Short-term Short-term
Introduce transportation initiatives to increase access	Decrease in residents identifying transportation as a barrier to public recreation Increase in transit services (<i>stops, route frequency and scheduling, etc.</i>) and bike lanes that support access to amenities	a. Charter buses to bring both urban and on-reserve Indigenous youth to public recreation facilities for recreation programming and opportunities. b. Complete transit accessibility studies of each facility and amenity to identify and address gaps in active modes of travel.	Medium-term Medium-term
Respond to impacts of climate change	Total carbon footprint of recreational infrastructure Change in total interrupted hours to programs and activities due to extreme weather events	a. Develop and implement a long-term climate action plan for public recreation programs and services. b. Develop a plan to retrofit buildings for greater environmental sustainability.	Medium-term Medium-term

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5



A Closer Look at Recreation Infrastructure

Calgary's public recreation facilities are cornerstones of complete communities. They provide services and amenities that bring people together to create active living opportunities, foster healthy and dynamic neighbourhoods, contribute to a sense of belonging and add to the cultural vitality of our communities. They also stimulate the economy through sport tourism, community development and revitalization and job creation.

Investment in public recreation by provincial and federal governments has ebbed and flowed over the past half a century
(see Appendix 1: History of Investment).

The unpredictability of funding has challenged long-term service planning efforts. Limited and inconsistent funding over the years has not met investment needs, resulting in infrastructure gaps in Calgary.

Through extensive research and analysis, GamePLAN establishes the first system-wide service standards for public recreation provision in Calgary. The next section describes how service standards were developed using indicators, which are unique to each of the **four facility types**:

- **aquatic and fitness facilities,**
- **arenas,**
- **athletic parks and**
- **fieldhouses.**

Emerging and evolving sports

Calgary’s population growth and diversification have influenced the sport and recreation sector, leading to the emergence and growth of new sports and increased demand for practice and play space. The evolution of indoor soccer away from a boarded format and the rise of sports like pickleball have put pressure on existing sport infrastructure. Amateur sport organizations are struggling to access practice and play spaces due to this increased demand.

The Emerging and Evolving Sport Study that The City has underway aims to integrate emerging sports into current processes, leveraging existing assets to ensure equitable access for all sports. The study will inform decisions related to facility upgrades, land requests and broader sport development processes to create a more flexible and responsive system.



5.1.

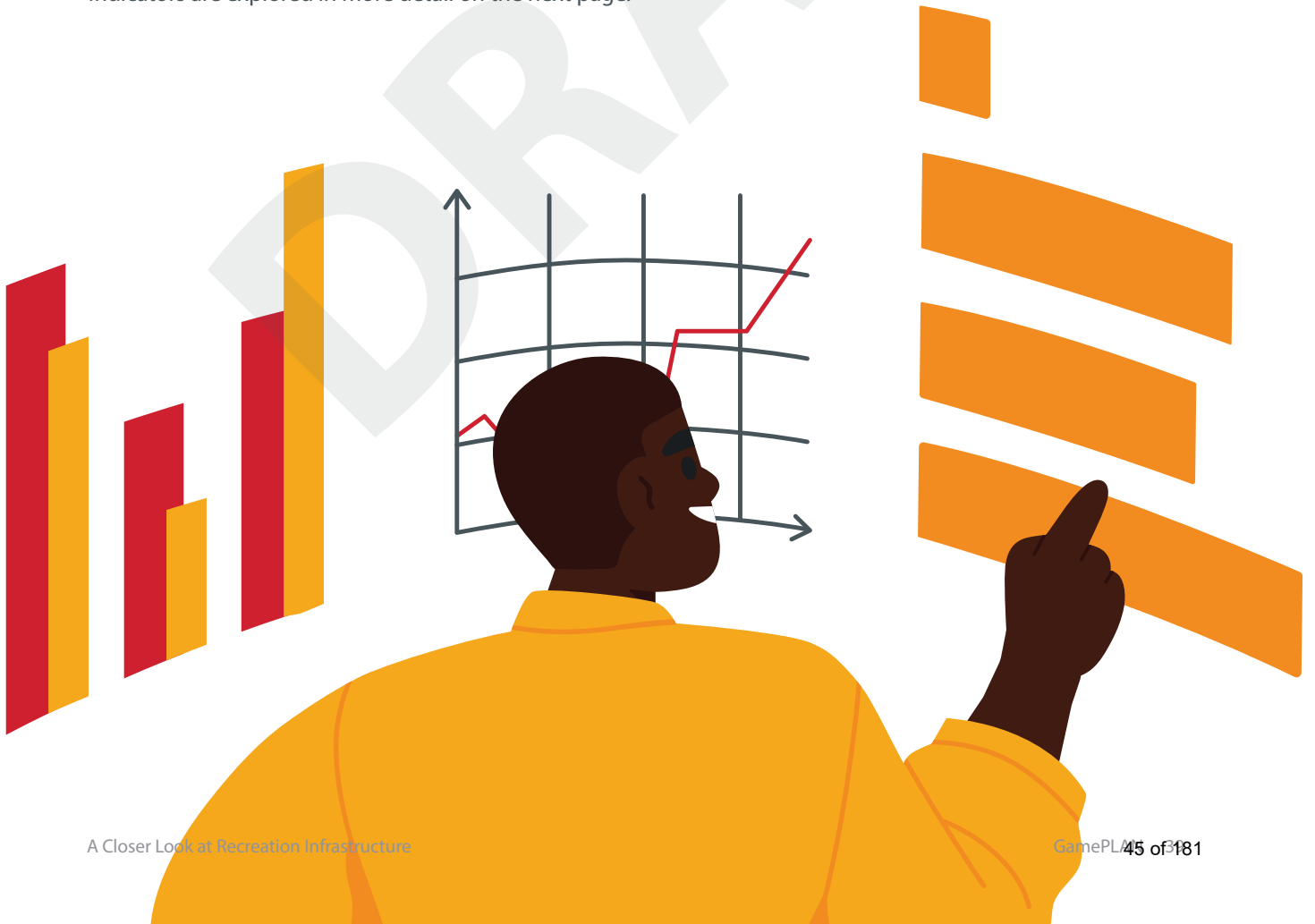
Service Indicators

Robust prioritizing criteria exist to help direct investment in a limited funding environment. Three primary indicators are used to identify gaps and overlaps on a city-wide basis.

These **three primary indicators** are:

- per capita provision,
- travel distance and
- facility suitability.

Indicators are explored in more detail on the next page.



5.1.1. Per capita provision

Most of Calgary’s population growth occurs in new communities. The rest occurs in established communities. New communities rely on public amenities and infrastructure to grow and thrive. At the same time, established communities continue to densify, leading to increased pressure on existing infrastructure.

A lack of suitable facilities (see section 5.1.3: Facility suitability) in established areas also puts pressure on facilities in new communities. This has led to increased demand for new recreation facilities where service gaps exist and the need to update existing facilities in established communities.

The City uses population ratios (per capita planning) to inform the total number of facilities needed and to identify areas of over or under supply. The below table identifies per capita service standards based on the optimal service population for each facility type.

A rapidly growing city

Understanding how Calgary has developed over time and the types of communities that exist within the city is important when planning for the future. In the last three decades, Calgary has experienced steady population growth and diversification and has nearly doubled in size since 1996. In 2023, Calgary’s population grew by approximately 75,000 (or 5.6 per cent of the total population). That’s equivalent to the population of Medicine Hat. Despite efforts to balance growth between established and new communities, 80 per cent of growth is occurring in Calgary’s new communities located around the periphery of the city.

Off-site levies (a charge paid by developers when building a new community) currently provide partial funding for the construction of new aquatic and fitness facilities in these areas. However, there is currently no sustained funding source to locate and construct new arenas, athletic parks or fieldhouses in these communities. As a result, only a limited number have been built, leading to service gaps and inequity.

Established communities are without a source of funding to improve or replace aging facilities. Without new and updated recreation facilities, there is a growing gap in services and amenities in established communities.

Facility type	Per capita service standard*
Aquatics	1:75,000
Ice Sheets	1:32,000
Fieldhouses	1:150,000
Athletic Parks	1:22,000**

*Ratios are based on the number of recreation facilities per service population.

**Class A/B & artificial turf fields.

5.1.2. Travel distance

Travel distance is a major factor influencing peoples' decisions about where, when or if to participate in recreation. Service standards use geospatial analysis to understand where facilities are located and identify service populations (*or catchments*). Catchments are based on travel distances from facilities along the road network. Facilities were mapped and travel was extended out along the road network.

Through data analysis, including cellphone geolocation data, two catchment areas were identified based on peoples' willingness to travel:

- a 5-kilometre catchment representing preferred travel distance and
- a 10-kilometre catchment representing the typical maximum distance people are willing to travel.

As an indicator, travel distance is unique to the facility type. For example, aquatic and fitness centres serve an important community function. They provide amenities and services geared towards the general public and support the surrounding population catchment (*or community*) on a local basis. Aquatic and fitness centres contain key amenities that bring people together to swim, workout or attend a program. For these facilities, travel distance is the most crucial indicator of whether or not service standards are being met.

Arenas, athletic parks and fieldhouses primarily serve the sport community through practices, games and tournaments. They typically accommodate sport groups for whom travel is a requirement for league games and competition. Geographical distance as an indicator is less significant for these facility types than the total number of facilities available across Calgary.

5.1.3. Facility suitability

A suitable facility is one that is still within its useful life (<50 years) and meets current needs and standards. For example, modern aquatic facilities include multiple amenities (e.g., pools, gymnasia, fitness, etc.). In general, suitable facilities support a range of uses, provide for barrier-free access, are inclusive and welcoming (e.g., universal change rooms, gathering spaces, etc.) and include flexible spaces for ancillary programming (e.g., multipurpose rooms, physiotherapy, child care, etc.).

In addition to their limited functionality, extensive critical maintenance is required to keep aging facilities open and does not solve the problem of dwindling demand for smaller, single-use facilities. Constrained due to their small sizes and aging spaces, they are not adaptable to changing demand.

For example, older, single ice sheet arenas lack the flexibility to accommodate tournaments and are operationally less efficient than multi-rink facilities.

Facility Lifespan

Recreation operating environments can be harsh (*humid, high traffic and high impact*) and facilities have a typical lifespan of around 50 years. Based on this lifespan, many public recreation facilities are nearing or past the end of their useful life. They are costly to operate and maintain and do not meet present day service, accessibility nor energy standards.

5.1.3. Facility suitability cont.

Aging facilities

Aging facilities also have limited capacity, resulting in long waitlists for programs. For example, many older aquatic facilities have a single swim basin that can only accommodate one activity at a time. New aquatic facilities have multiple basins to allow different activities (e.g., swim lessons, leisure swim, aqua-fit, etc.) to occur simultaneously. Aging facilities are also not adaptable to provide universal, barrier-free access (e.g., zero-entry, adaptive programming).

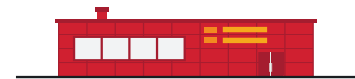
In 2024, there were more than 24 thousand waitlisted swim lesson registrations at City-operated facilities (Note: a participant can be on more than one waitlist). This means The City would have to increase swim lessons by 50 per cent to meet current demand. As a result of their limited functionality and capacity constraints, these facilities can be underutilized as people move to newer facilities that can better meet their needs. This puts pressure on newer recreation facilities that are quickly finding themselves at capacity.

Value for tax dollars

Larger, integrated facilities are more cost-effective and operationally efficient than smaller, single-use facilities. For example, the cost per square foot to operate a flatwater pool is approximately double that of a full-service leisure centre built in the 1980s. Facilities built to modern standards, such as Remington YMCA at Quarry Park that has efficient building and operating systems, can be four times less expensive to operate than a single-use facility.



Facilities built to modern standards can be 4x less expensive per square foot to operate than a single-use facility



5.2. Service Standards

Service standards provide a baseline to measure current service levels in Calgary.

In addition to the primary indicators above, service standards consider multiple other factors, including:

- community planning considerations,
- previous studies on amenity access, participation trends and market demands (e.g., *Arenas Facilities Study, 2021*) and
- existing policies (e.g., *Sport for Life Policy, CP2018-03*).

For the purpose of GamePLAN, service standards use the most universally applicable and understandable indicator to propose service level scenarios to which Calgary should aspire: per capita service provision.

Facility type	Per capita service standard*
Aquatics	1:75,000
Ice Sheets	1:32,000
Fieldhouses	1:150,000
Athletic Parks	1:22,000**

*Ratios are based on the number of recreation facilities per service population.

**Class A/B & artificial turf fields.

**5.2.1.
Facility investment
principles**

Understanding how many of which facilities are needed is one piece of the puzzle. GamePLAN can only be achieved with the right infrastructure in place to support it. The way facilities are designed and distributed is also important. The following principles have been developed to support achievement of service standards.

Equity

Recreation facilities will be designed to be welcoming and inclusive. They will be located strategically to remove barriers and enhance access. Facilities will include universal, accessible and barrier-free design elements, creating physical and developmental disability-friendly spaces.

They will allow for flexible uses, including community, cultural, social, educational and support services.

27 per cent of people living in Calgary identify as having a disability.

In 2024, Vecova, Calgary's only therapeutic warm water pool, announced its pending closure due to a lack of capital funding.

Efficiency

Recreation facilities will be planned and designed to optimize operational efficiency and co-located with community amenities and infrastructure. The City and partners will work together to ensure facilities, amenities and services are complementary and to eliminate redundancies in the public recreation system.

Sustainability

Recommendations for capital investments will be based on sound evidence of where re/development will have the greatest impact and The City's ability to maintain assets. Revenue opportunities will be pursued to the greatest extent possible while maintaining affordability and financial sustainability. Re/development of facilities will align with Calgary's Climate Action Strategy to achieve net zero emissions by 2050.

Community

Recreation will be a cornerstone of complete communities. New and retrofitted facilities will invite participation from the communities they serve. They will be avenues for participation in civic life and encourage social, mental and physical well-being. They will be community hubs where people can gather and feel fulfilled through participation in their community, social and cultural events, sport and athleticism, leisure and fun.

Adaptability

Facilities will be re/developed to be future-focused and adaptable to changing demand. Spaces will be designed to be flexible to accommodate multi-sport and recreation uses, including evolving and emerging sport requirements. An emphasis on versatile, adaptable design will ensure facilities are resilient in the long-term.

5.3. Understanding Current State

The below table shows how Calgary’s current per capita facility provision compares to other municipalities.

With respect to aquatic facilities, Calgary has a higher provision ratio with more people being served by a single facility, therefore at a lower service level, than other cities.

While Calgary has a higher number of ice sheets per capita than both Edmonton and Toronto, it provides lower levels of service for aquatics, fields and fieldhouses. Calgary has fewer fieldhouses and premium fields (Class A, Class B and artificial turf) compared to other similar cities.

Amenities	Calgary <i>population* 1,491,900</i>		Edmonton <i>population 1,010,899</i>		Toronto <i>population 2,794,356</i>		Medicine Hat <i>population 63,271</i>	
	Number	Provision	Number	Provision	Number	Provision	Number	Provision
Indoor Aquatics Facilities	23	1:65,000	21	1:48,000	59	1:47,000	3	1:21,000
Ice Sheets	54	1:28,000	31	1:32,000	65	1:43,000	5	1:13,000
Fieldhouses (Open Span Facilities)	5	1:298,000	9	1:112,000	9	1:310,000	2	1:32,000
Athletic Parks (Class A/B or AT Field)	30	1:50,000	39	1:25,000	119	1:23,000	1	1:63,000

*Based City of Calgary 2024 Mid-Year Progress update Estimate

5.4. Service Level Scenarios

Service level scenarios have been developed to allow Council to select a service level for Calgary for the next 25 years.

The service level scenarios below (Going Under, Staying Afloat and Making Waves) show what people living in Calgary will experience in terms of facility access and program availability based on different levels of investment.



5.4.1. Going Under

GamePLAN predicts that with no dedicated funding for recreation infrastructure (besides Off-Site Levies, which are committed to new aquatic facilities in growth communities) there will be a stark decline in service in the next 25 years.

The oldest facilities will be forced to close without the ability to add or replace services elsewhere, significantly impacting program availability. Service gaps in new communities will continue to widen as the population grows and existing facilities will not be able to compensate for increased demand from inner city closures.

The table below shows how continued underinvestment in public recreation will impact provision rates as a percentage of the Service Standard.

The next page shows how current levels of funding will impact Calgary’s public recreation facility inventory and the implications this has for booking availability, programming and access. Some service impacts include:

- Decrease in annual swim lesson availability by 10 per cent compared to current state, and by 30 per cent when factoring in population growth
- 41 per cent decrease in ice sheets
- Bookable hours for fieldhouses and athletic parks remain the same as the population continues to grow, bringing service levels down over time

Facility Type	Service Standard	Current State	Going Under	
		per cent of Service Standard	Provision	per cent of Service Standard
Aquatics	1:75,000	115 per cent	1:150,000	55 per cent
Ice Sheets	1:32,000	115 per cent	1:64,000	50 per cent
Fieldhouses	1:150,000	60 per cent	1:340,000	45 per cent
Athletic Parks	1:22,000 (Class A/B or AT fields)	45 per cent	1:55,000	40 per cent

Going Under

+ New builds

★ Upgrades

× Closures

🔧 Maintained

Aquatics

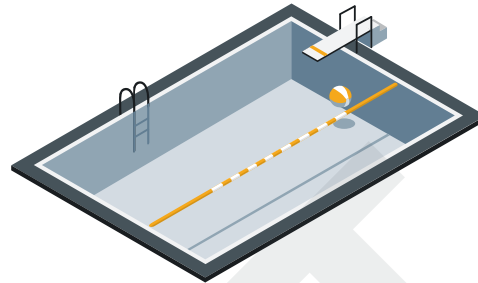
55 per cent of service standard achieved

Total Inventory

15

+ 3

★ 0



12 🔧

11 ×

Ice Sheets

50 per cent of service standard achieved

Total Inventory

32

+ 0

★ 0



32 🔧

22 ×

Fieldhouses

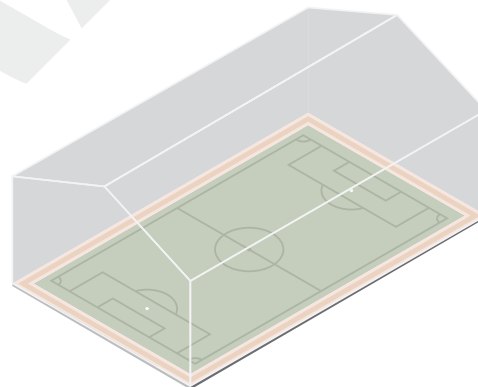
40 per cent of service standard achieved

Total Inventory

5

+ 1

★ 0



4 🔧

2 ×

Athletic Park Fields

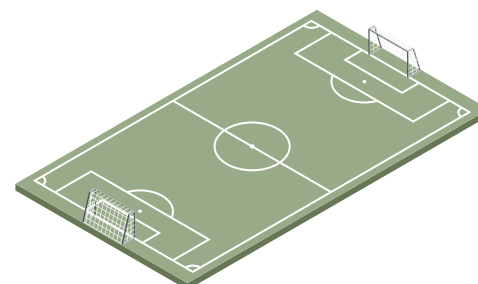
40 per cent of service standard achieved

Total Inventory

38

+ 0

★ 0



38 🔧

0 ×

5.4.2. Staying Afloat

The Staying Afloat scenario targets investment to address gaps in new communities while renewing some facilities in established areas. While this scenario will not achieve service standards nor keep pace with population growth, progress will be made towards delivering more equitable service throughout the city.

Staying Afloat assumes an increased capital investment to be allocated on a priority basis to reduce gaps and minimize service disruptions. New facilities will be built and older, operationally costly facilities will be decommissioned.

Several existing facilities will be upgraded and several more will be maintained as is.

The result will be a slight decrease in the total number of facilities in the city with the consolidation of some older, single-use facilities into fewer, larger integrated facilities. Integrated facilities are more cost-effective to operate and respond to broader public interests.

This service level prioritizes areas where service gaps exist, however, will not eliminate gaps entirely. It will maintain an equivalent level of service as today by modernizing facilities and improving capacity.

Some service impacts include:

- better facility distribution across the city
- 10 per cent more swim lessons
- same capacity for ice sheets
- 2x bookable hours at fieldhouses and athletic parks
- overall service levels are maintained as population grows

Staying Afloat

+ New builds

★ Upgrades

× Closures

🔧 Maintained

Aquatics

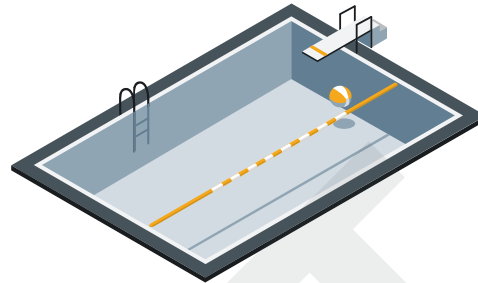
80 per cent of service standard achieved

Total Inventory

22

+ 4

★ 9



9 🔧

5 ×

Ice Sheets

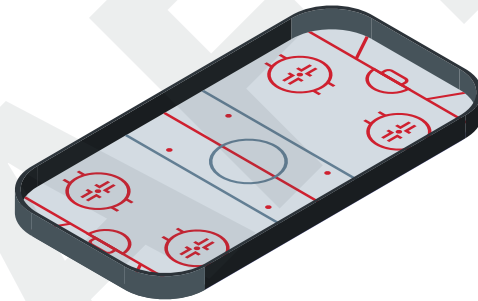
85 per cent of service standard achieved

Total Inventory

54

+ 4

★ 36



14 🔧

10 ×

Fieldhouses

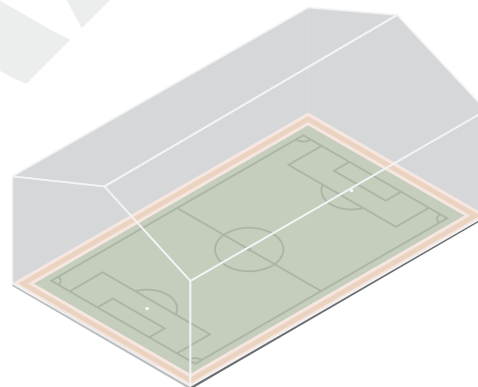
75 per cent of service standard achieved

Total Inventory

10

+ 5

★ 3



2 🔧

1 ×

Athletic Park Fields

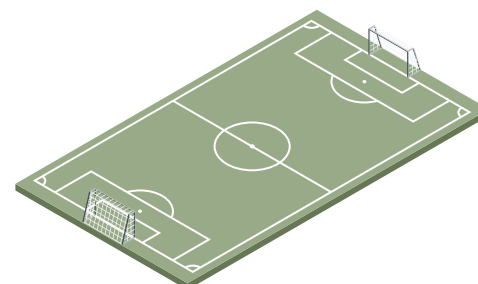
75 per cent of service standard achieved

Total Inventory

71

+ 25

★ 26



20 🔧

1 ×

5.4.3. Making Waves

Making Waves strives to achieve service standards for each facility type. The scenario will keep pace with population growth while providing equitable levels of service in both established and new communities.

The scenario assumes an increased capital investment to be allocated on a priority basis to reduce gaps and minimize service disruptions. New facilities will be built and older, operationally costly facilities will be decommissioned. Several existing facilities will be upgraded and several more will be maintained as is.

Under this service level, facilities and services are responsive to the expressed needs of people living in Calgary (captured through public research) and located equitably throughout the city. Service standards will be met or exceeded with increased access to prime time and reduced waitlists for programs and services.

Some service impacts include:

- equitable facility distribution across the city
- 40 per cent more swim lessons
- 25 per cent more ice sheets
- 2.5X bookable hours at fieldhouses and athletic parks
- service increases to match population growth

Making Waves

+ New builds

★ Upgrades

✕ Closures

🔧 Maintained

Aquatics

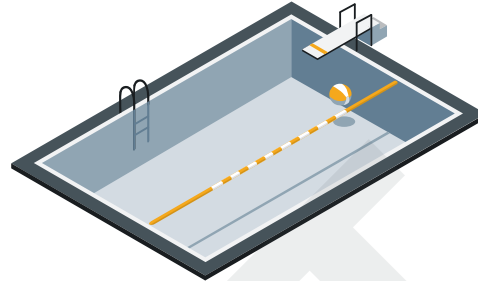
95 per cent of service standard achieved

Total Inventory

26

+ 8

★ 12



6 🔧

5 ✕

Ice Sheets

100 per cent of service standard achieved

Total Inventory

67

+ 16

★ 41



10 🔧

9 ✕

Fieldhouses

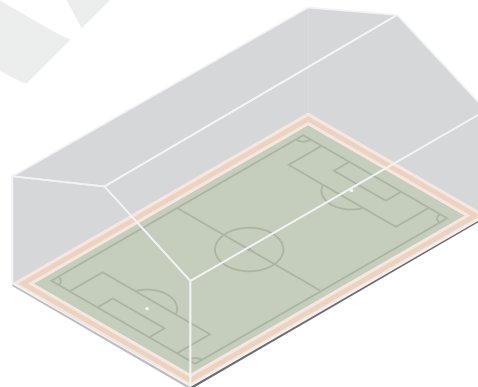
100 per cent of service standard achieved

Total Inventory

13

+ 8

★ 3



2 🔧

1 ✕

Athletic Park Fields

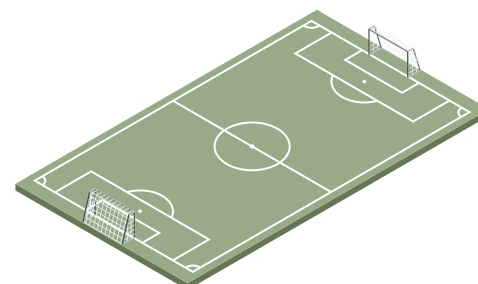
95 per cent of service standard achieved

Total Inventory

89

+ 43

★ 35



11 🔧

1 ✕

5.4.4. Service level scenarios summary

The table below summarizes outcomes of investment in each service level (*Going Under, Staying Afloat or Making Waves*). It measures current state against achievement of the service standard, which uses per capita facility provision as a baseline. For example, currently the public recreation system is achieving 115 percent provision against the standard of one pool for every 75,000 people. If current funding levels are maintained, provision will decline to 55 percent of the standard by 2050.

Facility Type	Service Standard	Measure	Current State	Going Under	Service Level Scenarios	
					Staying Afloat	Making Waves
Aquatics	1:75,000	per cent achieved of standard	115 per cent	55 per cent	80 per cent*	95 per cent
Ice Sheets	1:32,000	per cent achieved of standard	115 per cent	50 per cent	85 per cent	100 per cent
Fieldhouses	1:150,000	per cent achieved of standard	50 per cent	45 per cent	70 per cent	95 per cent
Athletic Parks	1:22,000 (Class A/B or AT fields)	per cent achieved of standard	45 per cent	40 per cent	75 per cent	95 per cent
Annual Capital Investment (in millions)**				\$0-\$30 M	\$100-\$150 M	\$200-\$250 M

*While achieving only 80 per cent of the service standard, this scenario will include increased capacity due to upgraded and expanded aquatic facilities that have additional swim lanes and leisure water.

** 2024 dollars, not adjusted for inflation. Order of magnitude costs for estimation purposes only.

6

DRAFT



Closing

GamePLAN reflects feedback from thousands of touch points with partners and the public. Alongside data and research, it tells some hard truths about the current state of public recreation in Calgary. It tells a story about how investments in infrastructure are misaligned with the value public recreation holds for individuals, families and communities.

Public recreation is more than just arenas, pools and playfields. It's every part of our community reflected in and represented by the spaces, places and services that touch their lives in a significant, personal way.

It is a tool for advancing equity, diversity, inclusion and belonging. That is the vision for public recreation in Calgary – where every person can play, connect and create in active, affordable and safe spaces they helped to create.

The public recreation system in Calgary is at a crossroads. More than 70 per cent of public recreation facilities were built more than 35 years ago in established areas. They reflect a different era and a different city than exists today – one that has grown and changed significantly. Most older facilities have limited capacity to reflect that change while investment in public recreation infrastructure in new communities has not kept pace with growth.

This has left many residents without access to play, connect and create in public recreation spaces. Without significant investment, the system will degrade. Facilities will close and service levels will drastically reduce.



GamePLAN considers the journey of public recreation over the last half-century. Investment by other orders of government has ebbed and flowed and, finally, stagnated.

The unpredictability of funding has made it difficult to plan strategically for growth and change. Without additional and consistent investment in the public recreation system, Calgary will experience a rapid decline in recreation service. Facilities will close – several in the next few years – without the ability to replace or add services elsewhere.

As the first system-wide look at public recreation in Calgary, GamePLAN strives to create a foundation for improved collaboration and information sharing among partners to ensure programs, services, policies and processes respond to the evolving needs of Calgary’s diverse communities. The vision, principles and commitments that underpin GamePLAN will help guide service decisions into the future so we can keep the health and well-being of people living in Calgary front and centre. It will help to inform policy, strengthen partnerships and introduce innovation to strengthen the system’s collective impact.

GamePLAN also provides critical context to inform future investments in public recreation infrastructure. It presents three infrastructure service levels based on different scales of investment. The difficulty is both the Staying Afloat and Making Waves service levels represent a period of catching up from decades of underinvestment.

GamePLAN considers where we have been (*as a city and as a public service*), where we are now and where we are going. It is not a point in time assessment of the needs and values of our city but a thoughtful, forward-looking strategy that sets Calgary out as a livable city with a high quality of life, now and in the future. It is both a foundational document and a living strategy that will be updated at regular intervals to ensure it consistently reflects the values, interests and needs of the public.

Acknowledgements

Thank you to everyone who helped reimagine public recreation in Calgary! We hope you will continue to advocate for this important public service by sharing your perspectives, experiences and desires for the future of public recreation.

Appendix 1.

History of Investments

Investment in public recreation infrastructure has ebbed and flowed over several decades. While funding programs by other orders of government have been unpredictable, The City of Calgary has consistently invested in providing public benefit through recreation.

1960s

- South Calgary Outdoor Pool
- Highwood Outdoor Pool
- Inglewood Aquatic
- Killarney Aquatic
- Father David Bauer Arena
- Stu Peppard Arena
- Stanley Park Outdoor Pool
- Forest Lawn Outdoor Pool
- Foothills Athletic Park
- Renfrew Athletic Park
- Glenmore Athletic Park
- Renfrew Aquatic
- Shouldice Pool
- Stew Henry Arena
- Rose Kohn Arena
- Shouldice Athletic Park
- Vecova
- Shouldice Arena
- Ernie Starr Arena
- Acadia Aquatic
- Foothills Aquatic

Calgary’s public recreation system as we know it today began to take shape in the 1960s. With funding support from the provincial and federal governments through the Municipal Winter Works Incentive Program, The City opened its first three indoor arenas (Stu Peppard Arena, Father David Bauer Arena, and Stew Hendry Arena) and four indoor pools (Killarney Aquatic and Recreation Centre, Foothills Aquatic Centre, Acadia Aquatic and Fitness Centre and Inglewood Aquatic Centre).

In 1968, the Alberta Government launched its first recreation-specific capital grant program, the Recreation Development Act: Regulation 198/68. This five-year per-capita based grant assisted municipalities with capital expenditures related to recreation. The City applied for and received all five years of funding as a lump sum to help build Rose Kohn Arena and the Renfrew Aquatic & Recreation Centre, with about half of the funding coming from the grant. Having exhausted grant funding from this source by 1969, The City scaled back on plans to construct Ernie Starr and Shouldice Arenas. The City funded the two arenas without grant support by having less spectator seating and fewer dressing rooms than The City’s previously constructed arenas.

1970s

- Thornhill Aquatic
- Frank McCool Arena
- Canyon Meadows Aquatic
- Forest Lawn Athletic Park
- Triwood Arena
- Glenmore Aquatic
- Optimist Arena
- Murray Copot Arena
- Kinsmen Arena
- West Hillhurst Arena
- Fairview Arena
- Bob Bahan Aquatic
- Sir Winston Churchill Aquatic
- Jack Setters Arena
- Norma Bush Arena
- W. Mount Pleasant Arena
- Silver Springs Outdoor Pool

In the early 1970s, with no provincial or federal funding support, The City continued to construct pools and arenas to meet the needs of a growing city. Three pools (Canyon Meadows Aquatic and Fitness Centre, Glenmore Aquatic Centre and Thornhill Aquatic and Recreation Centre) and one arena (Optimist Arena) were opened in 1971.

In 1972, nationwide unemployment hit 7.1 per cent and the Federal government announced a revival of the Winter Works grant program. A total of \$500 million was committed to projects across Canada. The City was allocated funds to aid in the construction of Murray Copot Arena (1972), Bob Bahan Aquatic and Fitness Centre, Sir Winston Churchill Aquatic and Recreation Centre (1974) and Norma Bush Arena (1975).

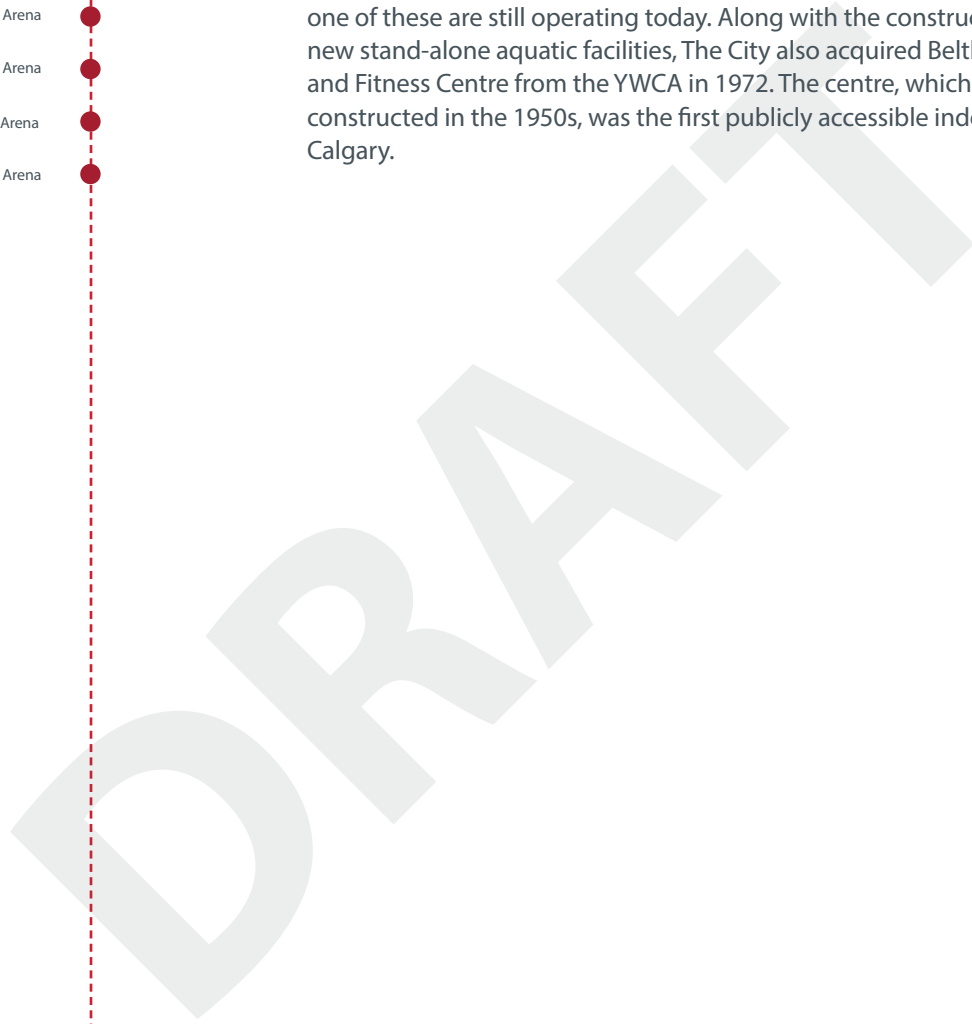
In 1975, the Province launched a financial grant program for the construction of recreation facilities and amenities: the Major Cultural Recreation Facility Grant or MC/R. The program was another per capita funding model but introduced a higher level of assistance than was provided by the Recreation Development Act. Horst Schmid, Alberta’s Minister of Culture, Youth and Recreation at the time called the program “the most significant step ever taken in Canada towards the development of recreation.” The program supported the construction of more than 15 new publicly accessible recreation facilities in Calgary with eleven being constructed in partnership with community associations.

Also in the 1970s, The City invested in its first partnerships with community groups to build and operate recreation facilities. In 1971, The City entered into a dollar-for-dollar cost sharing agreement with the Triwood Community Association to develop the Triwood Arena. In 1972, two more community arenas, West Hillhurst Community Association Arena and Fairview Arena, were built using the dollar-for-dollar cost sharing structure.

- Deerfoot Athletic Park
- Henry Viney Arena
- Brentwood Arena
- Ken Bracko/Max Bell Arena
- Lake Bonavista Arena
- Oakridge Arena
- Thornclyffe Arena
- Huntington Hills Arena
- Frank McCool Arena
- Bowness Arena

Beginning in 1970 and occurring annually until 1977, the Stampede City Kinsmen were actively fundraising to help build City of Calgary arenas. Two years into fundraising, the Kinsmen Arena was opened in southwest Calgary with contributions from the Kinsmen Club. In 1974, the Jack Setters Arena became the second public arena to receive funding from the Kinsmen's fundraising efforts. This was followed by Henry Viney Arena in 1977.

A total of 23 facilities were constructed between 1970 and 1979. Twenty-one of these are still operating today. Along with the construction of five new stand-alone aquatic facilities, The City also acquired Beltline Aquatic and Fitness Centre from the YWCA in 1972. The centre, which had been constructed in the 1950s, was the first publicly accessible indoor pool in Calgary.



**1980s
and 1990s**

The 1980s saw a downturn in the global economy and Calgary experienced its first population decrease in more than 20 years. As the Major Cultural Recreation Facility Grant was a per capita based grant, funding severely diminished and capital development had to be restrained. The opening of Village Square and Southland Leisure Centres in 1983 marked the end of an era of significant investment in recreation infrastructure in Calgary when then Mayor Ralph Klein declared that “no more of these facilities will be built in Calgary for a long time because we simply don’t have the dollars”. The collapse of the Kinsmen Arena in 1983 reinforced public thinking that investment in recreation should be deprioritized.

Throughout the 1980s and 90s, funding for recreation infrastructure was reduced drastically by all levels of government. Only three new indoor public recreation facilities were developed in Calgary during this time: the Calgary Soccer Centre in 1992 and Don Hartman North East Sportsplex in 1995, while Melcor YMCA at Crowfoot was redeveloped in 1997. During the same timeframe, Calgary grew by almost 30 per cent, with the population jumping from just under 600,000 in 1981 to more than 765,000 in 1996.

- MNP Centre
- Trico Leisure
- Southland Leisure
- Village Square
- Acadia Athletic Complex
- Jimmie Condon Arena
- E. Calgary Twin Arena
- Acadia Athletic Park
- Crowchild Twin Arena
- Optimist Athletic Park
- George Blunden Arena
- Woodbine Athletic Park
- Pop Davies Athletic Park
- Tom Brook Athletic Park
- Calgary Soccer Centre
- Don Hartman Arena
- Crowfoot Recreation Centre
- Calgary Soccer Centre Athletic Park
- Melcor YMCA
- Calgary Soccer Dome Centre
- Calgary Rugby Union

2000s

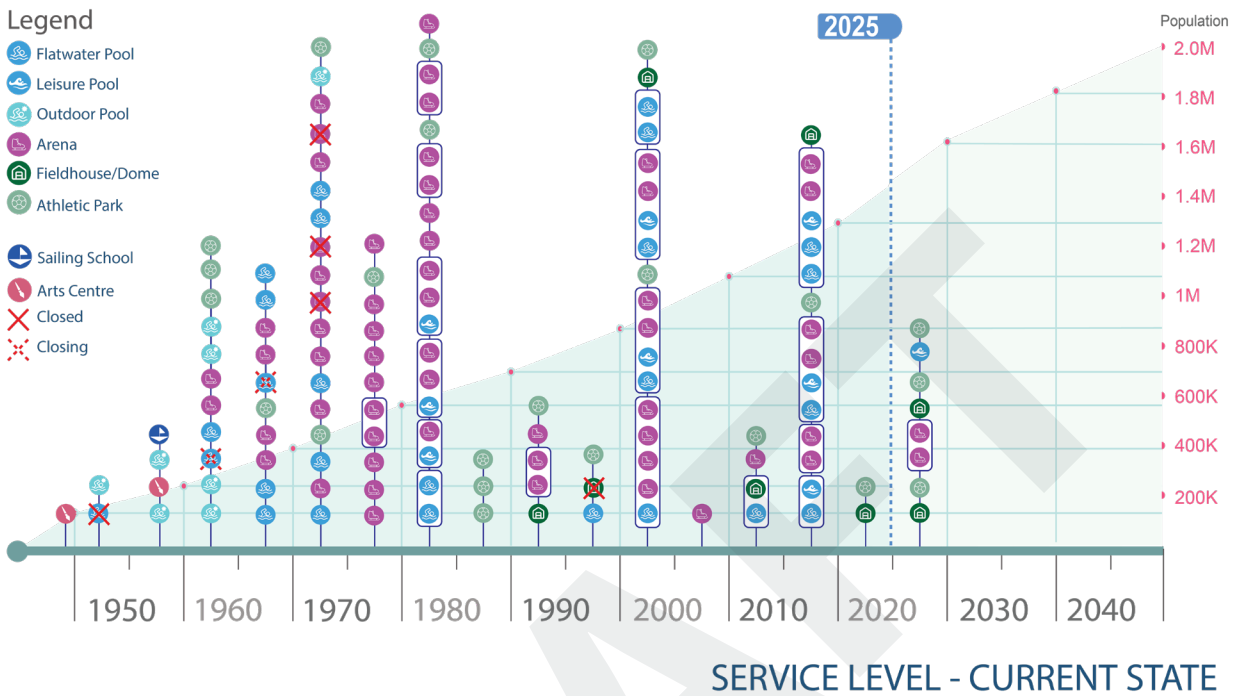
As a part of The City’s 1999 capital budget, without support from the provincial or federal governments, Council approved \$75 million toward three new regional recreation centres to address the challenge of providing an adequate number of recreation facilities for a growing city. Westside Recreation Centre opened in 2000, the Cardel Rec South and Shawnessy YMCA site opened in 2001 and Vivo for Healthier Generations opened in 2003. Each facility received \$25 million for construction from The City with community fundraising and corporate donations supplementing costs.

Provincial funding for municipal infrastructure would not become available again until 2007 with the launch of the Municipal Sustainability Initiative (MSI). Designed to help support local infrastructure priorities, the program allocated more than \$15.2 billion to local Alberta governments between 2007 and 2023, including more than \$230 million for the construction of new recreation facilities in Calgary.

With this renewed provincial support, The City was able to build three new recreation facilities, including Great Plains Recreation Centre, Brookfield Residential YMCA at Seton Remington YMCA in QUarry Park and Shane Homes YMCA at Rocky Ridge. A second ice sheet was also added at the Trico Centre for Family Wellness. Funding from MSI added more than one-million square feet of recreation facilities and amenities to the city.

- Cardel Recreation
- Vivo
- Inland Athletic Park
- Westside Recreation
- MNP Centre
- Calgary W. Soccer
- Jaycee Slowpitch Calgary Irish Athletic Park
- Perry Cavanaugh Arena
- Genesis/Saddletowne YMCA
- Trico Centre
- Ernest Manning Athletic Park
- Remington YMCA
- Great Plains YMCA
- Shane Homes Rocky Ridge YMCA
- New Brighton Centre
- Brookfield YMCA Seton
- Calgary Soccer Centre Renovation
- Shouldice Dome
- Genesis Centre Athletic Park
- Calgary Soccer Dome
- Rocky Ridge Athletic Park
- Glenmore Arena
- Belmont Fieldhouse
- Saddleridge Athletic Park
- MNP Centre Expansion
- Northeast Athletic Park

Public Recreation Infrastructure Construction Dates



Appendix 2. **Research Summary**

Research Overview

GamePLAN is supported by a robust research program to better understand public perceptions, behaviours and motivations for attending public recreation facilities and amenities.

Research includes:

- primary research with recreation customers and non-customers,
- municipal benchmarking,
- a review of sport and recreation participation trends,
- a review of planning and design best practices and
- a review of existing policies, plans, studies and strategies.

Research provides insights, data and context needed to understand current state and inform decisions about the future of public recreation service in Calgary. Findings were used to develop a strategic direction for GamePLAN that accounts for current trends, opportunities and risks.

Primary Research

Purpose

The purpose of primary research is to assess demand for and usage of recreation facilities and amenities, understand perspectives on recreation facility and amenity design and how they impact customer experience.

Methodology

Component 1: General Population Telephone Survey (August 2023)

The general population telephone survey assessed demand for recreation facilities and amenities among people living in Calgary and provided insight into recreation behaviours. A total of 700 adults (18+ years) participated in the survey. Note: results are statistically significant and can be generalized for Calgary's population.

Component 2: Online Customer Survey (August 2023)

The online customer survey asked current City of Calgary recreation customers for their perspectives on recreation facility design and improvements. Respondents were recruited on site at City recreation facilities. A total of 931 people participated in the survey.

Component 3: Online Recreation Amenity Prioritization Survey (August 2023)

A Maximum Difference Scaling exercise was conducted to understand how people living in Calgary prioritize recreation amenities and services. A list of amenities and services was ranked from most to least important. A total of 1,043 City recreation customers (539) and non-customers (504) participated in the survey.

Component 4: Online Focus Groups (February 2024)

Focus groups were conducted to further explore feedback from previous research. A total of 33 people participated in one of five 90-minute focus groups.

Appendix 2: Research Summary

Themes and Findings

The City gathered feedback about participants' personal use, experiences with and perceptions of recreation facilities and amenities. Data is summarized into six themes described below.

Recreation Behaviours

- Recreation is important to people living in Calgary and they want to see it continue to grow and improve as a public service.
- Differences in recreation behaviours exist across groups and locations.
- More than half of people living in Calgary have attended a recreation facility in the past year (City-operated, partner-operated or private) and about one-in-five have used a City-operated recreation facility.
- Half of customers surveyed reported visiting recreation facilities with their children or other dependents.

Travel Patterns

- The majority of people living in Calgary who use recreation facilities will travel for less than 20 minutes to reach a facility (public or private) and would be willing to spend up to half an hour commuting if it were necessary.
- People living in Calgary spend more time traveling to recreation facilities for organized sports and registered programs and less time traveling for drop-in, instructor-led classes. Participants of organized sports are willing to travel further compared to other recreation users.
- Most people who visit a recreation facility drive there. Fewer than one-in-five people who visit a recreation facility walk, and one-in-10 use public transit.

Satisfaction with City of Calgary Recreation Facilities and Amenities

- Overall satisfaction with The City’s recreation facilities is high. Participants reported high levels of satisfaction with facility locations, family-friendliness and atmosphere and lower satisfaction with the availability and variety of programs.
- The four key satisfaction drivers for City of Calgary recreation facilities and amenities are:
 - facility layout,
 - atmosphere,
 - cleanliness and
 - condition of equipment.

Barriers and Motivators

Participants identified barriers and motivators for attending recreation facilities or participating in sport.

Barriers

- lack of time
- work commitments
- affordability
- physically unable to participate

Motivators

- improving physical health
- improving mental health
- spending time with family

Facility Selection

- When deciding which recreation facility to use, people indicated a preference for facilities that are clean and well maintained, convenient to get to with friendly, helpful staff. Providing a welcoming environment and value for money were also important motivators for facility selection.
- City of Calgary recreation users place a higher importance on free parking than users of other recreation facilities.

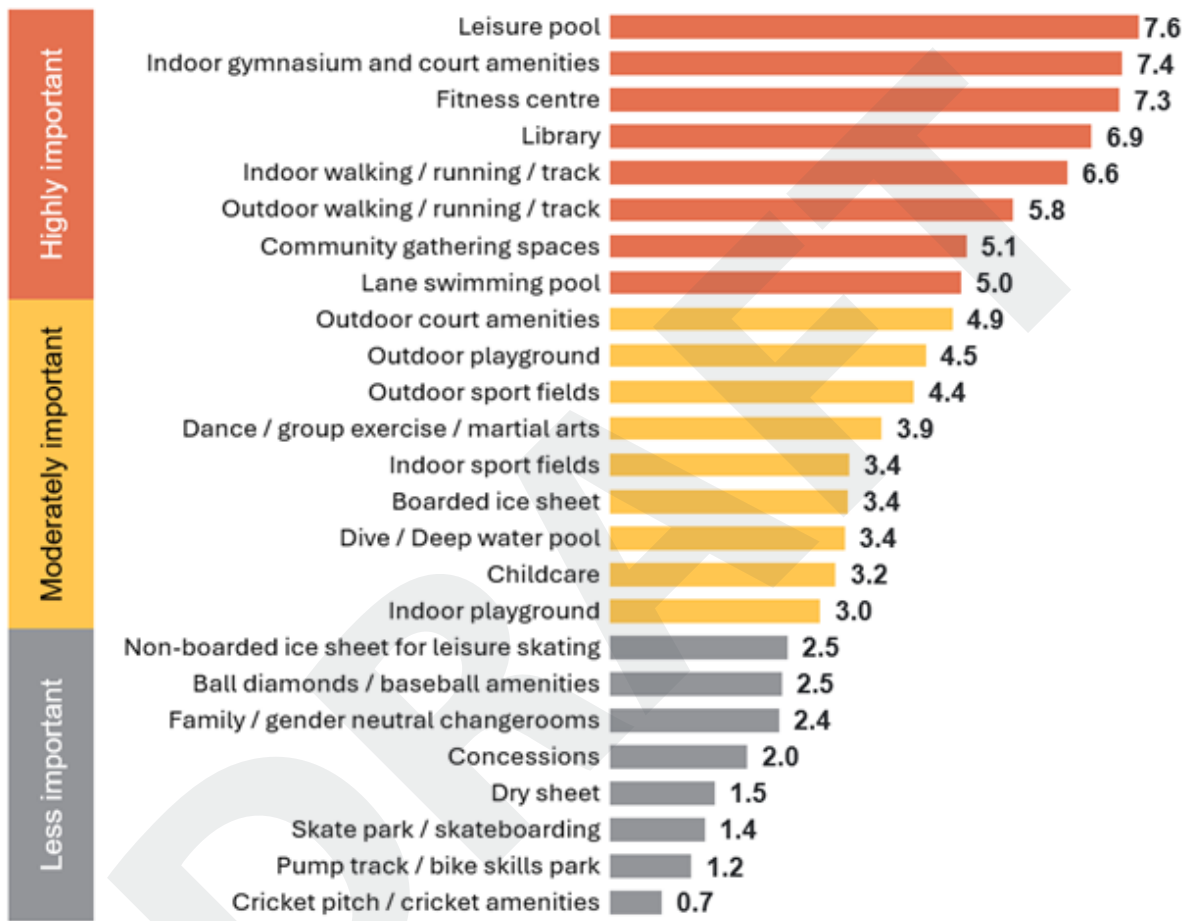
Facility/Amenities Priorities

- Ensuring facilities are physically accessible for all participants is considered a top priority for The City by most people living in Calgary.
- Offering a variety of available programs is also a priority.

Amenity Prioritization

- Research participants indicated that leisure pools, indoor gymnasiums and courts and fitness centres are the top three most important features for recreation facilities.
- More specialized amenities, such as cricket pitches, skate parks and pump tracks are viewed as less important in comparison to more general amenities such as libraries, tracks and fields, gathering spaces and swimming pools.
- In general, City of Calgary recreation customers are more likely than non-customers to place importance on facility-based recreation amenities like indoor pools, courts, fitness centres, sport fields and ice sheets. Non-customers place greater importance on lower impact or play-based amenities like libraries, walking or running tracks, outdoor courts and playgrounds.

MaxDiff Analysis



Phase 3: Prioritization Survey
 QB2. Which of the following do you consider "most important" and "least important" in having a positive experience at a recreation facility? Base: All respondents (Total: n=1,043)

Municipal Benchmarking

Purpose

GamePLAN compared Calgary’s per capita service provision with comparable Canadian municipalities:

- Edmonton,
- Medicine Hat and
- Kamloops.

Edmonton is similar in size to Calgary and the best proxy for comparison. Edmonton is facing similar challenges as Calgary with respect to aging infrastructure and population growth. Conversely, the populations of Medicine Hat and Kamloops are relatively equal to Calgary’s annual population growth, offering perspective about per capita provision.

There is currently no nationally recognized service standard for public recreation in Canada. When used in conjunction with local research, public engagement and supply and demand analyses, benchmarking provides valuable insight into other municipalities’ approaches and standards.

Methodology

Data was gathered from municipal and regional district websites, master plans and studies. While the cities selected for benchmarking are those for which relatively accurate data is available, some margin of error likely exists, especially for a high-volume amenity type like sports fields.

Benchmarking is based on the number of facilities per capita and does not take into consideration the quality and functionality of those assets.

Themes and Findings

Across Canada, most major cities appear to provide a high level of service for most recreation facility types. However, many of these facilities are aging and require major renewal or reconstruction. Compared to Edmonton, Medicine Hat and Kamloops, Calgary currently provides a lower level of service for almost all facility types, with the exception of having more ice sheets per capita compared Edmonton.

Amenities	Service Standard	Calgary <i>population* 1,491,900</i>		Edmonton <i>population 1,010,899</i>		Medicine Hat <i>population 63,271</i>		Kamloops <i>population 97,902</i>	
		Number	Provision	Number	Provision	Number	Provision	Number	Provision
Indoor Aquatics Facilities	1:75,000	23	1:65,000	21	1:48,000	3	1:21,000	3	1:33,000
Ice Sheets	1:32,000	54	1:28,000	31	1:32,000	5	1:13,000	6	1:16,000
Fieldhouses (Open Span Facilities)	1:150,000	5	1:298,000	9	1:112,000	2	1:32,000	1	1:97,000
Athletic Parks (Class A/B or AT Field)	1:22,000	30	1:50,000	39	1:25,000	1	1:63,000	12	1:7,000

Sports and Recreation Participation Trends

Purpose

Shifting activity participation rates and uses put pressure on existing facilities and results in increased demand for new facilities to accommodate growth. Consideration of these trends ensures local recreation infrastructure is positioned to respond to both traditional and emerging activity preferences.

Methodology

GamePLAN considers current sport sector research as well as City of Calgary admission and registration data to understand current demand for recreation facilities and amenities.

Themes and Findings

Changing Participation Trends

- Participation and activity trends are dynamic and can change quickly in response to major events like the Olympics or the success of local professional sports teams or individual athletes. However, these fluctuations may not lead to sustained increased demand (Rowe, 2019, p. 35). This poses challenges for long-term planning efforts.
- The introduction, evolution or growth of a sport can increase demand for suitable recreation facilities and amenities. One example is the emergence and growth of pickleball. Between 2019 and 2022, the number of youth in the United States who play pickleball increased by more than 75 per cent (Project Play: Aspen Institute, 2022, p. 20). In Alberta, nearly one in 10 households played pickleball in 2022. (Alberta Recreation and Parks Association, 2022, p. 73)

- Global events can also impact sport and recreation trends. For example, the COVID-19 pandemic resulted in a reduction in program registration and the growth of self-directed facility use like individual fitness. (Canadian Centre for Ethics in Sport, 2022, p. 49).
- Immigration is another factor contributing to increased demand for sport amenities, such as cricket pitches. Newcomers to Canada have reported having more meaningful social interactions while playing and watching sports than in other settings, like the workplace (Canadian Centre for Ethics in Sport, 2022, p. 34). However, newcomers are less likely to participate in recreational activities when compared to others who were born in Canada (Alberta Recreation and Parks Association, 2022, p. 61). Providing amenities like cricket pitches that are affordable, locally accessible and designed with cultural customs in mind can help promote sport participation among newcomers (Canadian Centre for Ethics in Sport, 2022, p. 35).

Physical Activity Targets

- Recent research suggests Canadian youth are not meeting physical activity targets needed to combat sedentary lifestyles. In 2024, only two-in-five children in Canada met the recommendation of 60 minutes of moderate to vigorous intensity physical activity per day (Participation Youth, 2024, p. 7).
- The COVID-19 pandemic had a significant negative impact on sport and activity participation trends in Canada, particularly in team sports. Many parents report their child's participation in sport has been impacted by the pandemic (Jumpstart, 2022, p. 10).

Participation Research

Canadian Women & Sport. (2022). Rally Report. <https://womenandsport.ca/rally-report-2022> Jumpstart. (2022). State of Sport Report. <https://jumpstart.canadiantire.ca/pages/the-state-of-sport-in-canada>

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Facility Planning and Amenity Design Leading Practices

Purpose

GamePLAN considers leading national and international practices within the recreation and sport sectors to align GamePLAN recommendations and approaches with industry best practices.

Methodology

GamePLAN reviewed leading practices related to the planning and development of recreation facilities and amenities to understand current and potential future trends in recreation and sport facility design.

Themes and Findings

Accessible facilities for all abilities

An important aspect of inclusion and participation is the physical accessibility of the built environment. Many recreation facility design plans now focus on exceeding the minimum accessibility standards set out in codes or bylaws and pursue external certifications from organizations like the Rick Hansen Foundation, a charitable organization advocating for innovation in removing barriers to inclusion for people with disabilities. The City of Calgary will prioritize physical and cognitive accessibility in the planning and development of new and renovated recreation spaces.

Equity in facility design

Publicly funded facilities are being designed to be accessible, available and inclusive. Consideration is given to groups that may face higher levels of isolation like seniors, people with diverse abilities, Indigenous Peoples and newcomers. Equity is a key tenet of The City's strategic priorities and is reflected in GamePLAN's approaches and recommendations.

Applying a physical literacy lens to facility design

Facilities, equipment and programs should be 'right sized' to fit all ages, abilities and development levels. Amenities should be scalable to promote participant confidence and reinforce skill development. Facility recommendations are rooted in industry best practices for physical literacy.

Community hubs

In many communities, recreation facilities function as community hubs, providing gathering spaces and services that support meaningful connections. Future recreation facilities will recognize and elevate the role of recreation facilities and amenities as cornerstones of complete communities.

Climate ready, sustainable facilities

Climate change will have significant implications for water and energy consumption. The impact to our natural environment, including extreme weather events will amplify the need for indoor sport and recreation spaces. As The City strives to be more resilient to the impacts of climate change, sustainable practices will be incorporated into recreation facility and program design and operations.

Facilities as emergency infrastructure

Recreation facilities function as emergency hubs in times of crisis related to climate events (and more recently for pandemic support as treatment spaces and vaccine centres). This alternate function will be weighted into facility planning and design.

Multi-use facilities

Modern indoor recreation facilities are designed to accommodate multiple activities and user groups simultaneously. The construction of single-use facilities that characterized previous generations of development is rare. The benefits of multi-use spaces include:

- operational efficiencies,
- customer attraction and
- revenue procurement.

As a best practice, recreation facilities should be adaptable and accommodate multiple, simultaneous activities, including spontaneous drop-ins, structured uses, formal and informal gatherings. They should function as 'one stop shops' for a range of municipal services, including libraries and other community or social services.

Incorporating outdoor spaces in facility planning

There is a growing trend towards the integration of indoor and outdoor environments in a single location. This can include spaces such as public event spaces, walking trails and corridors and children play areas. Incorporating outdoor spaces in the planning of indoor facilities can enhance community engagement and create event hosting opportunities.

Technology demands

The COVID-19 pandemic accelerated the relevance and acceptance of technology in facility and program design. The trend is expected to gain momentum as participants require increased interaction with technology to access sport and recreation, including amateur sport broadcasting and virtual fitness and activities.

Integrating revenue generating spaces

Municipalities operating indoor recreation facilities are finding increasingly creative and innovative ways to generate revenue to sustain operations or fund future expansions. In a limited funding environment with many competing priorities, it is critical to find alternative revenue streams to support cost-recovery and the long-term viability of the public service.

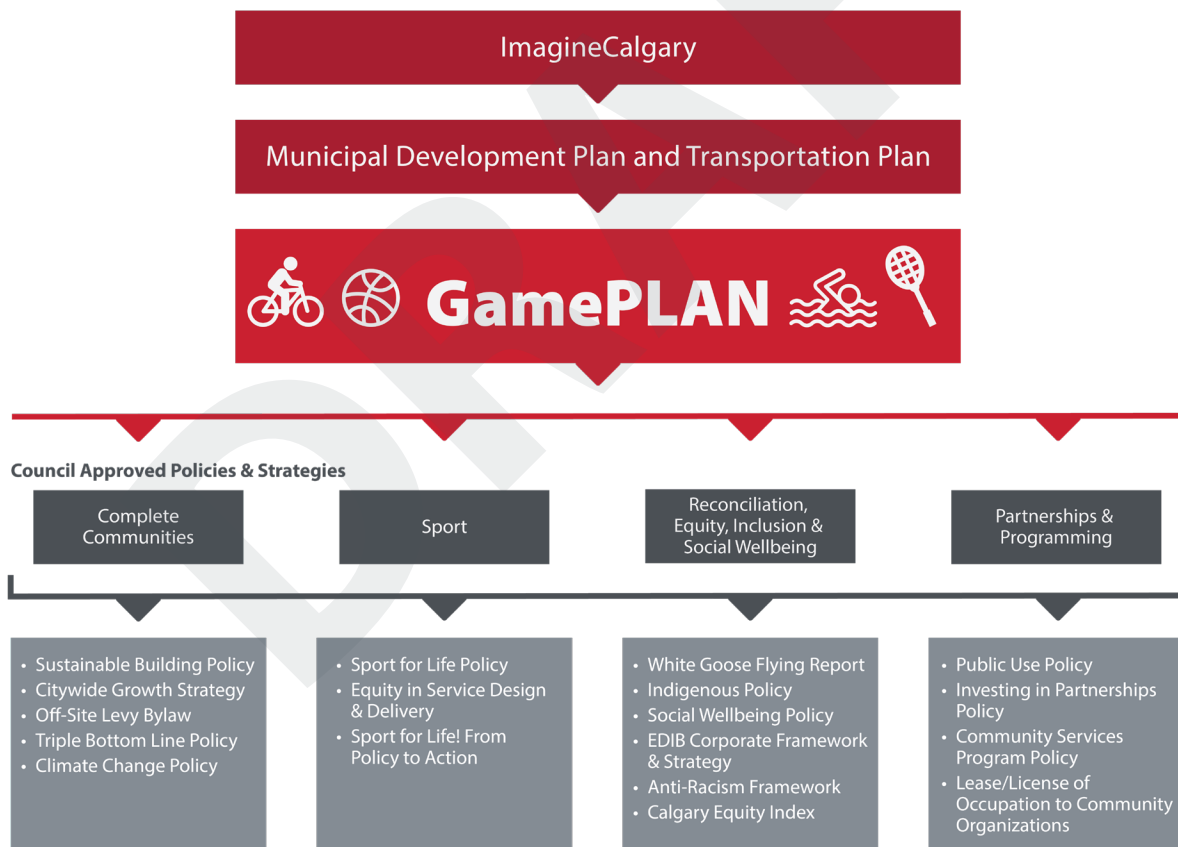
Policy Review

Purpose

The purpose of the policy review was to provide an overview of recreation related plans, studies, strategies, policies and other planning literature that inform GamePLAN's recommendations. The City of Calgary has extensive planning and strategic guidance related to recreation facilities, as does the Government of Alberta, Government of Canada and various sport and recreation organizations.

Methodology

More than 40 City of Calgary policy and planning documents were reviewed based on their ability to influence or be influenced by GamePLAN. Several more provincial, national or partner documents provide additional context.



Themes

Public Health

The provision of public recreation facilities, spaces and services is essential to public health and wellness. These facilities and spaces are critical municipal infrastructure and indicators of quality of life.

Equity

A priority of municipal investment is the promotion of equitable access to recreation facilities and spaces and the respectful inclusion and representation of diverse cultures, including those of Indigenous, Metis and Inuit Peoples who live and work in Calgary.

Community

Community partnerships are essential to delivering recreation opportunities that foster health and well-being.

Evidence Driven Decision Making

Evidence-based decision-making supports the efficient and responsible use of City resources.

Climate and the Environment

The planning and design of recreation facilities and spaces should include conservation practices and climate mitigation strategies to build a city that is livable in future climate conditions.

Sustainable facility management protocols are needed to minimize the environmental footprint of recreation facilities, spaces and associated services.

Economy

Recreation stimulates the economy through sport tourism, community development and revitalization and job creation. It is part of broader strategies to attract and retain a skilled workforce.

Appendix 3.

What We Heard

GamePLAN: Reimagining Public Recreation

What We Heard Report

May 2024 | Final

Executive Summary

The City of Calgary is reimagining how public recreation is delivered and will soon put GamePLAN into play as a key strategic document in Calgary. GamePLAN is a long-term vision to shape The City's approach to delivering inclusive, accessible and financially responsible recreation services for the next 10 to 30 years. It will guide future business planning and investment, shape policy and The City's approach to service delivery.

From November 2023 to February 2024, The City engaged with the public to better understand their experiences with and expectations for public recreation in Calgary. Partners (Civic and operating Partners, Community Associations and Social Recreation Organizations) were engaged to better understand public recreation's collective impact, and to improve problem-solving capacity and resiliency. This report describes The City's approach to engagement and summarizes feedback according to emergent themes. Engagement with each group revealed distinct perspectives that have been categorized according to the following themes:

Themes from Civic and Operating Partners

- **Service Outcomes:** There is interest among Partners related to shared performance measures and data-tracking, but successful implementation rests on addressing current challenges.
- **Relationship Building:** Partners differ in their needs around their relationship with The City, but there is an overall willingness to collaborate more effectively to support the public recreation sector.
- **Recreation Calgarians Want:** The public recreation sector reaches a broad range of Calgarians through services and there is interest in further supporting equity-denied groups.
- **Operational Needs:** Partners raised their current challenges related to aging facilities, staffing and volunteers, and increased operational expenses.

Themes from Community Partners

- **Supporting Community and Being Active:** Community Partners have common roles they play around building community and promoting physical health and active living.
- **Addressing High Demand:** There is currently a high demand for programming through Community Partners relative to their capacity.
- **Collaborating with The City to Address Challenges:** Community Partners look to The City for support and collaboration around funding, infrastructure, and programming.

Themes from the public

- **Value for Money:** Recreation users value variety, affordability, and the quality of programs and facilities. Respondents shared how they recreate and what aspects of the public recreation system they like.
- **Removing Barriers:** There are opportunities for the public recreation system to better serve new and existing users. Respondents identified barriers to participating in recreation and current challenges for existing users.
- **Embracing Change:** Recreational interests are dynamic and shifting. Respondents suggested a range of ideas for how the public recreation system could be more responsive to the way they prefer to participate in recreation.

Feedback will inform service strategies to ensure the public recreation system is responsive to current and future needs.

Key objectives of GamePLAN:

- Understand current and future recreation needs,
- Formally establish The City's role as a steward of the public recreation system in Calgary, and,
- Identify performance measures to better assess the success of service strategies.

The City heard from:

- Over 2,000 members of the public through pop-up events and a public survey,
- 9 Civic and operating Partners through facilitated sessions, and
- 36 Community Partners through an online survey.

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Appendix C: Detailed Community Partner Engagement Results

DRAFT

Engagement Overview

The City conducted a series of public and Partner engagement activities between November 18, 2023 and February 2, 2024. The purpose of engagement was to understand recreation needs, preferences, and priorities, as well as barriers to accessing the public recreation system.

GamePLAN engaged with three groups:

- Public
- Civic and operating Partners
- Community Associations & Social Recreation Organizations

Public Engagement

Public engagement activities were devised to be highly accessible and promoted to a broad audience through a multi-lingual, multi-media marketing campaign. Intercepts and events were conducted in various locations to meet people where they are and to capture a diversity of perspectives and experiences.

Feedback mechanisms included:

- A digital survey (collected online and through 'intercepts'),
- Pop-up events at third-party locations (markets, libraries, recreation facilities, shopping malls, etc.),
- In-person 'Post-It' boards for sharing feedback about the impacts of public recreation, and
- In-person conversations with members of the project team.

The survey was housed on The City's Engage Portal and optimized for accessibility, including the use of translation software and screen reader capability. More than 1,800 responses were received with 36% of respondents identifying as belonging to one more equity-denied group.

Results highlight challenges and opportunities for improving public recreation services in Calgary (**see *Public Engagement Findings*, page 14**).

Partner Engagement

The City facilitated workshops with Partners in spring 2023 to establish a baseline understanding for how The City and Partners can work better together to develop a long-term vision and strategy for public recreation in Calgary. Four themes emerged from these workshops: *service outcomes, relationship building, recreation people want, and operational needs*.

The City facilitated a second phase of discussions in the fall of 2023, which included one-on-one sessions with Partners to brainstorm and troubleshoot topics within each of the themes.

The City also distributed a closed digital survey to Community Associations and Social Recreation Organizations (**see *Partner Engagement Findings*, Page 16**).

Engagement Approach

Purpose

The purpose of engagement is to understand:

- Barriers to accessing public recreation.
- Recreation needs and wants.
- Public and Partner expectations for the The City's role as a public service provider and sector leader.

Strategy

Engaged groups have varying levels of influence in decision-making based on The City's Spectrum of Strategies and Promises. The public has been **consulted** to identify themes that will inform future strategies and approaches, while Partners have the opportunity to **collaborate** in decision-making.

Commitment

In alignment with The City's Engage Framework, the project team delivered on the mandatory Inform/Communicate tasks:

- Provide information that is timely, accurate, balanced, objective, and easily understood.
- Respond to questions for clarification and direct members of the public and interested parties to sources of additional information.
- Share with interested parties what we heard from them.
- Share with interested parties if the input cannot be used in making the decision and the reasoning for why it may not be used.
- Share how the input was factored into the decision.

Engagement was guided by The City's Engage Policy and incorporated commitments to:

Accountability

Inclusiveness

Transparency

Commitment

Responsiveness

Who We Engaged

GamePLAN engaged with three groups through various tactics tailored to the interest and involvement of each (see *How We Engaged*, page 7).

Public

The public includes those who are not members of a particular organization or who do not have any specific subject matter expertise. For the purpose of engagement, this group is divided into recreation users and recreation non-users.

Over
2,000 Members of the public participated in GamePLAN

- 36 locations (8 pop-ups; 24 additional intercept locations)
- Public survey

Civic and Operating Partners

The public recreation system in Calgary is a network of service providers, facilities and operators. The City's Civic Partners are defined under the Investing in Partnerships Policy. The City invests in these organizations to deliver effective programs and services in targeted areas, develop and advance strategies, and construct and manage assets.

9 Civic and operating Partners participated in GamePLAN

- Partner engagement sessions

Community Associations and Social Recreation Organizations

The City partners with many community groups, clubs, associations and organizations to deliver public recreation opportunities.

36 Community Partners participated in GamePLAN

- Online survey for Community Partners and social recreation organizations

Public Survey Respondent Demographics

97.1% of responses came from Calgary residents

2.3% from non-residents

0.7% prefer not to answer

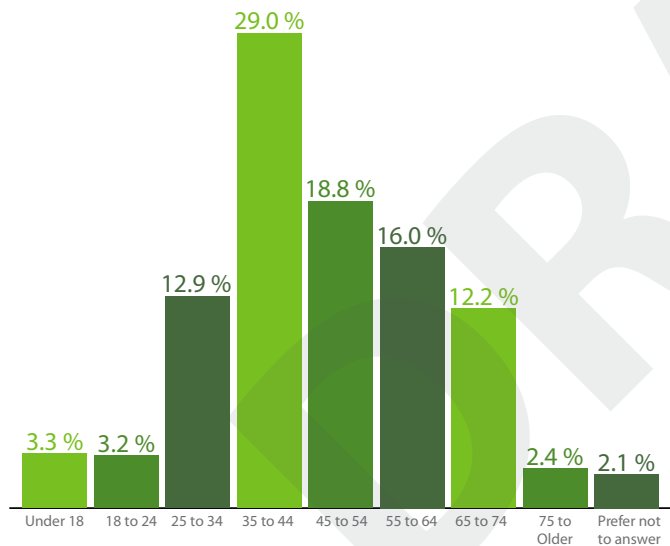
Equity-Denied Respondents

- 3% Indigenous persons (First Nations, Métis, Inuit)
- 6% New Canadians
- 17% Immigrants
- 1% Refugees
- 9% Racialized people, visible minorities
- 5% 2SLGBTQ+
- 6% Persons with disabilities
- 7% Neurodiverse individuals

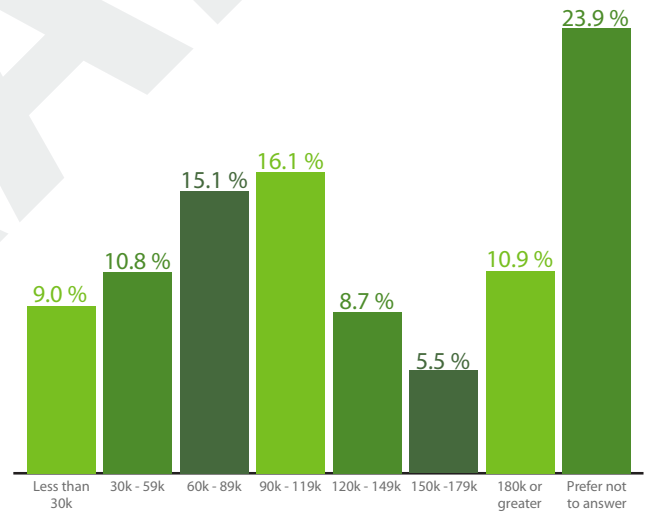
36%
Equity-denied respondents*

*The total number of respondents belonging to one or more equity-denied groups.

Age of Survey Respondents







Household Income of Survey Respondents








How We Engaged

A city-wide marketing campaign raised awareness for engagement opportunities with the goal of reaching as many members of the public as possible. The City engaged directly with Partners.

RESOURCES	DESCRIPTION	STATS	AUDIENCE	
Communications Tactics				
	Project webpage	Project information and the survey were available at: www.calgary.ca/gameplan	13,054 unique webpage visits	Public
	Digital media	Posts on Facebook, Twitter and newsletters directed people to the public events and online survey.	7,650 clicked links	Public
	Direct contact	Partners were engaged through direct contact.	N/A	All Partners
	Radio, print media, and posters	Posters were installed across the city at recreation centres and Community Associations.	N/A	Public

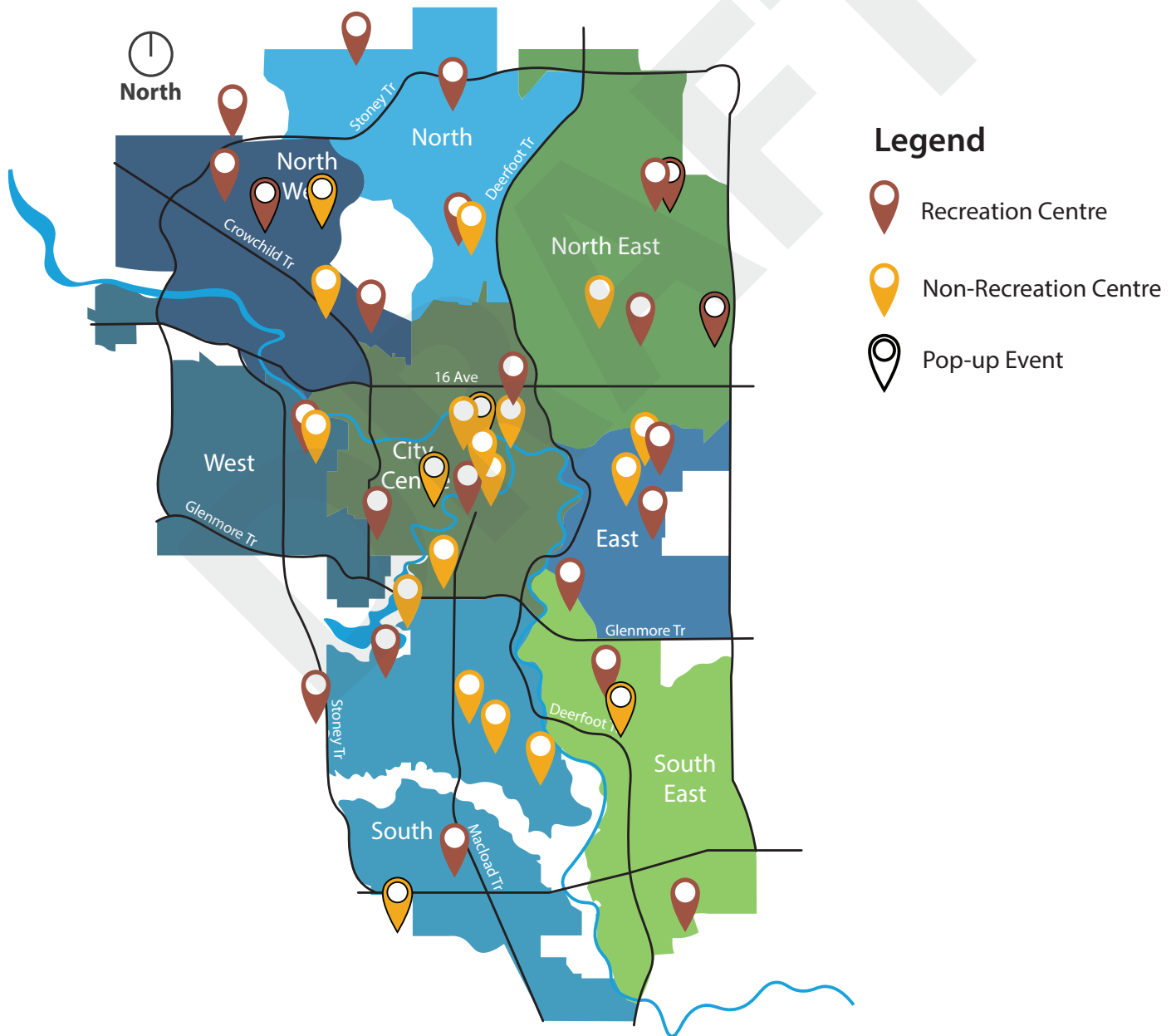
GamePLAN engagement took place between November 13, 2023 and February 2, 2024 and included both in-person and online opportunities to ensure participation was convenient and accessible. The engagement opportunities and their impact are summarized below.

RESOURCES	DESCRIPTION	STATS	AUDIENCE	
Engagement Opportunities				
	Intercept survey	Digital intercept surveys were collected across Calgary using tablets.	27 locations 326 survey responses	Public
	Online survey	The survey was housed on The City’s Engage Portal and optimized for accessibility, including the use of translation software and screen reader capability.	1,526 survey responses	Public
	Pop-up events	The project team attended eight events across Calgary (two in each quadrant) to conduct surveys and engage in conversations with the public. Pop-up booths included free snacks and stickers for kids, mini golf and cornhole.	8 events 210 survey responses	Public
	Community Partners survey	A survey was distributed to Community Associations and Social Recreation Organizations. Organizations were invited to meet with the project team and The City to discuss challenges, opportunities, and strategies.	36 responses	Community Partners
	Partner workshops	Partners met with the project team and City personnel to discuss service outcomes, relationship building, recreation people want and operational needs.	Representatives from 9 organizations	Civic and Operating Partners

Where We Engaged

In-person public engagement activities occurred in locations across Calgary, including recreation locations (e.g., community arenas, swimming pools, and large recreation facilities) and non-recreation locations (e.g., libraries, malls, and community events). At some locations, the project team set up a table as part of a community event (i.e., pop-up event) along with display boards, in addition to the intercept survey.

This approach was used to ensure both recreation users and non-users from each area of the city had an opportunity to participate in GamePLAN engagement.



Engagement Methodology

Public Survey

Over 1,800 respondents shared their thoughts on the future of public recreation in Calgary by completing an online or intercept survey. Based on the sample size, the survey should be considered statistically significant.

Promotion

The GamePLAN survey was promoted through the following:

- The City of Calgary webpage: The survey was live on the Engage Calgary GamePLAN webpage.
- Social Media and Marketing Campaign: The City launched a marketing campaign to direct respondents to the project webpage and to invite them to complete the survey online.
- Pop-ups: During each pop-up, the project team conducted intercept surveys and directed people to the project webpage to complete the survey on their own time.
- Intercept surveys: The project team conducted intercept surveys with respondents at key locations throughout the city.

Methodology

The survey used responsive design and a combination of open and closed question formats to help categorize feedback according to those who currently use public recreation services and those who do not.

Five (5) optional questions were asked at the end of the survey to understand participant socio-demographics. This data is used to understand how respondents' multiple and intersecting identities influence if and how they access and experience Calgary's recreation programs and facilities.

Respondents were also asked standard questions about their demographics, including place of residence, income, and age. For a summary of participant demographics, refer to the section *Who We Engaged*.

For close-ended responses (multiple choice questions), a bar graph has been provided with detailed results. For open-ended responses (open text comment field), a qualitative summary of the common themes and points is provided.

What does the future of public recreation look like to you?

Survey participants were asked to respond to a series of questions across four topic areas, each related to the overarching question "What does the future of public recreation look like to you?"

Definition of recreation

Question 1; Asked to all respondents.

Recreation patterns and preferences

Questions 2-4; Only asked to those who identified as recreation users).

Barriers to participation

Questions 5-6; Only asked to those who identified as recreation non-users).

Future program and service priorities

Questions 7-10; Asked to all respondents.

Methodology for Cross Tabulation Insight

Cross tabulation refers to comparing how different demographics answered a question versus total responses. As an example, the share of participation in recreation may vary by age and level of income. The results of this exercise are visualized through bar graphs to show the comparison across demographics.

Insight (under dark purple text headings) highlights statistically significant differences, which were tested through statistical exercises. The bar graphs highlight far more variations in responses than the selected insight, but not all of the differences in the former are statistically valid (e.g., not enough responses within the sub-group).

Public Survey Questions

Definition of Recreation

Q #1: What does recreation mean to you?

Q #2: Do you, or your family, currently attend a recreation program, facility or participate in sport?

YES

NO

Recreation users

Recreation patterns and preferences

Q #3: Which of the following do you or someone in your household attend or participate in?

Q #4: What do you feel The City and Partners do well?

Q #5: What do you feel The City and Partners could do to improve services?

Recreation non-users

Barriers to participation

Q #6: Why don't you or your family currently attend a recreation program, facility or participate in sport?

Q #7: Please tell us more about why you or your family don't currently attend a recreation program, facility, or participate in sport.

Future program and service priorities

Q #8: What recreational programs and services would you like to see more of?

Q #9: What should the public recreation system - The City and Partners - prioritize?

Q #10: What do you think The City's role should be in public recreation?

Q #11: Do you think there are enough public recreation opportunities from The City and Partners for the following groups of Calgarians?

Pop-up Events

The project team hosted pop-ups at a variety of third-party events and locations like markets, libraries, and recreation facilities. At these pop-ups respondents shared their thoughts on the future of public recreation in Calgary by talking with GamePLAN team members and filling out the online survey using tablets.

Methodology

Pop-up events provided additional opportunities for respondents to share their thoughts and feedback depending on their interest level and time available to participate. A poster board was included as a passive activity for respondents to share their feedback.

Project team members provided information about the project and offered respondents the option to:

- engage in conversation about the current state and future of recreation in Calgary,
- place sticky notes with feedback on the engagement panels (poster board), and/or
- complete a survey with a member of the project team or on their own.

Promotion

The GamePLAN pop-up events were promoted through the following:

- The City of Calgary Webpage: The pop-up event information was live on the Engage Calgary GamePLAN webpage.
- Social Media and Marketing Campaign: The City launched a marketing campaign to direct respondents to the project webpage and to invite them to attend a pop-up event.

LOCATIONS

Edgemont Christmas Market

Calgary Justice Film Festival

Crowfoot Library

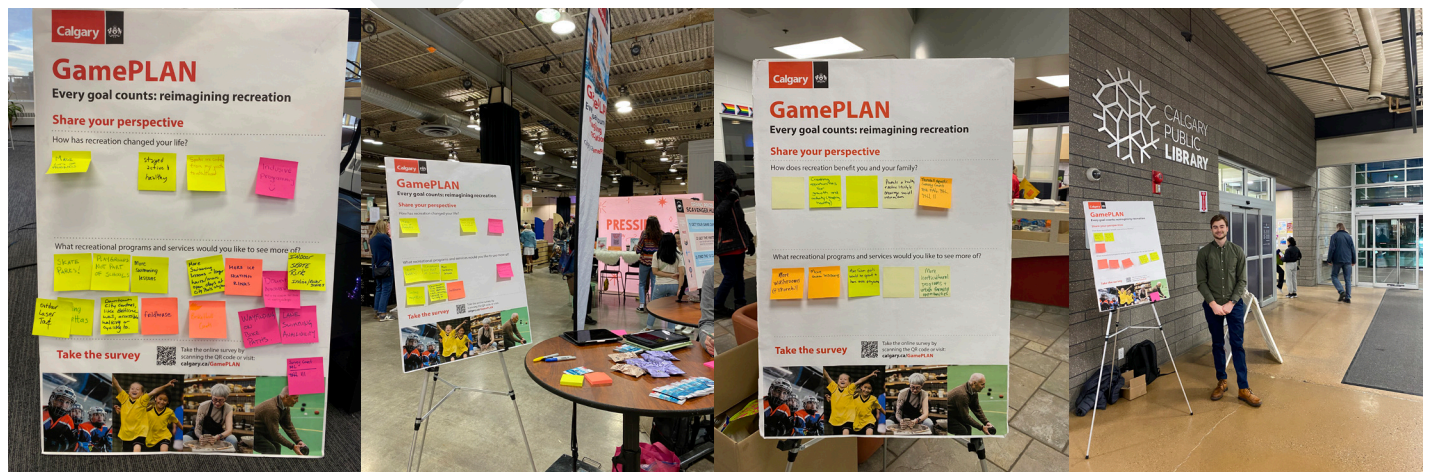
Holiday Market at Deerfoot Inn

Don Hartman North East Sportsplex

Christmas Lights at Spruce Meadows

Genesis Centre

Chinook Blast



Civic and Operating Partner Workshops

Facilitated workshops and interviews conducted by The City's Innovation Lab in spring 2023 helped establish a baseline understanding for how The City and Partners can work better together to develop a long-term vision and strategy for public recreation in Calgary.

The following four (4) themes emerged from these sessions:

- **Service Outcomes:** Shared outcomes define service benefits and provide a basis for measuring success and understanding impact. The public recreation system does not currently have a framework for understanding its mandate or progress through shared outcomes.
- **Relationship Building:** Roles are loosely defined, lack clarity and consistency.
- **Recreation People Want:** Residents' needs continue to evolve and diversify. How do recreational providers keep pace?
- **Operational Needs:** The public recreation system faces revenue pressures that can conflict with desired service benefits.

The City facilitated a second phase of discussions in the fall 2023, which included one-on-one sessions with Partners to brainstorm and troubleshoot topics within the four themes above.

These discussions are described in the *Partner Findings Section* on Page 16, and were facilitated with a focus on:

- Brainstorming shared outcomes
- Troubleshooting challenges
- Exploring emerging trends
- Discussing roles and perspectives

Representatives
from
9
Organizations

participated in the Civic and operating Partner workshops

Civic and operating Partners that participated in workshops with The City:

Calgary Outdoor Swimming Pools Association (COPSA)

Cardel Recreation South

Genesis Centre

MNP Community and Sport Centre

Trico Centre for Family Wellness

Vecova Centre for Disability Services and Research

Vivo For Healthier Generations

Westside Recreation Centre

YMCA Calgary

Community Partner Survey

Community Partners, consisting of Community Associations and Social Recreation Organizations, were invited to participate in a short, invitation-only survey about their experience as part of the public recreation system.

The survey was designed to better understand Community Partners' organizational and operational challenges and aspirations, as well as to identify areas for improved collaboration with The City.

Methodology

The survey was comprised of six questions:

- Two open field questions
- Four closed field questions

The City distributed the survey directly to Community Partners via The City's Partnership network. The survey was open from October, 2023 to January, 2024 and in-person meetings with City personnel were also offered.

**Representatives
from
36
Organizations**

participated in the
Community Partner survey

Community Partner Survey Questions

Q #1: How many Calgarians does your organization reach or serve annually?

Q #2: How can we improve collaboration between The City and your organization?

Q #3: How would your organization like to grow or change its service over the next five years?

Q #4: What is your organization trying to achieve with your public recreation services?

Q #6: Has your organization observed changing demands or emerging trends that impact service delivery? If so, what priorities has your organization identified to respond to Calgarians' changing needs?

Q #7: How can the public recreation system better serve or remove barriers for the following demographics? Your response can address one or multiple groups: Preschool (0-5), Children (6-12), Youth (13-17), Adults (18-64), Older Seniors (65+), New Canadians (all ages), Equity-denied Calgarians (all ages)

Q #5a: How is your organization measuring success towards your outcomes?

Q #5b: If there are opportunities your organization would like to explore or discuss with The City to improve your recreation services, please share them with us.

Public Engagement Themes

The following section summarizes the results, themes and key takeaways from GamePLAN public engagement activities (pop-up events and public survey). **See Appendix A for Detailed Public Survey Results.**

Public Engagement

Throughout public engagement activities, the project team listened to respondents' experiences of Calgary's public recreation system. These experiences are summarized into three (3) themes and eight (8) sub-themes below.

These themes point to how respondents view the current state of the public recreation system and identify priority areas for The City to improve service delivery. These themes will be a key reference when developing strategic actions for GamePLAN.

1. Value for Money: Recreation users wish to see enhanced variety and quality of facilities and programs, while maintaining affordability for all.

Respondents indicated they place value on recreation as a tool for personal development, health and well-being. Current recreation users consider the strengths of the current public recreation system to be the variety, quality, and affordability of facilities and programs. However, users and non-users alike suggest opportunities for The City to prioritize and make public recreation more attractive to all residents.

1a. The way people define recreation is broad and diverse.

When asked what recreation means to them, most respondents indicated recreation is about sport and physical activity. For others, recreation extends to leisure, arts and culture, and community. In open-ended question responses and conversations at pop-ups, participants expressed a perception that Calgary's recreation system favours active recreation over leisure, arts, culture, and community programming.

Respondents shared ways recreation benefits them and their families. Many reported that participation in recreation contributes to their physical and mental health and well-being, as well as a sense of connection to their community.

In conversations with project team members, participants who are parents expressed how recreation promotes skills development and physical activity among children. Older adult participants describe how it can assist them in recovery from illness or injury and supports aging with dignity and grace.

1b. Recreation users value variety, affordability and quality

When asked about the strengths and weaknesses of the public recreation system in Calgary, respondents who identified as being current recreation users noted variety as a top strength. This perception of variety includes the range of facility types (e.g., parks, gymnasiums, pools, etc.) to the variety of programs available (e.g., sports, art classes, fitness, etc.). The quality of facilities (e.g., cleanliness, renovations, etc.) and the low cost of memberships and registration are considered strengths by recreation users.

In contrast, non-recreation users are more likely to consider variety, affordability and facility upgrades as areas for improvement.

1c. Priorities for The City's role in recreation

When asked about The City's role in recreation, many respondents shared three main areas of focus:

- Investment in community facilities and amenities, including renovating existing facilities and building new facilities to meet demand.
- Providing quality programs and spaces for residents of all ages and abilities to be active and creative.
- Providing low and no-cost or subsidized opportunities for residents experiencing vulnerability.

2. Removing Barriers: There are opportunities for the public recreation system to better serve new and existing users.

Recreation and non-recreation users shared feedback about the barriers they experience in accessing the public recreation system, and changes that would better serve their needs and wants. This feedback provides a better understanding of the opportunities for service improvement that would enable The City to draw in new users, while maintaining or improving satisfaction to retain existing users.

2a. Affordability is a barrier

Cost as a barrier to accessing programs and facilities is a common theme that varies between current users and non-users. For example, cost is a common barrier to participation cited by non-users while current users identified affordability as a strength of the public recreation system.

When asked what The City and Partners should prioritize, the most common response among all respondents (both users and non-users) was “providing low- and no-cost or subsidized opportunities for Calgarians experiencing vulnerability.”

Affordability is a complex concept, since admission pricing vary by facility and activity. There can also be additional costs associated with participation (e.g., transportation, equipment, childcare). The engagement analysis is limited to the details provided by respondents, and therefore unable to clearly separate admission pricing from other costs.

2b. Frustration with program availability and registration

A lack of program availability is the second most common barrier among non-users while current users expressed frustration with existing program capacity. Respondents consider this is a result of availability not matching demand, program times not meeting their needs, as well as a challenging registration process that is frustrating for many respondents and prevents equitable access to programs. Respondents described that swimming lessons have very high demand and competition for available time slots.

Current recreation users proposed increased hours of operation as one solution to increase program and facility availability.

2c. Lack of awareness about programs and services

Respondents listed a lack of awareness as the third most common barrier to participation. When asked what The City and Partners could do to improve services, respondents cite a lack of awareness about programs and services, where to find information and how to register for opportunities.

3. Embracing Change: Recreation interests are dynamic and shifting.

Respondents shared feedback about the types of amenities and programming that is currently available across the public recreation system. The public survey revealed that while there is still demand for established activities like basketball and swimming, respondents would like to see emerging activities (like pickleball and disc golf), as well as new approaches to how programs and services are delivered.

3a. Demand for a mix of established and emerging activities

The survey asked respondents what they would like to see more of in the public recreation system, allowing for open-ended responses. Respondents also provided feedback through conversations with project team members at pop-up events.

Feedback indicates a need to increase the availability of existing active programming (e.g., swimming, basketball, soccer, etc.) and provide more spaces to accommodate emerging sports (i.e., disc golf and pickleball). Feedback also indicates a desire for increased leisure, arts and community programming (e.g., walking groups, dance classes, cooking classes, nutritional programming, etc.).

3b. Requests for new approaches to program delivery

When asked what they would like to see more of, respondents provided suggestions for how programming is delivered. This included more drop-in and alternative programming times (daytime and evening programs). Another idea is to expand opportunities to provide trials where people can sample programming before committing to full registration. There is also demand for more “Learn to” programs.

Increasing programming for women and girls is frequently cited, as is programming tailored to seniors, teens, and people with disabilities.

When asked if they felt there is sufficient programming in place for different demographic groups, respondents indicated there are not currently enough opportunities for seniors (65+), youth (13-17), and people living with low income. This survey question did not include closed field options for women/girls or people with disabilities.

Partner Engagement Themes

Civic and Operating Partner Workshops

The following four (4) themes and ten (10) key takeaways were generated from the Civic and Operating Partner Workshops.

1. Service outcomes

1a. Interest in shared performance measures and data-tracking

All Partners have some form of tracking to measure performance and operational data, including registration and user numbers, demographics, Fair Entry program uptake, etc. This data is currently collected in various formats using different software. Terminology for reporting is also inconsistent across the system. Partners recognize the importance and benefits of sector-wide data tracking, especially the ability to demonstrate the value and impact of recreation.

There was a specific request for The City to provide a standardized 'apples-to-apples' template for data entry and records. While there is interest in shared performance measurement, The City and Partners recognize steps need to be taken to protect business information and customer privacy. Some organizations raised concerns for standardized performance measurement due to the uniqueness of programming and operational requirements from one facility to another.

Overall, Partners indicated a willingness to share, but raised important considerations to preserve and value their unique mandates and visions.

2. Relationship building

2a. Willingness to collaborate

Partners expressed a willingness to collaborate in a variety of ways. One example is sharing operational and demographic data to better understand sector needs, and promoting storytelling around the benefits of public recreation in Calgary. Many organizations currently participate and benefit from the existing 'Recreation Leaders Network' and a recurring meeting between arena managers.

There is interest in sharing information and operational system processes and software; and several hope The City can initiate this work. Some Partners are especially interested in increased communications and collaboration with The City for strategy and program planning to reduce competing or overlapping services.

Partners also expressed they are keen to work with The City to advance advocacy efforts for recreation funding from provincial and federal governments.

As an area for future exploration, some organizations expressed a willingness to explore centralized online registration or point-of-sale interface across all organizations for consistency and simplicity. However, this discussion did not thoroughly assess levels of support or details around implementation.

2b. Organizational brand identity

Partners shared that many members of the public are unaware of Calgary's unique partnership and funding model (City-run and Partner-run). This observation is confirmed by public engagement. For many Partners, this means the public may have misconceptions or misunderstanding about an organization's brand or unique brand identity.

Partners are aware of this gap in public knowledge, but their assessment of this gap varies. While some organizations expressed frustration with the misunderstanding, some indicated they receive positive benefits and additional credibility by 'borrowing' City identity.

Others recognize that an improved public understanding of funding models may encourage support around recreation funding.

2c. Variety of funding and revenue models

Partners shared their overall approaches to funding and revenue. All Partners indicated that they rely on:

1. Admissions and memberships
2. Rentals and events
3. Class registrations

Some Partners also talked about the importance of funding campaigns, private donors, and perspectives on sponsorships. Most Partners have explored federal, provincial and other grant opportunities.

2d. Variety of requests to The City

Some organizations expressed a desire for financial assistance to upgrade aging infrastructure or address rising operational costs. Some Partners also suggested The City could help in providing programming templates, support with marketing, or engage in more sector strategy discussions.

In contrast, other Partners noted their satisfaction with the current system, acknowledged the ease of communication with The City, and were comfortable operating independently.

3. Recreation people want

3a. Diverse sector-wide offerings and demographics

Partners offer diverse programs and services to a growing and changing client base. Some Partners focus on serving specific demographics city-wide, while other Partners focus effort on serving surrounding communities.

There are also variations in offerings, including different combinations of aquatic facilities, arenas, gyms, event spaces, playgrounds, and sport fields. Partners emphasize different values driving their work such as creating community, promoting health and wellbeing, and serving a broad range of recreational and sporting interests.

3b. Interest in supporting equity-denied groups

While inclusion is a priority for Partners, the need for customized programming for specific groups is dependent on current and future demand, which can be difficult to measure and predict.

Currently, there is no consistent approach for collecting demographic data on gender, income, ability, ethnicity, or other intersectional/overlapping social identities.

4. Operational needs

4a. Aging facilities and infrastructure

Nearly every Partner identified aging buildings and infrastructure as a significant challenge. In general, many recreation facilities in Calgary are reaching the later phase of their life cycle and require significant capital investment to maintain, upgrade, renovate, or replace. While revenue from memberships, programs, and rentals may cover the cost of regular operations, capital investments for renovations and repairs are not always possible without outside grants or investment.

4b. Staffing and volunteers

Partners are experiencing challenges with staff and volunteer recruitment and retention. The COVID-19 pandemic had significant labour impacts across all sectors and organizations are still recovering from staff shortages and burnout. A common theme among organizations is staff wages; providing competitive and fair wages is a challenge, especially with unionized wages available to City employees.

4c. Increased operational expenses

Many Partners indicated that operational expenses had significantly increased in the last five years, including for insurance fees and energy utility costs. This has created an additional financial burden and is a growing concern as Partners look to the future.

Community Partner Survey

Between November 18, 2023 to February 2, 2024, 36 Community Partners shared their thoughts on the future of public recreation in Calgary by completing an invitation-only online survey. The following three (3) themes were generated from the Community Partner Survey.

1. Supporting Community and Being Active

While there were unique and varied experiences between Community Partners, there is a common thread in how respondents see their role. When asked what they are trying to achieve based on a set of options, Community Partners most commonly answered that they are supporting community belonging and community cohesion. In open field responses, some respondents identified goals around reaching new members in the community as well as promoting a sense of community (from programming to representation on boards).

The next highest response is encouraging physical health and active living. In open field responses, Community Partners noted goals around promoting active living or retention in a sport (e.g., getting kids outside or seniors to be active).

2. Collaborating with The City to Address Challenges

Community Partners described ways The City could better support their work. Requests for support included:

- Financial support including capital funding for new and improved facilities and amenities (e.g., accessibility of buildings to skateboard parks) as well as to support programming.
- Access to space to support new and expanded programming in the community.
- Increased collaboration between Community Partners and The City. When asked how to improve collaboration, Community Partners most commonly suggested increased networking between other organizations, followed by improved communication channels for specific topics, and greater data sharing. Open field comments include suggestions such as shared planning and decision making).

Respondents also noted that volunteer retention is a significant challenge, though these comments are not generally tied to issues around collaboration with The City.

3. Addressing Demand

2a. Demand is at an all-time high

Partners noted that, especially after the pandemic, demand for recreation programs and services has increased significantly. Some Community Partners point to COVID impacts while others point to changing demographics and added density as factors. Examples of changes in demand include:

- Demand for facilities for active sports (e.g., pickleball, soccer, and basketball).
- Requests for more availability (e.g., online programming and longer hours).

When describing changing demand, some Community Partners do not feel they are able to meet demand for services with current funding. However, some Community Partners want to increase memberships and increase programmings in the next five years.

2b. Targeted programming to match changing demographics

Community Partners indicated the demographics they serve have changed with an influx of young families, immigrants and new Canadians. As a result, they wish to provide more targeted programs and offerings that support these groups and encourage them to participate in recreation.

Community Partners are often unable to meet demand due to increased financial pressures related to changing demographics.

Concluding Remarks

Engagement provided many avenues for discovery and highlighted areas for further exploration. In general, engagement with both Partners and the public helped the GamePLAN team better understand the environment in which public recreation exists and identify areas for growth, adaptation or overall improvement.

Calgary's population is rapidly growing and changing. Public engagement confirmed that recreation doesn't mean the same thing to all people, and not all people are on the same footing when it comes to accessing public recreation opportunities. Reducing barriers to participation underpins GamePLAN's foundation, which is that recreation is a right.

The public benefit derived from recreation is well known and the value of the sector is reinforced in several related studies, policies and guiding documents at the local (*Sport for Life Policy*), provincial (*Active Alberta: 2011-2021*) and federal (*A Framework for Recreation in Canada 2015: Pathways to Wellbeing*) levels.

However, despite that public recreation is broadly accepted as a positive force in society, it is currently underinvested, and many providers are struggling to meet demand. Ensuring recreation opportunities are accessible, inclusive and sustainable in the long-term requires a thoughtful, intentional and innovative approach. This requires decision-makers to better understand gaps and explore system-wide solutions. The experiences and perspectives of service delivery Partners are critical for informing how the sector works together in the future to strengthen its collective impact and resilience.

Feedback from engagement will inform the GamePLAN vision and associated strategies. It will help The City and Partners better understand barriers and opportunities for creating positive outcomes for Calgarians. Working with service delivery Partners, The City hopes to find new ways to help individuals and communities meet their goals through public recreation.



Appendix A: Detailed Public Engagement Results

Pop-Up Event Results

For those who did not complete the survey, comments were recorded on stickies or captured in interceptor's notes. Respondents were asked to describe the value that recreation provides and what types of recreation programs and services they would like to see more of.

Responses from these conversations have been summarized below and are included in key themes and takeaways, alongside public survey results.

- Recreation promotes physical, mental, and emotional well-being for both individuals and families.
- Recreation encourages healthy lifestyles and positive attitude in families.
- Social benefits of recreation include making friends, accessing a community hub, and getting out of the house.
- Physical health benefits of recreation include staying active and healthy, and boosting energy.
- Seniors appreciate how recreation helps them stay mobile as they age and restore their health after an illness.
- Youth have productive activities to do after school, which helps them learn new skills and keeps them engaged.
- The City and Partners should provide more recreation options for seniors, youth, women, parents and other demographic groups (e.g., art programs for young adults, strength classes for seniors, nutrition classes for parents, and women's self-defense classes).
- The City and Partners should improve outreach to seniors and residents living with low income.
- The City and Partners should improve accessibility of facilities (e.g., accessible to those with mobility challenges and/or seniors).
- The City and Partners should support transportation to recreation facilities with improved bus service and better wayfinding on bike paths.

Public Survey Results



Definition of Recreation

Respondents indicated what recreation means to them and the types of activities they consider to be “recreation.”

Survey Question #1: What does recreation mean to you?



Physical Health and Wellbeing

For most respondents, their concept of recreation is centred around physical health and wellbeing, with 20.4% indicating that recreation includes participating in sport or other physical activity and 18.8% indicating recreation includes advancing physical health and wellbeing.

Skills Development

For some respondents, recreation means pursuing hobbies and interests (17.4%) or developing new skills (13.8%). Arts programming and lessons were of particular interest throughout the survey.

Connection with Others

Recreation is also seen as a way to build connection with community, friends and family. 14.9% of respondents indicated that spending time with others is part of their recreation experience, as well as experiences that contribute to their family's sense of wellness (13.9%).

Throughout the survey, respondents indicated they do not have access to enough opportunities to practice recreation in a way that is meaningful to them, with some asking for less emphasis on sport and physical activity and others asking for less emphasis on arts and passive recreation.

Recreation Users Vs. Non-Users

Survey respondents indicated whether they attend recreation activities, including physical activity and/or arts programming. A facility includes City- and Partner-operated or privately-run. Sport can include organized sports, individual sports, or self-directed.

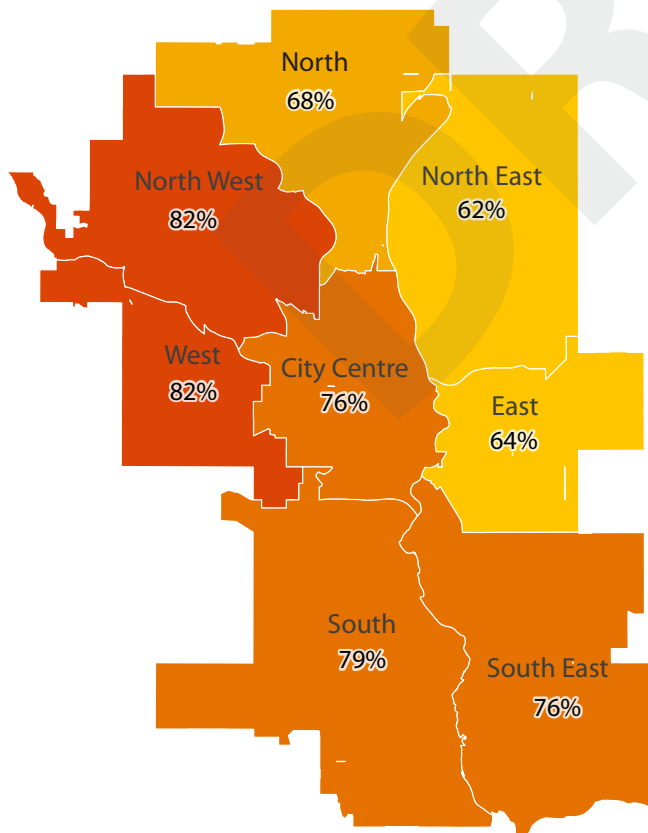
Survey Question #2: Do you, or your family, currently attend a recreation program, facility or participate in sport?



1.2% said prefer not to say

Recreation Users by Location

The map shows zones of Calgary, and the percentage of respondents in each zone who participate in recreation.



Cross Tabulation Insight

See Engagement Methodology for how these insights were generated.

More Likely

>\$120,000 income households



Household incomes

Less likely

>\$60,000 income households



Equity-deserving respondents

Less likely overall

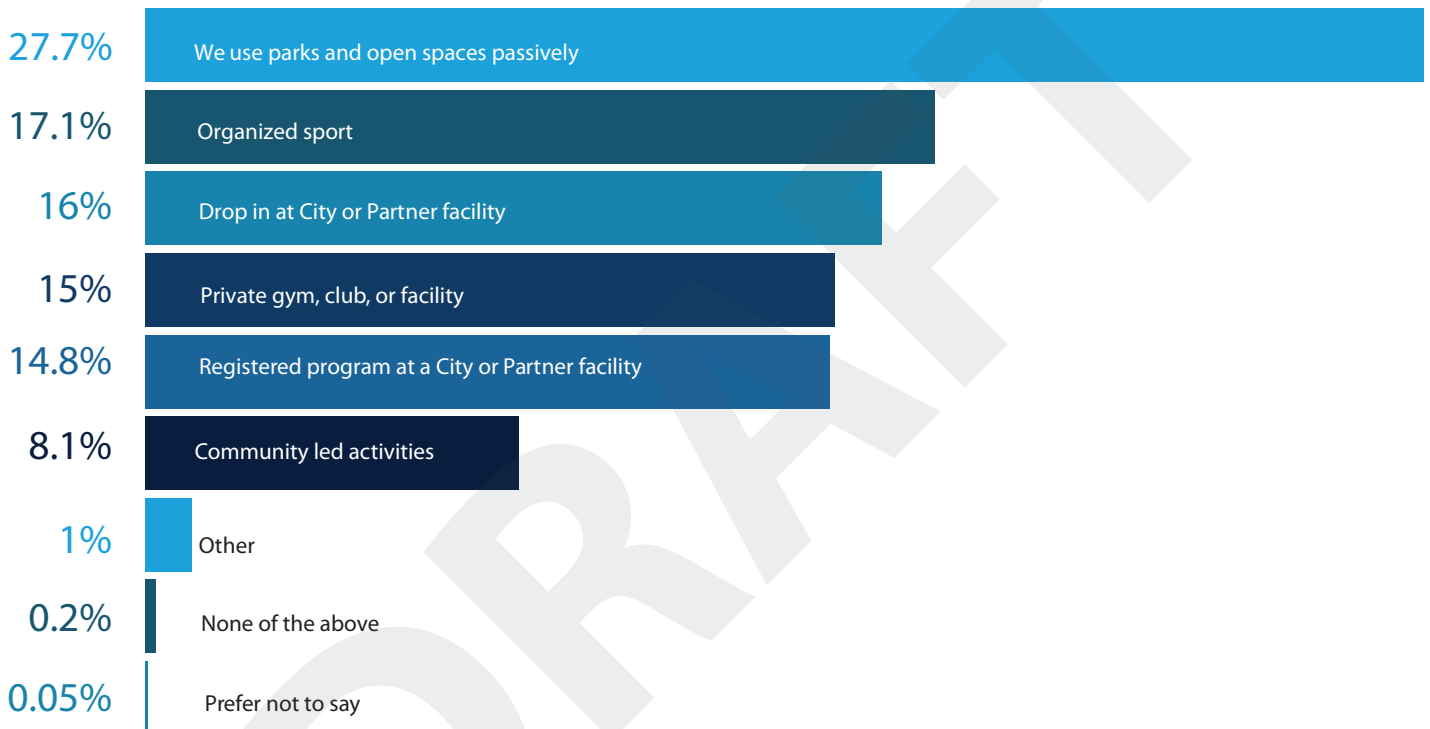
Recreation Patterns and Preferences

Current Recreation Attendance and Participation

Respondents who are recreation users specified which recreation programs or facilities they currently attend.

Survey Question #3: Which of the following do you or someone in your household attend or participate in?

*This question was only asked to those who identified as recreation users.



Spending Time in Parks and Open Spaces

Many survey respondents are passive users of parks and open spaces (27.7%). While many of the comments provided throughout the survey emphasize the role of recreation facilities, respondents garner significant value from The City’s network of parks and open spaces. The management and stewarding of parks and recreation facilities by different City departments may not be well understood by respondents.

Organized Sport

17.1% of respondents indicated they (or someone in their household) currently participate in organized sport.

Accessing Facilities

Generally, respondents are equally likely to have indicated they drop-in at a City or Partner facility (15.9%), participate in a registered program at a City or Partner facility (14.9%) or access a private gym, club or facility (14.8%).

Participation Across Identity, Income and Age

Survey Question #3: Which of the following do you or someone in your household attend or participate in?

Cross Tabulation Insight

For more information on how these findings were identified, refer to the section *Methodology for Cross Tabulation Key Takeaways* on page 8.

More likely

18-64 year olds

>\$120,000 income households



Organized Sport

Less likely

Equity-deserving respondents

<\$60,000 income households

>65 year olds

\$60,000-120,000 income households

<\$60,000 income households

>65 year olds



Drop-in

>\$120,000 income households

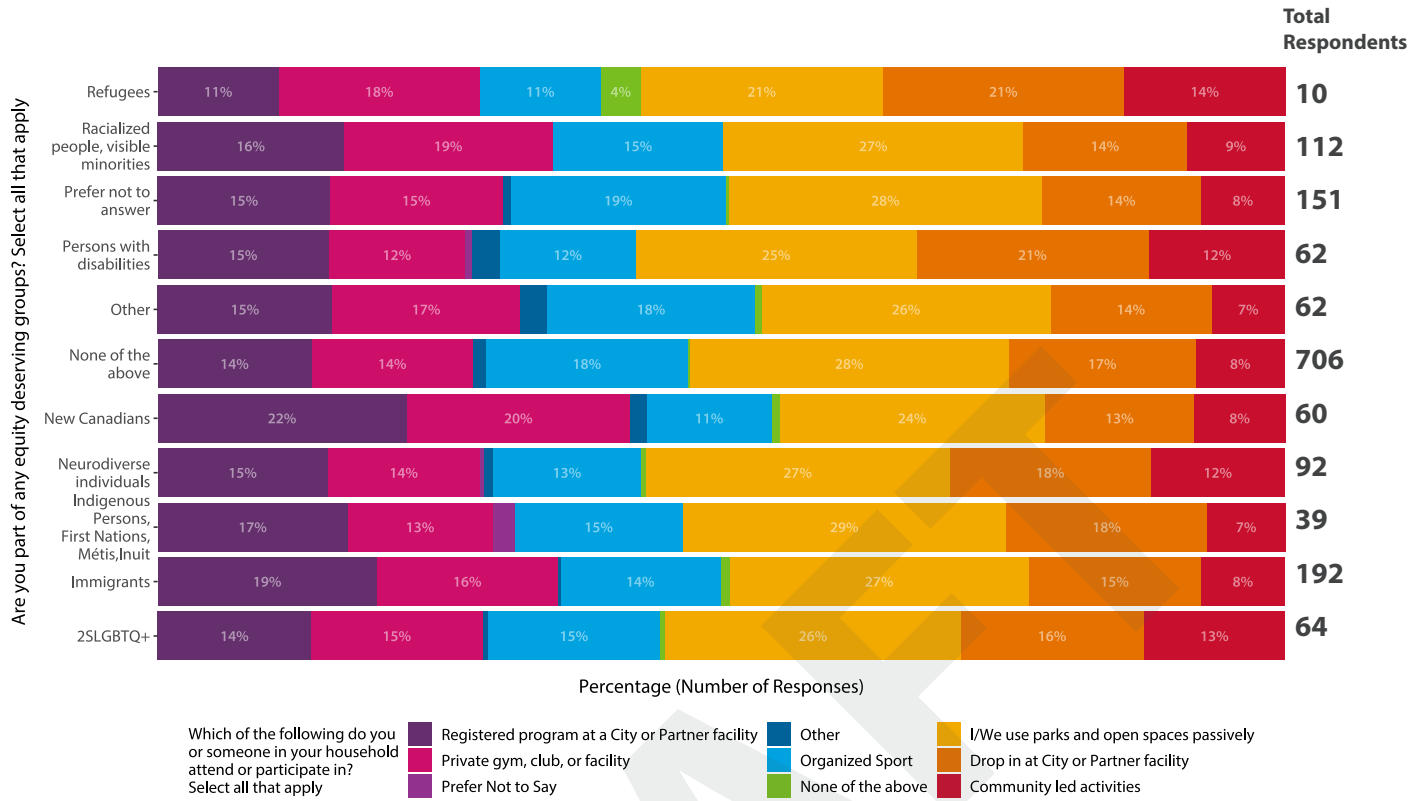
18-64 year olds

Equity-deserving respondents

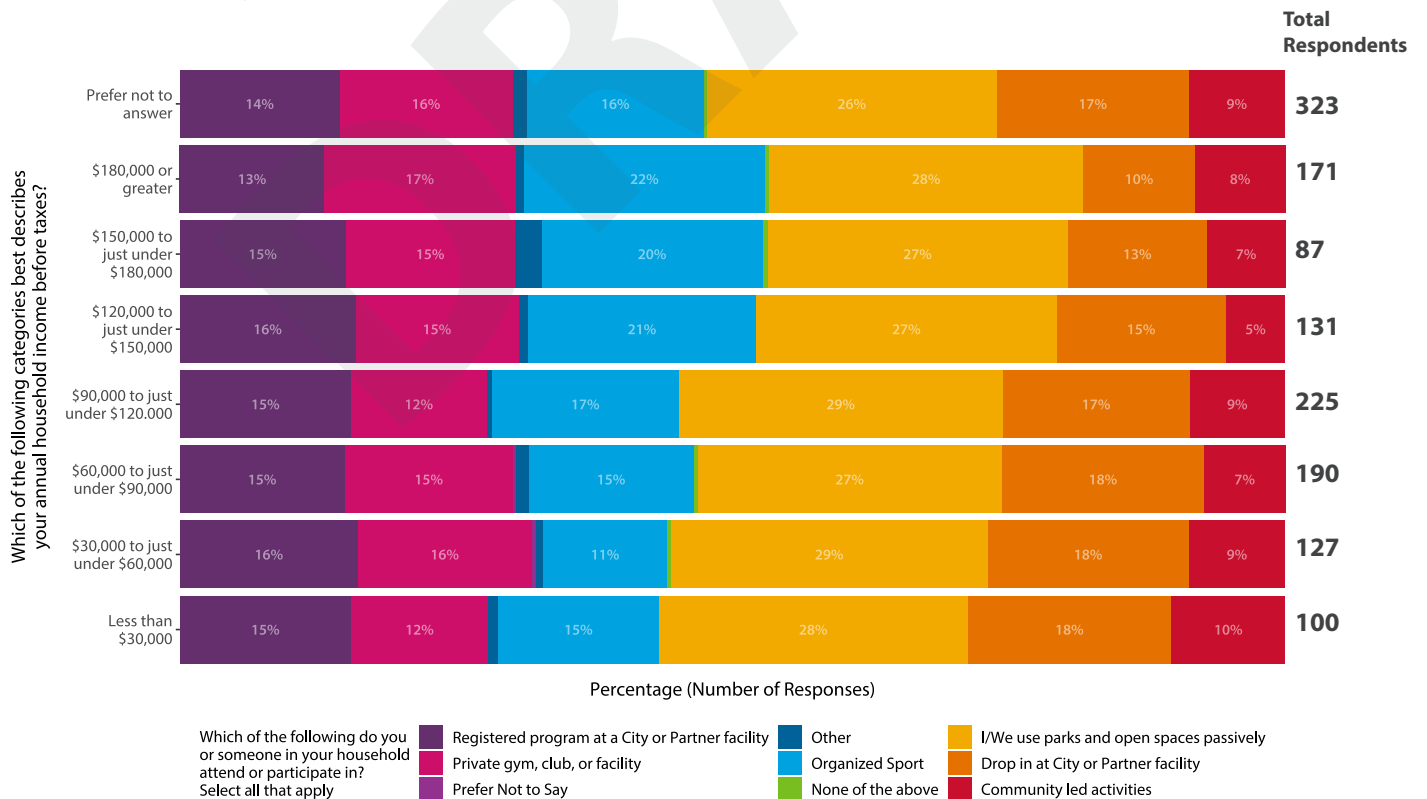


Registered Programs

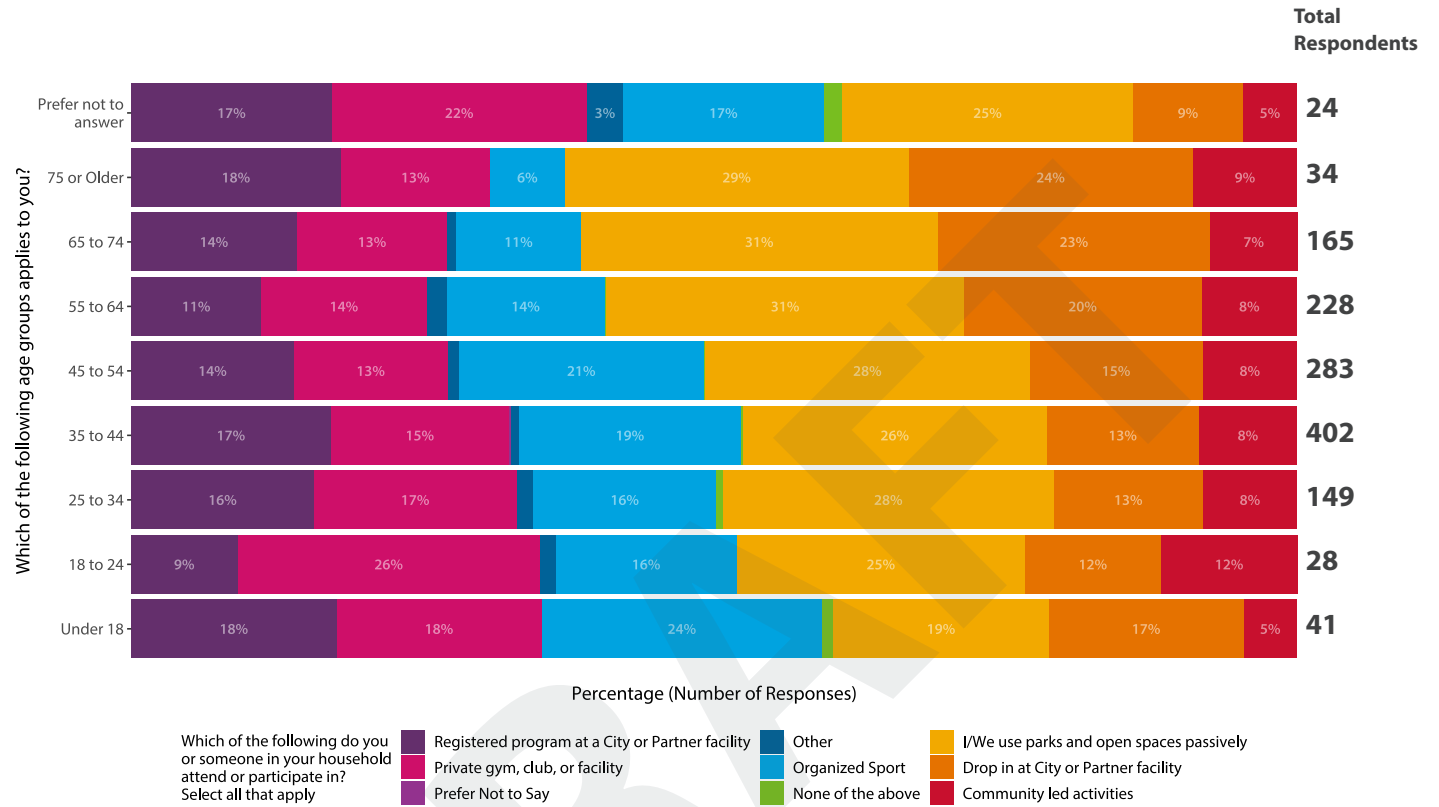
Participation by Equity-Denied Group



Participation by Income



Participation by Age



Strengths of The City and Partners

Respondents who are recreation users described what they feel The City and Partners are doing well.

Survey Question #4: What do you feel The City and Partners do well?*

*This question was only asked to those who identified as recreation users.

The strengths of The City and Partners may conflict with the challenges and barriers reported by non-recreation users. In general, respondents who currently use programs and facilities consider programming variety, value for money, and quality facilities to be areas that The City and Partners do well.

Some respondents also indicated areas where The City and Partners do not do well through this question. For clarity, these responses are combined with responses from *Survey Question #5: What do you feel The City and Partners could do to improve services?*

Program Offerings

Respondents who are users of recreation programs and services in Calgary feel there is a broad variety of programs available to them.

Affordability

Programs, lessons and facilities are considered reasonably priced or affordable by those who are using them. Some respondents appreciate that there are subsidized opportunities provided to individuals and families living with low incomes.

Quality Facilities

For most recreation users, recreation facilities are regarded as clean and well-maintained. These responses are generally limited in detail, though some responses specifically note parks, pools, and gyms.

Some respondents also noted that staff are friendly, welcoming and knowledgeable.

“Great parks, great bike paths, drop-in and registered programs are reasonably priced.”

“The Fair Entry Program makes programs very accessible for low income Calgarians.”

“Provide quality facilities in neighbourhoods at reasonable rates.”

“I think The City has done a great job of creating facilities that offer families and individuals the opportunity to engage in physical activities.”

“Variety, multiple locations, inclusivity.”



Opportunities for The City of Calgary and Partners

Respondents who are recreation users described what they wish to see improved at public recreation facilities.

Survey Question #5: What do you feel The City and Partners could do to improve services?*

*This question was only asked to those who identified as recreation users.

Improve Operations and Administration

Frustrations around operations and administrative practices and procedures (at both City-run and Partner-run facilities) are evident through responses to this question. Respondents described an inability to register for programs they would like to participate in, with the registration and booking system preventing some respondents from having access to recreation. They described the current registration system as frustrating to use and difficult to navigate.

Increase Affordability

Respondents request improvements to the pricing structure of recreation facilities, including Partner facilities. Requests are made for lower costs or “freezing” costs for a few years, as well as more subsidized membership options.

Improved affordability is often referenced in connection to certain demographic groups, including seniors, families and residents living with low income.

Enhance Communications

Respondents do not always feel they have enough information, or the right information, to access all that the public recreation system has to offer. They wish to see better communication so they are aware of the programs and facilities they can access. Marketing campaigns, including additional messaging around healthy living, were suggested as a way to facilitate information exchange.

Increase Capacity

Program Capacity

The capacity of certain programs appears to prevent many from accessing Calgary's recreation offerings. Respondents negatively described the process of waking up at 6am to sign up for in-demand programs. Challenges around accessing swimming lessons for kids was raised often.

Funding

There are mixed feelings around investment in recreation facilities and programs. On the one hand, respondents express wanting better facilities, more program availability, and affordable membership options; on the other hand, some respondents wish to see The City spend less taxpayer dollars on recreation.

Hours of Operation

Some respondents wish to see facilities open earlier and stay open later, with some responses referencing pre-pandemic service levels that may not have returned.

Barriers to Participation

Challenges for Recreation Non-Users

Respondents who do not currently use recreation facilities and programs cited the barriers and challenges they experience at City- or Partner-operated facilities.

Survey Question #6: Why don't you or your family currently attend a recreation program, facility or participate in sport?*

*This question was only asked to those who identified as non-recreation users.



Lack of affordability

25.8% of respondents indicated they do not attend recreation programs or facilities, or participate in sport, because it is too expensive.

Lack of awareness

Many respondents indicated they were not aware of opportunities (14.2%) available to them.

Lack of availability

16% of respondents indicated there is not enough program availability. This theme is reiterated by respondents throughout the survey as a core frustration with current service levels.

12.6% indicated they have no time to participate or recreation is too far away from where they live or work (12.9%).

Barriers Across Identity, Age and Income

Survey Question #6: Why don't you or your family currently attend a recreation program, facility or participate in sport?*

Cross Tabulation Insights

For more information on how these findings were identified, refer to the section *Methodology for Cross Tabulation Key Takeaways* on page 8.

More likely to respond,

Less likely to respond,

Too far away from where I live or work



Prefer to recreate at home

Equity-deserving respondents

No time



No opportunities that interest me

Not enough program availability

Prefer to recreate at home

18-64 year olds

Too expensive



Not enough program availability

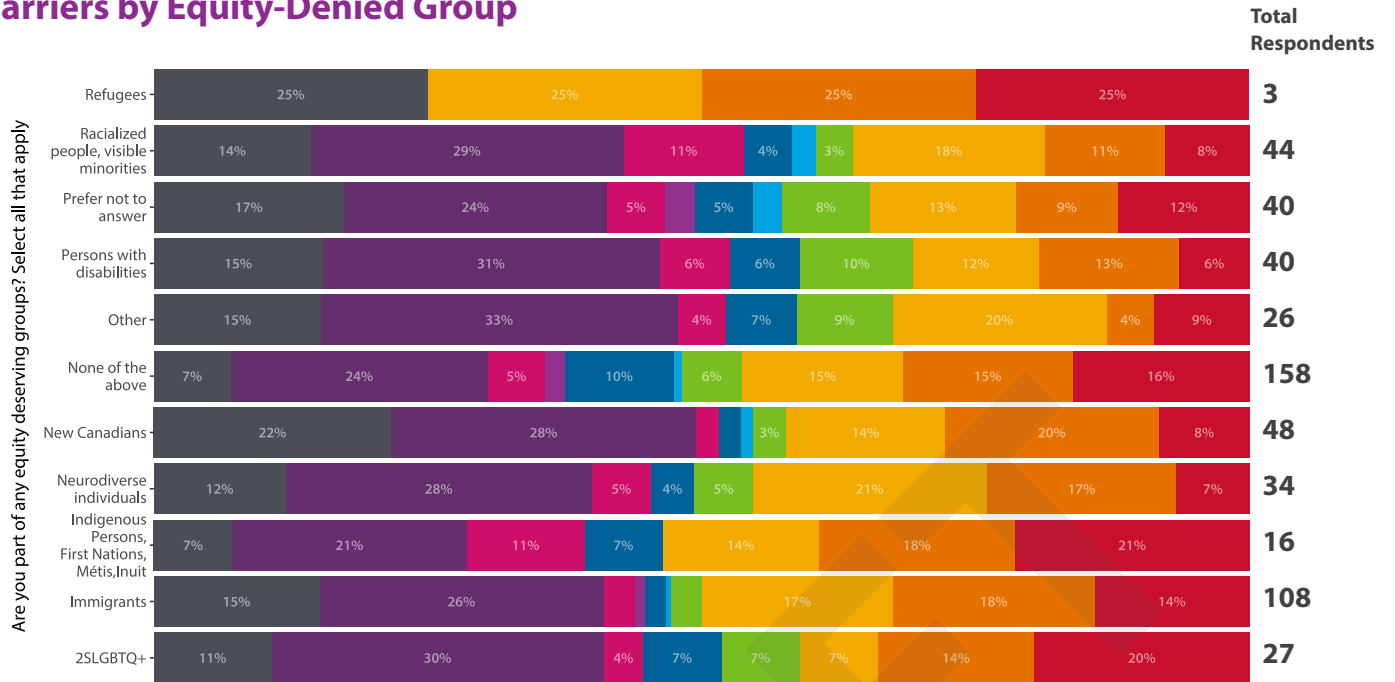
No opportunities that interest me

No time

Prefer to recreate at home

>65 year olds

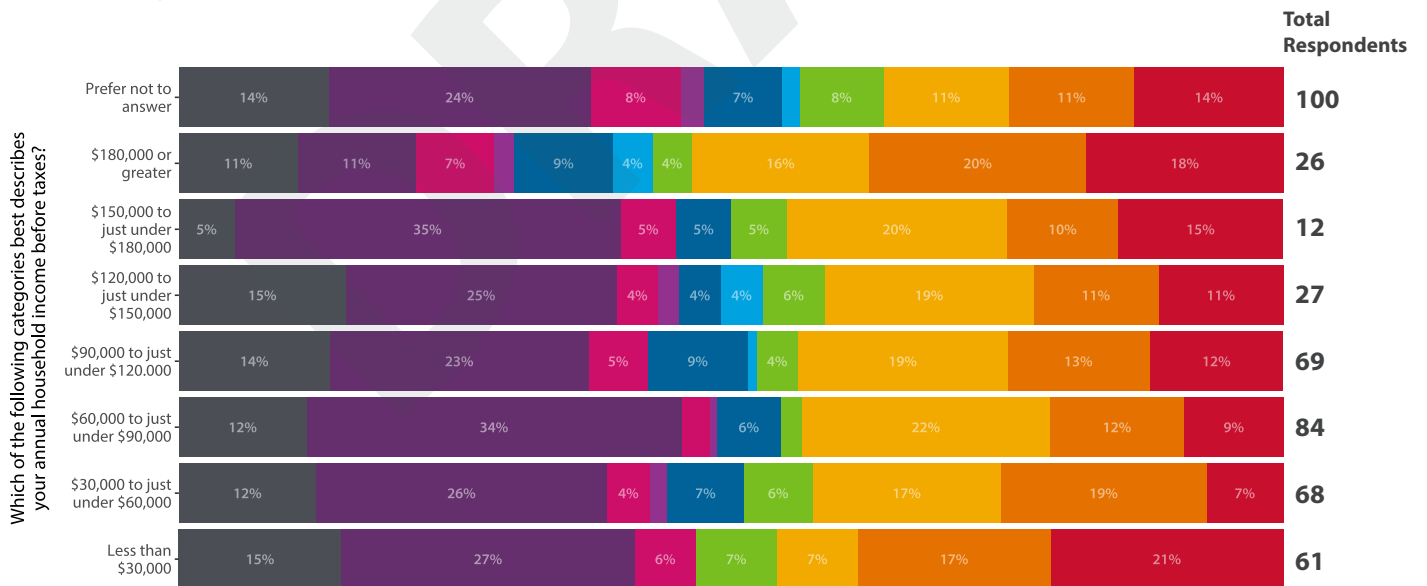
Barriers by Equity-Denied Group



Percentage (Number of Responses)

- Why don't you or your family currently attend a recreation program, facility or participate in sport? Select all that apply.
- Too far away from where I live or work
 - Too expensive
 - There are no opportunities that interest me or my family
 - Recreation means something different to me or my family
 - Prefer to recreate at home or in private
 - Prefer not to answer
 - Other
 - Not enough program availability
 - Not aware of opportunities
 - No Time

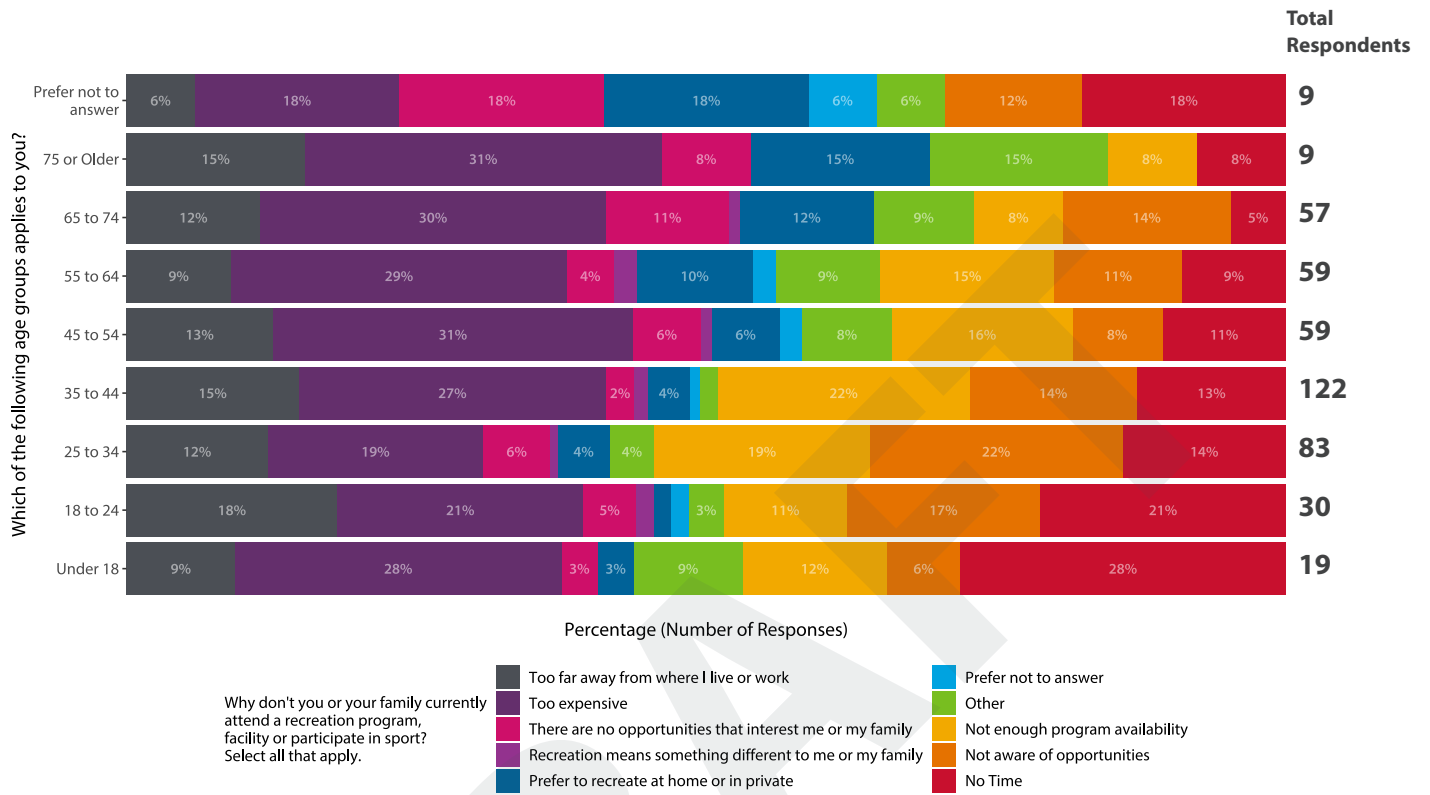
Barriers by Income



Percentage (Number of Responses)

- Why don't you or your family currently attend a recreation program, facility or participate in sport? Select all that apply.
- Too far away from where I live or work
 - Too expensive
 - There are no opportunities that interest me or my family
 - Recreation means something different to me or my family
 - Prefer to recreate at home or in private
 - Prefer not to answer
 - Other
 - Not enough program availability
 - Not aware of opportunities
 - No Time

Barriers by Age



Factors Preventing Participation

Respondents elaborated on elements of their experience and circumstances that prevent them from participating in Calgary's recreation system, with most comments closely aligned with key themes from the previous question.

Survey Question #7: Please tell us more about why you or your family don't currently attend a recreation program, facility, or participate in sport.*

*This question was only asked to those who identified as non-recreation users.

- There are no facilities nearby / I'm not sure of where my nearest facility is located / Facilities are not accessible without a car
- Facilities are too busy / Programs are full
- Programs are too limited / They do not have what I would like to participate in / I'm not sure what programs are available
- Programming does not meet the needs of me and/or my family (e.g., seniors, children with disabilities)
- Membership options are too expensive
- Registration is difficult
- I do not have enough time to participate
- I am experiencing an injury / I have a disability
- I prefer to workout at a private gym
- Cost of living is too high



Future Program and Service Priorities

Recreational Program and Service Ideas

Respondents specified which recreation programs or facilities they would like to see more of in public recreation facilities.

Survey Question #8: What recreational programs and services would you like to see more of?

This question was asked to all respondents. The most frequently mentioned requests are provided below.

Active Recreation Programs

- Swimming (including alternative programs like aquafit or diving)
- Yoga
- Dance (including Zumba)
- Soccer
- Skating
- Pickleball
- Walking groups

Other active recreation programs include: basketball, volleyball, tennis, cricket, hockey, martial arts, spinning, pilates, golf, rock climbing and more.

Active Recreation Facilities and Amenities

- Pools (additional swimming facilities, including outdoor pools)
- Skating rinks (additional arenas, including outdoor rinks)
- Running tracks (allow for running and walking indoors)

Other active recreation facilities include: tennis courts, pickleball courts, gyms and weightlifting amenities, fieldhouses, outdoor exercise equipment, golf courses and more.

Leisure, Arts, and Community Programming

- Arts classes (such as pottery and painting)
- Cooking classes (including nutrition programming)
- Drama / musical theatre
- Music classes

Other leisure programs include: woodworking, paint nights, and community events.

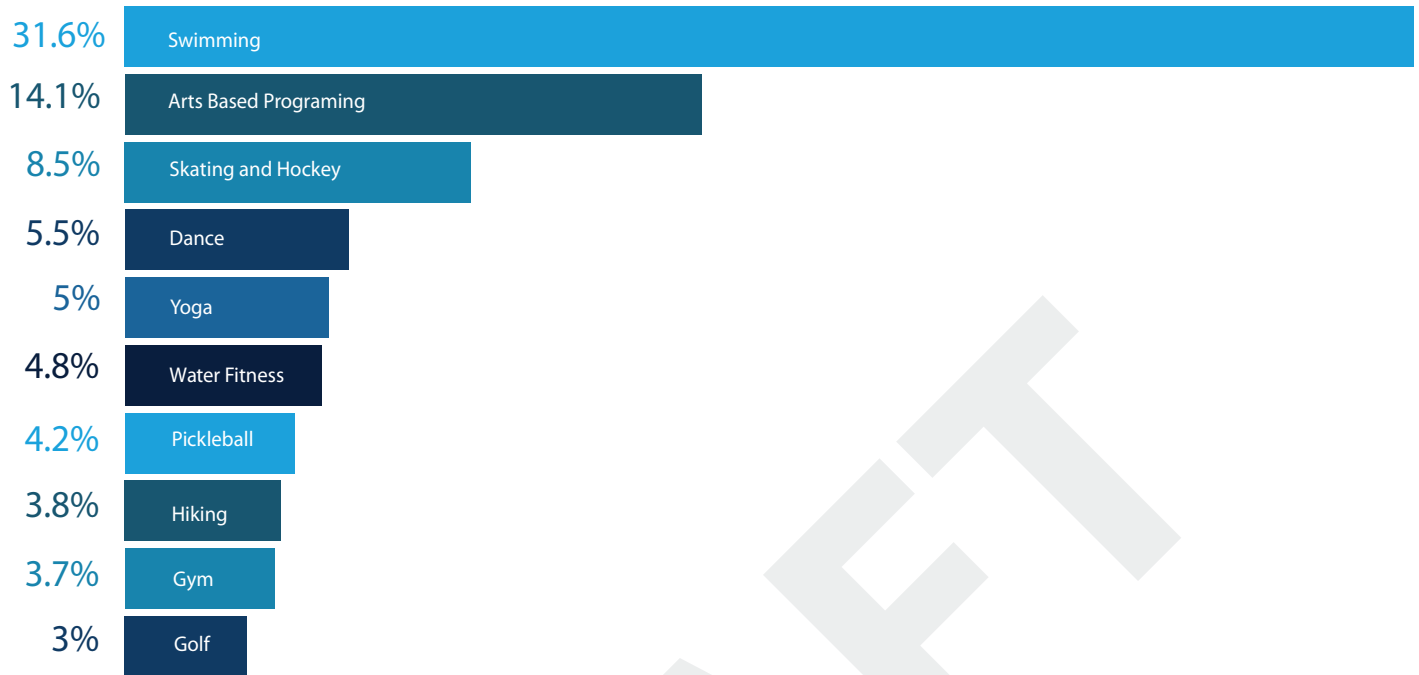
Program Types

- Drop-in program slots (to alleviate challenges with registration and booking)
- Alternative program times (daytime programs, outside of 9-5 hours, evening programs)
- Outdoor programming (sports and active recreation provided outdoors, as well as nature education and outdoor skills)
- Women-only / girls-only programs
- Seniors programs (including older adults, e.g., 50+)
- Teen programs (e.g., learn to lift weights, sport-specific and social activities)
- Disability-friendly programs (including sensory-friendly or physical limitations)
- “Learn to” programs to learn a new sport or skill, including programs for seniors and adults (e.g., learn to swim, learn to skate)
- Trial classes (opportunity to try a class or activity once before deciding whether to commit to a full program)

While many of these programs are currently available, respondents’ lack of awareness and difficulty with registration platforms may be contributing to the overlap in existing recreation opportunities and future program requests.

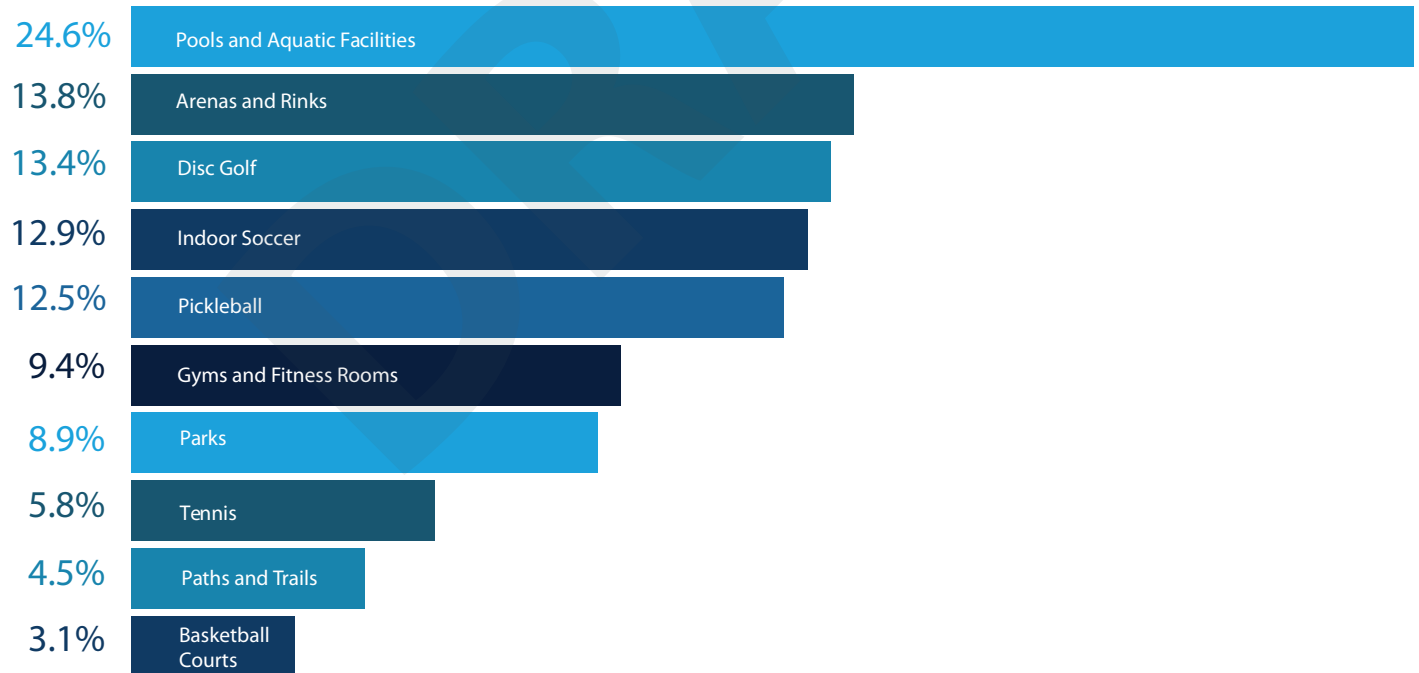
Programming and Activities

Programming and activities mentioned most frequently by respondents.



Facilities and Amenities

Facilities and amenities mentioned most frequently by respondents.



Throughout the public survey, respondents provided ideas for programs and services they would like to see. **The figures above show the types of programs and services respondents would like to see more of, based on their response to Question #8 only.** A comprehensive list of all programs and services mentioned throughout the survey and at pop-up events is provided in Appendix B.

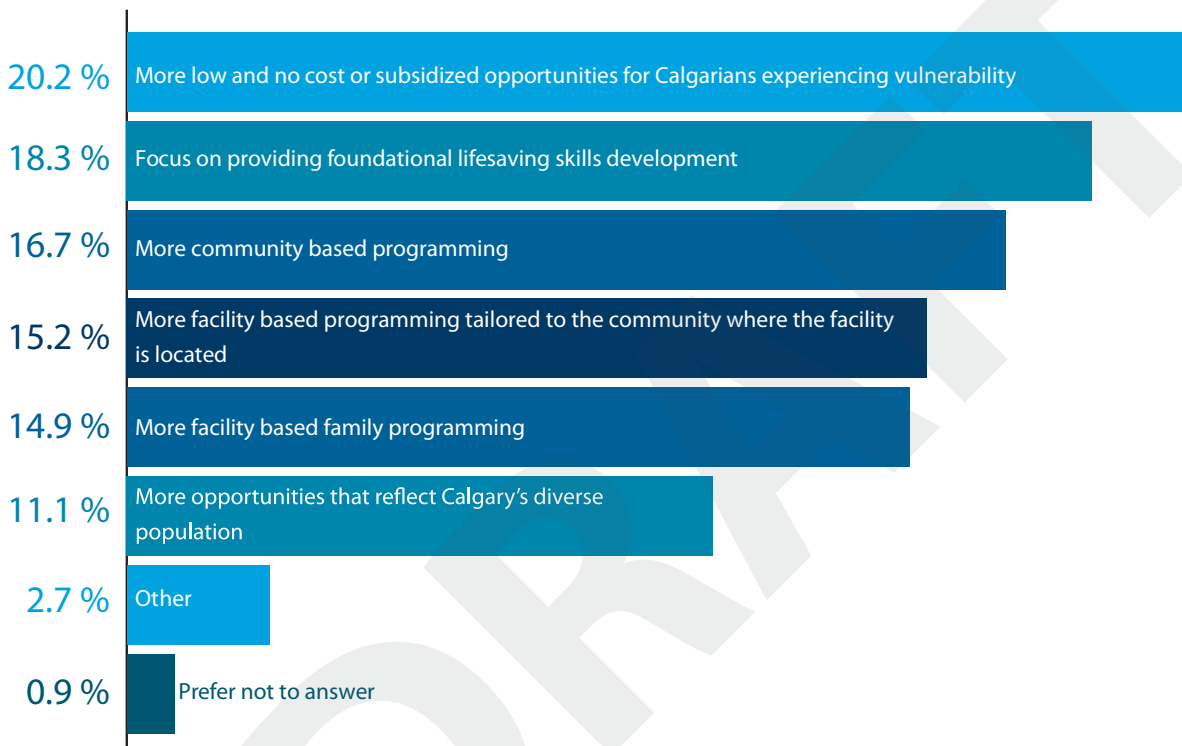


Priorities for the Public Recreation System

Respondents indicated which areas of focus they would like to see the public recreation system prioritize.

Survey Question #9: What should the public recreation system - The City and Partners - prioritize?

This question was asked to all respondents.



Affordable Opportunities

20.2% of respondents indicated that more low and no-cost or subsidized opportunities for members of the public experiencing vulnerability is a priority.

Skill Development Opportunities

18.3% feel that The City and Partners should focus on providing foundational lifesaving skills development, such as swimming, as a core program area.

Programming Opportunities

Respondents would like to see more community-based programming (16.7%), programming tailored to the local community (15.2%), and facility-based family programming (14.9%).

Priorities Across Identity, Age and Income

Survey Question #9: What should the public recreation system - The City and Partners - prioritize?

Cross Tabulation Insight

For more information on how these findings were identified, refer to the section *Methodology for Cross Tabulation Key Takeaways* on page 8.



Equity-deserving respondents

More likely to respond that the recreation system should prioritize opportunities to reflect Calgary's diverse population.



<\$60,000 income households

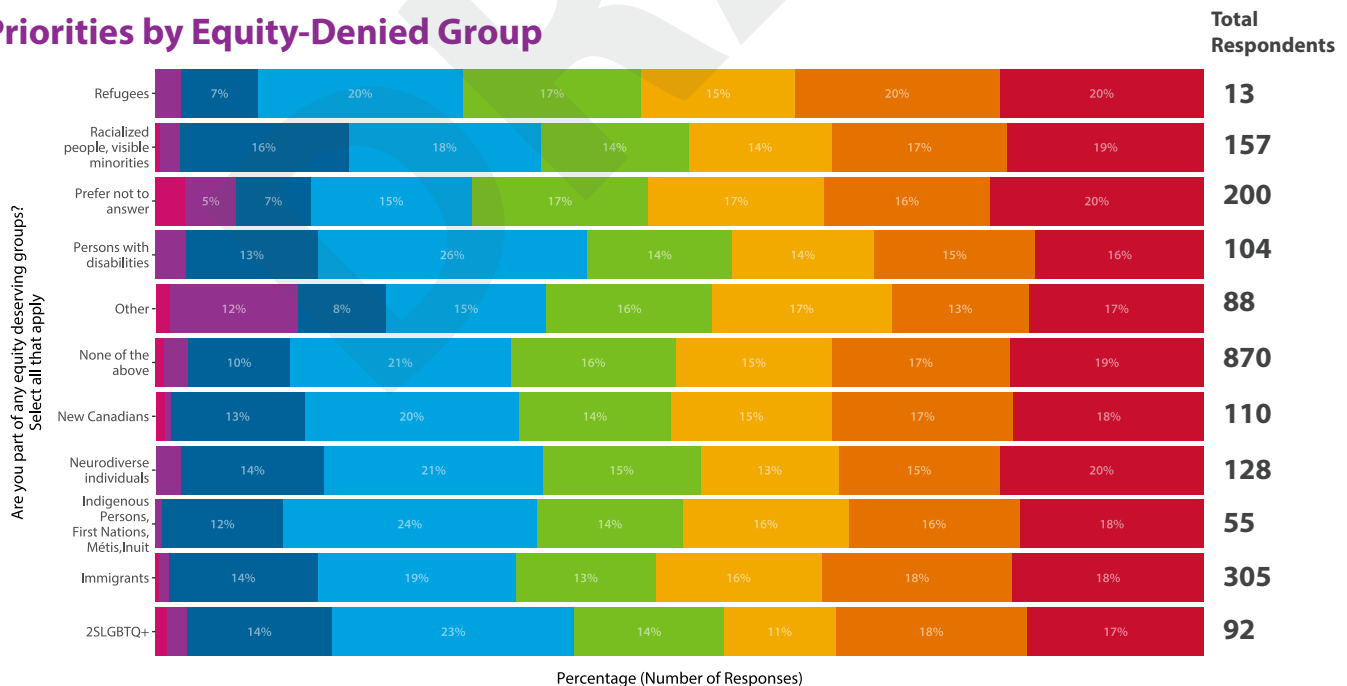
More likely to respond that the recreation system should prioritize more low cost and no cost or subsidized opportunities.



>65 year olds

More likely to respond that the recreation system should prioritize more low cost and no cost or subsidized opportunities and programming tailored to the community.

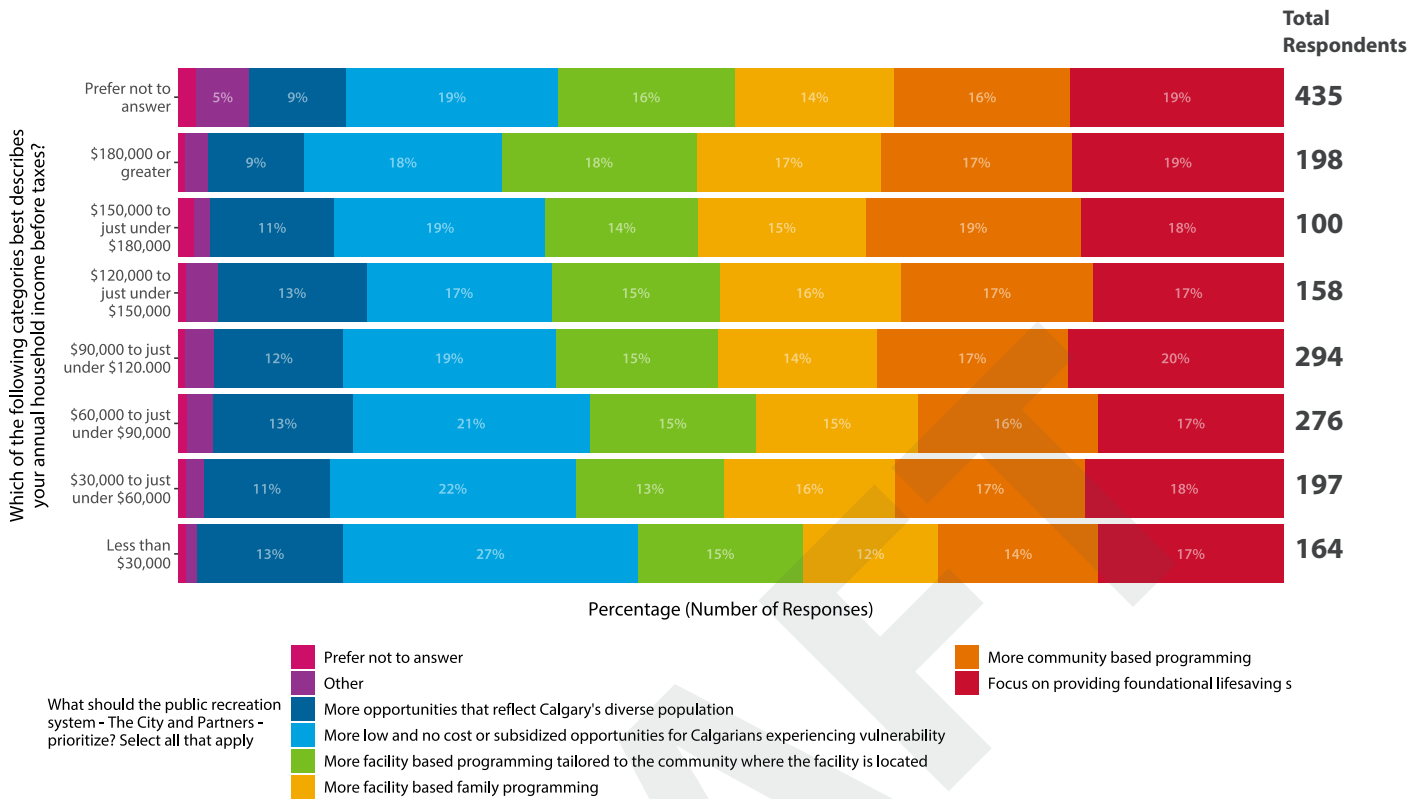
Priorities by Equity-Denied Group



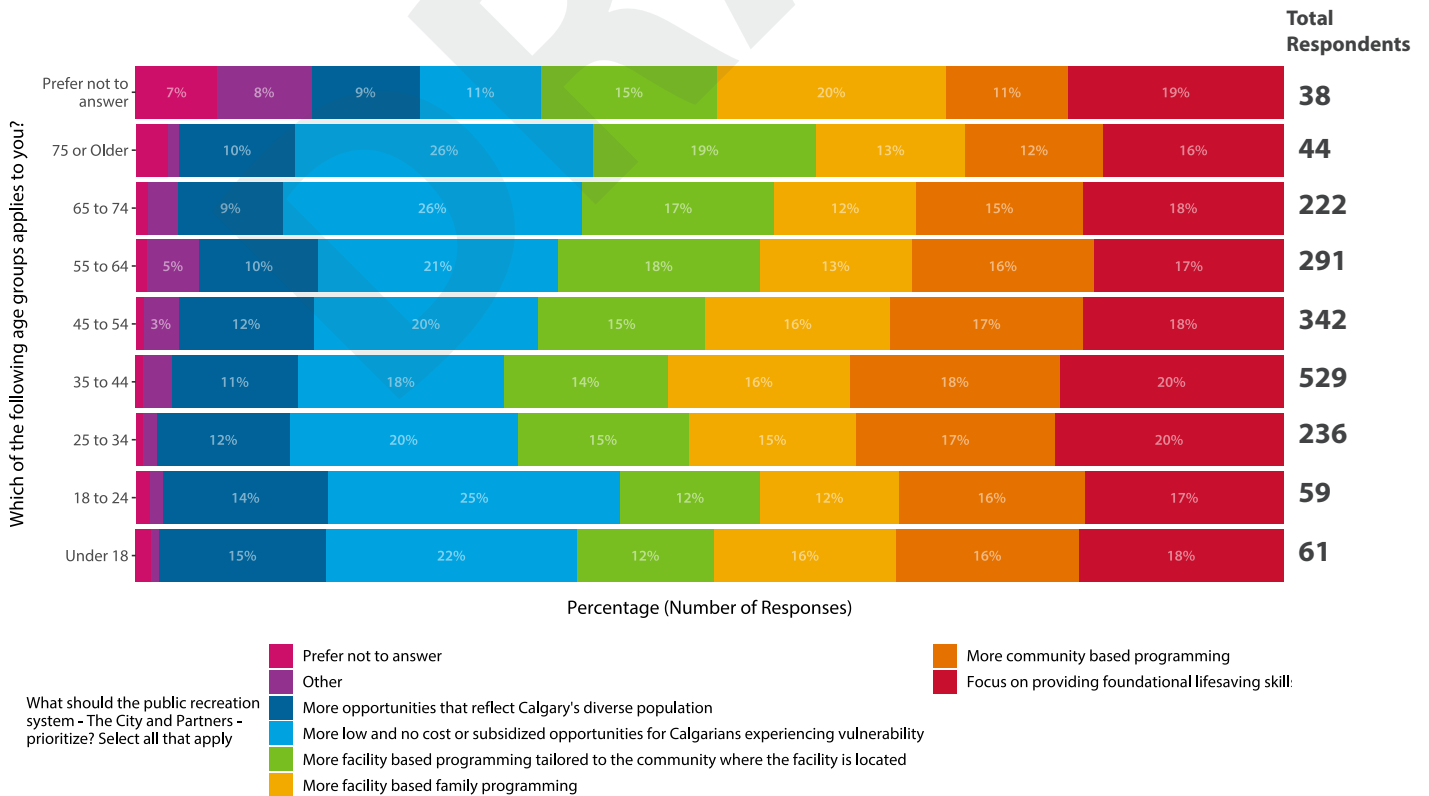
What should the public recreation system - The City and Partners - prioritize? Select all that apply

- Prefer not to answer
- Other
- More opportunities that reflect Calgary's diverse population
- More low and no cost or subsidized opportunities for Calgarians experiencing vulnerability
- More facility based programming tailored to the community where the facility is located
- More facility based family programming
- More community based programming
- Focus on providing foundational lifesaving skills development

Priorities by Income



Priorities by Age



The City's Role in Public Recreation

Respondents indicated what they believe The City's role should be in the public recreation system.

Survey Question #10: What do you think The City's role should be in public recreation?

This question was asked to all respondents.



Make Investments

16.6% feel The City should invest in facilities and amenities. In responses to other questions in the survey, this sentiment is expressed as a need to renovate some existing facilities and build new facilities to meet increasing demand.

Offer Quality Programs and Spaces

16.2% of respondents indicated The City should directly provide quality programs and spaces for residents of all ages and abilities to be active and creative.

Provide Affordable Opportunities for All


14.1% of respondents believe The City should play a role in providing low and no-cost opportunities for members of the public experiencing vulnerability and 13.9% believe The City should play a role in providing affordable life saving skill development.

City's Role Across Identity, Age and Income

Survey Question #10: What do you think The City's role should be in public recreation?


Cross Tabulation Insight

For more information on how these findings were identified, refer to the section *Methodology for Cross Tabulation Key Takeaways* on page 8.




Equity-deserving respondents

More likely to respond that The City should focus on low cost and no cost or subsidized opportunities and opportunities to reflect Calgary's diverse population.



<\$60,000 income households

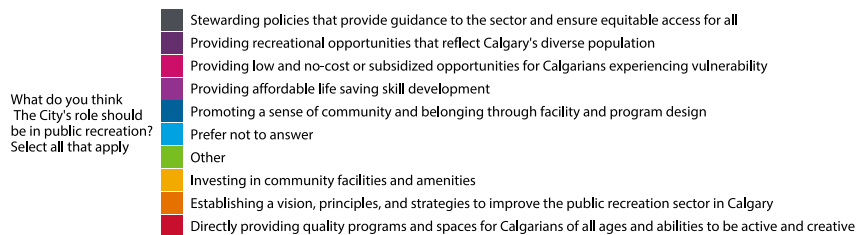
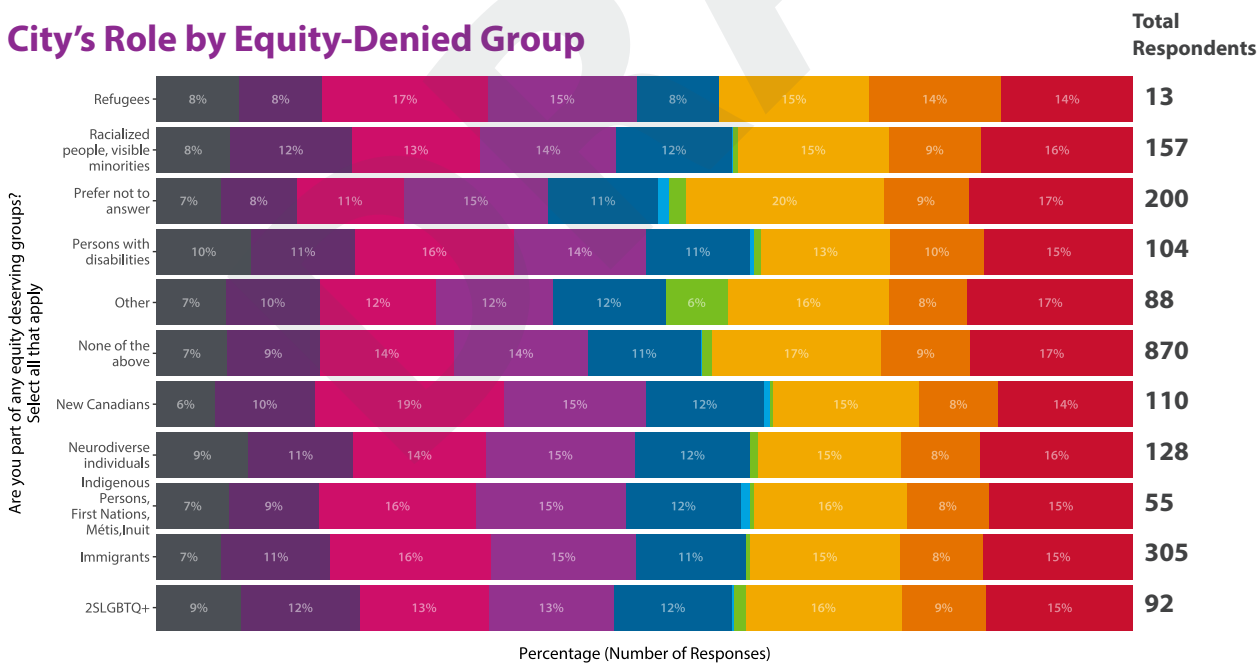
More likely to respond that The City should focus on low cost and no cost or subsidized opportunities.



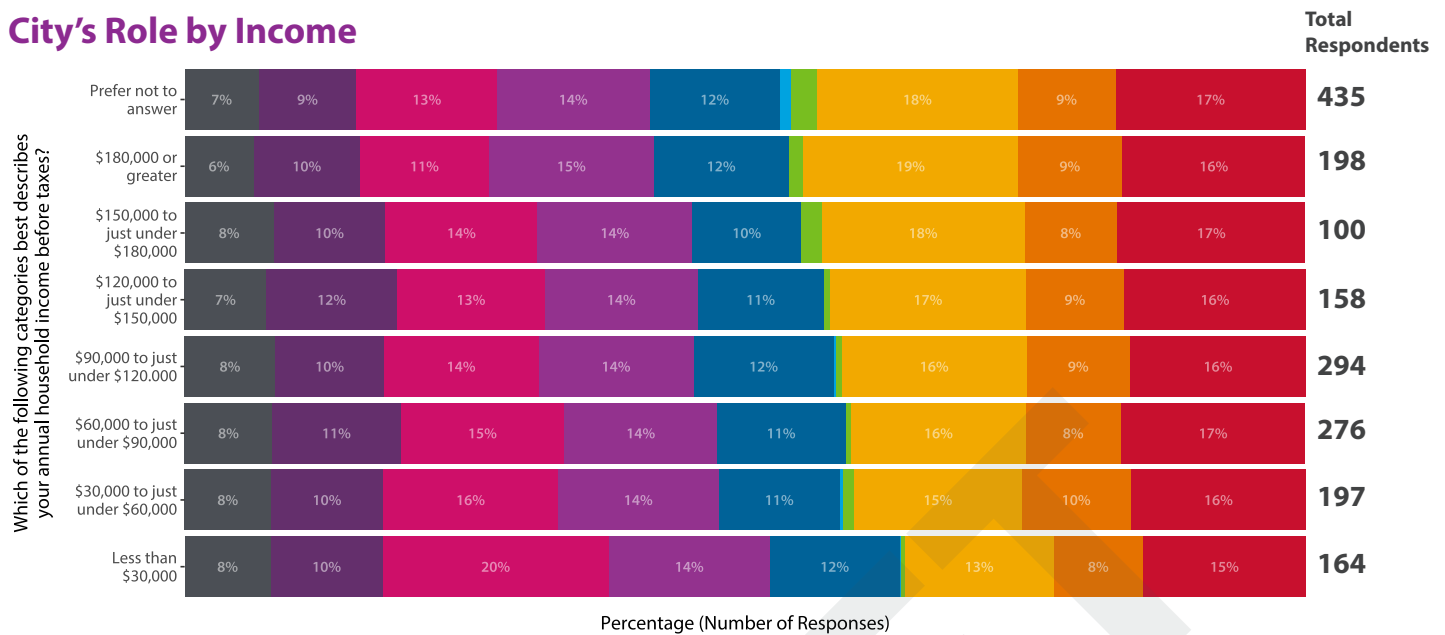
>\$120,000 income households

More likely to respond that The City should invest in community facilities and amenities.

City's Role by Equity-Denied Group

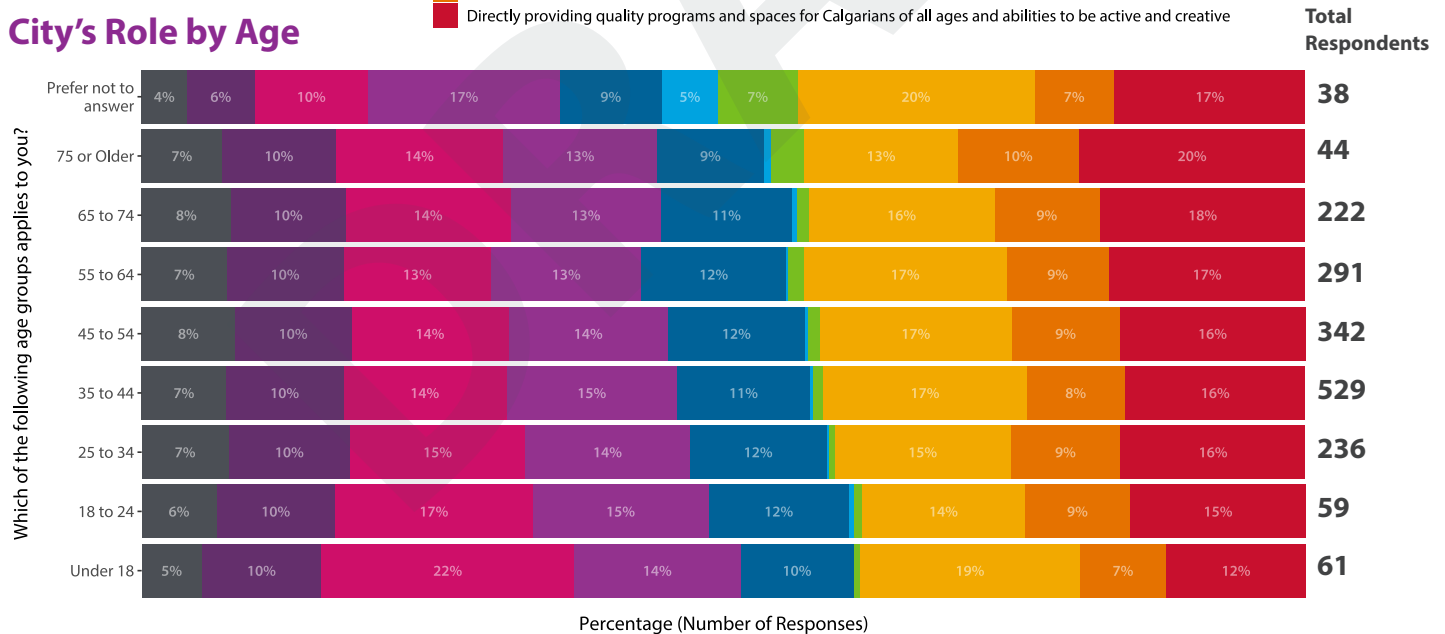


City's Role by Income



What do you think
The City's role should
be in public recreation?
Select all that apply

City's Role by Age



What do you think
The City's role should
be in public recreation?
Select all that apply



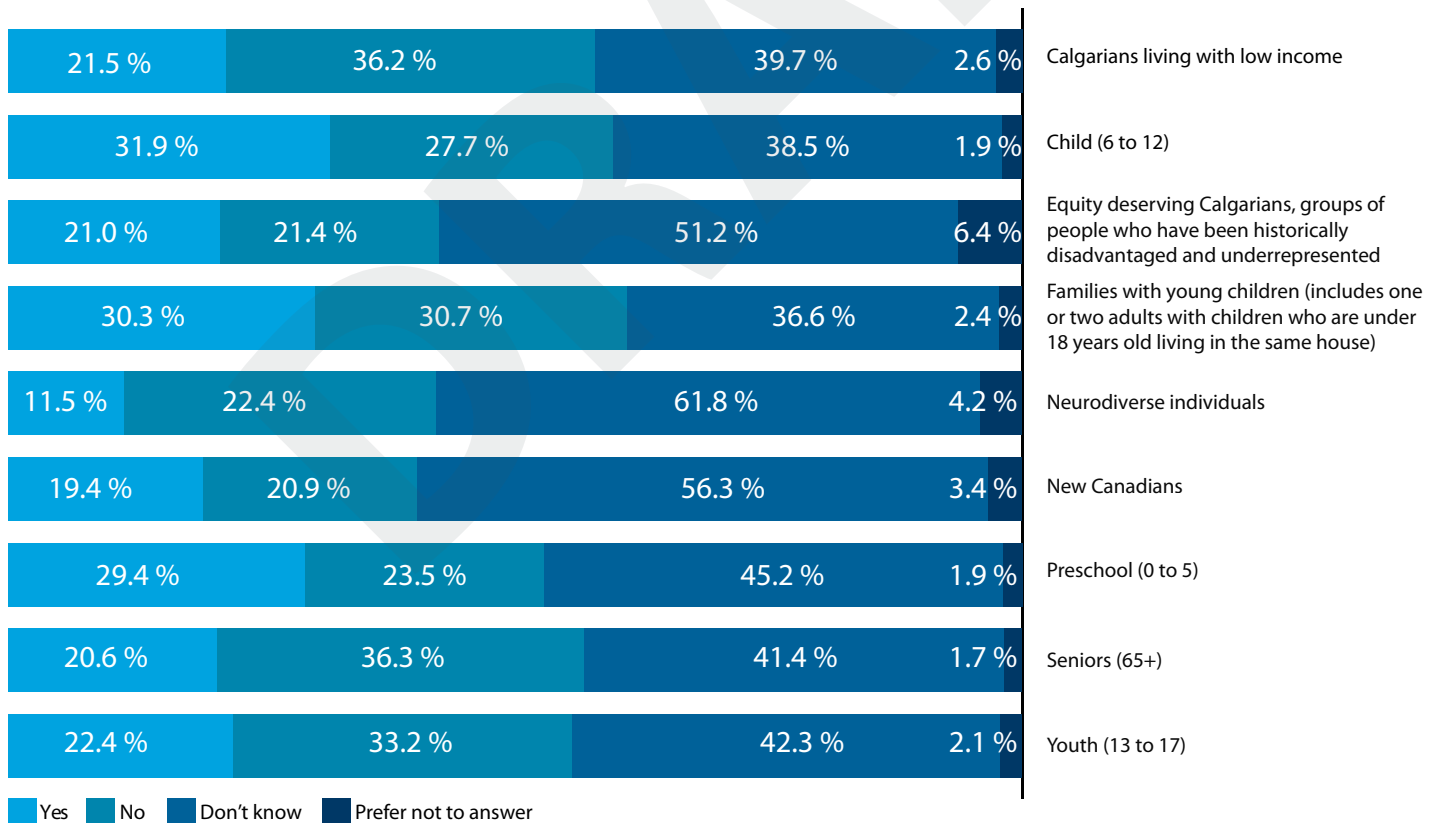
Perceived Service Provision for Key Demographic Groups

In general, respondents wish to see programs, services, facilities and amenities that support a range of user types, including families, seniors, and residents living with low income. When asked about the level of service currently provided to key demographic groups by The City and Partners, respondents indicated there are not enough public recreation opportunities for the following groups:

- Youth (13 to 17)
- Seniors (65+)
- Neurodiverse individuals
- Residents living with low income

Survey Question #11: Do you think there are enough public recreation opportunities from The City and Partners for the following groups of Calgarians?

This question was asked to all respondents.



Appendix B: List of Requests for Programs, Amenities and Facilities

List of Requests for Programs, Amenities and Facilities

The following is a comprehensive list of programs, amenities and facilities requested by survey respondents and pop-up event respondents. The list is not ordered by frequency of comment or mention.

Active Recreation Programs

- Swimming (including lessons and lane swim)
- Yoga
- Dance (including Zumba)
- Soccer (including classes)
- Skating
- Pickleball
- Walking groups
- Basketball
- Volleyball
- Tennis
- Cricket (including classes)
- Hockey
- Martial arts (e.g., karate, tai chi)
- Spinning / cycling
- Pilates
- Golf
- Disc golf
- Rock climbing
- Water sports
- Diving
- Aquafit
- Hiking
- Outdoor laser tag
- Inline/roller skating lessons
- Sailing
- Rowing
- Kayaking
- Football
- Curling
- Badminton
- Kickboxing

Active Recreation Facilities

- Pools (additional swimming facilities, including outdoor pools)
- Skating rinks (additional arenas, including outdoor rinks)
- Running Tracks (allow for running and walking indoors)
- Tennis courts
- Pickleball courts
- Squash courts
- Basketball courts
- Lacrosse fields
- Gyms and weightlifting facilities
- Accessible gym facilities
- Cardio machines
- Field houses
- Outdoor exercise equipment
- Skate parks
- Golf courses
- Disc golf courses
- Parks
- Paths and trails
- Bike paths
- Playgrounds that are not part of schools

Leisure, Arts, and Community Programming

- Arts classes (such as pottery and painting)
- Cooking classes (including nutrition programming)
- Horticultural programs and urban farming opportunities
- Drama / musical theatre
- Music classes
- Woodworking
- Paint nights
- Community events
- Community groups
- Animal visits (e.g., dogs, cats, rabbits, goats)
- Life skills

Program Types

- Drop-in program slots (to alleviate challenges with registration and booking).
- Alternative program times (daytime programs, outside of 9am-5pm hours, evening programs).
- Outdoor programming (sports and active recreation provided outdoors, as well as nature education and outdoor skills)
- Women-only / girls-only programs.
- Seniors programs (e.g., 50+).
- Teen programs (e.g., learn to lift weights, sport-specific and social activities).
- “Learn to” programs (opportunity to learn a new sport or skill, including programs for seniors and adults such as Learn to Swim, Learn to Skate).
- Trial classes (opportunity to try a class or activity once before deciding whether to commit to a full program).
- Disability-friendly programs (including sensory-friendly or physical limitations).
- After-school programs.
- Family programs.

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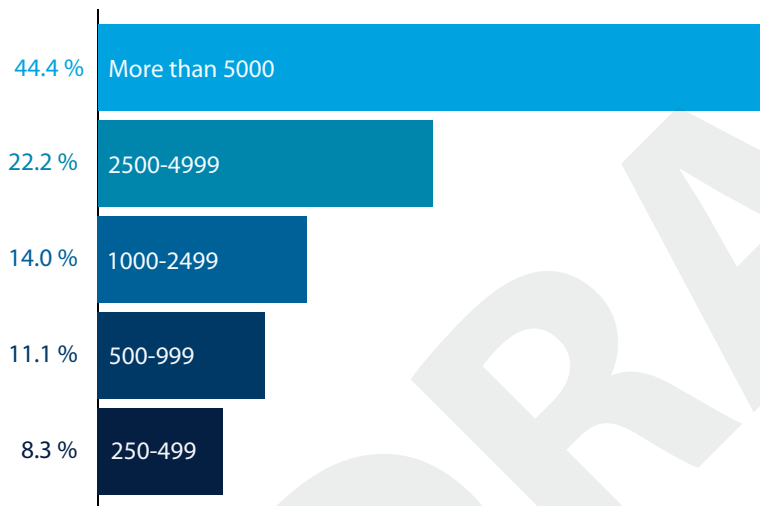
Appendix C: Community Partner Detailed Survey Results



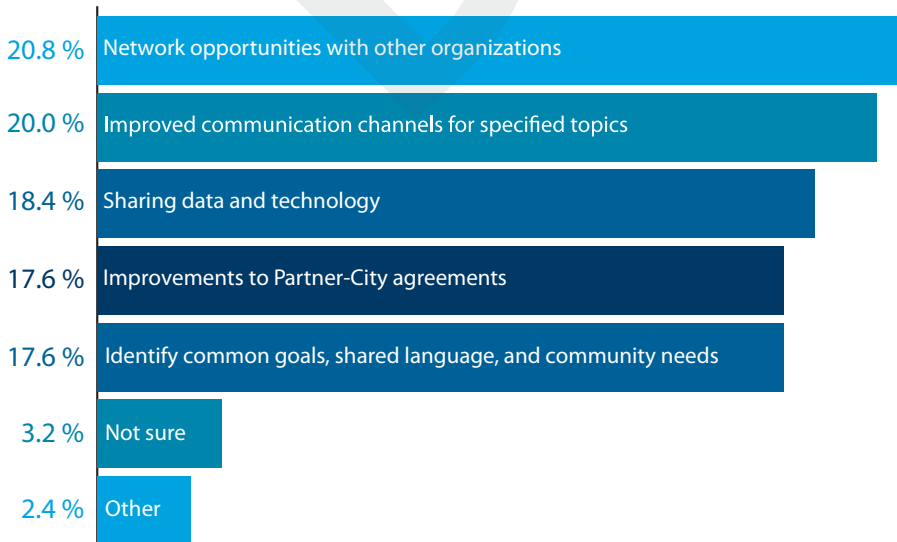
Community Partner Survey Responses

There are two types of questions in the Community Partner Survey: close-ended responses (multiple choice questions) and open-ended responses (open text comment field). For close-ended responses, a bar graph has been provided with detailed results. For open-ended responses, the feedback is summarized in point-form.

Survey Question #1: How many Calgarians does your organization reach or serve annually?



Survey Question #2: How can we improve collaboration between The City and your organization?



Survey Question #3: How would your organization like to grow or change its services over the next five years?

Targeted Programming

- Providing programs for seniors, cultural groups, youth, young families, and more.

Changes to Facilities

- Facility expansions or enhancements.

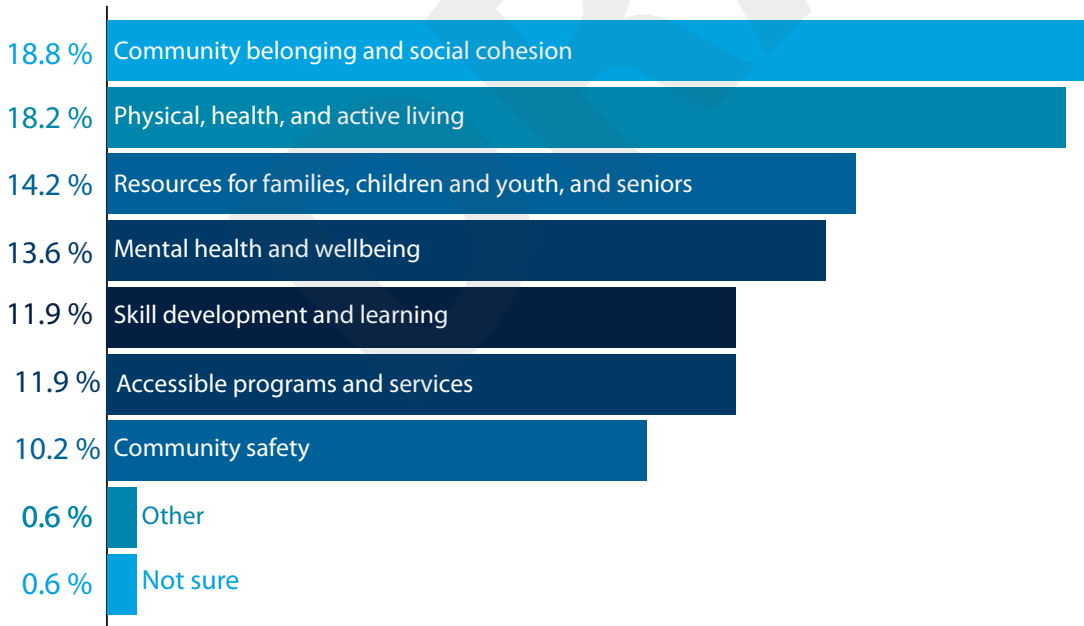
Changes to Operations

- Improvements to membership experience.
- Improved outreach to community members.

New Initiatives

- Develop social programs.
- Increase volunteer base.
- Participate in community events.

Survey Question #4: What is your organization trying to achieve with your public recreation services?



Survey Question #5A: How is your organization measuring success towards your outcomes?



Survey Question #5B: If there are opportunities your organization would like to explore or discuss with The City to improve your recreation services, please share them with us.

Request for New or Improved Amenities and Facilities

- Examples include playgrounds, skateparks, and soccer facilities.
- City to invest in recreation facilities and programs.

Support and Collaboration

- Partnerships and collaboration to support programs.
- Cost-sharing with The City.
- Grant and funding opportunities.
- Exchanging of ideas and best practices between partners.
- Access to space for groups that do not have a physical building.
- Involving Partners in planning conversation.
- Support with volunteer engagement.

Survey Question #6: Has your organization observed changing demands or emerging trends that impact service delivery? If so, what priorities has your organization identified to respond to Calgarians' changing needs?

Changing Demographics

- Influx of young families with children and teenagers.
- More diverse community members.
- More demand for programs overall.

Changing Recreation Trends

- Increased interest in sports like pickleball and cricket.
- Increased demand for recreation post-COVID.
- Increased demand for sports including: watersports, soccer, accessible sailing program.
- Increased participation by girls and women.

Financial Challenges

- Respondents prefer events that are free.
- Food insecurity is prevalent.
- Cuts to funded programs.

Survey Question #7: How can the public recreation system better serve or remove barriers for the following demographics? Your response can address one or multiple groups:

Preschool (0-5)

- Parent and tot groups.

Children (6-12) + Youth (13-17)

- Basketball and cricket.

Adults (18-64)

- Cricket and pickleball.
- Walking paths and skating trails for families.

Older Seniors (65+)

- Plenty of seating options.

New Canadians (all ages)

- Attracting new Canadians who may not feel comfortable.

Equity-denied residents (all ages)

- Accessible playgrounds and sports surfaces.
- Wheelchair accessible activities.
- Low cost activities for seniors.

Other

- Help people find programs, even if they are not offered by The City.
- Conduct surveys and engagement activities regularly to gather feedback.
- Allow organizations to have low- or no-cost access to facilities to host programs.
- Higher fees charged to for-profit service providers.



Indigenous Wisdom Seeking What We Heard Report

Land Acknowledgment

In the City of Calgary, all recreational activities are experienced and enjoyed on the ancestral and traditional territories of the Siksikaitsitapi, also known as the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation. Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, within Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6). We acknowledge all Indigenous Peoples who have made Calgary their home. Oki, Dadanast'ada, Âba wathtech, Taanishi, Thank you for allowing Calgarians to experience and enjoy recreational activities on your lands.

Giving Thanks

Thank you to Miskanawah Community Services Association, Urban Society for Aboriginal Youth (USAY), and McMan Youth Family and Community Services Association of Calgary & Area. Thank you to all Indigenous Peoples including Elders, Knowledge Keepers, and youth who led us in blessings and/or smudge, and shared their perspectives, experiences, and wisdom to shape the long-term vision for GamePLAN. Your participation in the Wisdom Seeking Engagement will inform how to increase access and improve recreational services for Indigenous Peoples living in and around Calgary.

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Appendix II- Indigenous Youth Wisdom Seeking Survey Results

Indigenous Wisdom Seeking & GamePLAN

Indigenous Peoples have practiced recreational activities since time immemorial.

Participants who engaged with the City of Calgary (The City) for the GamePLAN Indigenous Wisdom Seeking shared that these recreational activities include powwow dancing, hunting, fishing, picking medicines, cooking Indigenous foods, playing traditional games, sports, art, Elder-led teachings, and other leisure activities that promote Indigenous knowledge, holistic health, and intergenerational transfer of knowledge. Indigenous Peoples understand recreation as a diverse expression of activities that expand upon The City's current delivery of recreational activities and services.

Historically, The City has conducted little research to understand Indigenous Peoples' recreational experiences. In 2006, The City of Calgary researched and wrote the Pimatswin Recreation Report that noted Indigenous Peoples in Calgary face barriers accessing recreation due to lack of transportation options, lack of available childcare, and high program costs. The Pimatswin Recreation Report also found that Indigenous Peoples had a different interpretation of recreation than The City had been offering.

The City acknowledges that it needs to better serve Indigenous Peoples in public recreation. The City's first step was to listen and learn directly from Indigenous Peoples to ensure their needs and perspectives are reflected in The City's recreational services and programs.

The City initiated an Indigenous Wisdom Seeking engagement strategy with Indigenous serving organizations and Indigenous Peoples to:

- » Meaningfully build relationships and support reconciliation,
- » Better understand what recreation means to them,
- » Encourage participation in public recreation services by increasing access, reducing barriers and improving recreation services and
- » Contribute to the reimagining of the public recreation system that would honour and be inclusive of all Indigenous Peoples.

The feedback provided by Indigenous Peoples is contained within this report and has contributed to GamePLAN: Reimagining Public Recreation, The City's long-term vision and strategy to shape the approach to delivering inclusive, accessible and sustainable recreation services for the next 10 to 30 years.

"For Indigenous Peoples, recreation is just a part of our lifestyle"



About GamePLAN

GamePLAN is aimed at establishing a vision and actionable strategy for public recreation in Calgary.

Our strategy focuses on the:

- » Types of programs and services The City and Partners offer,
- » Infrastructure that enables The City and Partners to offer those programs and services and
- » How programs and services are offered.

GamePLAN is rooted in three Guiding Principles:

Level the playing field:

This principle focuses on 'levelling the playing field' for underserved, underrepresented or vulnerable individuals. It is about removing barriers so that all people living in and around the city have access to the benefits of public recreation.

Change the game:

The City acknowledges the current recreation system does not adequately serve the needs of Indigenous Peoples. The City is looking to implement solutions and actions to create a more inclusive and impactful service model.

It takes a team:

The City understands there are already many organizations, agencies and communities providing opportunities that support Indigenous Peoples' health and wellness. How can The City collaborate and expand on these opportunities to ensure equitable access and improved programming for public recreation?

Foundational to GamePLAN and the Indigenous Wisdom Seeking What We Heard Report is the White Goose Flying Report (2016). The White Goose Flying Report outlines specific Truth and Reconciliation Calls to Action (2015) for the City to address. The City aims to repair relationships with Indigenous Peoples and ensure their needs and perspectives are reflected in public recreational programs and services.

Indigenous Wisdom Seeking Engagement Overview

The City approached Indigenous Wisdom Seeking engagement with the goals of being community oriented, collaborative, Elder-led, youth-led, and honouring Indigenous protocols, ways of knowing and gathering.

Participants were asked to reflect on their perspectives, experiences and share wisdom on:

- » "Recreation," discussed in the most general way to understand what recreation means to Indigenous Peoples and why it matters,
- » Barriers faced when accessing recreation and
- » Potential solutions to overcoming those barriers.

Engagement was held from February 2024 until August 2024. A total of three sharing circles were facilitated with Indigenous serving organizations including Miskanawah Community Services Association, USAY, and McMan Youth Family & Community Services.

Indigenous Wisdom

Indigenous Peoples in and around Calgary represent diverse communities rich in history, lands, language, ways of being and recreational practices. The feedback provided represents these vast perspectives, experiences and wisdom gained throughout the Indigenous Wisdom Seeking engagement process. While some participants had limited opportunities to participate in recreation, almost all participants agreed that recreation is important to enhancing their physical, mental, emotional and spiritual health. The linkage between recreation and holistic health is critical to a person's wellbeing and quality of life.

Three themes emerged from engagement, including:

- » (1) why recreation matters
- » (2) barriers to accessing recreation and
- » (3) ways to improve recreation for Indigenous Peoples.

Participants at Sharing Circles

22 people

Miskanawah Community Services Association

12 people

Urban Society for Aboriginal Youth

7 people

Mc Man Youth, Family and Community Services Association of Calgary & Area

27 Indigenous youth

(ages 9-28) participated in the anonymous online survey

“What saved me in being in foster care was recreation. I played basketball all the time. I made sure I was active. It saved me from that part of life.”

“Recreation is amazing. I remember being involved in a baseball team in grade six and that was the highlight of my childhood...It was my friends’ parents who made it possible for me to go.”

1. Why Recreation Matters

Connecting to Culture

Recreational activities that honour indigenous culture were described as important and promote positive self-identity. No single definition of “culture” was offered, however, participants described cultural activities such as powwow dancing, hunting, fishing, picking medicines, cooking traditional foods, playing traditional games, sports, art, and Elder-led teachings. Indigenous youth want more cultural activities as recreation.

Holistic Health, Healing and Reconciliation

Recreation promotes positive mental health, especially for those experiencing anxiety and depression. It provides a positive outlet and coping mechanisms for dealing with challenging circumstances and life experiences. Participants shared stories of overcoming challenges, such as intergenerational poverty, the Sixties Scoop and the Child and Family Services system, through recreation. Indigenous Peoples continue to face traumatic impacts, as a result of colonization, which can be mitigated by recreation.

Youth Support

Participants shared that recreation helps keep youth engaged with their peers and in their communities. This acts as a deterrent to “getting into trouble”. Without dedicated spaces and programs, youth noted they may become involved in gangs or crime as a means of releasing energy. Recreation keeps youth included, active and engaged.

Community Connections

Recreation provides pathways to making friendships, connecting with new community members, and being in relationship with the land. Recreation brings families and friends together and contributes to community building and belonging.

“...I had that space and bandwidth to lift weights, but it was also a priority for me. Some folks have groceries as their priorities for them”

2. Barriers

Participants shared that many Indigenous Peoples are challenged to meet their basic needs, making recreation a lower priority. This provides critical context for the barriers below:

Essential Needs

Participants shared that accessing recreation is not a top priority compared to ensuring their essential needs are met. Many Indigenous Peoples talked about struggles with food insecurity, poverty, and the time and resources it takes working to survive, leaving them tired and without the ability to participate in recreation.

Racism, Safety, and Exclusion


Participants described how racism impacts all areas of their lives, including when they access recreation. Indigenous Peoples encounter racism from staff and other recreation facility and transit users making them feel unwelcome and unsafe. Most physical spaces do not have land acknowledgements. Indigenous Peoples want to see themselves visibly reflected in recreational facility signage, art and architecture, staff representation, and in program development.

Affordability & Transportation

Financial costs of recreation programs, sports clubs and facility use is inaccessible. Recreation facilities require fees for day, monthly, and annual passes, which can make a simple outing to the gym or pool unaffordable. The rising costs of living have impacted Indigenous People's ability to pay and have made choices difficult between paying for necessities or paying for recreation and the transportation required to get to a facility. Participants noted facilities are not equitably located throughout the city and cited transportation as a barrier (e.g., cost of fuel, parking availability, cost of transit passes, travel time).

Fair Entry

The thresholds for the Low Income Cut-Off (LICO) are artificially low because they do not take into account personal circumstances, inflation, and the rising cost of living. Participants shared that having to apply annually for Fair Entry is burdensome to the point of deterring application. Participants also described literacy and language, interfacing with social workers and eligibility requirements as barriers impacting application accessibility.

A photograph showing a person's arm and hand playing a drum. In the background, a rainbow flag is visible. The text is overlaid on a dark rectangular box.

“...We are hit with racism right at the door, you can feel it and see it in how they talk to you. You can fight or walk away and lose that opportunity.”

Programming

Indigenous Peoples want culturally based programming that affirms their identities. For example, land-based programming, powwow dancing, beading, traditional cooking, arts, and Elder-led teachings. Youth highlighted gaps in programming for youth aged 12-17 years old; Two-Spirit Individuals; Elders and older adults; and mothers and families, specifically single mothers. They described a lack of access to public spaces and age-appropriate programs to gather.

Operations and Smudging

Participants described numerous challenges related to operations including limited recreation facility hours, underutilized spaces, poor conditions of facilities and equipment, and lack of cleanliness especially in bathrooms. Many facilities have not been adapted to serve those with disabilities. Many Indigenous Peoples are prevented from smudging or using smoke in ceremony because of facility design. Allowing Indigenous Peoples to smudge and participate in spiritual practices is an inherent right as outlined in the United Nations Declaration on the Rights of Indigenous Peoples Act (2021).

Advertising

The City of Calgary's marketing strategies are not reaching Indigenous Peoples. Many participants are unaware of what recreation opportunities exist. Participants said The City does not use Indigenous channels to share information. Youth want social media advertisements that are video and image based and on emerging social media platforms. Several participants also noted The City's website is difficult to navigate.

3. Ways to Improve

When asked about ways to improve the public recreation system, participants provided creative, insightful, and practical solutions:

Relationships

The City should build strong relationships with Indigenous-serving organizations, Indigenous Peoples, and Nations. Indigenous Peoples want opportunities to partner on events, programming and services that support Indigenous communities, families and youth. Indigenous Peoples need access to recreation facilities and other spaces to encourage participation and meaningful involvement.

Culturally Safe Environments

Participants highlighted the need for culturally safe and anti-racist training among all levels of staff. They described how facilities could provide accommodations for traditional activities and practices, including cultural education, smudging, art, and the provision of Indigenous language signage. Indigenous Peoples expressed a desire to see meaningful land acknowledgements within facilities and suggested The City explore partnerships to facilitate Indigenous naming of facilities. All participants expressed a desire to see more Indigenous Peoples represented among facility staff.

Fair Entry

Participants proposed several changes to the Fair Entry Program, including increasing the Fair Entry threshold above LICO, developing Indigenous-specific positions to support Indigenous Fair Entry applicants who may experience language or technology barriers and adding new Fair Entry application locations. Indigenous Peoples also suggested allowing families to continue accessing Fair Entry for five years after surpassing the threshold to ensure they have financial stability before losing Fair Entry benefits.

Affordability

Indigenous Peoples want recreation services for all age groups at low cost or free of cost. One suggestion was establishing an Indigenous specific grant for Indigenous groups to access and develop recreation programs. Another suggestion included no-cost recreation equipment through vouchers, facilitated trading groups/swaps, free rentals, and/or donations. Buddy passes specifically for Indigenous youth would engage more Indigenous youth in recreation. Participants shared that providing childcare for Indigenous families would increase participation.

“The bar for Fair Entry is too low for funding. I was a single mom with two kids, and because I had a decent job I still couldn’t get any support for my kids.”



“Build relationships by partnering and offering programs to the community... relationships are important and without them it’s not possible.”

Effective Marketing Strategies

Participants want to access information on social media platforms, such as TikTok, Instagram, Discord or Snapchat with video-based advertisement. Because The City website is considered difficult to navigate, one central website targeted to Indigenous youth was requested. Participants encouraged The City to leverage Community Associations and Indigenous-serving organizations to market recreation opportunities. Participants would like to be made aware of no-cost and free-play recreation opportunities and locations such as parks, courts, and other unused spaces where youth can gather safely.

Programming

Indigenous Peoples want programming and events that are: Indigenous led, culturally-responsive, multi-generational and land-based for all age groups. Programming that brings families together and re-enforces Indigenous kinship is desired. Programming was requested specifically for Indigenous youth ages 12 to 17, mothers, single mothers, caregivers, Two Spirit and 2SLGBTQIA+ individuals, older Indigenous adults and Elders, and people with disabilities. Participants want recreation opportunities that support mental health and holistic wellness, and emerging leisure activities like video gaming and mentorship programs. Participants recommended establishing an Indigenous Youth Council to guide program development.

Operations and Maintenance

Participants stated they would welcome improvements to the conditions and cleanliness of The City’s recreation facilities, and the ability to smudge in facilities. Participants recommended expanding the geographical reach of Indigenous-specific programming and extending operating hours to increase accessibility of facilities and programming after work and school.

Transportation

Transportation was described as a barrier (travel time, costs, transit crowding, and safety). Participants suggested providing free public transportation (chartered buses, bus tickets) or compensation for travel to and from recreation opportunities.

Conclusion

Indigenous Wisdom Seeking engagement provided The City with perspectives, experiences and wisdom to better understand recreation from Indigenous Peoples, build relationships, support reconciliation, encourage participation in recreation services, and reimagine recreational service delivery in ways that honour and are inclusive of Indigenous Peoples.

The feedback provided from this process will inform GamePLAN and be reflected in the final recommendations. Once again, The City thanks Miskanawah Community Services Association, Urban Society for Aboriginal Youth, McMan Youth, Family and Community Services Association of Calgary & Area and all Indigenous Peoples who participated in the Indigenous Wisdom Seeking engagement.

DRAFT

"I have a 16.5 year old and I want him one day to be able to take his children to a facility in Calgary or any municipality and be like "we are going to go for a swim, or do this, or smudge, or hear an Elder speak""



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Appendix

Appendix I – Indigenous Wisdom Seeking

Feedback from three Sharing Circles and the Indigenous Youth Survey were coded using NVivo and validated to ensure themes were accurate. The Indigenous Wisdom Seeking What We Heard Report was reviewed by the Indigenous Relations Office, and participants were offered an opportunity to review and validate.

Note: All feedback has been anonymized to protect the privacy of participants.

Overview of Wisdom Seeking Process

Event	Date/Location	Host	Participants
GamePLAN Indigenous-Serving Organizations Wisdom Seeking Sharing Circle 1	Feb 15, 2024 Miskanawah East	Miskanawah Community Services Association	21 Indigenous-serving organizations 1 Elder 1 Knowledge Keeper
GamePLAN Indigenous Youth Wisdom Seeking Sharing Circle 2	May 28, 2024 Marlborough Park Community Association	Urban Society for Aboriginal Youth	9 Youth 1 Elder 2 USAY staff
GamePLAN Indigenous Youth Wisdom Seeking Sharing Circle 3	July 30, 2024 The James House, McMan Calgary	McMan Youth Family & Community Services	3 Youth 1 Elder 1 Knowledge Keeper 2 McMan staff
GamePLAN Indigenous Youth Wisdom Seeking Survey	May 22-August 19, 2024	https://engage.calgary.ca/gameplanyouth	27 anonymous survey respondents
GamePLAN Indigenous Games Event	June 21, 2024	Southland Leisure Centre	City project team (including consultants)

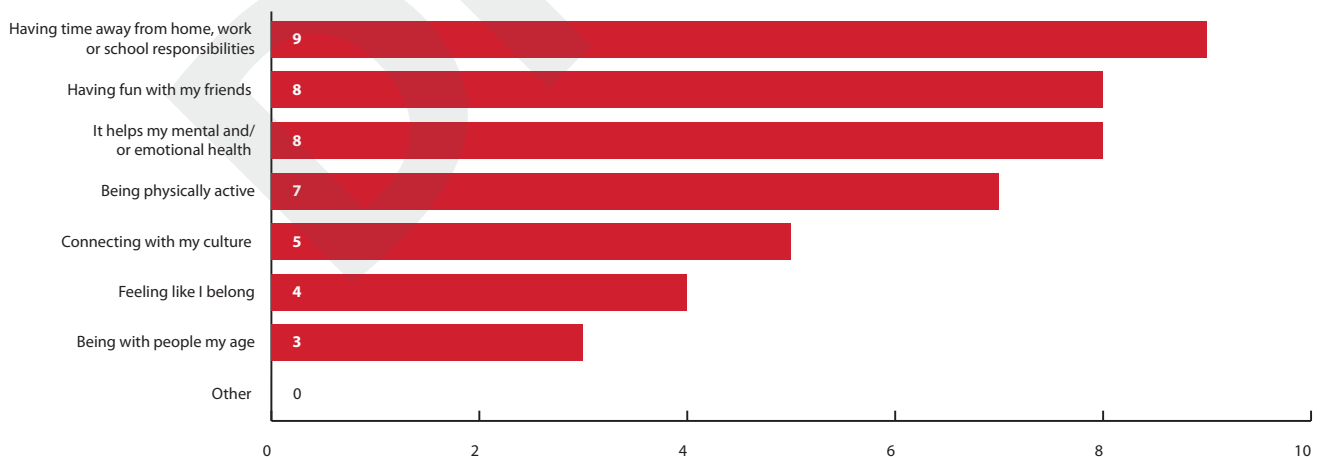
Appendix II- Indigenous Youth Wisdom Seeking Survey Results

In addition to the Sharing Circles, The City collected wisdom from Indigenous youth (ages 9-28) via a digital survey on Calgary.ca/gameplan. In total, the survey received 27 responses from May 22 to August 19, 2024. The survey was shared via the Native Information Exchange, Cultural Advisor Networks, and to relatives of YMCA Calgary, the Urban Society for Aboriginal Youth (USAY), and McMan Youth Family & Community Services.

27 Indigenous youth responded to the survey ranging from ages 9-28. Many (15) respondents identified as Status First Nations, followed by 5 with a combination of Status First Nations, Treaty First Nations, and/or Mixed Indigenous background, 4 Métis, and 3 Non-Status First Nations. Survey participants came from a variety of backgrounds, including Blackfoot, Cree, Métis, Stoney Nakoda, Secwépemc, Oneida, Anishinaabe, and others. This survey is not representative of all Indigenous populations in Calgary, but only of those who participated.

Participants were asked the following questions:

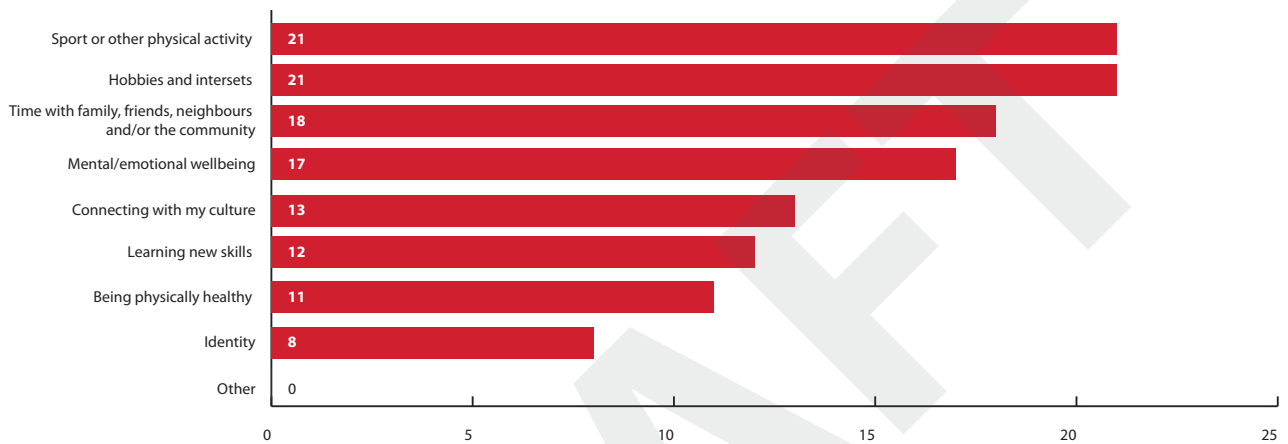
Question 1: What does recreation mean to you? [select all that apply]



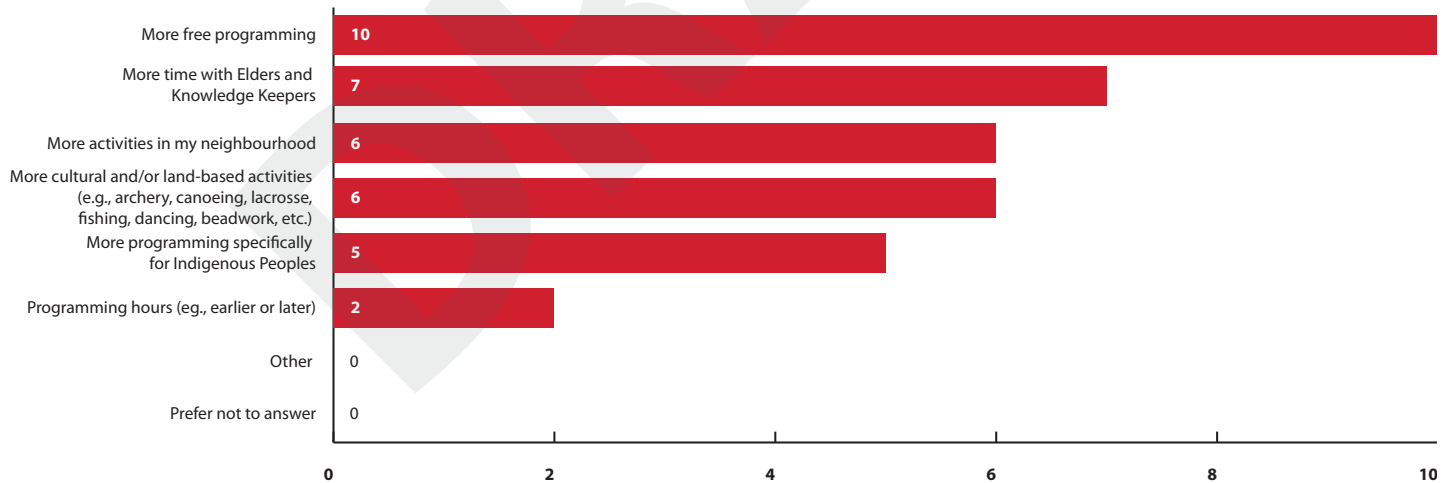
Question 2: Do you currently attend a recreation program, facility or participate in sport (for example, sport, skating, swimming, art classes, dance, or other)? It does not have to be a City offered program. [Yes or No]

For those who answered "Yes" to Question 2:

Question 2a: What do you enjoy about sport or recreation? [select all that apply]



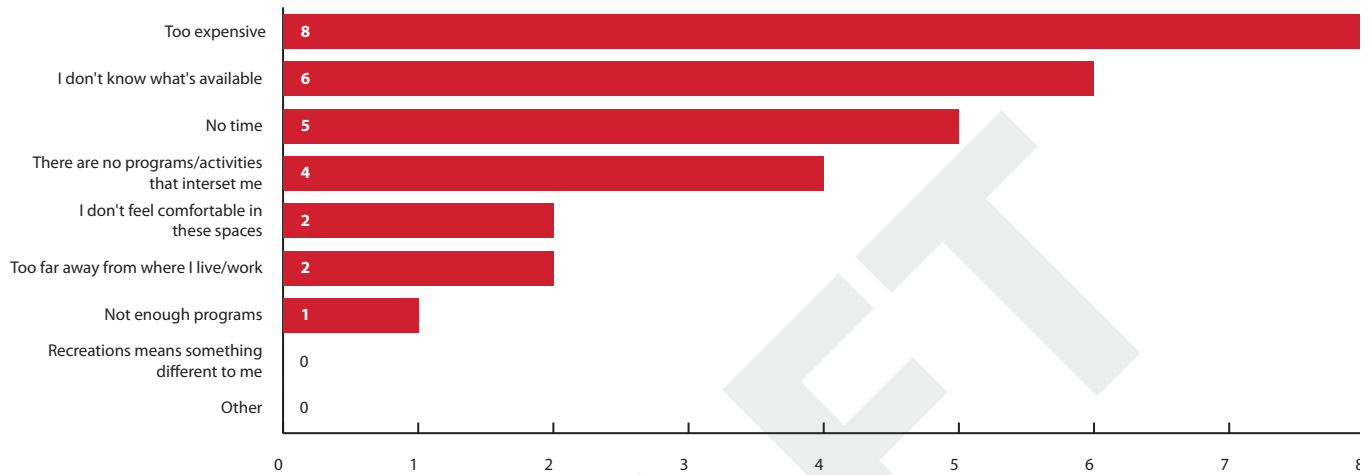
Question 2b: What would make it better? [select all that apply]



For those who answered “No” to Question 2:

Question 2b: Why don't you attend a recreation program, facility or participate in sport?

[select all that apply]



Question 2c.i: Please tell us more about why you don't participate in or attend public recreation. [short answer]

- » The information isn't easily accessible I feel, you have to dig around to find niche recreations.
- » I work full time and I can't find anything that interests me.
- » Motivation, a friendly invite or something to catch my attention or the attention of those who unaware or more so "shy".
- » Because not many programs interest me or there's an age limit.
- » Broke.
- » A lot of public recreation that is available on my side of the city (SW) requires money. Unfortunately money that I don't have due to how expensive everything is in this day and age.
- » Not enough time. I do sports elsewhere.
- » At the moment I have a broken leg so I am mobile limited.
- » Lack of funding and comfortability asking for this information. Often times the direction to find support is unclear and through this process I am sharing personal information with strangers and it can be humiliating. I'd like to include additional comments as there is no other field to add. I think the City of Calgary needs to have a partnership with Jordans Principle and directly work together on behalf of Indigenous children and youth who want to participate in sports. We need advocacy and support to ensure our kids are able to access sports and wellness programs before it is too late for them. This is extremely urgent and important!

Question 3: What recreational programs would you like to see more of (for example, art, cooking, sport, swimming, skating, basketball, other)? [open field]

- » Writing. Art. Gaming development.
- » Indigenous Focused sports initiatives.
- » Everything so everybody has something to do.
- » Rock climbing, swimming, lacrosse, skating, gym access
- » Yoga, books clubs, cultural learning activities (ribbon skirt making, beading, etc.)
- » More programming for indigenous people and youth, and more public programs like learning to garden.
- » More indigenous basketball teams.
- » Football, There isn't many football clubs or teams around Calgary.
- » Swimming.
- » Powwow dancing, Indigenous volleyball teams, lacrosse, caber toss.
- » Indigenous art, cooking, and other knowledgeable classes.
- » More indigenous based programs.
- » I wish there was more community food ball teams for people who do not attend high school or university.
- » I would like to see more programs with onsite childcare!



GamePLAN Integrated Strategy Focus Groups

What We Heard Report

Final Summary Report | August 2024

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Background and Methodology

Background

The City of Calgary is currently developing Recreation GamePLAN, a document that will guide the evolution of Calgary's recreation facilities during the next five decades. The City wished to understand how recreation users and non-users feel about the goals and principles of this strategy, as well as what they prioritize as being most critical to the success of this plan.

Methodology

Probe Research conducted a total of four (4) in-person focus group sessions with Calgary adults aged 18 and over. As the table on the following page shows, participants were segmented into different groups based on their age and usage of public recreation facilities and programs.

These sessions were conducted at Stone-Olafson in Calgary. Each session was approximately 105 to 115 minutes in length. The sessions were moderated by Curtis Brown of Probe Research, with observers from The City of Calgary in attendance for all groups.

A total of eight (8) participants were recruited for each session, with seven (7) to eight (8) participants taking part in each group. Prior to each session, participants were asked to review background material on Calgary's Recreation GamePLAN and to answer two discussion questions:

- How well do you think the documents you just read reflect your needs and priorities when it comes to recreation in Calgary?
- Do you have any other feedback or feelings to share about what you just read – or anything else you know about this topic?

Participants in these sessions received an honorarium of \$125 in exchange for their time and participation.

Group	Date	Time	User Group	Age Category	Children at Home	Other Specifications
1	Monday, August 12, 2024	5:15pm	User	Younger Adults ages 18-44	No Children at home	Split Gender
2		7:30pm	User	Mixed Age (will skew <50)	Children <18 at home	Mixed Education
3	Tuesday, August 13, 2024	5:15pm	Non-User	Mixed Age	Mixed	Mixed Household Income
4		7:30pm	User	Older Adults Ages 45+	No Children at Home	Min.two (2) Radicalized participants/groups

Please note: The following findings are qualitative in nature. The work is exploratory as a result of the number of participants and the method by which the sample was drawn. The results should be regarded as directional and may not necessarily be projected to the larger population without further quantitative research.

Research Summary

Views on GamePLAN

Calgarians in the focus groups tended to view GamePLAN as being...



Inspirational and forward-thinking



Inclusive



Too Vague

Imagining the Ideal Recreation Experience

Focus group Participants Imagined their ideal recreation experience as being...



Enhanced

with new facilities and programs



Accessible

including for people from all walks of life and in terms of how people get to and from recreation facilities



Holistic

encompassing physical and mental health more socialization

Facility Preferences



Many participants really liked the goal of ensuring a public pool and arena are located within five kilometers of every Calgary resident



...but had mixed feelings about whether to pay more in property tax for these new facilities. Residents are more open to this idea if the amount dedicated to these facilities is shown on their property tax bills

Key Findings

Participants viewed recreation as being vital to their physical and mental health and their quality of life but agreed that Calgary's current facilities do not quite meet their needs.

- When asked to describe what recreation means to them, most participants thought of these services as being critical to their overall wellbeing and something they deeply enjoy.
- When they were asked to describe recreation facilities in Calgary, most described them as being aging and relatively basic. While some spoke about how newer and refurbished facilities meet their needs, several described the existing facilities as being relatively out-of date, crowded and not always available at times that are convenient for them.

Participants tended to be quite optimistic and hopeful about Recreation GamePLAN; however, many viewed it as being too vague and not clear enough about when and how facilities will be improved.

- Several participants expressed hope for the plan and its three key principles, giving The City credit for developing a long-term vision for improving recreation services in Calgary. They thought the approach The City is taking is good, as it will focus on ensuring people from all walks of life have access to recreation facilities.
- However, a number of participants indicated the plan is somewhat vague and does not provide enough details about which facilities will be improved and when these investments will take place. Because the plan covers a very long period of time, participants saw a potential disconnect occurring between The City's stated goals and both short-term and long-term decisions about funding. Some pointed to the Green Line as an example of changing scope and the final product being more expensive than what was initially proposed.
- Participants also hoped that once GamePLAN is in place, facilities will remain relatively affordable and that The City adds extra capacity so that more residents can access programs that are relatively popular and even over-subscribed, such as swimming lessons.

Many participants imagined that in the future, recreation facilities in Calgary will offer a wider array of programs, be easier to get to and provide more opportunities for people from all walks of life to access recreation.

- When participants imagined their ideal recreation experience in the future, they tended to think about new and relatively modern facilities that offer a wide array of recreation options. They thought about multipurpose spaces that are busy community hubs, offering not only physical recreation programs, but also other types of classes and community gathering spaces. As part of this, participants imagined these spaces targeting the needs of specific underserved groups in the community, including seniors, at-risk youth, Indigenous peoples, etc.
- Participants also wanted to see these facilities be more accessible and better connected. They imagined these as places that are easy to visit through several different transportation modes, including private vehicles, transit, cycling and walking. Some also imagined that these multi-purpose facilities will be relatively easy for people to navigate once they arrive, with staff on hand to assist and features to make the facilities more accessible.

The three proposed principles and their associated commitments for Recreation GamePLAN were quite well received. However, some had concerns as to whether the rhetoric of these promises will match the eventual reality.

- Several participants, especially younger recreation users, liked the notion of recreation being "a right" as they agreed barriers to facilities and programs need to be removed. However, they cautioned that if The City uses this language to describe the ability to access recreation programs, The City needs to ensure it provides sufficient funding over the length of the project to make this truly the case.
- Most participants also liked the principle of it "taking a team" to improve recreation facilities, although some wondered what exactly The City's role in this team should be. Many felt The City will play a key role in providing funding and facilities and coordinating services, but some worried about whether more private sector involvement would increase costs for recreation users. Others felt that a team approach could help ensure that The City better reflects the evolving needs of citizens, particularly if community-based organizations are involved.

Key Findings Continued

- Although some felt The City is not really “changing the game” by enhancing what it is already doing through GamePLAN, many liked the larger number of related commitments associated with improving recreation in Calgary, with some describing this approach as ambitious

Most participants really liked the goal of having a public pool and arena within five kilometres of every Calgarian, but they were torn on whether they would be willing to pay more for this benefit.

- The goal of ensuring that every Calgary resident will have a public aquatic facility and arena within five kilometres of where they live had a great deal of appeal when it was presented. Many agreed this would be beneficial, especially as existing facilities get older and some areas are at risk of not having a public pool or arena nearby. Most participants expressed more interest in having a pool close to them rather than an arena.
- The appeal of facilities within proximity of residents was especially important for participants who noted accessibility issues related to personal transportation and public transit connections to existing infrastructure. Several participants also noted that the size of these facilities should be a consideration – large centres were seen as difficult to navigate, particularly for seniors and those with physical disabilities.
- Even as they saw a clear benefit to closer and improved facilities, some participants were not willing to pay more in their property taxes to meet this goal. They indicated that as other costs in their household budgets have increased, they were increasingly reluctant to add to their tax burden. Older recreation facility users, especially, were more willing to travel further to get to recreation facilities rather than having property taxes increase to pay for new facilities.
- If The City showed exactly how much of their property taxes are being used to fund new facilities, residents indicated they would be more in favour of such a tax increase – and potentially more likely to use these facilities.



Conclusions

Move away from high-level language and, to the greatest extent possible, describe the specific and tangible facility improvements that will result from GamePLAN – with as much detail as possible.

- One of the main issues participants had with the background information on Recreation GamePLAN was that the language used to describe this initiative seemed to be somewhat vague and high-level, containing little detail on the processes for improving recreation facilities in Calgary. Participants wanted to see a more tangible plan – to know exactly which facilities will be improved, as well as the timeframe for making these improvements.
- With a long-term plan such as this, The City needs to strike a difficult balance. By laying out the long-term vision, key principles and overall goals, inevitably the specifics that go into such a plan will be elided. At the same time, participants were correct to point out that even if The City has an overall plan and vision for improving recreation facilities, the specifics of this plan still require short-term Council approval and could be subject to significant change. Having said that, The City will likely have more success obtaining public buy-in for Recreation GamePLAN if it shifts its communication towards using more pointed language and being as clear as possible about the tangible improvements that will be made if this plan comes to pass.
- In a somewhat low-trust environment, residents seem to express a natural degree of skepticism about how The City outlines its goals and principles for improving recreation. By being clearer about what The City wants to improve and when it wants to do it – and by including the important caveat that these plans are potentially subject to change – The City can start to build more trust and excitement among citizens when it comes to the future of recreation in Calgary

Be as transparent as possible about how additional revenue for new recreation facilities will be spent.

- Not surprisingly, the idea of increasing property taxes to pay for new recreation facilities was not universally welcomed by participants. With many households facing cost pressures, some Calgarians will be very reluctant to pay higher property taxes to fund proposed improvements to existing facilities and to build new ones. Several, especially older residents, are likely to argue The City can make do with the facilities it has, even if it means some people have to travel further to access recreation programs.
- The idea of showing residents exactly what proportion of their property taxes will be used to fund improvements to recreation facilities may help build more support for this idea. At the end of the day, residents want to see the value in what they pay in taxes, and if they know that a certain proportion of what they pay The City each year funds a specific type of improvement, they are more likely to be supportive than if they think their tax revenue goes to general revenue to fund a variety of programs and initiatives that they do not use themselves, or that they do not personally support. By drawing a clear line between additional money and specific improvements to recreation facilities, The City is likely to get more buy-in for a potential tax increase.
- For example, The City may want to give the fund used to pay for GamePLAN-related improvements a specific name and show this on property tax bills, as well as on signage and related communications about specific facility improvements.



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GamePLAN

What We Heard Summary

Phase 2

December 2024

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Engagement Overview

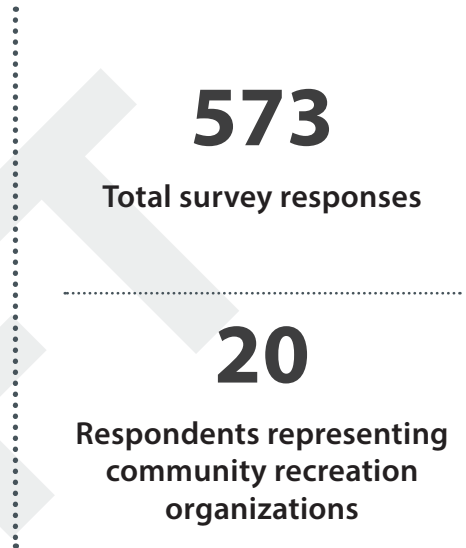
Engagement sought to validate GamePLAN’s proposed Principles, Commitments and Actions as well as solicit feedback on the Facility Investment Principles that will guide future development.

The survey was hosted on The City’s Engage Portal from October 15 to 29, 2024, and was optimized for accessibility, including the use of translation software and screen reader capability. The City promoted awareness of the survey through targeted emails and social media channels. This engagement builds on previous touchpoints with members of the public, as well as community associations and social recreation organizations, who provided their input on needs, preferences, priorities, and barriers related to Calgary’s public recreation system throughout 2023 and 2024.

Themes

- » **Let’s get started!**
 - » Respondents want to see actionable steps for implementation of GamePLAN.
- » **Expanding offerings.**
 - » Respondents want to see a broader definition of equity.
 - » Respondents want more programming types reflected in GamePLAN Actions.
- » **Breaking down barriers.**
 - » Respondents continue to experience financial barriers to participating in recreation.
 - » Respondents want to see resources allocated to spaces and places that need them most.

Feedback was used to assess how well GamePLAN aligns with public perspectives and those of community associations and social recreation organizations. Results will support refinement of GamePLAN’s strategic direction.



Survey Questions

Review GamePLAN Principles, Commitments and Actions

Q #1: What (if anything) do you like about the Actions listed in the tables above?

Q #2: What concerns (if any) do you have about the Actions?

Q #3: What (if anything) do you think is missing from the Actions?

Review Facility Investment Principles

Q #4: What (if anything) do you like about the Facility Investment Principles described in the table above?

Q #5: What concerns (if any) do you have about the Facility Investment Principles?

Q #6: What (if anything) do you think is missing from the Facility Investment Principles?

Engagement Themes

1. Let's get started!

Respondents want to see actionable steps for implementation of GamePLAN.

Respondents expressed a desire to see actionable steps taken to improve the public recreation system. While there is general agreement with GamePLAN Principles, Commitments and Actions, respondents wondered how and when the Actions will be implemented. Respondents indicate that they wish to see clear commitments to improving access to facilities through the renovation of existing facilities and development of new facilities to serve both existing and future populations in Calgary.

2. Expanding our offerings.

Respondents want to see a broader definition of equity.

Respondents appreciate GamePLAN's commitment to accessibility, inclusion and equity. Respondents indicated they would like to see more support for adults, seniors, newcomers and people with disabilities.

Respondents want more programming types reflected in GamePLAN Actions.

Respondents support focused improvement of Learn-to-Swim programming. They also advocate for additional programs, services, and facilities, such as soccer and competitive swimming.



3. Breaking down barriers

Respondents continue to experience financial barriers to participating in recreation.

While GamePLAN Commitments include increased affordability for those who need it, respondents expressed they feel access to public recreation in Calgary is too expensive. Respondents described a need for expanded criteria for subsidy eligibility. For example, respondents indicated cost is still a barrier for those above the low-income threshold.

Respondents want to see resources allocated to spaces and places that need them most.

Based on the information provided, respondents were unclear if GamePLAN would result in additional funding being allocated to facility redevelopment, or if new facility development would be prioritized. With recent facility closures, respondents expressed the need for more equitable service distribution throughout Calgary.

Concluding Remarks

Engagement sought to further align GamePLAN's strategic direction with public values and aspirations for the public recreation system in Calgary. This engagement validates the overall direction of the GamePLAN and Facility Investment Plan and confirms there is similar recurring feedback as previous touchpoints with members of the public, and community associations and social recreation organizations.

In general, respondents expressed a desire for greater specificity to understand the implications of GamePLAN for facilities, programs and services. Responses from the online public survey re-affirm the desire to see the expansion of the recreation system to support diverse programming opportunities and increase equitable access to recreation.

Feedback will be used to refine the strategy and inform how GamePLAN will be implemented (through initiatives, partnerships, and capital investments) as well as how the public will be informed of this work.



Appendix

Survey Results

Appendix - Survey Results



After reviewing the GamePLAN Principles, Commitments and Actions, respondents were asked to share feedback on what they like, their concerns, and what's missing.

Survey Question #1: What (if anything) do you like about the Actions listed in the tables above?

Improving Access

Respondents shared that they appreciated Actions to support improved access to and availability of recreation programs, particularly for children and youth. In particular, respondents highlighted Actions targeting drop-in access for youth under 18, programming for at-risk youth and "Introduction to Sport" as providing significant value.

Increasing Affordability

Respondents showed agreement with Actions aimed at improving affordability for low-income Calgarians, youth and families.

Closing the Gap

Previous engagement raised swim lesson availability as a concern. Respondents expressed appreciation for Actions aimed at improving access to Learn-to-Swim programs.

Survey Question #2: What concerns (if any) do you have about Actions?

Facility Investment

Respondents raised concerns about the absence of specific Actions around facility investment. Respondents indicated a need for certain facilities, such as additional pools and soccer fields, to improve access to recreation programming.

Concerns Around Specificity

Respondents expressed they felt Actions were either too specific (i.e., Learn-to-Swim, staff training and artificial intelligence) or not specific enough (i.e., facility investments).

Broader Definition of Equity

Respondents expressed frustration that certain groups were identified through the GamePLAN Actions (e.g., youth, girls, Indigenous communities), while others were not (e.g., adults, seniors, newcomers, etc.). Respondents expressed they feel the addition of culturally-specific programming may be exclusionary and could limit opportunities for the broader public.

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Survey Question #3: What (if anything) do you think is missing from the Actions?

Increasing Capacity

Respondents expressed they feel the Actions do not prioritize the growth of the public recreation system and increasing system capacity over time. Comments highlight the need for additional facilities to meet demand, as well as a desire to reduce gaps between facilities to ensure equitable access to public recreation closer to home, particularly in areas of The City that are currently underserved.

Expanding Program Offerings

Respondents indicated a desire for additional programming beyond the noted programming types (i.e., Learn-to-Swim and youth-focused programs) to include programs for equity-deserving groups, such as people with disabilities or those experiencing houselessness.

Actionable Plans

Respondents expressed they feel the Actions are not concrete or tangible. They indicated a desire for more specificity around timelines, budgets and goals. Feedback revealed general concern that Actions will not translate into meaningful results, with respondents requesting clarity on The City's short-term plans to improve elements like programming capacity and opportunities, and long-term plans to expand and build new facilities.

Facility Investment Principles

After reviewing the Facility Investment Principles, respondents were asked to share feedback on what they like, their concerns, and what's missing.

Survey Question #4: What (if anything) do you like about the Facility Investment Principles described in the table above?

Community

Respondents expressed support for the community principle and the idea of community hubs, highlighting that this principle will promote health and wellness at a local level. Respondents expressed appreciation for the proposed co-location of amenities as a way of improving access to recreation and other services such as childcare or libraries.

Adaptability

Respondents indicated their agreement with the principle of adaptability for addressing new and evolving demands for space. They expressed support for the redevelopment of facilities with a future-focused approach that prioritizes flexible designs to ensure long-term resilience and functionality.

Equity

Respondents expressed support for the equitable distribution of facilities across The City and for barrier-free design. Respondents expressed they felt gender-inclusive washrooms and changerooms will support equity and inclusion in facilities.

Survey Question #5: What concerns (if any) do you have about the Facility Investment Principles?

Distribution of Facilities and Access

Respondents raised concerns regarding the closure of older facilities without replacement facilities to service the area. Specifically, respondents expressed they feel inner-city recreation facility closures limit access to recreation for people who live in those areas. Respondents also raised concerns regarding service needs in new communities.

Implementation

Respondents raised concerns regarding implementation of the Principles. Specifically, respondents expressed a desire to better understand how and when the Principles will be applied.

Investment in Sport

Respondents expressed they feel more focus should be placed on investment in facilities for high-demand sports, such as soccer and swimming.

Funding, Cost and Affordability

Respondents raised concerns that investments in new facilities may come at the expense of existing facilities. They feel that existing facilities need investment to maintain service in existing areas. Respondents also raised concerns for potential taxpayer costs associated with the Facility Investment Principles. Consistent with previous engagement feedback, many respondents raised concerns about affordability. Specifically, respondents expressed concern that access to public recreation facilities will become more unaffordable as a result of the cost of building new facilities and retrofitting existing facilities.

Survey Question #6: What (if anything) do you think is missing from the Facility Investment Principles?

Space for Sport Programming

Respondents noted that investment in sport facilities should be a priority included in the Facility Investment Principles, including facilities to accommodate multiple levels of sport (from introductory to high-performance and competition) and different sports (e.g., soccer, swimming, etc.).

Facility Access and Accessibility

Respondents indicated a desire for improved access to facilities using a variety of mobility options (e.g., walking, wheeling and transit). Respondents also noted that proximity to facilities is a barrier that should be considered in the Facility Investment Principles.

Respondents emphasized the importance of facility design to enable access and participation by all ages and abilities, and that the Facility Investment Principles should support the enhancement of physical accessibility in public recreation facilities.

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Appendix 4. **Glossary**

Access	Services align with the ability for individuals to participate. This is often achieved through the removal of barriers impeding access, which may include: social, financial, language, cultural, geographic and physical barriers. The result is everyone is given the opportunity to participate in all aspects of society (Social Wellbeing Policy, CP2019-01).
Accessible	The City of Calgary is committed to removing barriers to provide equitable access to City infrastructure, buildings, public spaces & services for persons with physical, sensory, cognitive, and mental health disabilities. Making spaces accessible for all (Accessible Design Standards, 2016).
Accessibility	Accessibility is analogous with universal accessibility, which is the design of products, building features and environments to be usable by all people, to the greatest extent possible, without the need for adaption or specialized design. It is the integration of usability and accessibility methods that enable public interaction.
Allocation	Effectively managing participant demand by maximizing use of facilities supported by efficient access to bookings data, scheduling processes, a reliable tracking system and accurate facility utilization data (Sport for Life Policy, CP2018-03).
Athletic park	Athletic parks comprise of groupings of outdoor recreation and sport amenities for organized single or multi-sport play, leagues, tournaments, and special events. Although not their primary use, athletic parks may also accommodate drop in or unstructured play. Athletic parks may include a range of field amenities such as natural grass or artificial turf fields, baseball and/or softball diamonds, cricket pitches, field hockey and multi-sport fields, all available for booking.
Aquatics	Aquatics encompasses a variety of functional areas designed to cater to diverse swimming and water recreation needs. These areas typically include leisure pools, lap pools, dive tanks, therapy pools, and whirlpools. Support spaces including storage, lifeguard stations, and classrooms are also included.
Arena	Arenas are multi-use spaces containing ice pads, In some cases they may accommodate multiple uses including off-season dry pad use to ensure maximum utilization year-round.
Climate change	A long-term change in the average weather patterns that have come to define earth's local, regional, and global climates due to the increase in atmospheric greenhouse gases caused by human activities.

Community	A specific population or catchment with similar characteristics that could be geographical, demographic or cultural.
Community Hub	Welcoming and inclusive spaces where residents go to make friends, pursue common interests, and find support when they need it. They can be formal or informal, loose, or structured. Community hubs provide a different mix of resources that address area-specific needs. In this way, hubs reflect and strengthen the communities that create them. In keeping with the Enough for All poverty reduction strategy, everyone should have at least three people to call on in a time of need, and hubs forge these vitally important social connections (United Way, Community Hub Initiative, 2024).
Complete communities	A community that is fully developed and meets the needs of residents through an entire lifetime. Complete communities include a full range of housing, commerce, recreational, institutional, and public spaces. A complete community provides a physical and social environment where residents and visitors can live, learn, work and play
Culture	The set of shared attitudes, values, goals, and practices that characterize an institution, organization, or group of people.
Diversity	Refers to the variety of characteristics that make people different from one another. These include social, economic, cultural, physical characteristics, as well as ideas, perspectives, and values (Gender Equity, Diversity, and Inclusion Strategy, 2019).
Equity	When conditions are adjusted to meet people's diverse needs, strengths, and social realities. It requires recognition that different barriers, often systemic, exist for diverse groups (Social Wellbeing Policy, CP2019-01).
Equity-denied groups	(also people experiencing vulnerabilities and underrepresented groups or individuals) Groups of people who do not benefit equally from City services due to intersecting identity factors, demographics, and geographic location. Equity-denied groups include Indigenous, Black, and diverse Racialized communities, women, gender and sexually diverse communities, people with disability, people living in risk of or in poverty, visible minorities and ethnic, cultural, linguistically diverse communities that have faced historic systemic oppression or discrimination.

Engagement	Purposeful dialogue between The City and interested parties to gather information to influence decision-making (2023-2026 Service Plans and Budgets).
Facility	A building or complex accommodating one or more core amenities.
Fair Entry	Is an application process for subsidized City of Calgary programs and services, including recreation opportunities. The process assesses applicant income eligibility for multiple City programs with a single application. A subsidy is a form of financial support that offers a fee reduction.
Fieldhouse	Indoor multi-use practice and play fields that includes both permanent and air-supported dome structures. Typically, one fieldhouse is considered one, indoor, FIFA-sized play surface.
First involvement	Refers to the positive and welcoming first experiences potential participants have in sport (Sport for Life Policy, CP2018-03).
High performance sport	Means residents are systematically achieving worldclass results at the highest levels of competition through fair and ethical means (Sport for Life Policy, CP2018-03).
Inclusion	Refers to a culture of belonging where everyone is valued and respected for their differing individualities, opinions, thoughts, and ideas (Gender Equity, Diversity, and Inclusion Strategy, 2019).
Indigenous Peoples	A collective name for the original peoples of North America and their descendants (including, but not limited to Aboriginal peoples of Canada that includes First Nations, Inuit and Metis peoples under Section 35 of the Constitution Act 1982). These are distinct peoples each with their own set of unique histories, languages, cultural practices and spiritual beliefs.
Measure	Indicators used to track progress in achieving objectives and outcomes.
Partner	An independent organization that agrees to collaborate with The City to deliver positive results for the public (Investing in Partnerships Policy, CP2017-01).
Physical literacy	Physical literacy is the foundation for an active lifestyle and is a life-long journey. It is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life. Greater physical literacy results in more opportunities for physical activity. Like literacy and numeracy, the acquisition of movement skills early on is easier and lasts longer (Public Health Agency of Canada, Let's Get Moving, 2018).

Programs	A structured set of activities designed to provide physical exercise, leisure, creative opportunities and social engagement to individuals or communities with the goal of promoting health, wellbeing, skill development and community interaction.
Public recreation	A network of facilities, programs, amenities and services operated by The City and partners, including facility partners, sport leagues and social recreational organizations. As a system, it provides the people of Calgary with opportunities for health, fitness, recreation, leisure, socialization and sport.
Recreation	The experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community well-being (Public Health Agency of Canada, Let's Get Moving, 2018).
Recreation Opportunities	City of Calgary service line that leads and invests in Calgary's publicly funded recreation sector, creating, planning, and delivering spaces, programs, and services to help the public thrive. We provide accessible and equitable recreation opportunities that improve quality of life, contribute to inclusive communities, and promote social, mental, and physical wellbeing. We develop strategies to increase equitable access to year-round indoor and outdoor active living and play opportunities that meet the evolving and diverse needs of the public (2023-2026 Service Plans and Budgets).
Redevelopment	The creation of new units, uses or lots on previously developed land in built-out areas.
Regional recreation centre	A community hub, is a multi-use, multi amenities recreation facility to serve the various needs of the community and sport organizations. Typically, it combines aquatic and leisure amenities, gyms, fitness area, studios, multipurpose rooms and gathering spaces open to the public. It could also include other amenities such as an arena, a fieldhouse or a library. Other ancillary services such as childcare, physiotherapy and food services may also be included in the facility.
Resilience	Ability to adapt to change in social, technological, economic and climatic conditions.
Services	The commitment to deliver outputs that meet the needs of customers and contribute to outcomes (Quality of Life results). (2023-2026 Service Plans and Budgets).

Service level:	A measurable level of performance that a customer can expect from a service, under normal circumstances (2023-2026 Service Plans and Budgets).
Service standard	A measurable level of performance based on evidence-based indicators (per capita provision, travel distance and facility suitability).
Single use facility	A structure or space designed and built for one purpose or function, with limited flexibility for adaptation or other uses. These facilities are often designed to meet standards specific to its purpose or tailored to a specific function and are often difficult or expensive to repurpose for other activities without significant modifications.
Sport	<p>Consists of Organized Sport and Unstructured Sport.</p> <ul style="list-style-type: none"> • “Organized Sport” refers to activities which involve training or competition with some level of physical intensity or organization. It does not include activities in which the performance of a motorized vehicle is the primary determinant of the competitive outcome. Games of skill such as billiards board games, and electronic games are not included. • “Unstructured Sport” refers to sport-like activities that are often spontaneous in nature and participant led with a low level of organization and may include games with rules. Unstructured Sport provides participants with numerous learning opportunities and a context to be physically active while having fun, usually without a formal club structure. (Sport for Life Policy, CP2018-03)
Sport sector	The members of the community indirectly or directly involved in Sport, how they interact, and their contributions to the development and delivery of Sport. The Sport Sector includes local sport organizations, community organizations, other sectors such as health, recreation, education, and the private sector. It also includes other orders of government, provincial sport organizations national sport organizations, and multi-sport organizations. (Sport for Life Policy, CP2018-03)
Social literacy	The ability to interact with others, communicate and understand social norms and cues. It is made up of social perception, social cognition, and social performance.
Underserved	People who are not provided with enough services or are not given high-quality services. They often face systemic and historical barriers to accessing services that include ethnicity, age, language, geography, gender identify, sexual orientation, socio-economic status, religion, physical and/or cognitive ability.

GamePLAN

Reimagining public recreation





The public recreation system



Previous Council direction

2019: Council directed Administration to update the *Facility Development & Enhancement Study (FDES)* to include emerging communities and provide recommendations based on city-wide recreation infrastructure needs.

2021: Council approved the *Revised Calgary Recreation Capital Investment Strategy* to address some service gaps, aging infrastructure and the equitable distribution of amenities throughout Calgary.



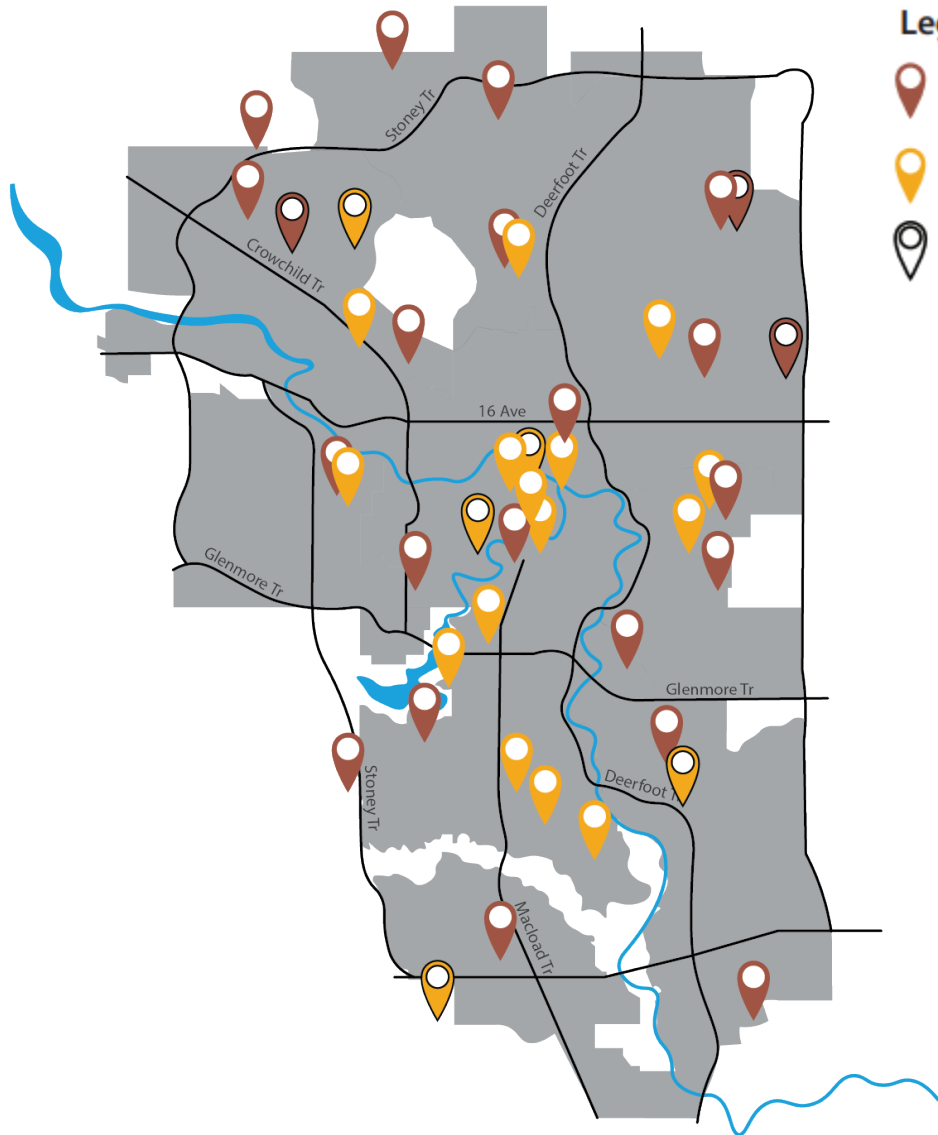
Recommendations

That Committee recommend that Council:




1. Adopt the vision and principles in *GamePLAN: Reimagining Public Recreation*,
2. Establish the **Making Waves** service level scenario (Attachment 2) as the standard for public recreation facilities and amenities,
3. Direct Administration to return to Committee in 2026 Q1 with a Capital Project Prioritization List, including recommendations for the next budget cycle and
4. Direct the development of an implementation plan to be executed through future Service Plans and Budgets.



Building on what we heard



Legend

-  Recreation Centre
-  Non-Recreation Centre
-  Pop-up Event



GamePLAN vision & principles

The Vision

Calgary is where people of all backgrounds play, connect and create. Public recreation is a collection of active, affordable and safe spaces that breathe life into our city.

Level the playing field



It takes a team



Change the game

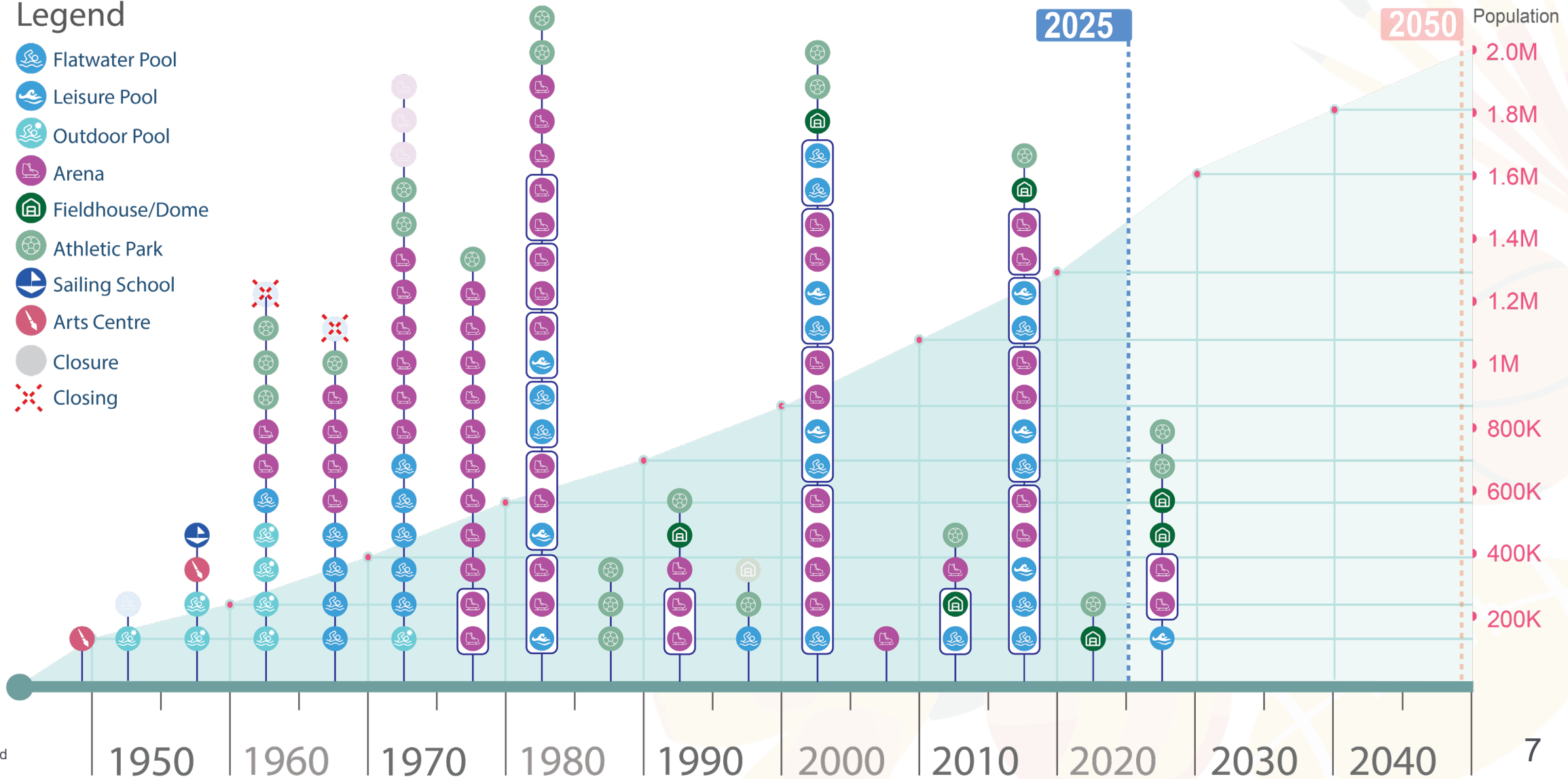




How did we get here?

Legend

- Flatwater Pool
- Leisure Pool
- Outdoor Pool
- Arena
- Fieldhouse/Dome
- Athletic Park
- Sailing School
- Arts Centre
- Closure
- Closing

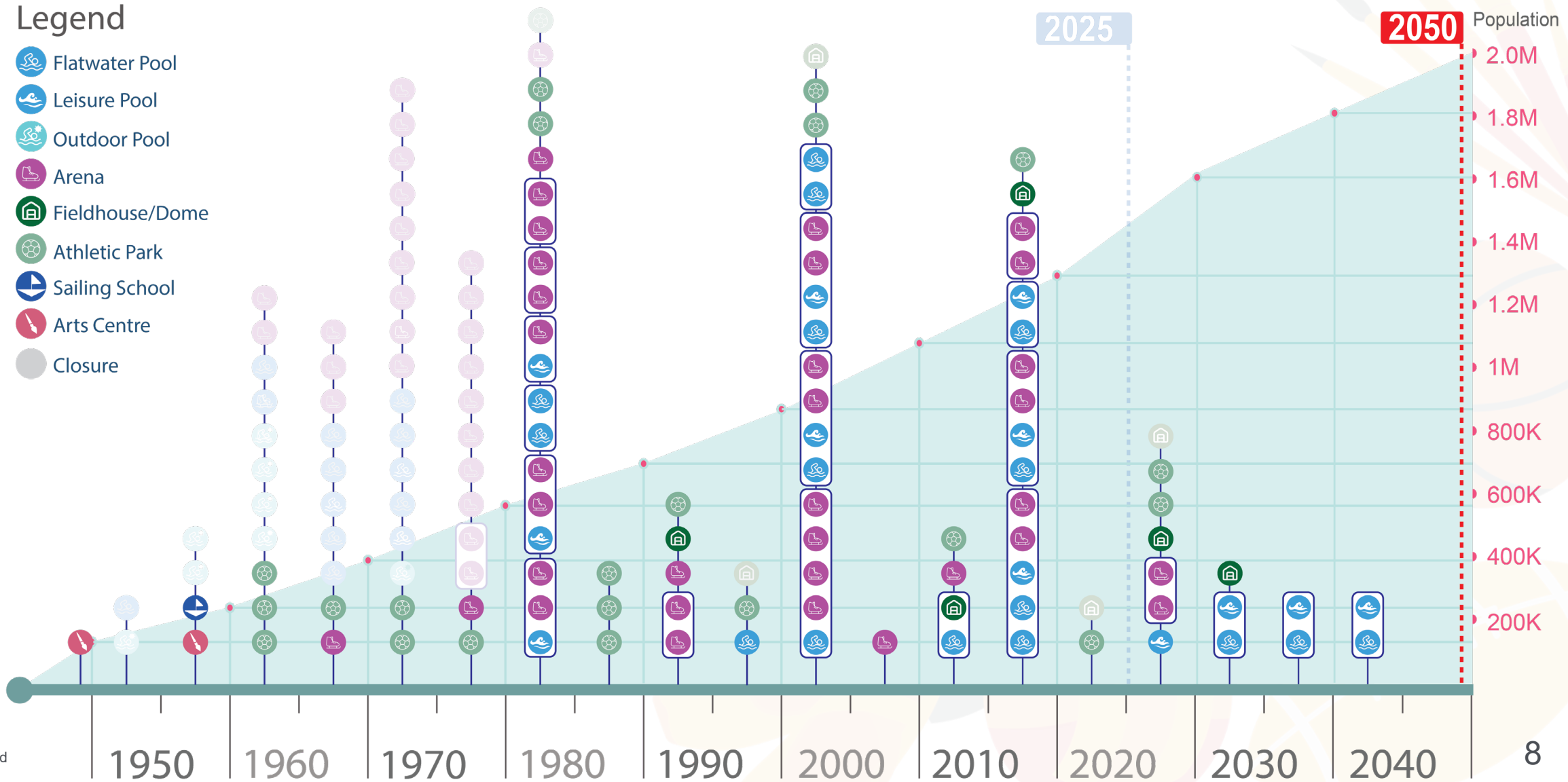




Going Under

Legend

- Flatwater Pool
- Leisure Pool
- Outdoor Pool
- Arena
- Fieldhouse/Dome
- Athletic Park
- Sailing School
- Arts Centre
- Closure

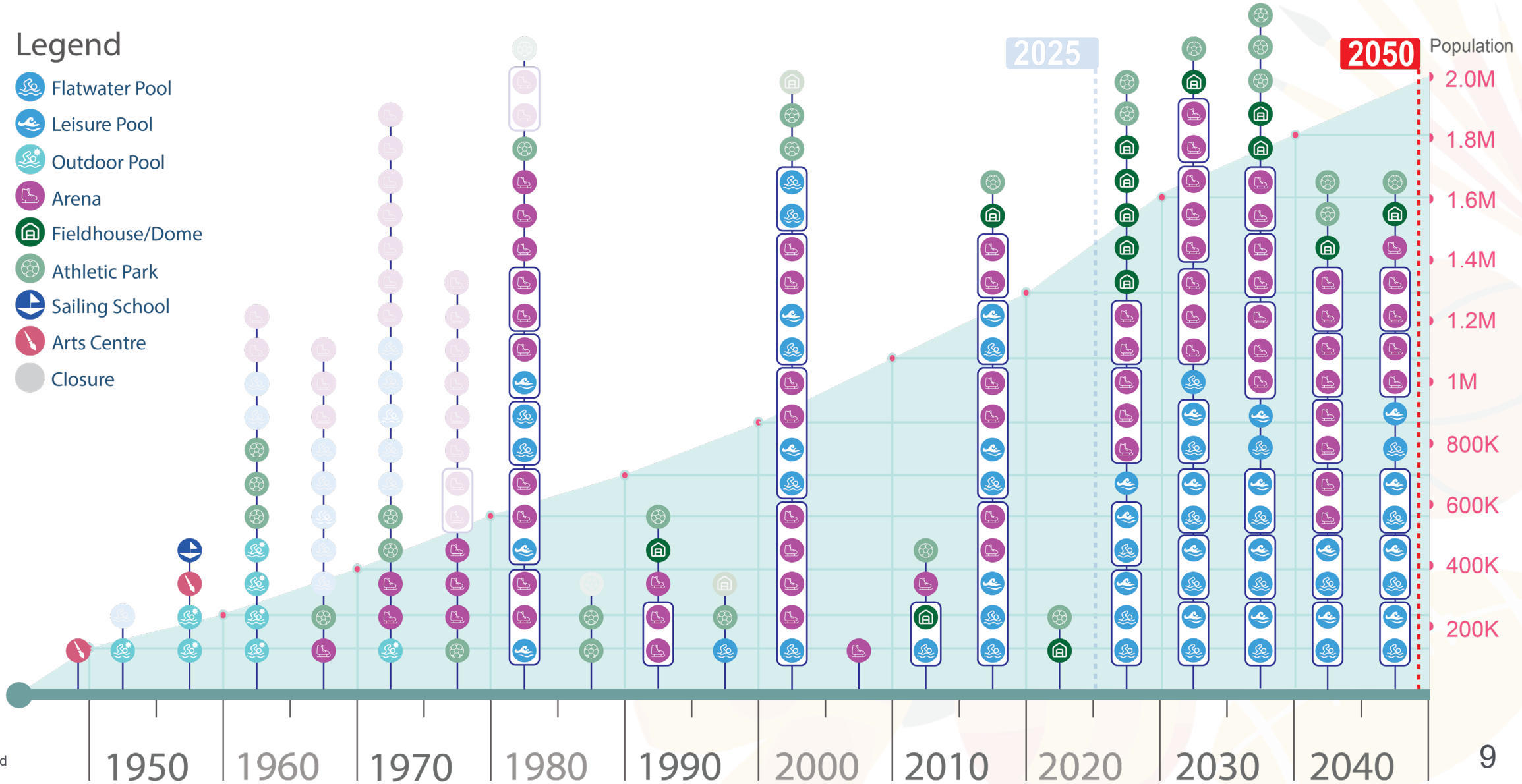




Making Waves

Legend

- Flatwater Pool
- Leisure Pool
- Outdoor Pool
- Arena
- Fieldhouse/Dome
- Athletic Park
- Sailing School
- Arts Centre
- Closure

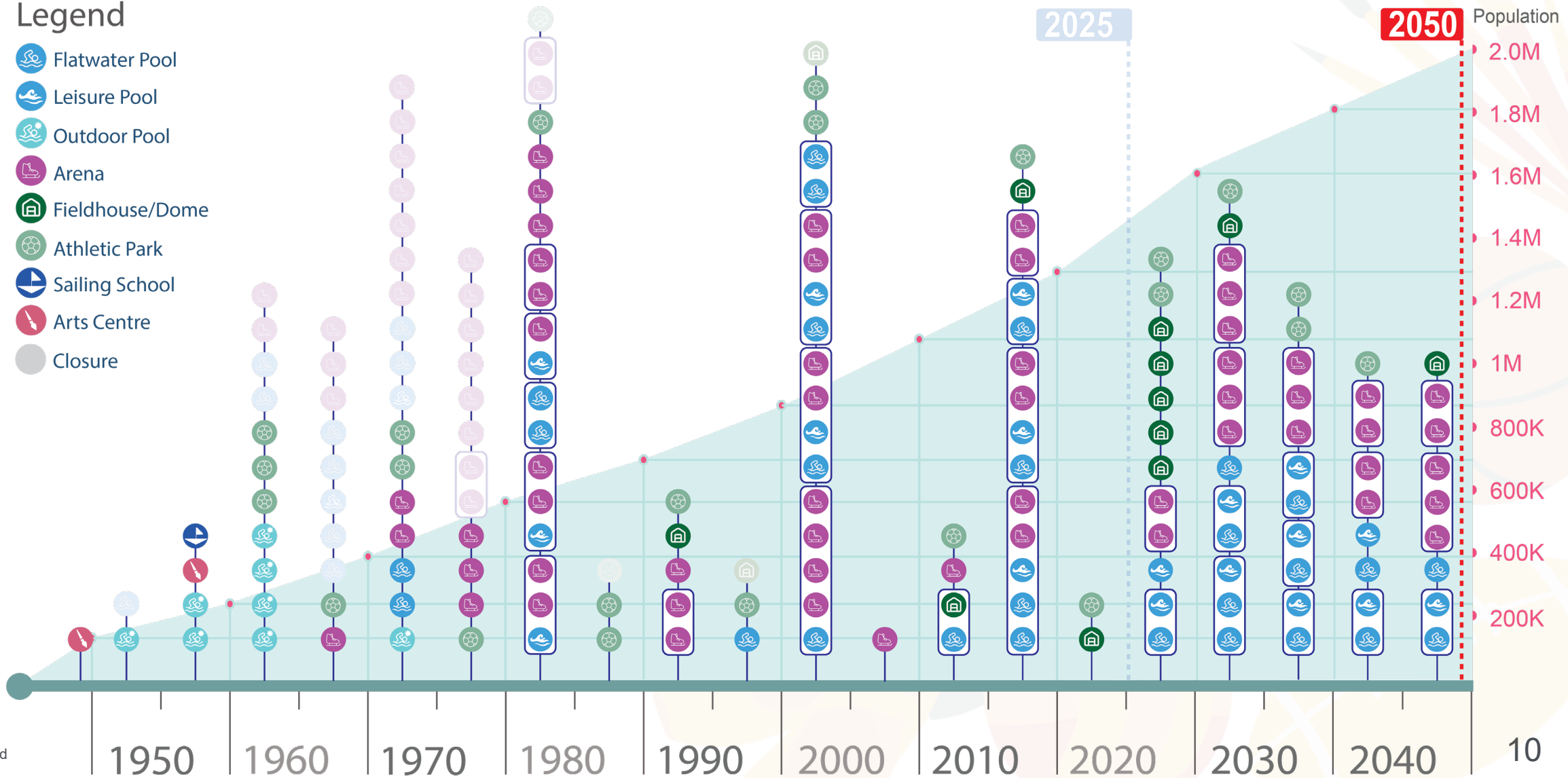




Staying Afloat




Legend

- Flatwater Pool
- Leisure Pool
- Outdoor Pool
- Arena
- Fieldhouse/Dome
- Athletic Park
- Sailing School
- Arts Centre
- Closure





Service level scenario comparison

	Going Under	Staying Afloat	Making Waves
Facility distribution	Gaps in service	Improved	Equitable across the city
Swim lessons (per capita)	30% fewer	10% more	40% more
Ice sheets	40% fewer bookable hours	Same bookable hours	25% more bookable hours
Fieldhouses/ athletic parks	Same bookable hours	2X bookable hours	2.5X bookable hours
Overall service			
Annual capital investment*	\$0-30M	\$100-150M	\$200-250M

*In 2024 dollars, not adjusted for inflation. Investment amounts are order of magnitude, class 5 estimates for information purposes only.

Recommendations

That Committee recommend that Council:

1. Adopt the vision and principles in *GamePLAN: Reimagining Public Recreation*,
2. Establish the **Making Waves** service level scenario (Attachment 2) as the standard for public recreation facilities and amenities,
3. Direct Administration to return to Committee in 2026 Q1 with a Capital Project Prioritization List, including recommendations for the next budget cycle and
4. Direct the development of an implementation plan to be executed through future Service Plans and Budgets.



Public Submission

CC 968 (R2024-05)

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

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First name [required]

Arash

Last name [required]

Khodabandeh

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required]

Standing Policy Committee on Community Development

Date of meeting [required]

Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters

GamePlan

Are you in favour or opposition of the issue? [required]

Neither

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Calgary West is currently underserved when it comes to recreation facilities. The only notable center, Westside Recreation Centre, was impressive when it opened 25 years ago, back when the area's population was likely a fraction of what it is today. However, the facility is now outdated, in need of significant renovation, and insufficient to meet the needs of the growing population in Calgary West.

This area requires a modern recreation facility comparable to the YMCA Seton or the Genesis Centre in Northeast Calgary. Unfortunately, it seems that a new center is neither in the City of Calgary's plans nor on their radar.

I'm advocating for municipal and provincial governments to recognize this need and start considering the development of a new recreation center to better serve the residents of Calgary West.



Public Submission

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First name [required] **Dean**

Last name [required] **Dodge**

How do you wish to attend? **In-person**

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] **Standing Policy Committee on Community Development**

Date of meeting [required] **Feb 6, 2025**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters **GamePLAN for Facilities**

Are you in favour or opposition of the issue? [required] **In favour**



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

Vecova GamePLAN comments Feb 6.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

There will likely be myself and another staff person in attendance.



VECOVA
3304 33 Street NW
Calgary, AB T2L 2A6
T: (403) 284-1121 | F: (403) 284-1146

Feb 6th 2025
Dean Dodge- Chief Development Officer
Carolyn Long- Director of Wellness Services

In support of the City of Calgary GamePLAN we want to highlight the importance of three areas of feedback from the surveys and the proposed plan that can help the City of Calgary meet expectations for people with disabilities. We are prepared to help to ensure inclusion and access fully incorporated into the plan.

1. Improving Accessibility in Recreation Infrastructure. Many City facilities remain inadequately adapted for people with disabilities, limiting access to recreation and essential health benefits.

City Actions:

- Implement and enforce universal, accessible, and barrier-free design standards across all new and renovated facilities.
- Ensure accessible facility layouts, proper equipment, and inclusive design (e.g., automatic doors, ramps, accessible change rooms).
- Invest in facility upgrades and maintenance to improve conditions and ensure year-round usability.

2. Expanding Inclusive and Adaptive Recreation Programming. There is a clear gap in adaptive programming, making it difficult for people with disabilities to participate in meaningful recreation.

City Actions:

- Increase funding for specialized programs, such as therapeutic exercise, accessible swimming, and recreational sports tailored for different abilities.
- Provide flexible scheduling (drop-in options, daytime/evening classes, trial opportunities) to accommodate different needs.
- Ensure affordability by reducing cost barriers for low-income individuals with disabilities.
- Provide staff training to increase awareness of those with barriers accessing their facilities with the goal of creating a welcoming and inclusive environment.

3. Sustainable Investment and Equity in Recreation Services. Recreation is a key support for health, community, and inclusion, yet disability-friendly spaces and programs lack sustainable funding.

City Actions:

- Provide long-term funding support to sustain critical facilities similar to Vecova's therapeutic warm water pool, preventing further closures.
- Ensure people with disabilities are prioritized in City recreation strategies and equity plans.
- Partner with community organizations to co-develop and deliver inclusive programs and services.

By focusing on accessible infrastructure, adaptive programming, and sustainable investment, the City can realistically meet the expectations of people with disabilities and ensure recreation is truly inclusive for all Calgarians.



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Hello,

I am writing on behalf of Calgary Sport & Social Club. We are the largest provider of adult sports leagues in Alberta and have been operating in 1996. The lack of facilities in Calgary is dire. We are turning away demand at record levels, particularly with the influx in population post-covid.

Facility time is harder and harder to find and we're already far behind the 8-ball for demand. GamePLAN is needed just to meet our current demand, not even future growth. The burden of recreation and available facility space shouldn't fall entirely on the private sector. The City should have sufficient recreational facilities for residents to use for entertainment and health.

This is years behind schedule, get back on track!



Public Submission

CC 968 (R2024-05)

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First name [required]	Kirk
Last name [required]	Linton
How do you wish to attend?	
You may bring a support person should you require language or translator services. Do you plan on bringing a support person?	
What meeting do you wish to comment on? [required]	Standing Policy Committee on Community Development
Date of meeting [required]	Feb 6, 2025
What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published here .)	
[required] - max 75 characters	Calgary Recreation GamePLAN report number: CD2025-0047
Are you in favour or opposition of the issue? [required]	In favour



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

GamePLAN Letter of Support CCSD 2025_Report Number CD2025-0047.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)



CALGARY CATHOLIC SCHOOL DISTRICT

January 9, 2025

Dear Mrs. Payne,

I am writing this letter to express my full support for the GamePLAN Initiative [Report Number CD2025-0047] Calgary Recreation is planning to launch. As a Director of Learning Services for the Calgary Catholic School District, I recognize the importance of providing young people with access to opportunities that will enhance their physical and emotional well-being, and I am convinced that the proposed GamePLAN Initiative will go a long way in achieving this by delivering swimming programs in schools, and by improving the health and physical literacy of children by encouraging them to participate in swimming now and into the future.

I strongly believe that every child, irrespective of their background, deserves the chance to participate in swimming. Your Initiative aims to provide just that, with a focus on equitable opportunities that will give underprivileged children the chance to explore their potential and learn important skills they may not have had the chance to explore otherwise.

By focusing on developing this important life skill, your program will offer a healthy and fun outlet for the children, keeping them engaged in positive activities, and helping them stay away from negative influences. I appreciate that your Initiative is inclusive, as it encourages children of all abilities and backgrounds to participate, thus fostering a sense of community and belonging.

As a Director, I recognize that the role of physical literacy in education extends beyond the benefits to individual students. Your proposed Initiative also aligns with the district's goals of promoting and enhancing the well-being of our young people so they can reach their full potential. The potential benefits of your program to our district and the wider community are significant, and we would be honored to be a part of this initiative.

I, therefore, offer my full support for the GamePLAN Initiative and am glad to collaborate with you to ensure its success. I am confident that this program will have a positive impact on the lives of our children and contribute to the betterment of our community.

Sincerely,

A handwritten signature in black ink that reads "Helmut Kaiser".

Helmut Kaiser
Director, Teaching and Learning



Public Submission

CC 968 (R2024-05)

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First name [required] Rebecca

Last name [required] Popp

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Standing Policy Committee on Community Development

Date of meeting [required] Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters GamePLAN CD2025-0047

Are you in favour or opposition of the issue? [required] In favour



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

What a wonderful city it could be if everyone could access the same recreation services. There just aren't enough to go around and it's inspired curious behaviours; ie setting an alarm clock for 5:30 am to register a child in a swimming lesson or a summer camp. We've not been successful and we've tried for over 5 years now to register my daughter in a swim lesson at Killarney pool and it's been over 2 years for a summer camp at the Glenmore reservoir. For myself I've tried at length to access other services like a ladies golf league and have been waitlisted for 2 years, a regular time is just as much a "scramble", with those same full leagues blocking preferred times and what's left is gone in minutes. Our area of town is bursting at the seams with new homes and families and no additional services or recreation to support them. We have a lovely large rec center that's now over 20 years old, it was built at a time when there was a fraction of the people on the west side. We stopped going after we would drive around for parking for 10 minutes), the wait list for the climbing wall is full, and playing badminton requires carrying a pager for 50 minutes to then have 20 minutes of play. Making the best of things we go into the basketball area and it's full more than 60 kids in 1 small area all with basketballs. Too intimidating for a little one. It's like this there every night, they tell me they have over 20,000 members. We hope to access a gym somewhere in the winter time to drop in to play badminton but can't find one anywhere they are booked by clubs, it might sound funny but we drove to Okotoks. Not sustainable as the cost/time of going there and back isn't something we could do on a regular basis. It's overdue and time to invest in recreation on the hill that isn't overcrowded or 30 minute drive across town. In the meantime can we please have some OPEN gym times at schools in the evening for community members to play badminton or basketball in winter. With the serious increases to our taxes you'd think there would be an increase in services, remember each tax increase waitlisted away family income and directly increases need for city recreation. We can't find rec here that isn't overcrowded or booked by a club, going to an Indoor pool in Canmore, outdoor pool in Vulcan, badminton in McKenzie... all of these are over 30 min away and none of them City facilities or paid for by city taxes!! Where is the \$ going? Saddle-dome? What about kids?



Public Submission

CC 968 (R2024-05)

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First name [required]	Megan
Last name [required]	Kimler
How do you wish to attend?	
You may bring a support person should you require language or translator services. Do you plan on bringing a support person?	
What meeting do you wish to comment on? [required]	Standing Policy Committee on Community Development
Date of meeting [required]	Feb 6, 2025
What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published here .)	
[required] - max 75 characters	GamePLAN Initiative
Are you in favour or opposition of the issue? [required]	In favour



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

Umoja Letter of Support - GamePLAN 2-4-2025.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)



Umoja Community Mosaic

PO Box 86051 SW Marda Loop
Calgary, Alberta T2T 6B7

February 4, 2025

To Whom It May Concern:

Re: Letter of Support – City of Calgary GamePlan Initiative

Umoja Community Mosaic wholeheartedly supports the City of Calgary's GamePLAN Initiative. A strategic investment in recreation facilities is not just about providing a place to play; it's about creating equity, fostering community, and giving youth a chance to grow into successful contributors to society.

For too long, the approach to recreation spaces has been to locate them where it is most cost-effective to build. The accompanying notion was that parents can simply drive their children to these locations, supervise them, and then take them home. This model excludes many and fails to address the barriers that marginalized families face. Recent facilities built by the city highlight a glaring issue: they are not truly accessible to everyone. Many lack public transit access, and even when subsidies are provided, marginalized families still struggle to utilize these spaces effectively.

Since 2010, Umoja's Soccer Without Boundaries (SWB) program has removed barriers to recreation. We began on a field near public housing in Glenbrook, and we've since expanded to multiple locations across the city. For example, at our location in the NE, we regularly see more than 60 youth aged 16+ show up to play on a soccer field meant for only 12 people. In winter, when weather dictates that programming needs to be indoors - there is no other safe or accessible place for them to play on a Friday evening.

Access to sports addresses numerous social challenges. When SWB began, the neighborhoods we operated in were not considered safe. But then our youth began to thrive. Today, we've achieved a 100% high school graduation rate among our participants, and many of them have gone on to earn university scholarships. Beyond academics, we've trained youth to become coaches and mentors. Rather than simply staying out of trouble, they've become contributing members of society.

With my years of experience working with youth, I can confidently say that if every young person had access to safe, easily accessible recreation facilities, we would see a dramatic reduction in crime, delinquency, and other negative behaviors that we often find ourselves complaining about. Recreation, and sport in particular, empowers youth, strengthens communities, and fosters a sense of empowerment and belonging. These are the reasons we support the construction of adequate new facilities that foster participation in sport and true accessibility for all.

Sincerely,

Jean Claude Munyezamu
Executive Director

umojamosaic.org
403-764-5234
office@umojamosaic.org



Public Submission

CC 968 (R2024-05)

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First name [required] Celeste

Last name [required] Awe

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Standing Policy Committee on Community Development

Date of meeting [required] Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters CD2025-0047

Are you in favour or opposition of the issue? [required] Neither



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I personally enjoy being part of a swimming club ,curling club as an adult. It provides me with training, fitness, socializing and team work. My children enjoyed their many sports dancing, ice hockey, soccer, as adults they have carried on with their different interests and have enrolled my grandchildren in activities as well.
It's so important for all to have access to sport facilities indoor and outdoors. The City of Calgary needs to put this issue at the top of the list and stop spending money on art displays, decor and other frivolous stuff. RECREATION is a KEY to a LONG LIFE



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First name [required]

Gail

Last name [required]

Gislason

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required]

Standing Policy Committee on Community Development

Date of meeting [required]

Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters

CD2025-0047

Are you in favour or opposition of the issue? [required]

In favour



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I am a senior who swims with a masters swim club and also takes advantage of lane swimming at available times. It is becoming more difficult to find close by facilities that have lane times available. As a recent retiree I can say that the times available are even more limited for the majority of Calgarians who are still in the workforce. I strongly advocate for making more swimming facilities available for Calgarians. In addition, as a long time runner, I believe the city needs more field houses that cater to a variety of sports. The facilities in Edmonton are far superior to those on offer here in Calgary, even though we are more affluent. I fully support any initiative that will provide ALL Calgarians with sports facilities that are easily and economically accessible to our population.



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First name [required] **Planning Committee**

Last name [required] **Bridgeland-Riverside**

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] **Standing Policy Committee on Community Development**

Date of meeting [required] **Feb 6, 2025**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters **GamePLAN**

Are you in favour or opposition of the issue? [required] **In opposition**



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

The GamePLAN and its direction to eliminate community amenities and amalgamate services in mega facilities is unacceptable. Denser communities require more services, not less. Liveable, walkable communities require services within an acceptable distance. Not all communities will have access to all services, but together community facilities as they exist serve their neighbours. To amalgamate services into mega facilities is to eliminate opportunities for residents to access opportunities. While there is a role for mega facilities, they cannot be prioritize over community-level facilities. These must be maintained if communities are to embrace change and density over the coming years. Please reject this GamePLAN and configure a plan that prioritizes community facility, local services and does not see them as underutilization of the land. Communities must have a mix of service levels and to eliminate facilities in favour of mega facilities is unwise, unacceptable and ultimately destructive of community spirit, connection and liveability. The GamePLAN does not consider what's best for residents, it is prioritizing other issues that are beyond its remit. Going back to the drawing board after the election is the best option before you given the drastic and long lasting impacts that the GamePLAN is proposing.



Public Submission

CC 968 (R2024-05)

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ENDORSEMENT STATEMENT ON TRUTH AND RECONCILIATION, ANTI-RACISM, EQUITY, DIVERSITY, INCLUSION AND BELONGING

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First name [required]	Erin
Last name [required]	Ruttan
How do you wish to attend?	In-person
You may bring a support person should you require language or translator services. Do you plan on bringing a support person?	No
What meeting do you wish to comment on? [required]	Standing Policy Committee on Community Development
Date of meeting [required]	Feb 6, 2025
What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published here.)	
[required] - max 75 characters	GamePLAN report #CD2025-0047
Are you in favour or opposition of the issue? [required]	Neither



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME CBTL-GamePLANResponse.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

In the attached letter, the Calgary Bicycle Track League (CBTL) outlines the concerns our community has with City decisions that appear to be contradictory to the principals of GamePLAN and the vision The City has for recreation. As you consider GamePLAN and what that means for the next 20 years of Recreation in Calgary, we hope that you will consider recommending The City to put resources into finding a timely solution to support longstanding partnerships, such as the one with CBTL, and the Canadian sport legacy that is on the brink of disappearing with the loss of facilities.



Dear Community Development Committee,

On January 20, 2025 the Calgary Bicycle Track League (CBTL) received a letter from The City of Calgary (The City), Partnerships team stating that due to the expansion of the Glenmore Water Treatment Centre, The City will be repurposing the land adjacent to the water treatment centre where the Velodrome currently sits within North Glenmore Athletic Park. The letter acknowledged that, in October of 2024, The City sent CBTL a five-year lease extension for our 20m x 90m land parcel on the west side of the Velodrome (Attachment 1), however, it is stated that this was offered before Partnerships was aware of the removal of the Velodrome. Consequently, CBTL has been offered a new lease until October of 2026. While CBTL understands the need to expand critical service infrastructure, the decision to do so has lacked engagement with the impacted community. CBTL has held a lease for the impacted land and managed the programming of the Velodrome since 1975, making our velodrome the longest running velodrome in Canada by 10 years. Based on the information we have been provided, it seems like there are numerous location options for the high-capacity drinking water tank that would not result in the removal of the velodrome. While the proposed location is the most convenient and potentially offers the least short-term impact to recreation paths and soccer fields, this infrastructure exists in many locations throughout Calgary allowing impacted users other options for recreation. The Velodrome is the only infrastructure of its kind for 300km, meaning, the removal of this sport specific infrastructure following the end of our lease term in October 2026 will result in the end of the sport of track cycling in Calgary. With no provisions of support suggested by The City, this timeline is not sufficient to source a new location and build a new velodrome. If The City were to honour our initial lease extension of December 2028, it is likely CBTL could have a facility up and running with minimal loss to our community.

You have been presented with GamePLAN the principles of which are removing barriers to participation for children and youth and leveraging a network of service providers, programmers, facilities, and amenities to continue Calgary's legacy of a livable city. However, annexing a sport with membership that is 65% women and youth and 20% seniors, that operates because of a 50 year partnership with a non-profit service provider is not in-line with the principles of GamePLAN. GamePLAN's proposed service level scenarios range from "maintain" to "increase" bookable athletic park hours. Removing the Velodrome not only drastically decreases the bookable hours of the athletic park, it also significantly reduces the affordable recreation programming available to Calgarians. CBTL offers over 575 hrs of programming on the Velodrome between the months of April to October which is available to anyone for a small membership fee of \$150 (as required by our insurance). This fee includes access to all programs, the use of CBTL's privately purchased and maintained fleet of over 60 track bikes, and support of our nationally certified coaching staff. For Calgarians unfamiliar with track cycling or unsure of the financial commitment, CBTL runs weekly free Try the Track programs to allow folks to "try before they buy", we also offer fee subsidies to those who need it. If The City wants Calgarians to see public recreation as:

- *“Parents being able to enroll their kids in soccer or swim lessons.*
- *Kids learning the value of teamwork and sportsmanship.*
- *Seniors staying physically active and socially engaged.*
- *At-risk youth having access to safe, engaging and creative spaces.*
- *Newcomers finding connection in community.*
- *Everyone having access to opportunities, regardless of income or geography.”*

they need to maintain the relationship they have with CBTL, which has been providing these opportunities, services, and community development for 50 years.

CBTL offers progressive learn to ride programming for women and youth, partners with high schools to provide alternative physical education programs and hosts weekly club races with participants ranging from 8 to 75 years of age, of varying ability levels. We participate in All Sport One Day which enables kids to try multiple sports across the city free of charge. Our regular events bring in participants and spectators from across Alberta and Canada as we host Provincial Track Championships on even years, and annually host Alberta's youth championships "Schools Out Dash". In the past we have hosted National Championships and Western Track Challenge, which bring track cycling talent and up-and-comers in the sport to Calgary. While our track is no longer to the international standard that would enable us to host a World Cup, we own, maintain, and support use of all of the equipment and have the trained officials required to host such events. This investment in equipment, staff, and the community we have built has enabled us to work with National teams from other sports, including Canadian and Chinese speed skaters, Canadian Nordic skiers, Canadian Bobsledders, and Canadian rowers, to provide them world class cross training. CBTL's general membership is made up of 46% youth and 20% seniors showing that we are a community that understands the importance of being active for life. Our head coaches are trained to support athletes with disabilities and our bike fleet includes tandem bicycles, for those with visual impairment, and the parts required to modify bikes for amputees.

Since 1992 we have developed 12 of Canada's Olympic and Paralympic cyclists who have brought home 10 of 22 track cycling Olympic and Paralympic medals, all this despite being the oldest of 7 velodromes operating in Canada. Countless more CBTL members have been on the Canadian National Cycling Team participating at, and winning medals in, World Championships (Attachment 2), Commonwealth Games, Pan Am Games, and Canadian National Championships. Our master's level competitors (adults 35 to 90) have participated in Masters Track World Championships, resulting in multiple podiums and titles. This is specifically due to our members ability to train, race, and thrive within the community built around this velodrome. We hold hundreds of Canadian National titles and records, and a few World Records. CBTL's success has been Canada's success, made possible because we have infrastructure on which to run world class programming.

In 2010, CBTL was involved in the 25-year plan for North Glenmore Athletic Park, this included the relocation and build of a modernized indoor velodrome which allowed for the expansion of the water treatment plant without the loss of track cycling. While we understand the needs of the larger community has shifted, we expect The City to hold true to its long-standing commitment to build a modernized velodrome prior to the decommissioning of the current velodrome. This timeline enables us to continue to support track cyclists. At the very minimum, The City needs to support CBTL in finding a suitable location on which to build a new velodrome and expedite the required permits, so this sport and community can continue thriving in Calgary.

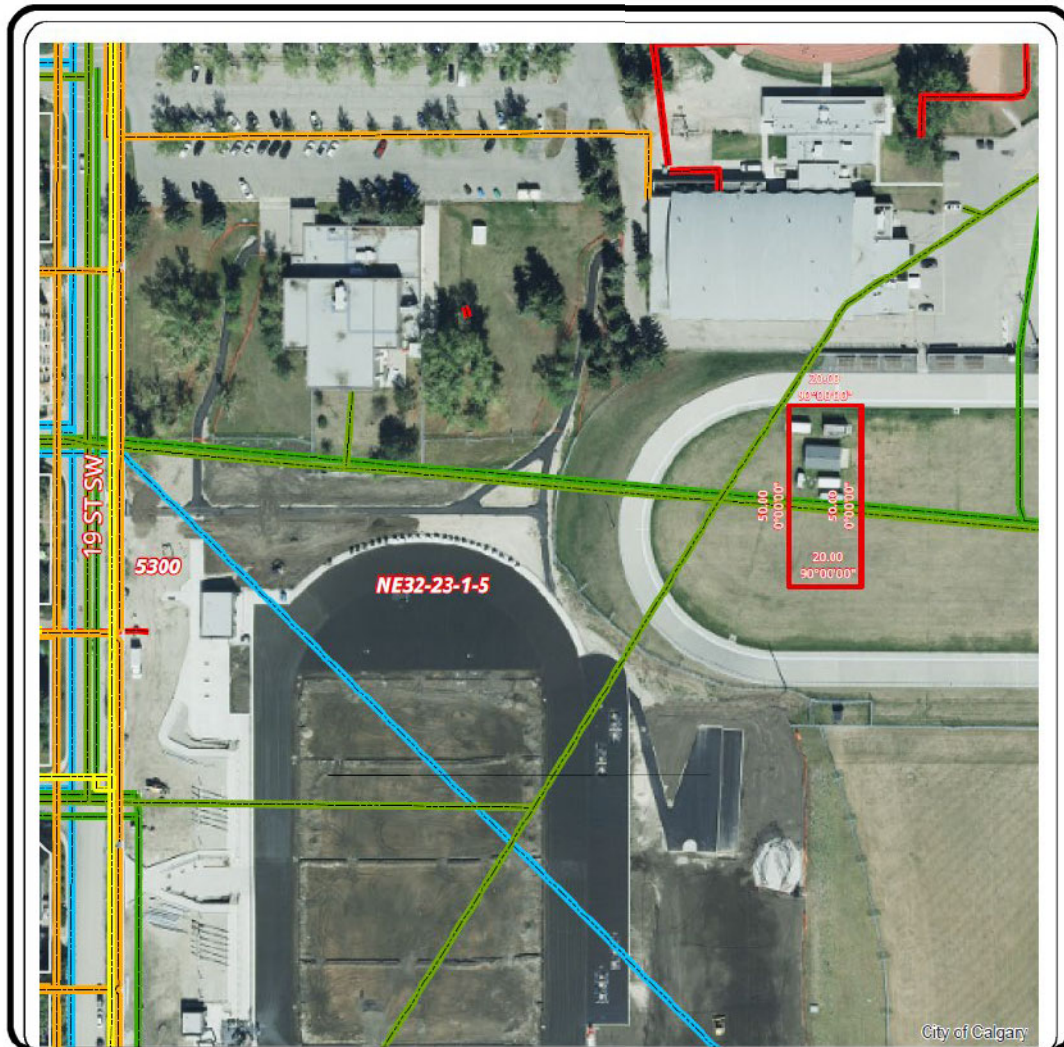
As you consider GamePLAN and what that means for the next 20 years of Calgary Recreation, we hope that you will consider recommending The City put resources into finding a timely solution to support a longstanding partnership and Canadian sport legacy that will disappear should we lose this infrastructure. CBTL is eager to find a solution that will enable us to continue to operate. We hope you can help us by guiding The City towards one of the many options available that will not result in the end of this sport.

Sincerely,



Erin Ruttan,
President, Calgary Bicycle Track League

ATTACHMENT 1: CBTL Lease Boundary



CALGARY BICYCLE TRACK LEAGUE

LEASE SITE PLAN

Legend

- CALGARY BICYCLE TRACK LEAGUE
- GAS (ATCO) PIPE
- TELUS CABLE
- SANITARY PIPE
- STORM PIPE
- CITY WATER MAIN
- ENMAX CABLE

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MAY 2024 BY 1004247 OF 117C
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INFORMATION IS MAINTAINED
ON A REGULAR BASIS.

	June 3, 2024
_____ President Calgary Bicycle Track League	Date
_____ Manager Parks South Region, Parks & Open Spaces	Date
_____ Manager Community Partners, Partnerships	Date

ATTACHMENT 2: Calgary Bicycle Track League Athlete’s Competing for the Canadian National Team in the sport of track cycling at Olympic and/or Paralympic Games, and Elite/Para/Junior World Championships

Olympic and Paralympic Games

Name		Event	Years Attended
Tanya	Dubnicoff	Olympics	1992, 1996, 2000
Kurt	Innes	Olympics	1992
Jim	Fisher	Olympics	2000
Monique	Sullivan	Olympics	2012, 2016
Kristi	Lay	Olympics	2012 (Bronze), 2016 (Bronze)
Laura	Brown	Olympics	2012 (Bronze), 2016 (Bronze)
Allison	Beverage	Olympics	2016 (Bronze)
Georgia	Simmerling	Olympics	2016 (Bronze), 2020
Sarah	Orban	Olympics	2024
Mike	Sametz	Paralympics	2016, 2024
Kate	O'Brien	Paralympics	2020 (Silver), 2024 (Bronze)
Keely	Shaw	Paralympics	2020 (Bronze), 2024 (Bronze)

Track Cycling World Championships

*denotes where records of dates and medals are incomplete

Name		Event	Years Attended
Tanya	Dubnicoff	Worlds	*1993 (Gold), 1997 (Silver), 1998
Doug	Baron	Worlds	*1999
Jim	Fisher	Worlds	*
Travis	Smith	Worlds	2007, 2010, 2012
Doug	Baron	Para Worlds	2011
Laura	Brown	Worlds	2013 (Bronze), 2014 (Silver)
Stephanie	Roorda	Worlds	2014 (Silver), 2015 (Bronze), 2016 (Bronze)
Allison	Beverage	Worlds	2014 (Silver), 2015 (2x Bronze), 2016 (Silver)
Kristi	Lay	Worlds	2015 (Bronze), 2016 (Silver)
Monique	Sullivan	Worlds	2016
Kate	O'Brien	Worlds	2016, 2017
Jackson	Kinniburgh	Junior Worlds	2018
Keely	Shaw	Para Worlds	2018, 2019 (Silver), 2020, 2022, 2023 (Silver), 2024 (Bronze)
Kate	O'Brien	Para Worlds	2020 (Gold), 2022 (Silver), 2023 (Silver)
Jackson	Kinniburgh	Worlds	2021
Sarah	Orban	Worlds	2021, 2022, 2023, 2024
Lowell	Taylor	Para Worlds	2023, 2024
Kaden	Colling	Junior Worlds	2023 (Bronze)
Anabelle	Thomas	Junior Worlds	2023



Public Submission

CC 968 (R2024-05)

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First name [required] Kimberley

Last name [required] Dezan

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Standing Policy Committee on Community Development

Date of meeting [required] Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters GamePLAN: Reimagining Public Recreation, CD2025-0047

Are you in favour or opposition of the issue? [required] In favour

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Calgary's public recreation system is at a crossroads. As our population grows, demand for bookable athletic fields has outpaced availability, leaving many youth sports programs, like ours struggling for space. We support GamePLAN's initiative to "level the playing field" and double or triple the number of bookable athletic park hours to match demand.

Our flag football program, one of Calgary's largest, relies on access to high-quality fields, yet we face growing challenges due to limited availability. The recent proposal to convert a field at Acadia Athletic Park into pickleball courts is just one example of this issue. While Calgary has steadily increased pickleball facilities, the number of available B- and C-class fields suitable for football, soccer, and other youth sports remains critically low.

We urge the City of Calgary to:

- Prioritize investment in multi-use, high-quality athletic fields to match population growth.
- Ensure no net loss of existing sports fields when repurposing space for other activities.
- Expedite planned upgrades to Glenmore Athletic Park to expand capacity.
- Provide consistent, priority booking for youth sports leagues to maintain programming.

Flag football is experiencing rapid expansion, especially with its inclusion in the 2028 Olympics. Our teams compete nationally, and demand continues to grow. Without increased access to fields, hundreds of youth athletes will be turned away. We welcome the opportunity to collaborate on solutions that align with GamePLAN's goal of creating recreational opportunities for all Calgarians.

Sincerely,
Kimberley Dezan for
Calgary Indoor Flag Football League
Calgary Elite Flag Football League
Calgary Youth Flag Football League
Coach Throw Flag Football League
Calgary Stampeders Flag Football League
Calgary Fall Flag Football League



Public Submission

CC 968 (R2024-05)

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First name [required]	Gail
Last name [required]	Boehm
How do you wish to attend?	
You may bring a support person should you require language or translator services. Do you plan on bringing a support person?	
What meeting do you wish to comment on? [required]	Standing Policy Committee on Community Development
Date of meeting [required]	Feb 6, 2025
What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published here .)	
[required] - max 75 characters	GamePLAN
Are you in favour or opposition of the issue? [required]	Neither



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

GamePLAN_FMSCFeedback_Feb2025_Final.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

February 3, 2025

City of Calgary Development Committee

Subject: Feedback on the GamePLAN – Aquatic Facilities and Service Standards

Dear Members of the Development Committee,

On behalf of the Foothills Masters Swim Club, we appreciate the opportunity to provide feedback on the GamePLAN as drafted. As a community-based recreational organization, we recognize the City of Calgary's commitment to enhancing public recreation and applaud the GamePLAN's focus on access for children and youth, affordability, increased sport opportunities, and improved facility availability and performance.

However, we have identified concerns regarding the current and planned service levels for aquatic facilities, which we believe may not fully align with these priorities.

Key Concerns Regarding Aquatic Facility Access and Service Standards

- While Calgary's 13 indoor aquatic facilities are among the most affordable in the city, three of them remain closed on weekends when children and youth are most available to use them. Notably, the [GamePLAN What We Heard Report](#) highlighted public concerns about limited access to swimming lessons for children.
- Expanding access to aquatic facilities is critical for fostering active lifestyles, which research shows contribute to lifelong fitness and overall well-being.
- Swimming is an inclusive, low-impact sport that benefits individuals with mobility issues and chronic injuries, providing a crucial recreational option for diverse populations.
- Aquatic facilities play an essential role in supporting the health and social well-being of seniors. Many rely on these spaces not only for exercise but also for social connections, reducing isolation and enhancing community engagement. Our club, with over 60 senior and near-senior members, has seen firsthand how shared aquatic activities build lasting friendships and foster a sense of belonging.

Service Standard Targets and Facility Operations

- We seek clarification on the rationale behind the aquatics service standard of 1:75,000 residents, which is significantly higher than the benchmarks used for other facilities:
 - The proposed aquatics standard is 50% higher than the largest benchmark cities referenced in the GamePLAN.

- It is also triple the GamePLAN's service standards for arenas (1:28,000) and athletic parks (1:22,000). Given the high demand for aquatic programs, we believe a reassessment of this standard is warranted.
- Several City-operated aquatic facilities are currently open less than half-time, impacting accessibility:
 - Of the 11 flatwater pools, only seven operate seven days a week with an average of 96 hours per week.
 - Inglewood Aquatic Centre, scheduled for closure within the next 1-2 years, currently operates at 58% of the hours of full-time pools.
 - Acadia, Foothills, and Shouldice Aquatic Centres are open only four days a week, averaging 48% of full-time pool hours and remaining closed on weekends.
 - Given these reduced operating hours, we estimate the effective number of indoor aquatic facilities should be reduced from 23 to approximately 20 full-time equivalent pools, resulting in a current service standard closer to 1:75,000 rather than the stated 1:65,000.
- While it is understood that many aquatics facilities are operating at 90% of their targeted operational hours, Acadia, Foothills and Shouldice Aquatic Centres and Southland and Village Square Leisure Centres are operating below the targeted hours. Could you clarify the targeted operational hours for these five facilities, the rationale for their current schedules and whether there are plans to address this shortfall soon? It would be helpful to understand how these targets are being determined and what steps are being taken to ensure that all residents have equitable access to aquatic resources. Aquatic facilities provide significant value to the community and many residents rely on them for recreation, fitness and water safety programs. It is crucial that all facilities operate to meet the diverse needs of the community.
- Utility costs for part-time pools are incurred regardless of opening hours. Would it be feasible to extend their schedules to optimize cost recovery and better serve residents?

Addressing Public Concerns Identified in the What We Heard Report

- The [What We Heard Report](#) emphasized a strong public demand for increased access to aquatic facilities, yet the City has reduced service levels in some locations, despite the fact that Calgary is one of the fastest growing cities in Canada.
- Survey respondents expressed frustration with program availability, noting difficulty in accessing swimming lessons and recreational swim times.
- Many residents requested more drop-in swim times, alternative scheduling options, and additional facilities to meet demand.
- Reducing operating hours or closing pools disproportionately affects inner-city communities with increasing density, forcing residents to travel to newer suburbs or forgo recreational activities altogether.

- In northwest Calgary, extending the operating hours of Foothills and Shouldice aquatic facilities would significantly improve access to swim programs, pool rentals, and open swim times. At least two local swim clubs (serving both youth and adults) are seeking additional rental hours but have been unable to secure them.

Recommendations

We strongly support the City's commitment to enhancing recreational services and appreciate the efforts made to engage the public in shaping the GamePLAN. To better align with community needs and priorities, we respectfully recommend:

1. **Revising the aquatic service standard to 1:50,000 residents**, in line with benchmarks from cities such as Toronto and Edmonton.
2. **Increasing operating hours at existing facilities (Acadia, Foothills & Shouldice Aquatic Facilities)**, particularly those that are currently underutilized, to maximize accessibility and community benefit.
3. **Reassessing the potential impacts of facility closures** to ensure that growing and established communities maintain adequate access to aquatic recreation.

We appreciate your consideration of these recommendations and welcome the opportunity to collaborate on strategies to enhance aquatic services in Calgary. Thank you for your time and commitment to supporting recreational access for all residents.

Sincerely,

The Membership of the Foothills Masters Swim Club

cc: City of Calgary Council Members

Reference Materials:

- *GamePLAN: Reimagining Public Recreation* (presentation)
- *GamePLAN: Reimagining Public Recreation – What We Heard Report*



Public Submission

CC 968 (R2024-05)

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First name [required] Randall

Last name [required] Jordan

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Standing Policy Committee on Community Development

Date of meeting [required] Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters Agenda Item 7.1

Are you in favour or opposition of the issue? [required] Neither



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

February 4, 2025

Dear Sir/Madame:

During a recent meeting, it was announced that the Vecova facility with the only therapeutic swimming pool in Calgary would be closing June 2025. I was very disturbed to hear this and went to tour the facility January 9, 2025. Dean Dodge, Chief Development Officer of Vecova showed me the facility, which I expected to be partially dilapidated and deteriorating, but it was well maintained and greatly used. This facility was built primarily for special needs individuals, but is openly shared and enjoyed by the general public as well.

The following day, I toured the Village Square Leisure Centre with a wave pool, water slides, a dive tank, etc. It is a beautiful modern indoor water park for people of all ages. I asked the tour guide, "How many people show up in wheelchairs to be wheeled into the wave pool?" He laughed and answered, "I can almost say pretty much none." Although the facility is fully wheelchair accessible (except the water slides), why do special needs people not attend? Consider the following colloquial expression:

"If Mohammed doesn't go to the mountain, then the mountain must go to Mohammed."

That is the importance of the Vecova facility and in this case the mountain (society) does go to Mohammed (special needs people) and is integrated into their lives where they can feel safe and secure in their own facility, which they are readily prepared to share. However, at the Village Square Leisure Centre, they would stick out like a sore thumb. Nobody wants to be an object of pity or someone at which to be stared. This facility only reinforces the prejudice of others, "You don't belong here!"

Therefore, if we are going to write letters, why not write to provincial and federal authorities since the City of Calgary supports this facility already. How many of us realize that an individual strapped into a wheelchair may have the freedom to move on their own (swim) and possibly walk with the use of a buoyant aid?

Sincerely,

Randall Jordan,
Former Municipal Recreation Facility Manager/Aquatics Director, Special Needs Swimming Instructor

Comments - please refrain from providing personal information in this field (maximum 2500 characters)



Public Submission

CC 968 (R2024-05)

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First name [required] **Jean Claude**

Last name [required] **Munyezamu**

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] **Standing Policy Committee on Community Development**

Date of meeting [required] **Feb 6, 2025**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters **GamePLAN**

Are you in favour or opposition of the issue? [required] **In favour**



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

Umoja Letter of Support - GamePLAN 2-4-2025.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)



Umoja Community Mosaic

PO Box 86051 SW Marda Loop
Calgary, Alberta T2T 6B7

February 4, 2025

To Whom It May Concern:

Re: Letter of Support – City of Calgary GamePlan Initiative

Umoja Community Mosaic wholeheartedly supports the City of Calgary's GamePLAN Initiative. A strategic investment in recreation facilities is not just about providing a place to play; it's about creating equity, fostering community, and giving youth a chance to grow into successful contributors to society.

For too long, the approach to recreation spaces has been to locate them where it is most cost-effective to build. The accompanying notion was that parents can simply drive their children to these locations, supervise them, and then take them home. This model excludes many and fails to address the barriers that marginalized families face. Recent facilities built by the city highlight a glaring issue: they are not truly accessible to everyone. Many lack public transit access, and even when subsidies are provided, marginalized families still struggle to utilize these spaces effectively.

Since 2010, Umoja's Soccer Without Boundaries (SWB) program has removed barriers to recreation. We began on a field near public housing in Glenbrook, and we've since expanded to multiple locations across the city. For example, at our location in the NE, we regularly see more than 60 youth aged 16+ show up to play on a soccer field meant for only 12 people. In winter, when weather dictates that programming needs to be indoors - there is no other safe or accessible place for them to play on a Friday evening.

Access to sports addresses numerous social challenges. When SWB began, the neighborhoods we operated in were not considered safe. But then our youth began to thrive. Today, we've achieved a 100% high school graduation rate among our participants, and many of them have gone on to earn university scholarships. Beyond academics, we've trained youth to become coaches and mentors. Rather than simply staying out of trouble, they've become contributing members of society.

With my years of experience working with youth, I can confidently say that if every young person had access to safe, easily accessible recreation facilities, we would see a dramatic reduction in crime, delinquency, and other negative behaviors that we often find ourselves complaining about. Recreation, and sport in particular, empowers youth, strengthens communities, and fosters a sense of empowerment and belonging. These are the reasons we support the construction of adequate new facilities that foster participation in sport and true accessibility for all.

Sincerely,

Jean Claude Munyezamu
Executive Director

umojamosaic.org
403-764-5234
office@umojamosaic.org



Public Submission

CC 968 (R2024-05)

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

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ENDORSEMENT STATEMENT ON TRUTH AND RECONCILIATION, ANTI-RACISM, EQUITY, DIVERSITY, INCLUSION AND BELONGING

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First name [required] Shivalika

Last name [required] Katyal

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Standing Policy Committee on Community Development

Date of meeting [required] Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters GamePLAN; Agenda Item #:CD2025-0047

Are you in favour or opposition of the issue? [required] In favour



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

Katyal, S - GamePLAN Support Letter.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Shivalika Katyal
Active Member
Calgary Women's Cricket Organization

February 5, 2025

City Clerk's Office
The City of Calgary

Dear Members of the Community Development Committee,

I am writing as an active member of the Calgary Women's Cricket Organization to express my strong support for the GamePLAN proposal. As someone passionate about the growth of women's cricket in our city, I have personally experienced the challenges that come with limited access to quality recreation facilities. GamePLAN represents an important opportunity to create more inclusive, sustainable, and well-maintained spaces for sports like cricket.

Many cricketers in Calgary, including myself, have seen firsthand how the lack of adequate facilities can limit growth, particularly for women and underrepresented groups. As the GamePLAN proposal emphasizes, "Level the Playing Field" is a crucial guiding principle. Increasing safe and welcoming spaces is critical for the development of women's cricket. One key example is Riley Park, originally donated as a cricket field, yet it has not been maintained as one. While the women are often assigned to play there, the field conditions are not conducive to quality cricket, often leaving players feeling demoralized. Uneven ground and poor upkeep limit the level of play and increase the risk of injury. On the other hand, Riley Park is the only field in Calgary with access to functioning washrooms. The fact that we have to choose between a proper playing surface and basic facilities speaks to the need for improved investment in recreational infrastructure. This disparity discourages participation, particularly among women and newcomers to the sport, who may already face barriers to involvement. Without well-maintained grounds, players struggle to develop their skills, teams find it harder to compete at higher levels, and overall enjoyment of the game diminishes. Investing in quality infrastructure would not only support existing players but also inspire the next generation of cricketers in Calgary. With greater investment, facilities like the Northeast Athletic Complex could provide the necessary resources for cricketers of all genders, ages, and backgrounds to train and compete at higher levels.

Beyond local league play, enhanced facilities would also enable Calgary to host higher-level tournaments and attract regional, national, and even international competitions. Cricket is a fast-growing sport within Canada, and having well-maintained grounds would put Calgary on the map as a serious cricket destination. This would not only benefit players but also boost community engagement and economic activity through sports tourism.

Additionally, the principle "It Takes a Team" resonates with me and my experience in cricket, a team-

based sport that relies on individual performance. While cricket is a collective effort, every player has a role to play, and the team's success depends on each individual fulfilling their responsibilities. Similarly, an initiative like GamePLAN requires a coordinated effort, each contributing their expertise, support, and commitment to achieve a shared vision. Just as in cricket, where strategic collaboration and strong individual performance lead to victory, GamePLAN's success will depend on a well-coordinated approach where all partners are actively engaged in delivering the best possible recreation infrastructure and services for Calgarians. With the right support and infrastructure, we could expand opportunities for more players, particularly at the grassroots level, build stronger programs, and elevate the overall standard of play. Public recreation should be accessible and beneficial to all, and I truly believe GamePLAN's vision will help achieve that.

Further, I strongly support GamePLAN's approach to addressing equity and inclusion. As the proposal mentions, enhancing access for underserved communities and ensuring affordability are key areas where public recreation can make a lasting difference. Women's cricket, like many other sports, should be available to all, regardless of background or income level. The vision of GamePLAN, which aims to remove barriers to participation, is one I wholeheartedly support.

In conclusion, I urge the Community Development Committee to adopt GamePLAN's recommendations and prioritize investments that will allow the growth of sports like women's cricket. This initiative has the potential to reshape the future of recreation in Calgary and ensure that all residents, regardless of gender, background, or ability, have access to the benefits of public recreation.

I appreciate your consideration and, as a proud Calgarian, I look forward to supporting this important work as it progresses. Please feel free to contact me if you have any questions or would like to discuss this further.

Sincerely,



Shivalika Katyal
Active Member
Calgary Women's Cricket Organization



Public Submission

CC 968 (R2024-05)

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First name [required] **Brandon**

Last name [required] **Hewwing**

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] **Standing Policy Committee on Community Development**

Date of meeting [required] **Feb 6, 2025**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters **Community development**

Are you in favour or opposition of the issue? [required] **In opposition**

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I'm in favor of increasing the budget for recreation in the city. As a coach who has been active within the community and in other province and territories. I know first hand the impact that sports can have on both the youth and adults. It can bring purpose to people's lives, enrich their souls and keep them out of trouble. We understand the importance of teamwork. By having team related sports. It helps people with communication, leadership and working together as a team which is very important in the workplace. As someone who grew up playing many sports. I am forever thankful for the friends I've made along the way, the memories I'll cherish the rest of my life and the good/bad of sports that have shaped me into the positive/respectful/encouraging person/coach I am today.



Public Submission

CC 968 (R2024-05)

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First name [required] Ariana

Last name [required] Kippers

How do you wish to attend? In-person

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Standing Policy Committee on Community Development

Date of meeting [required] Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters 7.1

Are you in favour or opposition of the issue? [required] In favour



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Community Development Committee

City of Calgary

800 Macleod Trail SE

Councillors Walcott, Wong, Carra, Dhaliwal, McLean, Penner, Mayor Gondek

February 06, 2025

My name is Ariana Kippers and I am currently employed with City of Calgary, in the office of Ward 9. I am here on my own time to speak on behalf of myself, and community members who have shared their comments with me.

I fully support the GamePLAN proposal before you today and the opportunity it presents to create meaningful change. We must choose to Make Waves so we can book 40% more swim lessons, and 25% more ice time for hockey, ringette, skating etc. During my time as a Community Connector, I had the privilege of engaging with a diverse range of residents, many of whom expressed concerns about the lack of recreational facilities and sports options. These concerns were voiced by individuals and families alike. Our community recognizes the pressing need for spaces where people can connect, stay active, and enhance both their physical and mental well-being—especially as these challenges continue to rise. In East Calgary, we currently have only one indoor facility—Bob Bahan—which is insufficient to serve the needs of our rapidly growing population. As our community has diversified, investments in public recreation have failed to keep pace. Residents are eager for facilities like the Genesis Centre, which regularly sees large turnouts for events, programs, and social activities. While we are making do with limited resources, the reality is that we deserve a more expansive space that can serve even more individuals, ultimately enriching the lives of all who participate.

The current state of our recreation facilities also means that opportunities, such as swimming lessons, are limited. On more than one occasion, I've missed out on registering my child for swimming lessons simply because I was unable to secure a spot during the early morning registration window. These are essential, lifesaving skills that many children in our community are missing due to insufficient resources. Similarly, our seniors lack access to aquatic exercise programs, which are vital for maintaining mobility and strength. Moreover, we lack accessible spaces where young children, like a young girl in my neighborhood, can safely splash around with friends and siblings from her wheelchair. Expanding our recreational facilities will also bring additional employment opportunities, creating jobs for lifeguards, instructors, and staff to ensure these spaces are well-maintained and operate smoothly. I echo the sentiments of the General Manager Katie Black: we must seize this moment to invest in the future—one where recreation enriches lives, strengthens communities, and ensures equitable access for all. It's time for us to make waves in our city's future. No matter what community you live in, this is how you put communities, and every single resident living in them, first.

Thank you,

Ariana Kippers

Ward 9 resident



Public Submission

CC 968 (R2024-05)

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First name [required] **Stacey**

Last name [required] **Hatcher**

How do you wish to attend? **In-person**

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] **Standing Policy Committee on Community Development**

Date of meeting [required] **Feb 6, 2025**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters **CD2025-0047**

Are you in favour or opposition of the issue? [required] **Neither**



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I may have a Power Point slide or two - they are still in progress. I presume someone representing the committee will be in touch with those who wish to speak to the agenda item?

WHO IS CALGARY UNITED SOCCER?

- ▶ 11,000 players + coaches in two seasons: OUTDOOR AND INDOOR.
- ▶ Over 600 teams across the two seasons.
- ▶ Programming for Adults, 17 years+ all the way to players in their 80's.
- ▶ Programs include indoor and outdoor soccer for men and women, futsal for men and women, co-ed league and lots of divisions for play from ultra competitive to ultra recreational.
- ▶ CUSA's Broadview Soccer Park hosts games for League 1, AMSL, APDL and other soccer teams and clubs from around the City.



- ▶ CUSA schedules approximately 4600 games annually, across our seasons, for over 600 teams of soccer-playing adults.
- ▶ We are changing the rules of soccer to accommodate the space we have – that means we are changing the dimensions of our game space, we don't practice where we play, we try to put more teams on the space – which means our team rosters are smaller.
- ▶ Our numbers would be even higher for indoor soccer, but there are not enough facilities and many of our teams don't enjoy playing late night games (games scheduled after 10pm).
- ▶ GamePLAN recognizes a hard truth that without immediate action our sport system is on the verge of collapse.

THE CURRENT STATE



- ▶ Thank you for your leadership through GamePLAN in addressing the urgent decline of Calgary's recreation system.
- ▶ Your commitment to securing long-overdue investment in vital infrastructure is a critical first step toward ensuring all Calgarians have the facilities they need.
- ▶ This type of investment is about our city's livability, the health of our citizens and building our communities.



OUR WORK TOWARDS THE FUTURE STATE

- ▶ The Soccer Community is aligned with **GamePLAN's "Making Waves" scenario.**
- ▶ As **Calgary's largest and fastest-growing sport**, soccer serves a diverse community and provides an accessible, affordable pathway for the young and the old alike, to pursue sport. The accessibility and familiarity with soccer, will also benefit many of the newcomers to our city who originate from countries where soccer is the primary sport.
- ▶ It is a global game that fosters inclusion, belonging, and economic opportunities through sport tourism and events.
- ▶ We urge **City Council to adopt the Making Waves scenario** and direct **City Administration to prioritize the development of soccer facilities**—a critical investment that will support thousands of players, address infrastructure inequities, and ensure a financially sustainable model that benefits Calgary for generations to come.

CHOOSE TO 'MAKE WAVES' !



VISIT: WWW.CUSA.AB.CA, CALL: 403-270-0363 OR EMAIL: INFO@CUSA.AB.CA



Public Submission

CC 968 (R2024-05)

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First name [required] Destiny

Last name [required] Whitney

How do you wish to attend? In-person

You may bring a support person should you require language or translator services. Do you plan on bringing a support person? No

What meeting do you wish to comment on? [required] Standing Policy Committee on Community Development

Date of meeting [required] Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters 7.1

Are you in favour or opposition of the issue? [required] In favour



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

As the condition and availability of the recreational facilities continue to decline, it becomes increasingly difficult to get kids involved in all sports, such as soccer or hockey, this initiative is more important than ever. The expansion of sport is on the rise, the development or feeder programs to the national sports team are undefined or underdeveloped, the spaces to learn and play these games are overcrowded and over-used. The accessibility to facilities is limited, therefore all the programs suffer, and a decrease in participation, this is at all levels.



CITY OF CALGARY
+
CALGARY MINOR
SOCCER ASSOCIATION

GAMEPLAN
INFRASTRUCTURE
STRATEGY

FIELDS
FOR OUR
FUTURE

WHO IS CMSA

- THE LARGEST NON-PROFIT YOUTH SPORTS ORGANIZATION IN ALBERTA, SERVING PLAYERS AGED 6 TO 19.
- ESTABLISHED IN 1974, WE ARE COMPRISED OF 31 MEMBER CLUBS – 23 BASED IN CALGARY AND 8 IN SURROUNDING COMMUNITIES (AIRDRIE, CANMORE, CHESTERMERE, COCHRANE, LETHBRIDGE, OKOTOKS, SPRINGBANK, AND STRATHMORE).
- THE GOVERNING BODY FOR YOUTH SOCCER IN CALGARY, REPRESENTING THE SPORT AT ALL LEVELS. AFFILIATED WITH ALBERTA SOCCER, CANADA SOCCER, AND FIFA.

THE VOICE OF YOUTH SOCCER IN CALGARY, DEDICATED TO FOSTERING GROWTH AND DEVELOPMENT IN THE SPORT.



**FIELDS
FOR OUR
FUTURE**

WHERE WE ARE TODAY

- **30,000 KIDS** PARTICIPATE IN SOCCER EACH YEAR AND WE ARE ENGAGED WITH **50,000 FAMILIES**
- **2,100+ TEAMS** COMPETE ANNUALLY, PLAYING OVER **12,000+ MATCHES**.
- THE SPORT HAS EXPERIENCED **15% ANNUAL GROWTH** FOR THE PAST THREE YEARS.
- ONLY **3 INDOOR FACILITIES** (SINGLE-FIELD DOMES) SERVE **30,000 KIDS**.
- CMSA SECURES **15,000 HOURS** OF GYMNASIUM SPACE ANNUALLY BUT REMAINS **8,000 HOURS SHORT** TO MEET PROGRAM NEEDS.
- **FIVE NEW FIELD HOUSES** ARE REQUIRED TO MEET CURRENT DEMAND, NOT INCLUDING ANTICIPATED GROWTH OR OTHER USER GROUPS.



**FIELDS
FOR OUR
FUTURE**

PRESSURE ON THE SOCCER COMMUNITY

STEPS CMSA HAS TAKEN TO ADDRESS GROWTH

- REDUCED THE NUMBER OF GAMES
- REDUCED GAME LENGTHS
- REDUCED NUMBER OF TEAMS AND INCREASED ROSTER SIZES
- SHIFTED TRAINING TO HARDWOOD FLOOR GYMNASIUMS, RESERVING TURF FIELDS FOR GAMEPLAY
- OVERLOADED TURF FIELDS WITH 8 TRAINING SESSIONS/TEAMS ON A SINGLE FIELD

THE IMPACT ON THE PLAYERS

- DIMINISHED GROWTH AND DEVELOPMENT OPPORTUNITIES FOR OUR KIDS (PHYSICAL, MENTAL, EMOTIONAL)

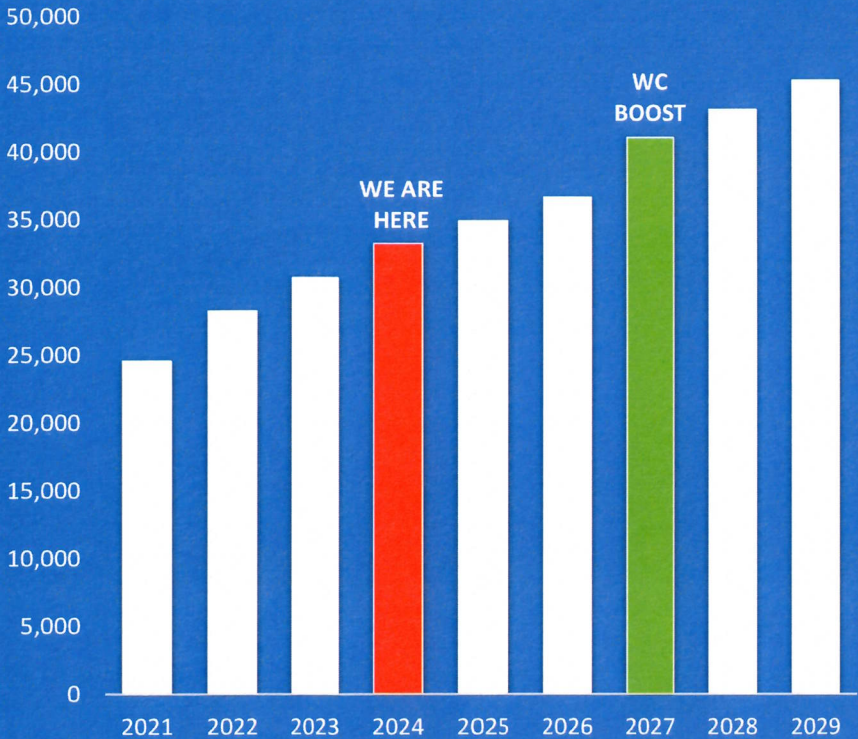
WHAT HAPPENS NEXT AS WE CONTINUE TO GROW

- CAP REGISTRATIONS AND TURN KIDS AWAY



**FIELDS
FOR OUR
FUTURE**

WHERE WE ARE HEADING



SKYROCKETING IN POPULARITY DUE TO:

- IMMIGRATION INTO CALGARY
- AFFORDABILITY OF THE SPORT
- GLOBAL POPULARITY
- NATIONAL & LOCAL PROFESSIONAL TEAM SUCCESS

PARTICIPATION

- 2019 – 2024: 76% INCREASE (5 YEAR TREND)
- 2021 – 2024: 45% INCREASE (3 YEAR TREND)
- 2024: 10% INCREASE FOR INDOOR (CURRENT)
- 2025 – 2030: **5% YoY PROJECTED INCREASE** (BELOW CURRENT TREND)

CONSERVATIVE ESTIMATE OF 5% YoY GROWTH OVER NEXT 5 YEARS WOULD LEAD TO A **45,000 PLAYER INCREASE BY 2030.**



THE SOLUTION: GAMEPLAN – MAKING WAVES

- **GAMEPLAN** – THE FIRST SYSTEM-WIDE VISION AND STRATEGY FOR PUBLIC RECREATION IN CALGARY.
- THE **MAKING WAVES** SCENARIO INCREASES SERVICE STANDARDS EXPONENTIALLY, INCREASING ACCESSIBILITY, WHILE ALSO ENSURING EQUITABLE FACILITY DISTRIBUTION.
- **FIELDHOUSES ARE SELF-SUSTAINING** ONCE CONSTRUCTED AND DON'T REQUIRE FURTHER OPERATIONAL FUNDING – RATHER – THEY FUND THEIR OWN OPERATIONS AND MAINTENANCE.
- **ECONOMIC IMPACT** – AT LEAST 8 MILLION DOLLARS PER YEAR HOSTING YOUTH SOCCER PROVINCIAL CHAMPIONSHIPS, AND THE POTENTIAL FOR MUCH MORE!
- WE ARE FULLY BEHIND THE **MAKING WAVES SCENARIO AND PRIORITIZING THE DEVELOPMENT OF THE FIELDHOUSES AND ATHLETIC FIELDS** WILL BE A GAME CHANGER!



**FIELDS
FOR OUR
FUTURE**

INVESTMENT = COMMUNITY

- **75,000 NEWCOMERS** TO CALGARY LAST YEAR.
- POPULATION **SURGING TO 2,000,000** BY 2030.
- FIELDHOUSES ARE SAFE, YEAR AROUND SPACES FOR KIDS AND FAMILIES + SOCCER IS AN ACCESSIBLE, DIVERSE, AND **UNIFYING SPORT THAT FOSTERS SOCIAL CONNECTIONS.**
- SOCCER BOOSTS PHYSICAL & MENTAL HEALTH – REGULAR PARTICIPATION REDUCES CHILDHOOD OBESITY, ENHANCES MENTAL WELL-BEING, AND **PROMOTES LIFELONG HEALTHY HABITS.**
- BY INVESTING IN FIELDHOUSES AND ATHLETIC PARKS NOW, CALGARY CAN **BUILD A STRONG FOUNDATION FOR FUTURE GENERATIONS.**



**FIELDS
FOR OUR
FUTURE**





THE GAMEPLAN



- We support GamePLAN's goal to improve sport and recreational facilities. The city faces a growing gap between available services and rising demand, especially in aquatic spots and recreation. Yet, there are concerns with this PLAN:
 - Supporting documents,
 - Research based on .004% of population of Calgary,
 - Lowered standard of service data,
 - Future for smaller facilities.

Aquatic recreation, including both sport and recreational swimming, is a low-impact form of exercise that is crucial for many Calgarians who cannot participate in high-impact sports like running, cycling, skating, etc. **For seniors, individuals with disabilities, and those recovering from injuries, swimming is essential for maintaining health and well-being. Or just simply a choice of exercise,** and it is not just a recreational activity but a necessary part of daily life.



Background and Previous Council Direction



- Concerns re: Attachment 2 to CD2025-0047:
- C2024 – 0415 – the Administration did not inform the Council, as evident from the video of the said Meeting. The Closure was wrapped up in a Briefing and was not announced.
- The Land Transfer – I respectfully ask that the land transfer to Matco Development Corp. remarks to be removed from the said document. The land transfer is not the first obligation under the Restrictive Covenant and should not be described as such.
- There are other conditions that must be fulfilled prior to the land transfer,
- The concern is that accurate and comprehensive information must be provided to the next Council to facilitate informed decision-making.

Restrictive Covenant with Calgary Brewing & Malting Co. Limited

RESTRICTIVE COVENANT

WHEREAS THE CITY OF CALGARY is, or is entitled to become, the registered owner of an estate in fee simple of and in:

Lot Three (3) in Block E of
Plan 2079 J.K.

Excepting thereout all mines and minerals, and

WHEREAS CALGARY BREWING & MALTING CO. LIMITED has transferred the above described lands to The City of Calgary for the development of a swimming pool only,

NOW, THEREFORE, THIS DEED WITNESSETH that The City of Calgary covenants as follows:

1. The City of Calgary shall not erect, or permit any person to erect, in and upon Lot Three (3) in Block E of Plan 2079 J.K. any building or any construction of any kind save only a public swimming pool for the use and enjoyment of the citizens of Calgary and of dressing-rooms, ticket offices and other such ancillary installations for the operation and embellishment of such swimming pool.
2. If at anytime The City of Calgary or any voluntary association operating the said pool ceases to operate the development on the said Lot Three (3) as a swimming pool, then The City of Calgary shall upon written request of Calgary Brewing & Malting Co. Limited deliver up a registerable

DESCRIPTION APPROVED
DATE AUG 20 1964
SURVEYOR TO THE L.P.
PER



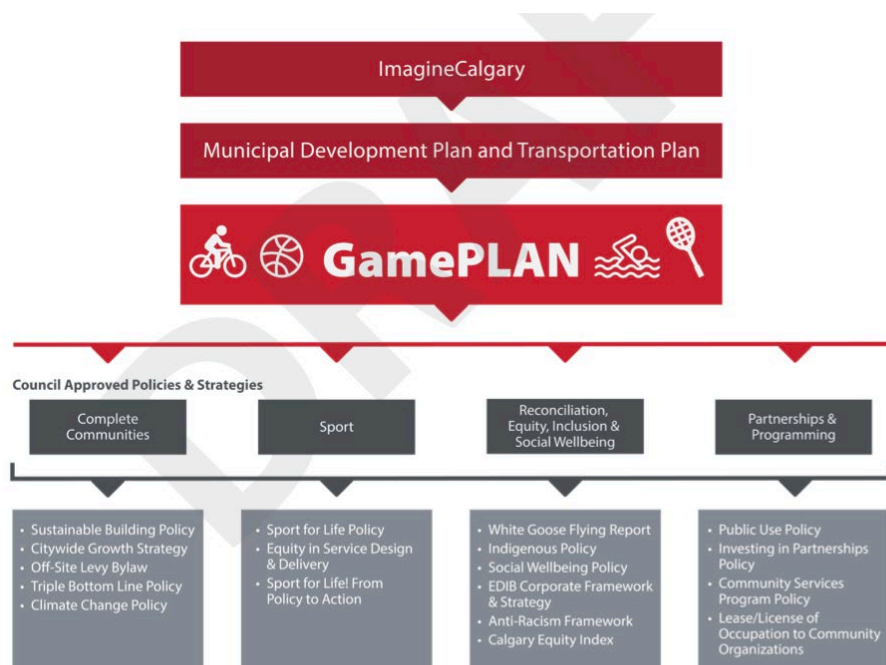
Background and Previous Council Direction



- The Inglewood Pool efforts showed the importance and critical need for community-based aquatic fitness centres.
- These facilities are vital for residents, offering accessible, local options for sport, fitness, recreation, health, community connections etc.
- They are even more crucial in neighborhoods that are being redeveloped aggressively, where affordable housing and increased density are changing the structure of the community.
- These facilities help to ensure that new and existing residents have essential services close to home. Especially, where the residents will be enjoying the benefits of walking distances to the facilities, or take advantage of transportation like LRT and BRT.
- Keep and invest in smaller facilities, they serve the people that Mega Center cannot.



MDP and GamePLAN



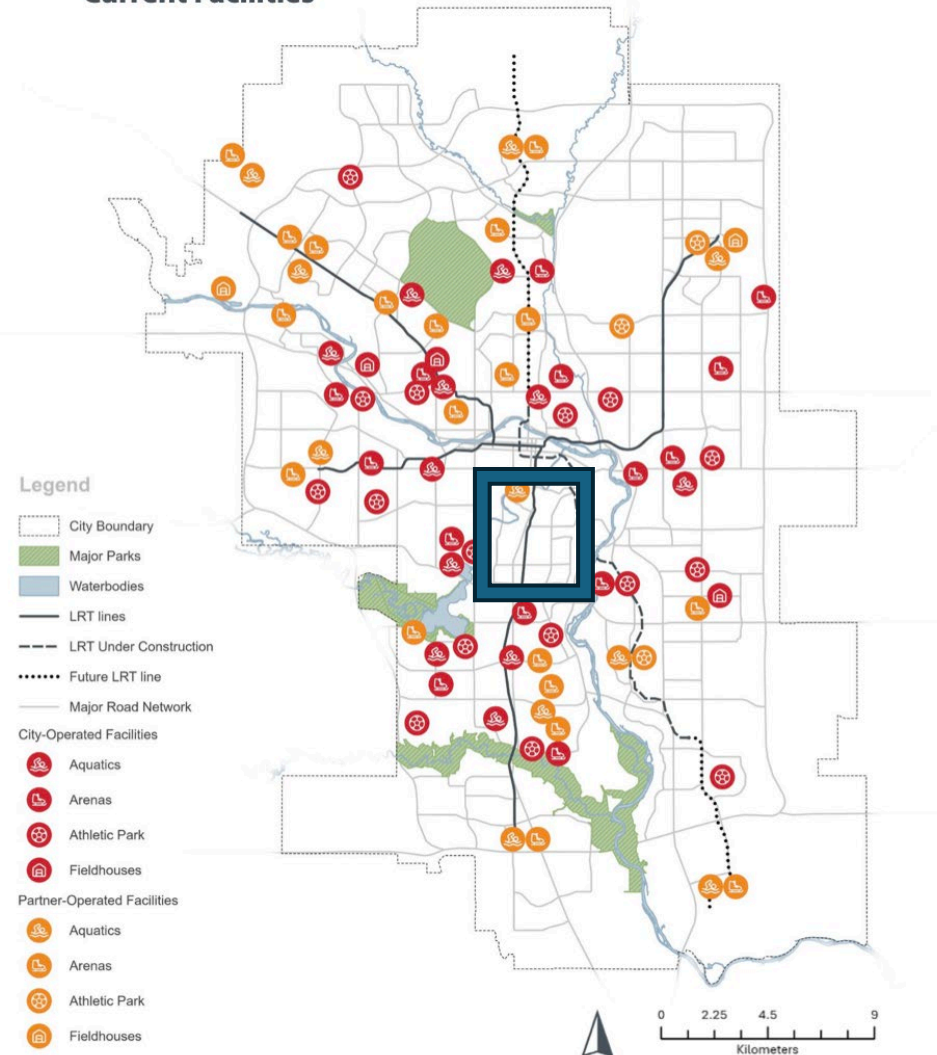
- The City’s Municipal Development Plan acknowledges that Recreation, which includes Sport, plays an important role in:
 - i. building complete, strong and great communities;
 - ii. adding to the cultural vitality of the city;
 - iii. contributing to economic development and prosperity;
 - iv. fostering active and vibrant neighbourhoods; and
 - v. sustaining healthy communities by promoting active living
- Currently The Calgary Plan is proposed to replace MDP and to guide how Calgary will grow and change over the next 30 years and set the direction for future land use and mobility decisions and inform servicing and investment decisions.
- The Calgary Plan is on pause, where does this leave the GamePLAN?



Density & Recreation

- It is almost everyday there is a number of developments being approved in the urban communities.
- These developments are designed to increase density and promote affordable housing, ideally situated near transit, with a focus on walkability, biking, and reducing the community's carbon footprint.
- Where are these new residents going to go for sport/recreational activities?
- The response from survey indicates that residents would want to see improved access to facilities using a variety of options and proximity to the facility, driving and sit in traffic is not a desired outcome.
- The GamePLAN argues that outdated facilities will prevent the City from achieving its net-zero emissions target by 2050. However, what will be the impact of increased traffic to larger, more distant facilities—will it truly support these sustainability goals, or will it contribute to higher emissions due to longer commutes?

Current Facilities





Service Standards 2018 vs. 2025



2018 Population of 1,267,344
Sports of Life Policy

Schedule 1 - Infrastructure Targets

The following infrastructure targets align with The City's facility development and enhancement studies. These targets support transparent, data driven conversations between Administration and the Sport Sector.

Infrastructure type	Population target
25 meter pool	72,000
12 meter x 20 meter deep water tank	72,000
court gymnasium	72,000 / pair
mac - multi activity court / field	72,000
twin ice rink	64,000
multi - purpose room	72,000 / pair
group exercise studio	72,000 / pair
50 meter pool	450,000
artificial turf field	353,000 / pair
class a / b field	22,100
class c field	14,600
class d field	1,600

These infrastructure targets must be considered within a sustainable strategy for recreation infrastructure which (i) promotes operational efficiency and site optimization; (ii) aligns with the Triple Bottom Line Policy and Access Design Standards; (iii) contributes to equitable distribution of infrastructure across the City; (iv) optimizes infrastructure by extending available play time; and (v) balances use by Organized Sport with public access.

2025 population of 1,523,000
Game PLAN policy

Service standards provide a baseline to measure current service levels in Calgary.

In addition to the primary indicators above, service standards consider multiple other factors, including:

- community planning considerations,
- previous studies on amenity access, participation trends and market demands (e.g., *Arenas Facilities Study, 2021*) and
- existing policies (e.g., *Sport for Life Policy, CP2018-03*).

For the purpose of GamePLAN, service standards use the most universally applicable and understandable indicator to propose service level scenarios to which Calgary should aspire: per capita service provision.

Facility type	Per capita service standard*
Aquatics	1:75,000
Ice Sheets	1:32,000
Fieldhouses	1:150,000
Athletic Park Fields	1:22,000**

*Ratios are based on the number of recreation facilities per service population.

**Class A/B & artificial turf fields.



Service Standards 2018 vs 2025



- If the service standard for aquatic facilities changes from 1 x 72,000 residents to 1 x 75,000 residents, it effectively reduces service levels by increasing the number of people served per facility.
- Key Differences:
 - 1 x 72,000 → More facilities relative to population, better access, lower crowding.
 - 1 x 75,000 → Fewer facilities relative to population, increased crowding, reduced availability of programs and swim times.
- While a difference of 3,000 people per facility may seem small, it has a cumulative impact as Calgary's population grows. For every 300,000 new residents, this change means four fewer facilities compared to the previous standard.
- At a time of rapid urban densification and increasing demand for accessible recreation, service levels should be improving, not declining.
- The 2025 service standards reflect the current situation and should not be used as a baseline for determining future service capacity, especially given that aquatic facilities are already in a critically underserved state.



Current State of Aquatics Fitness



Service level scenario comparison

In 2024, there were more than 24 thousand waitlisted swim lesson registrations at City-operated facilities (*Note: a participant can be on more than one waitlist*). This means The City would have to increase swim lessons by 50 per cent to meet current demand. As a result of their limited functionality and capacity constraints, these facilities can be underutilized as people move to newer facilities that can better meet their needs. This puts pressure on newer recreation facilities that are quickly finding themselves at capacity.

GamePLAN 5.1.3

	Going Under	Staying Afloat	Making Waves
Facility distribution	Gaps in service	Improved	Equitable across the city
Swim lessons (per capita)	30% fewer	10% more	40% more
Ice sheets	40% fewer bookable hours	Same bookable hours	25% more bookable hours
Fieldhouses/athletic parks	Same bookable hours	2X bookable hours	2.5X bookable hours
Overall service	↓	↔	↑
Annual capital investment*	\$0-30M	\$100-150M	\$200-250M

- While service standards for other sports and recreational activities have been enhanced, the standards for aquatic facilities have been reduced, failing to accommodate the increasing and future demand.

Larger Facilities are just as welcome as Community based facilities



- The reason why established communities place high priority on smaller, community-based facilities is because they have proven to fulfill the needs of the local and surrounding communities.
- Yes, some facilities need upgrades, retrofitting, basic upkeep work and it is expected from the City administration to implement those as it is implied in a “social contract” between the residents and administration.
- Simply shutting pools because of maintenance or required upkeep is irresponsible. Planning to spend millions on demolishing as opposed to lower cost to keep the pools just as irresponsible.
- Larger facilities are to be built, but not at the expense of changing people’s lives, habits and commitments.



GamePLAN

Aquatic Community Feedback

Need for GamePLAN is accepted – and to be encouraged.

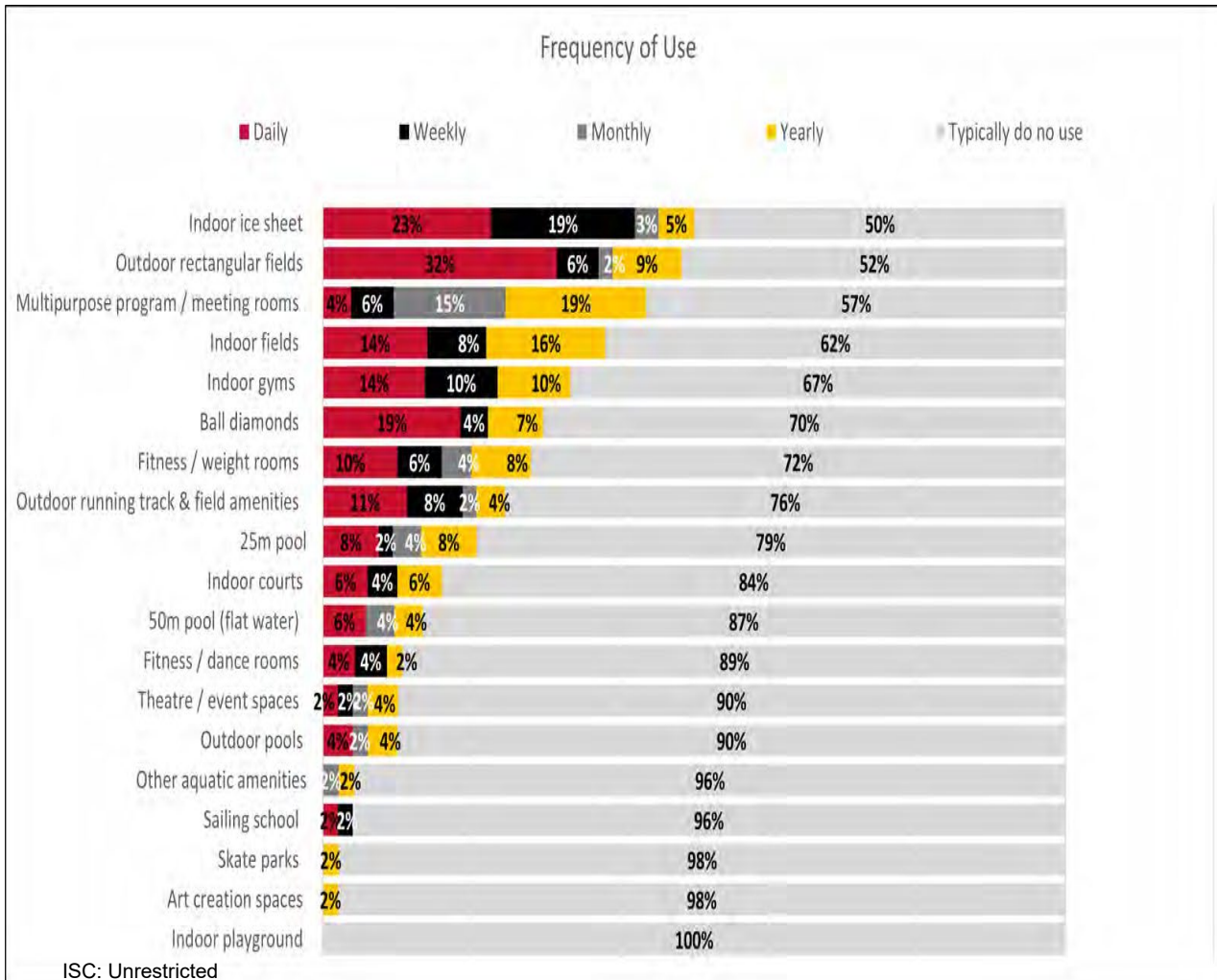
However, this GamePLAN can be better.

Ask yourself: does it set the vision Calgary wants for recreation? For aquatics? For the inner city?

WE CAN DO BETTER!



Research Observations



Research and Outreach appear lacking

- Only 5 /93 consulted groups were aquatic user groups (WWH: p. 2, 7, 11)
- 5/5 aquatic user groups said more 25 m pools needed (WWH: p. 15)
- 80 % of user groups did not typically use a flat water pool in a year
- Research very much focused upon youth activity, not Active for Life or safety
- Were inner city concerns caught?

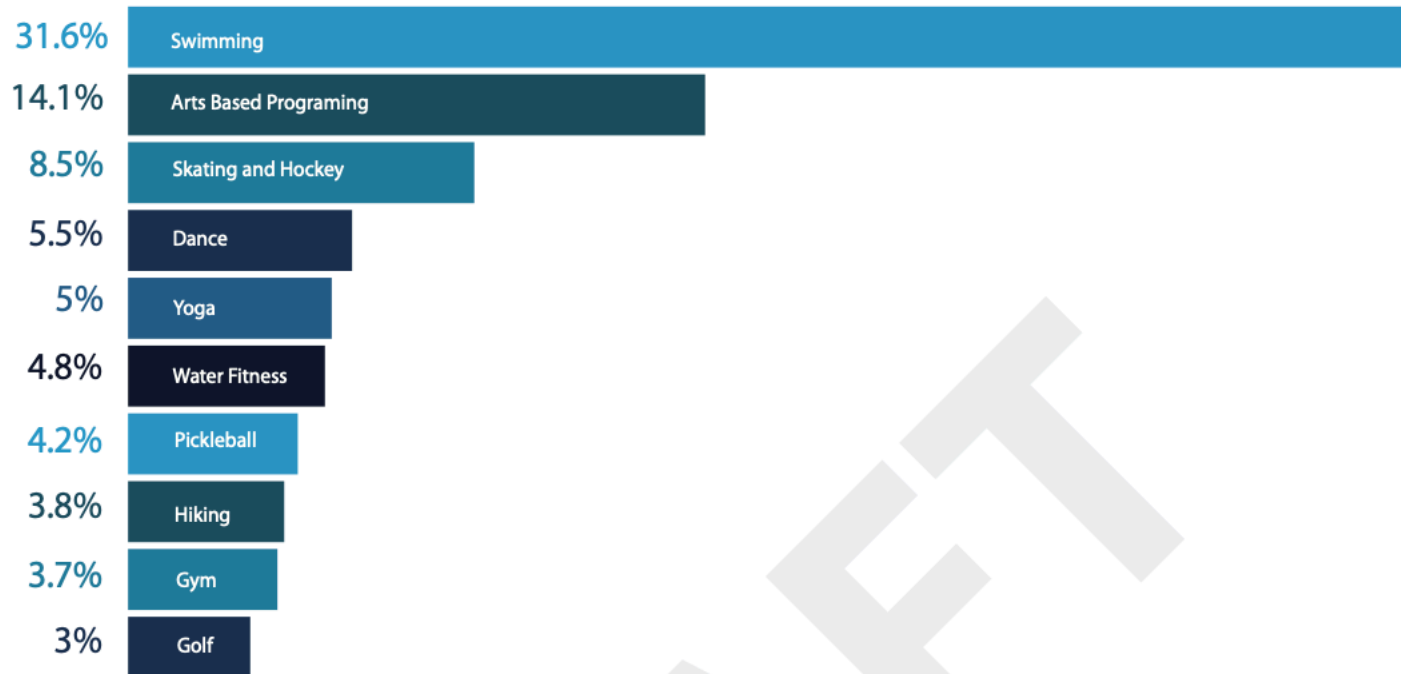


Even with these slights – Plan does not reflect the data!



Programming and Activities

Programming and activities mentioned most frequently by respondents.



Swimming and Water fitness together are 36.4 % - about 2.5 times more than next highest

From page 120

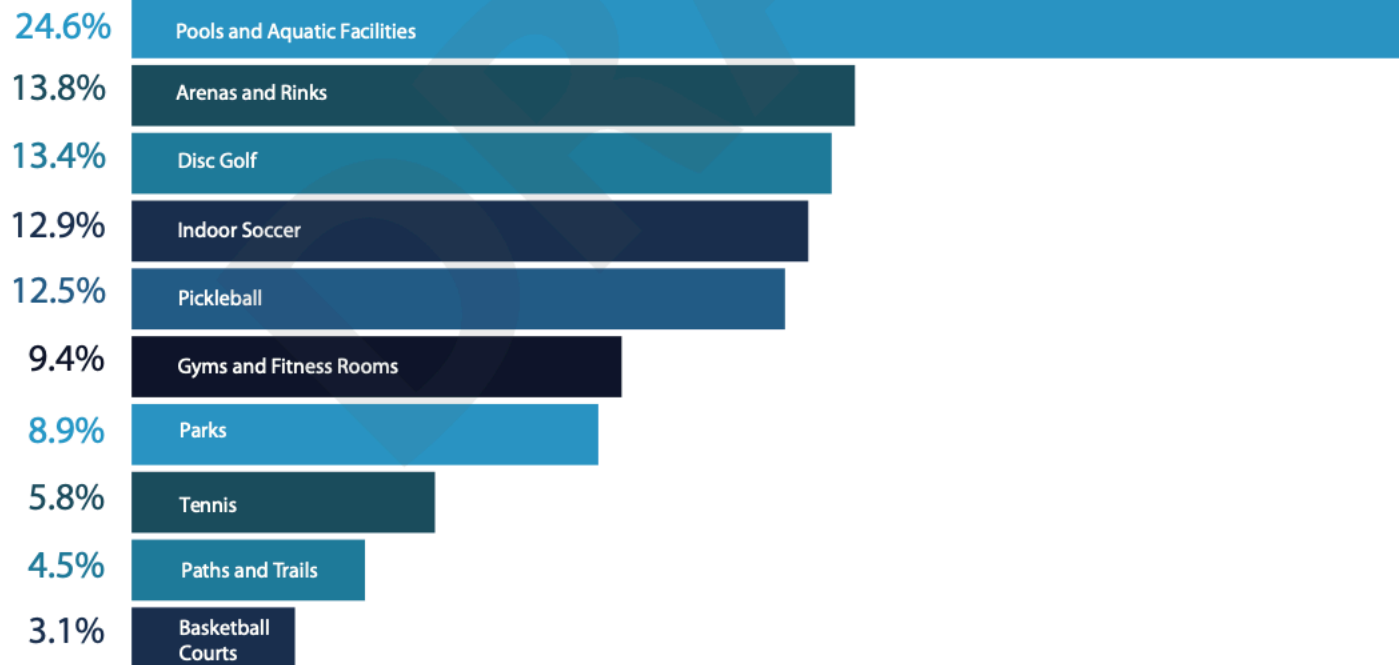


Even with these slights – Plan does not reflect the data!



Facilities and Amenities

Facilities and amenities mentioned most frequently by respondents.



From page 120

**Almost Double
Why then are arenas and rinks
higher increase than aquatic
lanes in the plans?**



Even with these slights – Plan does not reflect the data!



Survey Question #8: What recreational programs and services would you like to see more of?

This question was asked to all respondents. The most frequently mentioned requests are provided below.

Active Recreation Programs

- Swimming (including alternative programs like aquafit or diving)
- Yoga
- Dance (including Zumba)
- Soccer
- Skating
- Pickleball
- Walking groups

Other active recreation programs include: basketball, volleyball, tennis, cricket, hockey, martial arts, spinning, pilates, golf, rock climbing and more.

Active Recreation Facilities and Amenities

- Pools (additional swimming facilities, including outdoor pools)
- Skating rinks (additional arenas, including outdoor rinks)
- Running tracks (allow for running and walking indoors)

Other active recreation facilities include: tennis courts, pickleball courts, gyms and weightlifting amenities, fieldhouses, outdoor exercise equipment, golf courses and more.

Leisure, Arts, and Community Programming

- Arts classes (such as pottery and painting)
- Cooking classes (including nutrition programming)
- Drama / musical theatre
- Music classes

Other leisure programs include: woodworking, paint nights, and community events.

Program Types

- Drop-in program slots (to alleviate challenges with registration and booking)
- Alternative program times (daytime programs, outside of 9-5 hours, evening programs)
- Outdoor programming (sports and active recreation provided outdoors, as well as nature education and outdoor skills)
- Women-only / girls-only programs
- Seniors programs (including older adults, e.g., 50+)
- Teen programs (e.g., learn to lift weights, sport-specific and social activities)
- Disability-friendly programs (including sensory-friendly or physical limitations)
- "Learn to" programs to learn a new sport or skill, including programs for seniors and adults (e.g., learn to swim, learn to skate)
- Trial classes (opportunity to try a class or activity once before deciding whether to commit to a full program)

While many of these programs are currently available, respondents' lack of awareness and difficulty with registration platforms may be contributing to the overlap in existing recreation opportunities and future program requests.

- **All Aquatic user groups indicated need for more 25 m pools**
- **Swimming (+aquafit, diving) was most frequently mentioned request for more programs**
- **Pools most frequently mentioned request for more facilities**

No link between data and outcome

- 1:75000 target for aquatic facilities
 - Way below other cities
 - Considerably below current state
 - ignores data seeking more aquatic facilities
 - Fails to account for geography
 - Fails to measure what is important
- Swim lane targets (app 2)
 - Where is data? Where is comparators?
 - Will this fill the gap?
 - No Geography again



Amenities	Calgary <i>population* 1,491,900</i>		Edmonton <i>population 1,010,899</i>		Toronto <i>population 2,794,356</i>		Medicine Hat <i>population 63,271</i>	
	Number	Provision	Number	Provision	Number	Provision	Number	Provision
Indoor Aquatics Facilities	24	1:62,000	21	1:48,000	59	1:47,000	3	1:21,000
Ice Sheets	54	1:28,000	31	1:32,000	65	1:43,000	5	1:13,000
Fieldhouses (Open Span Facilities)	5	1:298,000	9	1:112,000	9	1:310,000	2	1:32,000
Athletic Park Fields (Class A/B or AT Field)	30	1:50,000	39	1:25,000	119	1:23,000	1	1:63,000

**Based City of Calgary 2024 Mid-Year Progress update Estimate*

No link between data and outcome

- Swim Lesson targets
 - Even gold-standard fails to meet current gap
 - 50% increase in 2024 to accommodate waiting list; yet goal is 40% improvement by 2050!
 - Measuring wrong thing – measure swim lesson capacity
- Swimming can save lives – for the City at the confluence of the Bow & Elbow rivers!



In 2024, there were more than 24 thousand waitlisted swim lesson registrations at City-operated facilities (*Note: a participant can be on more than one waitlist*). This means The City would have to increase swim lessons by 50 per cent to meet current demand. As a result of their limited functionality and capacity constraints, these facilities can be underutilized as people move to newer facilities that can better meet their needs. This puts pressure on newer recreation facilities that are quickly finding themselves at capacity.

Calgary **Service level scenario comparison** CD2025-0047
Attachment 4

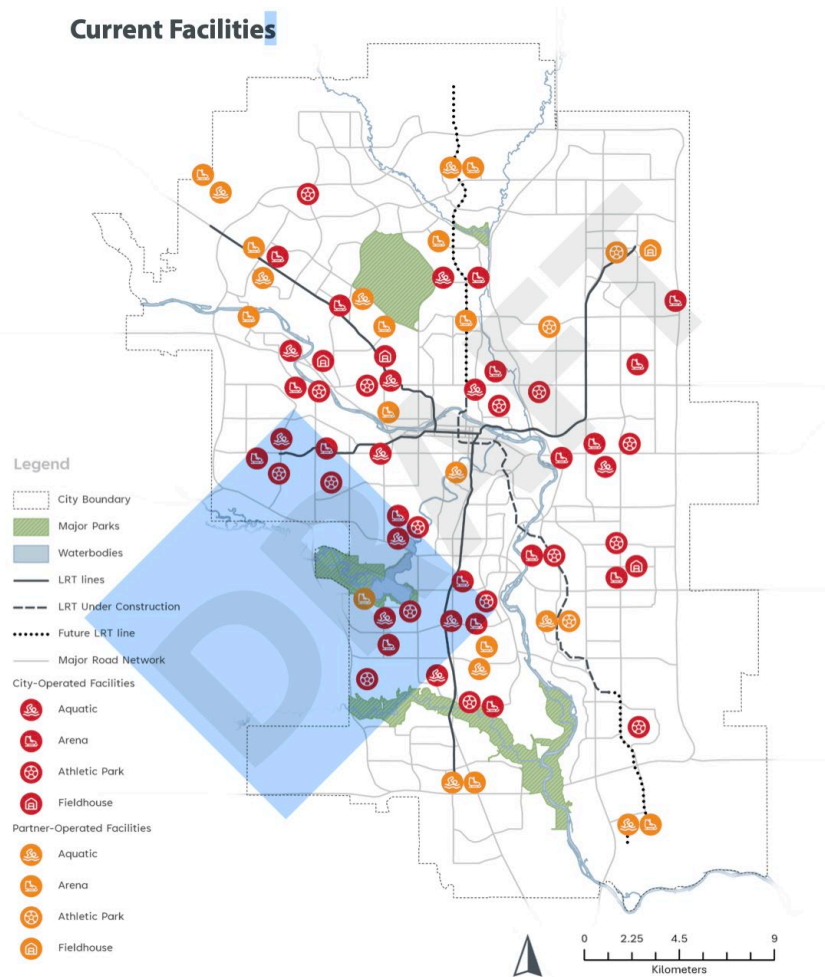
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Overall service	↓	↔	↑
Annual capital investment*	\$0-30M	\$100-150M	\$200-250M



Geography? Inner City?



Current Facilities



Plan appears very car-centric

- 5-10 km travel goal (compare to data)
- Plan foresees closing older/inefficient facilities in favour of larger multi-purpose
 - BUT: those closures are inner city
 - No requirement to replace in proximity
 - Space constraints in inner city make multi-purpose more difficult...

Survey Question #7: Please tell us more about why you or your family don't currently attend a recreation program, facility, or participate in sport.*

*This question was only asked to those who identified as non-recreation users.

- There are no facilities nearby / I'm not sure of where my nearest facility is located / Facilities are not accessible without a car
- Facilities are too busy / Programs are full
- Programs are too limited / They do not have what I would like to participate in / I'm not sure what programs are available
- Programming does not meet the needs of me and/or my family (e.g., seniors, children with disabilities)



Public Submission

CC 968 (R2024-05)

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the *Freedom of Information and Protection of Privacy (FOIP) Act* of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making and scheduling speakers for Council or Council Committee meetings. **Your name and comments will be made publicly available in the Council or Council Committee agenda and minutes.** If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

Please note that your name and comments will be made publicly available in the Council or Council Committee agenda and minutes. Your e-mail address will not be included in the public record.

ENDORSEMENT STATEMENT ON TRUTH AND RECONCILIATION, ANTI-RACISM, EQUITY, DIVERSITY, INCLUSION AND BELONGING

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

First name [required] Joanne

Last name [required] Nowak

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Standing Policy Committee on Community Development

Date of meeting [required] Feb 6, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters 7.1.

Are you in favour or opposition of the issue? [required] In favour



Public Submission

CC 968 (R2024-05)

ATTACHMENT_01_FILENAME

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Dear Council,

I'm writing in support of GamePLAN and the recognition that parks and recreation are not just amenities, but essential city infrastructure. Too often, these spaces are treated as nice-to-haves rather than as fundamental to how we build a thriving, future-ready Calgary. The depth of research in this plan is encouraging—it takes seriously what many residents already know: parks, pathways, and recreation centers are core to a well-functioning and thriving city.

Recreation spaces are where community life happens. They shape how people experience the city, how neighborhoods stay vibrant, and how we attract and retain families. But like other infrastructure, they need sustained investment, long-term planning, and coordination to ensure they can meet the demands of a growing population. Strengthening the teams that run these spaces and fostering more collaboration between sectors will help build a more resilient system—one that doesn't just keep up with growth but enhances Calgary's ability to compete as a livable, world-class city.

I encourage Council to elevate recreation as a core pillar of city-building. A Calgary that prioritizes these spaces isn't just investing in leisure—it's investing in the foundation of a connected, healthy, and dynamic city. One where we invest in what makes a neighbourhood a home.

Sincerely,

Joanne (Joey) Nowak
Calgary Resident



Public Submission

CC 968 (R2024-05)

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The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

First name [required] Marina

Last name [required] Ortman

How do you wish to attend? In-person

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to comment on? [required] Council

Date of meeting [required] Feb 25, 2025

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

[required] - max 75 characters GamePLAN

Are you in favour or opposition of the issue? [required] In opposition

ATTACHMENT_01_FILENAME

GamePLAN comments MGO.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Madam Mayor and Members of Council,

The research conducted by the Department of Recreational and Social Services is insufficient, as it is based on input from only 0.004% of the city's population. This sample size is far too small to make informed decisions that affect the entire community, particularly when it comes to the diverse needs of inner-city residents.

I advocate for a delay in the GamePLAN, an expansion of the research process, and a revision of the service standard for aquatics. To truly ensure that public recreation services are inclusive, accessible, and sustainable, it's crucial to involve more voices and gather data from a broader cross-section of the population. Expanding the research and updating the service standard will help create a more effective and equitable plan that better serves all Calgarians, particularly in underserved inner-city areas.

Sincerely,

Marina Ortman

Chief Administrative Officer's Report to
Executive Committee
2025 February 11

ISC: UNRESTRICTED
EC2025-0082

Chief Administrative Officer's Year End Report

PURPOSE

This report informs Council, Calgarians, and employees on The City's various initiatives from Q2 to Q4 2024. It reflects and highlights key milestones, achievements and challenges encountered during this period and provides insights into the ongoing efforts to support Council's direction and advance their priorities. Looking ahead to 2025, this report signals a transition where council can anticipate focused updates that align with our commitment to transparency, accountability, and continuous improvement.

PREVIOUS COUNCIL DIRECTION

Attachment 1 contains background information and previous council direction.

RECOMMENDATIONS:
That Executive Committee recommends, Council receive this report and presentation for the corporate record.
RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2025 FEBRUARY 11:
That Council receive this report and presentation for the Corporate Record.

Excerpt from the Minutes of the 2025 February 11 Regular Meeting of the Executive Committee:

"A Revised Attachment 8 was distributed with respect to Report EC2025-0082.

Moved by Councillor Wong

That with respect to Report EC2025-0082, the following be approved, **after amendment**:

That the Executive Committee recommend that Council receive this report and **revised** presentation for the Corporate Record.

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

MOTION CARRIED"

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

The Chief Administrative Officer concurs with the recommendation in this report.

Chief Administrative Officer's Year End Report

HIGHLIGHTS

- The City of Calgary is a large, complex organization, and it is important for Calgarians and members of Council to have line of sight from the Chief Administrative Officer into the work undertaken which advanced 2024 priorities.
- This report contains useful information in multiple attachments:
 - Better Every Day (Attachment 2), featuring a new layout to improve shareability, is a selection of stories that showcase work in priority areas. These stories help showcase the impact that City services have on the lives of Calgarians from the perspectives of citizens, employees, and partner organizations. This edition features three stories highlighting work in the areas of public safety, support for local business and housing.
 - A list of anticipated reports to Committees and Council 2025 (Attachment 3).
 - Previous Council motions from April to December 2024 (Attachment 4).
 - A list of Notices of Motion year-to-date in 2024 (Attachment 5).
 - A list of Administrative Inquiries to-date in 2024 (Attachment 6).
- Attachments 4-6 support increased transparency into the work directed by Council to Administration by providing a single source for sharing back motions and Notices of Motion, and Administrative Inquiries.
- A Full Time Equivalents summary (Attachment 7) includes City Administration and Calgary Police Service information as of 2024 December 31.
- The presentation (Attachment 8) includes reflections on accomplishments, highlights, and challenges including openings and groundbreakings on significant capital projects, as well as updates on priority areas. The presentation also includes forward looking information for 2025.

DISCUSSION

Report Attachments

Additional information about the content found within the attachments is outlined below.

Better Every Day Q4 2024 – Attachment 2

This section shares a small selection of stories about City services told from the perspective of our employees, partner organizations, or citizens. The layout has been recently updated to make it easier to read and share. Focus areas include public safety, housing and support for local business.

Reports to Committee and Council 2025 – Attachment 3

The Executive Leadership Team maintains a calendar of reports, that are in development, to be presented to Committee and Council. This document details the schedule of reports and is subject to change. It does not include reports with dates that are still to be determined.

Council Motions April to December 2024 – Attachment 4

This attachment outlines all Motions passed by Council between April to December 2024.

Notices of Motion 2024 – Attachment 5

This attachment outlines Notices of Motion by members of Council to-date 2024.

Chief Administrative Officer's Report to
Executive Committee
2025 February 11

ISC: UNRESTRICTED
EC2025-0082

Chief Administrative Officer's Year End Report

Administrative Inquiries 2024 – Attachment 6

This attachment outlines Administrative Inquiries to-date in 2024.

Chief Administrative Officer's Report to
Executive Committee
2025 February 11

ISC: UNRESTRICTED
EC2025-0082

Chief Administrative Officer's Year End Report

Full Time Equivalents Summary – Attachment 7

The document provides an overview of budgeted full-time equivalents (FTEs) in City Administration and Calgary Police Service, for the end of the third and fourth quarters (September 30th and December 31st). An FTE is a full-time position (35 to 40 hours per week) or a combination of positions (in whole or in part) that provides the same number of work hours as a full-time position.

Presentation – Attachment 8

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, Environmental and Economic Implications

This report and its attachments support the advancement of Council's direction by helping to ensure a collective focus on shared priorities and objectives between Council and Administration. Future reporting will be combined with other corporate reporting for improved line of sight.

Service and Financial Implications

No anticipated financial impact

RISK

This report provides the opportunity to share insights on the operation of the organization directly with Council. This report, in combination with other corporate reporting, supports risk reduction by sharing information with Council.

ATTACHMENTS

1. Background and Previous Council Direction
2. Better Every Day Q4 2024
3. Reports to Council and Committee 2025
4. Council Motions April to December 2024
5. Notices of Motion 2024
6. Administrative Inquiries 2024
7. Full Time Equivalents
8. **Presentation**

**Chief Administrative Officer's Report to
Executive Committee
2025 February 11**

**ISC: UNRESTRICTED
EC2025-0082**

Chief Administrative Officer's Year End Report

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth	Chief Administrative Officer	Approve

Author: Dawn Lundquist, A/Chief of Staff, Chief Administrator's Office

City Clerks: C. Doi / A. Lennox

Background and Previous Council Direction

Background

The Chief Administrative Officer's Quarterly Report is a tool used by the Chief Administrative Officer (CAO) to share information with Council and Calgarians about City services and work underway within the organization to support Council's direction and advance important initiatives. The report supports a modernized government and the delivery of Council's priorities as identified through the Shared Strategic Agenda.

Context

The City of Calgary is a large, complex organization, and it is important citizens and members of Council have line of sight into the work underway to advance Council's priorities from the CAO. This report increases transparency into the work directed by Council to Administration and provides a single source for sharing back motions and Notices of Motion, and outstanding Administrative Inquiries.

Previous Council Direction

Recommendation of Executive Committee, 2024 April 16:

- That Council receive this report and presentation for the corporate record.

The Chief Administrative Officer's Q1 2024 report EC2024-0386 was added to the Council agenda 2024 April 30 as item 7.17 on the Consent Agenda.

- The Consent Agenda was adopted and carried.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
16-April-2024	EC2024-0386	Chief Administrative Officer's Quarterly Report Q1 2024
06-Dec-2023	EC2023-1109	Chief Administrative Officer's Quarterly Report Q3-Q4 2023
12-Sept-2023	EC2023-0731	City Manager's Quarterly Report Q2 2023
06-June-2023	EC2023-0315	City Manager's Quarterly Report Q1 2023
24-Jan-2023	EC2022-1229	City Manager's Quarterly Report Q3-Q4 2022
05-July-2022	C2022-0791	City Manager's Quarterly Report Q2, 2022
12-April-2022	C2022-0393	City Manager's Quarterly Report Q1, 2022
12-April-2022	C2022-0472	2023-2026 Service Plans and Budgets – Moving Forward Together
20-Dec-2021	C2021-1573	City Manager's Quarterly Report Q3/Q4 2021
13-Sept-2021	C2021-1056	City Manager's Quarterly Report Q2 2021
12-April-2021	C2021-0446	City Manager's Quarterly Report Q1 2021
29-June-2020	C2020-0699	Administration's Rethink to Thrive Strategy

Better Every Day



THE CHIEF ADMINISTRATIVE OFFICER'S YEAR END REPORT

AN INSIDE LOOK AT THE CALGARY TRANSIT AMBASSADOR PROGRAM

Picture yourself stepping onto the CTrain for your daily commute. In a sea of faces, you catch the eye of another rider who gives you a friendly smile and warm greeting. You wonder for a moment if you've met this person before, as you're taken back by their kindness. A quick glance at their red vest and you realize they're no stranger, they're part of Calgary Transit's Ambassador program.

This dedicated team of over 50 people spend their days helping Calgarians feel safe and welcome while riding the CTrain or waiting at stations. From giving directions and fare information to managing service disruptions and sparking conversations, the Transit Ambassadors help customers navigate routes and solve problems.

Joevis Sumpter is the Supervisor and Lead of the Transit Ambassadors and has been a part of the team since it started in 2022. As part of The City's larger [Public Transit Safety Strategy](#), the ambassadors are trained to create a safe and welcoming environment to help reduce the number of incidents.

"Our main thing is to enjoy people and have positive interactions. We're ensuring that they're safe and well taken care of," explains Sumpter. "The program was designed to improve a sense of safety on Calgary Transit and also to rebuild our community trust between our riders, our drivers and transit overall."

While the team isn't tasked with checking fares or enforcing bylaws, their job is to make people feel safe with a visible presence and support riders when they need it.

"If someone is in trouble, they're welcome to come to us and we will provide them with safety resources by removing them from the situation and asking for the Peace Officers to come and intervene," he explains. "We're there to give a helping hand and guide them where they need to go."



Ambassador Candice Mann hands out a sticker to a young rider



For more information on Calgary Transit's commitment to safety, visit calgary.ca/TransitSafety

As the program celebrates its two-year anniversary, Sumpter says it's clearly having a positive impact on riders. While his top priority is keeping people safe, he's also known for his friendly fist bumps and smiles.

"In our day-to-day travels, we get a lot of feedback sharing that people are happy we're there, in case they are lost or have any questions," says Sumpter. "If you want to tell a joke to us, we're there to listen and share and swap jokes. Anything you want to discuss, we're there for you," he adds.

Nik Vig recently joined the team after working as a Calgary Transit Shuttle Bus Driver and loves having the opportunity to help people and make an impact.

"I've been with the team for over six months now, and I'm loving every second of it," says Vig. "The idea is that we are doing one interaction at a time to try and build the sense that our riders are important to us, and they matter."

"I remember there was a lady by herself during one of the service disruptions late in the evening. It was kind of cold and English wasn't her first language – a definite barrier in communication. I walked her away from the platform, up the walkway, all the way to the shuttle and stood with her until the bus came so she felt better," he adds.

"Before leaving, she said I reminded her of her son. That's something that makes all of this so worth it in terms of the experiences we're able to provide for people. So that stood out with me. And the hugs and the smiles of course, every day. I love it."

Candice Mann also joined the ambassador team after working for Calgary Transit as a driver for 13 years and is known for handing out stickers and tattoos to riders.

"I love to make people happy. Helping somebody get to where they have to go makes my job worth it," she explains. "When I see somebody on their phone and they're looking at a map, I stop and ask if they need directions to get somewhere."

Above all, she agrees interacting with people is the best part of the job.

"We helped a lady who moved here from up North and had nowhere to go, no job or anything. She had a shopping cart full of all her personal belongings. She was so upset and didn't know what to do – everyone had turned her down. We told her about The Alex Centre and escorted her there, and to this day I have not seen her again." 🙏

Members of The City's Transit Ambassador team, left to right: Nik Vig, Joevis Sumpter and Candice Mann ▼

CALGARY TRANSIT AMBASSADORS WORK MULTIPLE SHIFTS BETWEEN 6:30 A.M. AND 9 P.M. EVERY DAY AND CAN BE FOUND AT CTRAIN STATIONS OR RIDING THE SYSTEM.



SECOND ANNUAL HOUSING CONFERENCE HOSTS HUNDREDS



On November 26, City Administration's Housing Team hosted its second annual Housing Conference. The event, held under the theme, Housing Partnerships: Working Together to Address Calgary's Housing Crisis, brought together more than 250 professionals from the housing sector – a diverse mix of builders, non-profits, community members and agencies – to discuss innovative solutions to the city's housing challenges.

The conference began with a moving prayer from Elder Jackie Bromley, a cultural leader, teacher and residential school survivor hailing from the Kainaiwa Nation in southern Alberta. Mayor Gondek followed with opening remarks emphasizing the collective responsibility to addressing the housing crisis, stressing housing affordability impacts everyone in the community, which requires a collaborative and collective community effort to help our fellow Calgarians.

Attendees participated in several panel discussions and presentations, focusing on:

- **Leveraging Partnerships in Mixed-Income Housing**
- **Innovative Approaches to Building Housing in Calgary**
- **Housing Policies & Partnerships That Work: Addressing Calgary's Housing Crisis**
- **Housing for Indigenous People and Equity Deserving Populations**

Another highlight of the day was a fireside chat with Bernadette Majdell, CEO, HomeSpace Society, and Alan Norris, Managing Partner, Real Estate, Brookfield, discussing how public-private partnerships can be leveraged to build more affordable housing.




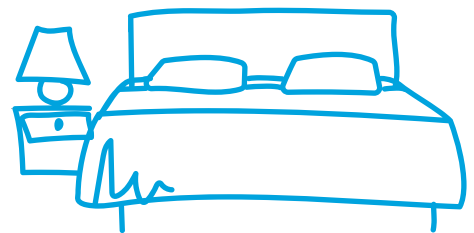


The entire day offered thought-provoking perspectives on how Calgary can move forward with innovative, inclusive, and sustainable housing strategies.

Feedback gathered from participants in a post-event survey revealed overwhelmingly positive responses. Many attendees said the conference left them feeling inspired, informed, and motivated to continue focusing on collaboration and partnerships. They praised the event for its diversity of perspectives, the quality of the discussions, and the tangible steps outlined for moving forward.



OVERALL, THE CONFERENCE SUCCEEDED IN CREATING AN ENVIRONMENT WHERE PROFESSIONALS ACROSS CALGARY'S HOUSING SECTOR COULD UNITE IN THEIR SHARED GOAL OF ADDRESSING THE CITY'S HOUSING NEEDS AND BUILDING A MORE INCLUSIVE FUTURE. 



SUPPORTING NEW ENTREPRENEURS: THE BUSINESS EXPERIENCE PROGRAM

Starting a new business can be a daunting journey for anyone. From understanding licencing to navigating health and safety permits, the information can be overwhelming.

That's where The City's [Business Experience program](#) comes in, giving new entrepreneurs the one-on-one support they need to take ideas from concept to reality.

Launched 2022, the program assigns every new business licence applicant with a file manager who ensures they understand the process and apply for the right permits to create faster outcomes. The file manager is there to guide applicants through each step of the application and answer any questions along the way.

Ann Sager is a Business Experience Representative and has been part of the team since the program began.

"There's a lot of information to sift through, so we're able to break it down into chunks and explain why and how they need to move forward," she explains. "I love helping people and making sure they have the knowledge they need to open a business. It's super rewarding and fun to be part of that journey."

"We advise them and reach out along the way about what's required, what's outstanding and what they can expect. We also field lots of questions about who to contact at Alberta Health Services or the Fire Department, how Alberta Liquor and Gaming Commission (AGLC) works, how Alberta Motor Vehicle Industry Council (AMVIC) licensing works. We pretty much guide the new business through the business licensing process," adds Sager.

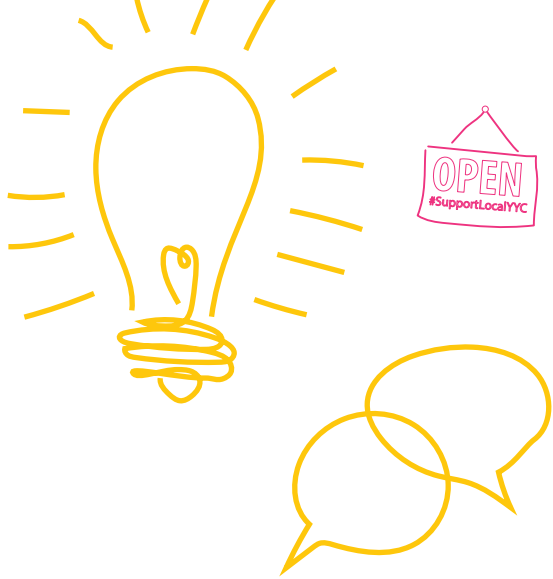
Launching a business can be even more overwhelming when you're new to the city, which is why the Business Experience team also partners with community organizations like the Calgary Catholic Immigration Society (CCIS) to help newcomers understand what it takes to start a business.

Members of the Business Experience team present at CCIS's seminars, which is part of their 10-week [Newcomer Entrepreneur Program](#).

"It's a class for entrepreneurs that are new to Canada, and we have been invited to help students go through the business licencing process. We educate them about the purpose of a business licence, why you need one, and why they're important for public safety," says Sager.

Bibiana Cala is the Entrepreneurship Programs Coordinator for CCIS and says it's been helpful for newcomers to connect directly with The City during the seminars.

"It's been so important, and I know because I'm an immigrant. I was there 16 years ago when I opened my first business as well. It's a little bit intimidating, so seeing a person and having a name makes things way easier," says Cala. "It breaks down a bit of the barrier between a newcomer and the government."



Ann Sager, Business Experience Representative, explains the benefits of The City's Business Experience program. ▶


"They show us the process you need to go through for license and registrations with The City. We're constantly learning about new programs and new services from The City. They provide us with contact information to follow up directly with them because they have a lot of specific questions about their businesses," she explains.

CCIS offers four intakes for their entrepreneurship program each year with around 20 successful applicants in each group. The next intake for January 2025 is already full.



"PEOPLE REALLY APPRECIATE THE PROGRAM. THEY TELL ME, 'I CAN'T BELIEVE THIS IS A FREE PROGRAM!' IT BLOWS THEIR MINDS BECAUSE THAT DOESN'T HAPPEN IN THEIR COUNTRIES. THAT'S WHY I'M SUPER PASSIONATE ABOUT MAKING A GOOD PROGRAM AND HAVING THE CITY INVOLVED IS AMAZING. IT JUST BREAKS THOSE BARRIERS TO KNOW THAT THE GOVERNMENT IS THERE FOR THEM," ADDS CALA.

As for the Business Experience Team, they're happy to play a key part in launching successful businesses.

"What I love about the program is I'm able to develop a relationship with people. It's really fun to see a business owner that had no idea what they're doing in the beginning to get their licence at the end," says Sager. 

For more information on the Business Experience program, visit calgary.ca/Business.



Reports to Council and Committee 2025

Committee	Committee Date	Report Title	Purpose
Executive Committee	11-Feb-2025	2025 Capital Budget Recast	Continuation of capital budget adjustments to better align annual budgets with anticipated cash flows.
Executive Committee	11-Feb-2025	Chief Administrative Officer's Year End Report	This report informs Council and Calgarians on key initiatives in 2024, and provides insights into the ongoing efforts to advance Council's priorities.
Infrastructure and Planning Committee	12-Feb-2025	The Calgary Plan	Item referred from December 11 2024 IPC meeting.
Infrastructure and Planning Committee	12-Feb-2025	Multiple Municipal Historic Resource Designations - Winter 2024	Administration recommending that IPC recommend Council approval of two historic buildings (two bylaws) and eight cultural landscapes (condensed into 4 bylaws).
Infrastructure and Planning Committee	12-Feb-2025	Bearspaw South Feeder Main: Service Reliability and Redundancy	As work is ongoing, the team is seeking to bring regular updates to Council
Audit Committee	13-Feb-2025	Audit Committee 2024 Year-End Report	This report is the final update on the activities of Audit Committee for 2024
Audit Committee	13-Feb-2025	City Auditor's 2024 Year-End Report	This report is a retrospective summary of highlights from 2024, reflecting the assurance, advisory and investigative role of the City Auditor.
Audit Committee	13-Feb-2025	External Auditor - Approval Request for Additional Services and Fees for 2024 Audit.	Pursuant to the Audit Committee Bylaw 33M2020 the external auditor must seek approval for any additional services or fees.
Emergency Management Committee	18-Feb-2025	Status of Emergency Preparedness 2024	This report reflects the status of emergency preparedness and includes hazards, trends, EOC activities, and an outlook for the year ahead.



Reports to Council and Committee 2025

Committee	Committee Date	Report Title	Purpose
Direct to Council	25-Feb-2025	Prairie Economic Gateway Deal Agreement	This report is the third of three conversations with Council with the goal of receiving approval for the Intermunicipal Agreement (or Deal Agreement).
Direct to Council	25-Feb-2025	Prairie Economic Gateway - Statutory Plan Amendments	This report is a response to Council direction to advance the Prairie Economic Gateway and seeks second and third reading of The City's Municipal Development Plan (MDP) Amendment and Rocky View County and The City's Intermunicipal Development Plan (IDP).
Direct to Council	25-Feb-2025	Boards, Commission and Committee Resignations and Appointments	Routine report for Public Administration Member resignations and appointments.
Infrastructure and Planning Committee	27-Feb-2025	Chinook Communities Local Area Plan	Final Project deliverable: recommendation of approval of the Chinook Communities Local Area Plan.
Infrastructure and Planning Committee	27-Feb-2025	Rezoning for Housing Reporting (Briefing)	Council Directed that Administration begin providing quarterly briefings on the implementation with specific stats.
Infrastructure and Planning Committee	27-Feb-2025	Growth Application in Belvedere (Belvedere Enright GA2024-005)	Report for the Belvedere Enright Growth Application GA2024-005.
Infrastructure and Planning Committee	27-Feb-2025	Growth Application in Belvedere (Belvedere Apex Stoneyview GA2024-006)	Report for the Belvedere Apex Stoneyview Growth Application GA2024-006.



Reports to Council and Committee 2025

Committee	Committee Date	Report Title	Purpose
Infrastructure and Planning Committee	27-Feb-2025	Growth Application in Glacier Ridge (Glacier D Jayman Dunn GA2023-005)	Report for the Glacier D Jayman Dunn Growth Application GA2023-005.
Infrastructure and Planning Committee	27-Feb-2025	Growth Application in Glacier Ridge (Glacier A North Qualico GA2024-002)	Report for the Glacier A North Qualico Growth Application GA2024-002.
Infrastructure and Planning Committee	27-Feb-2025	Growth Application in Glacier Ridge (Glacier B Belcourt GA2024-004)	Report for the Glacier B Belcourt Growth Application GA2024-004.
Council Services Committee	5-Mar-2025	2025 Council Orientation	Report to provide Council an update on the 2025 Council Orientation Program.
Infrastructure and Planning Committee	6-Mar-2025	Traction Power Insourcing	Update on traction power control centre functions.
Infrastructure and Planning Committee	6-Mar-2025	2025 Infrastructure Status Report	The Infrastructure Status Report (ISR) is periodically produced to summarize the current state of infrastructure used to provide services to the residents of Calgary.
Infrastructure and Planning Committee	6-Mar-2025	Update on Advancing Business-Friendly Approaches to Construction Update on Advancing Business-Friendly Approaches to Construction	The report will provide a progress update on the Main Streets Business Support Grant Pilot and evaluation process, and on the work to advance a business-friendly construction policy.



Reports to Council and Committee 2025

Committee	Committee Date	Report Title	Purpose
Infrastructure and Planning Committee	6-Mar-2025	Connect: Calgary's Parks Plan	The report is intended to provide a broad overview of the major policy changes and operational actions developed in the draft Connect: Calgary's Park Plan. Connect: Calgary's Parks Plan is intended to replace the Open Space Plan and Policy approved by Council in 2002.
Infrastructure and Planning Committee	6-Mar-2025	Real Estate Public Auction - 2025	This report requests approval from Council to set the Reserve Bids for properties that will be on the 2025 public auction.
Executive Committee	11-Mar-2025	2025 Local Improvements Projects	Report requesting Council approve the Local Improvements Borrowing Bylaw to support our Local Improvements program.
Executive Committee	11-Mar-2025	The City of Calgary's Privacy Management Program 2024 Annual Report	The City of Calgary's Privacy Management Program 2024 Annual Report conveys the activities of the Privacy Management Program and highlights key achievements for Calgarians and The City.
Executive Committee	11-Mar-2025	Stephen Ave & Barclay Mall Local Improvement Report	To secure borrowed funds through the Borrowing Bylaw to allow for enhanced maintenance (snow removal & sidewalk clearing) for Stephen Ave & Barclay Malls.
Executive Committee	11-Mar-2025	2021-2024 Council Policy Cycle Wrap Up	In alignment of the Council Policy Program Policy, Corporate Governance service will report on the outcomes of the formal Council policy review, through the Executive Committee, in the first and fourth year of the formal Council policy review.
Community Development Committee	12-Mar-2025	Waste Bylaw Amendments	Waste Bylaw Amendments will be recommended to support the transition to Extended Producer Responsibility. Additional amendments may also be recommended.



Reports to Council and Committee 2025

Committee	Committee Date	Report Title	Purpose
Community Development Committee	12-Mar-2025	Securing Calgary's Water Future: Water Efficiency Plan	As a commitment of Calgary's Drought Resilience Plan, this is an updated Water Efficiency Plan to Council for approval in Spring 2025.
Community Development Committee	12-Mar-2025	Response to Notice of Motion - Conservation of Trees on Private Properties	The report will describe recommended options to support the private tree canopy including resources needed to develop and implement options.
Community Development Committee	12-Mar-2025	Amendments to the Truck Routes and Dangerous Goods Bylaws	To recommend changes to the Bylaws, with the intention of allowing the City to provide an efficient and well-connected road network so Calgary can continue to operate as a hub for goods movement.
Audit Committee	13-Mar-2025	Administration Code of Conduct Annual Update	Provide an annual update on the Code of Conduct per the Terms of Reference.
Audit Committee	13-Mar-2025	Whistleblower Program Internal Benchmarking Report	Update to Council on the Whistleblower Program.
Audit Committee	13-Mar-2025	Enmax Corporation Annual Report	That there is assurance that there is appropriate oversight over this partner.
Audit Committee	13-Mar-2025	Confidential - Progress Update on 2024 Annual Financial Report (Verbal)	The CFO provides a closed meeting update to Audit Committee on the progress of the Annual Report.
Direct to Council	17-Mar-2025	Strategic Meeting of Council Budget Process	Discussion on the progression of the budget development and approval process.



Reports to Council and Committee 2025

Committee	Committee Date	Report Title	Purpose
Direct to Council	18-Mar-2025	2025 Property Tax Bylaws	Council approval of the 2025 Property Tax Bylaws is required in order to levy and collect property taxes.
Direct to Council	18-Mar-2025	2024 Non-Compliance in Relation to Disclosure Statements	As a result of Bill 20 amendments to the Local Authority Election Act, report required to list candidates who failed to file a disclosure statement reflecting 2024 campaign activities.
Direct to Council	18-Mar-2025	Boards, Commissions and Committees to be considered for disbandment	Report C2023-0762 directed Administration to consider the disbandment of the Mall Programming Funding Committee.
Direct to Council	18-Mar-2025	Calgary Awards: Recommended Award Recipients (Confidential)	This report presents the recommended recipients to be ratified by Council.
Infrastructure and Planning Committee	2-Apr-2025	Inglewood Mixed Use Fire Station Update	This report will provide an update to Council on the Inglewood Mixed Use Fire Station.
Infrastructure and Planning Committee	2-Apr-2025	West Elbow Communities Local Area Plan	Final Project deliverable: recommendation of approval of the West Elbow Communities Local Area Plan.
Infrastructure and Planning Committee	2-Apr-2025	1P2007 Housekeeping Amendments	Housekeeping amendments to address issues identified internally by staff with the 1P2007. Amendments are across the Land Use Bylaw, touching on many sections.
Intergovernmental Affairs Committee	10-Apr-2025	Indigenous Relations Governance Model Update	This report is to provide an update on findings from the Indigenous engagements conducted to date by the Indigenous Relations Office (IRO) and to provide recommendations on alternative Indigenous relations governance approaches.



Reports to Council and Committee 2025

Committee	Committee Date	Report Title	Purpose
Community Development Committee	16-Apr-2025	Calgary Police Service 2024 Annual Report	The Calgary Police Service will present an annual report that highlights accomplishments, challenges, and a brief look ahead.
Community Development Committee	16-Apr-2025	Safer Mobility Plan Annual Briefing 2025 (Briefing)	This briefing provides an update on 2023 and 2024 collision data, and actions taken in the past year, actions planned for 2025.
Direct to Council	29-Apr-2025	CEMA - Bearspaw Feeder Main Review	This report provides an update to Council on the internal review of The City's Bearspaw South Feeder Main response.
Community Development Committee	8-May-2025	Civic Arts Policy Update	The Civic Arts Policy has not been updated since 2004. An update is needed to correct information that is now out of date, also streamline, clarify, and simplify.
Community Development Committee	8-May-2025	Street Bylaw Amendments – Construction Bins on Roadway	The report looks to amend the streets bylaw to require a permit for all construction bins on the roadway.
Infrastructure and Planning Committee	14-May-2025	Redundancy of the Bearspaw South Feeder Main - Implementation Plan	As work is ongoing, the team is seeking to bring regular updates to Council.
Infrastructure and Planning Committee	14-May-2025	Biannual Infrastructure Insights Report Q2 2025	The report provides an overview of ongoing and completed infrastructure projects, shares how we are mitigating industry challenges and identifies how we are optimizing service delivery and value for Calgarians.



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Public Hearing Meeting of Council	4/22/2024	Calgary's Housing Strategy 2024-2030 - Land Use Amendment Citywide, LOC2024-0017, and Land Use Bylaw Amendments, CPC2024-0213	That with respect to Report CPC2024-0213, the following be adopted, as amended: That Council: 1. Give three readings to Proposed Bylaw 21P2024 for amendments to the Land Use Bylaw 1P2007 (Attachment 3), including: a. Textual amendments (Section 1 and 3, Attachment 3); b. Redesignation (Section 2 and Schedule A, Attachment 3) of parcels located at various addresses from the: 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 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; c. Procedural amendments to delete redundant districts from the Land Use Bylaw (Section 4, Attachment 3); 2. In order to create a more robust public engagement process for discretionary uses in the R-CG land use district, direct Administration to: 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;

This attachment provides a listing of new direction from Council requiring subsequent reporting from April - December. Please view the Minutes for the official Corporate Record.



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	<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 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 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 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> <ul 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>

This attachment provides a listing of new direction from Council requiring subsequent reporting from April - December. Please view the Minutes for the official Corporate Record.



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	<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> <ul 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> <ul style="list-style-type: none"> a. Impacts of the Rezoning for Housing program at increasing housing supply; b. Impacts of the Rezoning for Housing program at speeding up permit approval timelines; c. Community and industry feedback that Administration has received related to Rezoning for Housing; and 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>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>

This attachment provides a listing of new direction from Council requiring subsequent reporting from April - December. Please view the Minutes for the official Corporate Record.



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	<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; 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; 13. Direct Administration to: ;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 b. Report back to Council in Q1, 2025 with a scoping report that includes: ;i. the overall unit count/density calculation for each community that includes secondary suites and backyard suites as units. 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); and 14. Direct that Attachment 8 and any Confidential Distributions remain confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the Freedom of Information and Protection of Privacy Act.</p>



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Public Hearing Meeting of Council	5/14/2024	Calgary's Housing Strategy 2024-2030 - Land Use Amendment Citywide, LOC2024-0017, and Land Use Bylaw Amendments, CPC2024-0213	That with respect to Report CPC2024-0213, the following be adopted, as amended: That Council: 1. Give three readings to Proposed Bylaw 21P2024 for amendments to the Land Use Bylaw 1P2007 (Attachment 3), including: ;a. Textual amendments (Section 1 and 3, Attachment 3) b. Redesignation (Section 2 and Schedule A, Attachment 3) of parcels located at various addresses from the: 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 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; c. Procedural amendments to delete redundant districts from the Land Use Bylaw (Section 4, Attachment 3); 2. In order to create a more robust public engagement process for discretionary uses in the R-CG land use district, direct Administration to: 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;

This attachment provides a listing of new direction from Council requiring subsequent reporting from April - December. Please view the Minutes for the official Corporate Record.



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	<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; 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 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; 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 permits more consistent and standardized in RCG areas to create transparency and predictability for applicants and the public; ;4. Direct Administration to sequence the completion of Local Area Plans in the developed areas of the city by: ; ;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; ; 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>

This attachment provides a listing of new direction from Council requiring subsequent reporting from April - December. Please view the Minutes for the official Corporate Record.



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	<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; 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: 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; 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: a. Impacts of the Rezoning for Housing program at increasing housing supply; b. Impacts of the Rezoning for Housing program at speeding up permit approval timelines; c. Community and industry feedback that Administration has received related to Rezoning for Housing; and d. Recommendations to address issues in the Land Use Bylaw, Local Area Planning program, and permit approvals that have arisen from Rezoning for Housing; 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; 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>

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	<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; 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; 13. Direct Administration to: 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 b. Report back to Council in Q1, 2025 with a scoping report that includes: i. the overall unit count/density calculation for each community that includes secondary suites and backyard suites as units. 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); and 14. Direct that Attachment 8 and any Confidential Distributions remain confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the Freedom of Information and Protection of Privacy Act.</p>
Special Meeting of Council	5/14/2024	Bylaw Tabulation - Third Reading of Proposed Bylaw 21P2024, As Amended, C2024-0675	<p>That with respect to Report CPC2024-0213, the following Motion Arising be adopted: 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>



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	6/18/2024	Notice of Motion - Councillors' Budgets and Expenses - Hosting, EC2024-0715	AND FURTHER BE IT RESOLVED THAT Council direct Administration to bring forward amendments to the hosting provisions of Bylaw 36M2021 through Council Services Committee no later than Q4 2024 that reflect similar rules for hosting as those recently made for meal allowances, namely, that the hosting allowance be applied as a recommended amount and not a restricted amount, and that it is updated to reflect current market conditions.
Regular Meeting of Council	6/18/2024	Notice of Motion - Transitioning the Business Advisory Committee, EC2024-0719	That with respect to Notice of Motion EC2024-0719, the following be adopted:NOW THEREFORE BE IT RESOLVED THAT Council direct Administration to report back to the Business Advisory Committee with a final report and recommendations to disband the Business Advisory Committee and its subcommittees, and to rescind its Terms of Reference, no later than 2024 September 6.
Regular Meeting of Council	6/18/2024	Vehicle-for-Hire Transitional Strategy, CD2024-0660	That with respect to Report CD2024-0660, the following be adopted:That Council:Approve the Vehicle-for-Hire Transitional Strategy as outlined in Attachment 2; and Direct Administration to draft proposed amendments to the Livery Transport Bylaw 20M2021 and report back to Council by Q4 2024.
Regular Meeting of Council	6/18/2024	Vehicle-for-Hire Transitional Strategy, CD2024-0660	That with respect to Report CD2024-0660, the following Motion Arising be adopted: The Council direct Administration to: Explore and consider the opportunity of creating the Vehicle-For-Hire advisory group with the industry membership along with terms of reference; Implement the in person examination requirements, as part of the transitional strategy, for all new driver applicants for all type of Vehicles-For-Hire by end of Q1 2025; and Report back to Council through the Community Development Committee with a progress update by Q1 2025.

This attachment provides a listing of new direction from Council requiring subsequent reporting from April - December. Please view the Minutes for the official Corporate Record.



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	6/18/2024	Wastewater, Stormwater, and Water Utility Bylaw Amendments, EC2024-0674	That with respect to Report EC2024-0674, the following be adopted: That Council refer Report EC2024-0674 back to Administration in order to use learnings and information from the current application of restrictions due to the water feeder main break to make improvements to the current revisions of the bylaws, and to report back to Council no later than Q1 2025.
Regular Meeting of Council	6/18/2024	Securing Calgary's Water Future - City-wide Outdoor Watering Schedule, EC2024-0665	That with respect to Report EC2024-0665, the following be adopted: That Council refer Report EC2024-0665 back to Administration in order to use learnings and information from the current application of restrictions due to the water feeder main break to make improvements to the current revisions of the bylaw, and to report back to Council no later than Q1 2025.
Regular Meeting of Council	6/18/2024	Response to Motion Arising from Rezoning for Housing - Resources and Workplan Implications - EC2024-0692	Reconsider its decision respecting Recommendation 9 in Report CPC2024-0213 from the 2024 May 14 Special Meeting of Council "That Council direct Administration, in alignment with Home is Here recommendation 4.B.2, speed up approval processes as appropriate, in order to continue to support the construction of more housing, to bring forward amendments to Land Use Bylaw 1P2007 that exempts freehold/fee simple townhouse and rowhouse developments within newly developing greenfield communities from the need to obtain a development permit by end of 2024 Q3.
Public Hearing Meeting of Council	7/16/2024	2025 Adjustments to Ward Boundaries, C2024-0513	That Council: Give first reading to Proposed Bylaw 29M2024, to repeal and replace Bylaw 19M91; and 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.

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	7/30/2024	Event Centre and District Improvement Update (Verbal) - ECC2024-0869	That Council: 1. Receive the Confidential Presentation for the Corporate Record; 2. Direct Administration, once full approval of the Event Centre development permit is released, to report to the Event Centre Committee with a recommendation and proposed bylaw to dissolve the Event Centre Committee; and 3. Direct that the Closed Meeting discussions and Confidential Presentation be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the Freedom of Information and Protection of Privacy Act, to be released at the sole direction of the Chief Administrative Officer and to be reviewed by July 22, 2029.
Regular Meeting of Council	7/30/2024	Transit Update (Verbal) - C2024-0760	That Council: 2. Direct Administration to advocate for increased provincial funding for the Low Income Transit Pass Program along with a longer duration funding agreement, 3: 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.
Regular Meeting of Council	7/30/2024	Future of Biodiversity Advisory, C2024-0803	That Council: 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; 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 Effective 2025 Q2, disband the BiodiverCity Advisory Committee.

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	7/30/2024	Green Line Development Phase Update, EC2024-0871	<p>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:</p> <p>That Council: Approve Design-Build-Finance (“DBF”) as the delivery model for the Green Line LRT project from 16 Avenue North to 126 Avenue Southeast;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. 1(b) Approve the multi-contracting strategy as outlined in Section 5.0 Attachment 1 EC2024-0871. 2(a) Reconsider its decision of 2020 June 15 as it relates to station alignment and station locations of Phase 1:</p> <p>The Greenline Committee recommends that Council: 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); 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; 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)</p>

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	<p>4. Direct the Green Line Board to:</p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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. <p>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 That with respect to Confidential Report EC2024-0871, the following be adopted, as amended:</p> <p>That Council: 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; Recognizing that definitive agreements will need to be negotiated and executed, and an amended borrowing bylaw passed, authorize the continuation of: current enabling works projects; any contracts entered into pursuant to 2024 June 18 Council direction;</p>



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
		Cont'd	<p>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; Give three readings to the bylaw amendments as proposed in Attachment 2 of EC2024-0886 to amend the Green Line Board Bylaw 21M2020; and 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; 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 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.</p>

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	9/17/2024	Administrations Recommendations for the Green Line Wind-Down, Costs and Consequences (Verbal), C2024-1045	That with respect to Verbal Report C2024-1045, the following be adopted, ;as amended:That Council: Direct Administration to: Include the costs of Green Line Program wind down in the Mid-Cycle Adjustments so there is transparency for the public on costs associated with termination of the Program by the Government of Alberta; Return to Council by end of Q4 2024 with a legal opinion on how to transfer costs associated with wind down to the Government of Alberta, as their cancellation of the Green Line Program on September 3, 2024 triggered the termination of the project; Return to council with an option to consider first diverting any funds previously allocated to the Green Line towards presently unfunded Route Ahead priority public transit projects, provided any allocated funds remain following wind down; Draft a clear set of criteria by which the City of Calgary will consider engaging with the Government of Alberta on any future LRT project they propose to replace the Green Line Program, including but not limited to: A commitment from the Government of Canada to act as a funding partner; A commitment to a north-south LRT spine from 160th Avenue North to the community of Seton;A station immediately south of the Bow River in downtown Calgary to accomplish the goal of a contiguous north-south LRT spine;Identification of a bridge design to make the connection between north and south legs of the north-south LRT spine;Meaningful connections/stations serving the Beltline communities, the downtown and Red and Blue Line transfers west of Centre Street, and the Culture and Entertainment District;Use of modern low floor trains and stations for optimal accessibility;A maintenance and storage facility;Responsibility for delivery to be borne by the Government of Alberta; andResponsibility for all risks (financial, contractual, other) to be borne by the Government of Alberta; ande. Report back by end of Q1 2025 on the heritage preservation options for Ogden Block in light of the Government of Albertas termination of the Green Line project;

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	9/23/2024	Protocol (Relationship) Agreement Scoping Update, IGA2024-0941	That Council:Direct Administration to commence Protocol (Relationship) Agreement development with the Blackfoot Confederacy, and report back to Council through the Intergovernmental Affairs Committee with the agreement for approval, upon completion;Approve Administrations request to apply to the Government of Albertas 2024-2025 Alberta Community Partnership fund to access matching grant dollars for protocol implementation; andDirect Administration to develop a sustainment plan for Protocol (Relationship) Agreements beyond 2026, and report back to Council through the Intergovernmental Affairs Committee in Q1 of 2026.
Regular Meeting of Council	10/29/2024	Riley Communities Local Area Plan, IP2024-0938	That with respect to Report IP2024-0938, the following be adopted:That Council refer Report IP2024-0938 back to Administration to:Prioritize greater density around Transit Oriented Development (TOD) sites within the Riley Communities Local Area Plan;Focus on planning for growth and change that integrates multi-modal mobility and improved citizen experience of land use development that enables walkability, community connections, and integrated commercial and residential uses for all ages and abilities; andReport back to the Infrastructure and Planning Committee by Q2 2025.

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	10/29/2024	Notice of Motion - Strengthening Transparency: Improving Engagement with Calgarians, EC2024-1130	That with respect to Notice of Motion EC2024-1130, the following be adopted: NOW THEREFORE BE IT RESOLVED that City Council direct Administration to contract an independent, third-party consultant accredited in public participation to: conduct an analysis of The City's policy and approach to public participation and engagement through public feedback and validation in contrast to industry best practices in public participation and engagement (e.g., IAP2); and identify lessons learned and develop opportunities to improve public participation and engagement with Calgarians; AND FURTHER BE IT RESOLVED that this work is not resourced and funded currently and therefore Administration bring forward an amendment to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets for Council's consideration to fund and resource the above work; AND FURTHER BE IT RESOLVED that Administration report back with an update to City Council through Executive Committee no later than Q2 2025.
Regular Meeting of Council	10/29/2024	Notice of Motion - Trellis Society's Renfrew Village Land Disposition, EC2024-1114	That with respect to Notice of Motion EC2024-1114, the following be adopted: NOW THEREFORE BE IT RESOLVED that Council direct Administration to prepare a Non-Profit Method of Disposition Report as approved through Report UCS2018-0912, Proposed Framework Transacting with Non-Profit Organizations and Charities below Market Value, and report back to Council through the Infrastructure and Planning Committee no later than Q2 2025.



Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	10/29/2024	Notice of Motion - HMCS Calgary 30th Anniversary and Ongoing Calgary Salutes Support, EC2024-1117	That with respect to Notice of Motion EC2024-1117, the following be adopted: NOW THEREFORE BE IT RESOLVED that one-time funding of \$50,000 is directed to the Calgary Salutes Committee for the purposes of planning and executing 30th Anniversary HMCS Calgary events for the fiscal year of 2025 including but not limited to venue rental, entertainment, logistics, and food and beverage costs; AND FURTHER BE IT RESOLVED that one time funding of \$15,000 total (\$1,000 per office) is directed to the Office of the Councillors to be used for travel expenses for the Mayor and Councillors if they choose to attend the 30th Anniversary event in Victoria in June of 2025; AND FURTHER BE IT RESOLVED that Council direct Administration to report back to Council through Executive Committee in Q2 with a recommendation for a yearly budget for the Calgary Salutes Committee to assist in the planning and execution of the aforementioned events and programs on an ongoing basis.
Regular Meeting of Council	11/26/2024	Notice of Motion - Tow Truck Tricks, EC2024-1248	NOW THEREFORE BE IT RESOLVED that Council direct Administration to bring a report to the Community Development Committee no later than Q1 2025 to: Address predatory behaviors by towing companies at vehicle collisions – potentially including amendments to the Business License Bylaw 32M98 and other regulations as appropriate, such as: A prohibition on towing companies or their agents stopping within a recommended radius of a collision unless called upon by Calgary Police Service (CPS), Calgary Fire Department or a party to the collision; and Establish a fine structure that will act as an effective deterrent to chaser or poacher behaviors by towing companies, including escalating fine amounts for repeat offenders.

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	12/17/2024	Final Report of the Council Compensation Review Committee, C2024-1309	That Council: Adopt recommendations one to three, and six of the Council Compensation Review Committee contained in its Final Report (Attachment 2), effective for the next term of Council; and 2. Refer recommendations four and five of the Final Report (Attachment 2) to Council Services Committee to create a work plan and recommendations regarding Councillor Assistant salary band next steps for the 2027-2030 Budget Cycle.
Regular Meeting of Council	12/17/2024	Notice of Motion - Dogs, Cats, and Rabbits! A Responsible Pet Sales and Ownership Review, EC2024-1336	NOW THEREFORE BE IT RESOLVED that Council direct Administration to bring a report to the Community Development Committee by Q4 2025 that: Reviews the sale of pet dogs, cats, and rabbits that are not sourced from local shelter or rescue organizations – including, but not limited to: a retail sales ban, advocacy to the Government of Alberta, a public education campaign, bylaw updates and additions, or other policy instruments.
Regular Meeting of Council	12/17/2024	Notice of Motion - Reinstatement of the Resilient Roofing Rebate Program, EC2024-1330	NOW THEREFORE BE IT RESOLVED: That Council direct Administration to review the outcomes of the previous Resilient Roofing Rebate Program, including cost-effectiveness and equity in program design, reporting to Council by Q2 2025 with recommendations, timelines and funding options to implement a similar program; and That the proposed Program should take into consideration the most effective monetary and non-monetary ways to reduce maximum risk to households from hail, as well as how incentives could be coordinated with different orders of government and industry.

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Council Motions April - December 2024

Meeting Type	Meeting Date	Agenda Item	Approved Motion
Regular Meeting of Council	12/17/2024	Next Phase for Short-Term Rentals, EC2024-1305	<p>That with respect to Report EC2024-1305, the following Motion Arising be adopted:</p> <p>In exploring a subclass for short-term rentals located in non-primary residences as outlined in Attachment 3, Council directs Administration to investigate the feasibility of applying the same tax rate that is applied to non-residential property for a short-term rental subclass and return to Council by Q2 2025 with a report outlining the legislative and technical requirements.</p>



Notices of Motion 2024

Date of Council Meeting	Notice of Motion/ Report #	Title	Sponsoring Member of Council	Report Back Date
December 17, 2024 Regular Meeting of Council	EC2024-1336	Dogs, Cats, and Rabbits! A Responsible Pet Sales and Ownership Review	Councillor Walcott	Q4 2025
December 17, 2024 Regular Meeting of Council	EC2024-1330	Reinstatement of the Resilient Roofing Rebate Program	Councillor Dhaliwal	Q2 2025
November 26, 2024 Regular Meeting of Council	EC2024-1248	Tow Truck Tricks	Councillor Demong	Q1 2025
October 29, 2024 Regular Meeting of Council	EC2024-1138	Assessing the "Efficiency and Financing Requirements of the Police Service." The Community Safety Investment Framework and the Calgary Police Service's Proposed Shooting Range	Councillor Walcott	Q1 2025
October 29, 2024 Regular Meeting of Council	EC2024-1130	Strengthening Transparency: Improving Engagement with Calgarians	Councillor Wong Councillor Chabot Councillor Sharp	Q2 2025
October 29, 2024 Regular Meeting of Council	EC2024-1128	Airport Vicinity Protection Area (AVPA) Amendment for Calgary Quest School	Councillor Chabot	N/A
October 29, 2024 Regular Meeting of Council	EC2024-1114	Trellis Society's Renfrew Village Land Disposition	Councillor Carra	Q2 2025
October 29, 2024 Regular Meeting of Council	EC2024-1117	HMCS Calgary 30th Anniversary and Ongoing Calgary Salutes Support	Councillor Carra Councillor Penner	Q2 2025
October 29, 2024 Regular Meeting of Council	EC2024-1116	Designated Historical Resource Property Tax Cancellation and Subclass	Councillor Carra	Q2 2025



Notices of Motion 2024

Date of Council Meeting	Notice of Motion/ Report #	Title	Sponsoring Member of Council	Report Back Date
October 29, 2024 Regular Meeting of Council	EC2024-1106	Nose Creek Park Strategy	Councillor Mian	Q4 2026
June 18, 2024 Regular Meeting of Council	EC2024-0746	2024 Silvera Tax Exemption	Councillor Wong	N/A
June 18, 2024 Regular Meeting of Council	EC2024-0749	Tax Cancellation for Calgary Housing Corporation (CHC) Owned Properties	Councillor Penner	N/A
June 18, 2024 Regular Meeting of Council	EC2024-0719	Transitioning the Business Advisory Committee	Councillor Sharp Councillor Spencer	6-Sep-2024
June 18, 2024 Regular Meeting of Council	EC2024-0715	Councillors' Budgets and Expenses	Councillor Chabot Councillor McLean	Q4 2024
April 30, 2024 Regular Meeting of Council	EC2024-0528	Extending Municipal Voting Rights to Permanent Residents	Councillor Walcott Councillor Wong Councillor Dhaliwal Councillor Mian Councillor Penner	N/A
April 30, 2024 Regular Meeting of Council	EC2024-0546	Doubling Speed Fines in School & Playground Zones	Councillor Mian	N/A
March 19, 2024 Regular Meeting of Council	EC2024-0374	Conservation of Trees on Private Properties	Councillor Wong Councillor Chabot	Q1 2025



Notices of Motion 2024

Date of Council Meeting	Notice of Motion/ Report #	Title	Sponsoring Member of Council	Report Back Date
March 19, 2024 Regular Meeting of Council	EC2024-0371	Managing the Costs Linked to Downloading of Provincial Responsibilities to Municipalities	Councillor Demong	30-Apr-2024
March 19, 2024 Regular Meeting of Council	EC2024-0358	Enhancing Public Discourse at Council and Council Committee Meetings	Councillor Mian	9-Apr-2024
February 27, 2024 Regular Meeting of Council	EC2024-0242	High Complexity Supportive Housing	Councillor Walcott Councillor Penner	N/A
February 27, 2024 Regular Meeting of Council	EC2024-0130	Recognizing St. Mary's University by Renaming a Ctrain Station	Councillor Demong Councillor McLean	Q4 2024
January 30, 2024 Regular Meeting of Council	EC2024-0132	2024 Residential Tax Rebate	Councillor Wong Councillor Chabot Councillor Sharp Councillor Wyness Councillor Chu Councillor McLean	Q3 2024



Administrative Inquiries 2024

Date Submitted	Initiating Member of Council	Summary Topic	Date of Response	Response
17-Dec-24	Councillor Penner	Crosswalk Improvements	28-Jan-25	Response to Administrative Inquiry - Crosswalk Improvements, C2025-0059
30-Jul-24	Councillor Chabot	Municipal Public Transportation Funding	05-Nov-24	Admin Inquiry was addressed in Mid-Cycle Adjustments to 2023-2026 Service Plans and Budgets, C2024-1097. Distribution Document 8, page 30 of 43
28-May-24	Councillor Penner	Speed Limit Reductions and Requests to Lower Them	17-Sep-24	Response to Administrative Inquiry - Speed Limit Reductions and Requests to Lower Them, C2024-0920
19-Mar-24	Councillor Penner	School Traffic Safety	18-Jun-24	Mobility Operations and Safety Improvements Near Schools C2024-0532
19-Mar-24	Councillor Penner	Community Association and Social Recreation Groups - Facility Maintenance	30-Jul-24	Response to Administrative Inquiry - Community Association and Social Recreation-operated facilities C2024-0910



City Administration and Calgary Police Service

Budgeted FTEs

September 30, 2018 – December 31, 2024

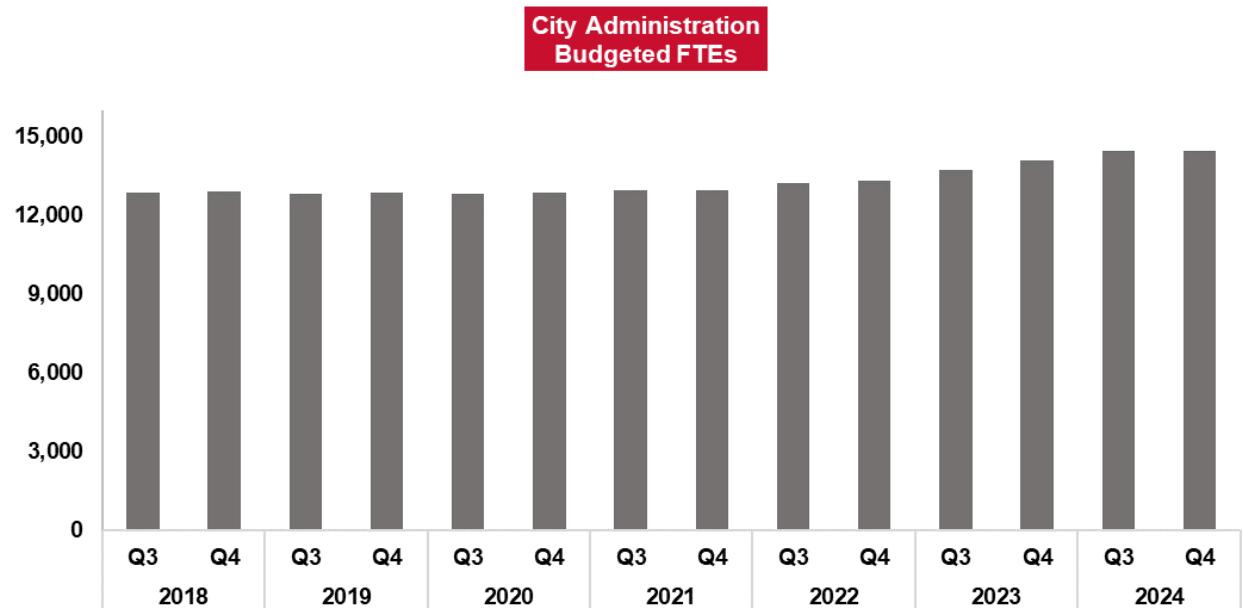
This document outlines the number of approved, budgeted full-time equivalents (FTEs) in City Administration and Calgary Police Service, for the end of the third and fourth quarters (September 30th and December 31st). An FTE is a full-time position (35 to 40 hours per week) or a combination of positions (in whole or in part) that provides the same number of work hours as a full-time position. FTEs provide a standardized comparison over time.

As of December 31, 2024, City Administration’s budgeted FTEs increased by three per cent from December 31, 2023.

Calgary Police Service budgeted FTEs have also been increasing year-over-year from 2021, just to a lesser extent with percentage increases being smaller. For instance, the December 31, 2024 budgeted FTEs only increased by one per cent from the previous year.

City Administration

Date	Budgeted FTEs
September 30, 2018	12,876.2
December 31, 2018	12,883.6
September 30, 2019	12,829.1
December 31, 2019	12,839.6
September 30, 2020	12,832.1
December 31, 2020	12,842.1
September 30, 2021	12,946.1
December 31, 2021	12,950.1
September 30, 2022	13,235.1
December 31, 2022	13,295.1
September 30, 2023	13,697.1
December 31, 2023	14,102.7
September 30, 2024	14,460.6
December 31, 2024	14,460.6





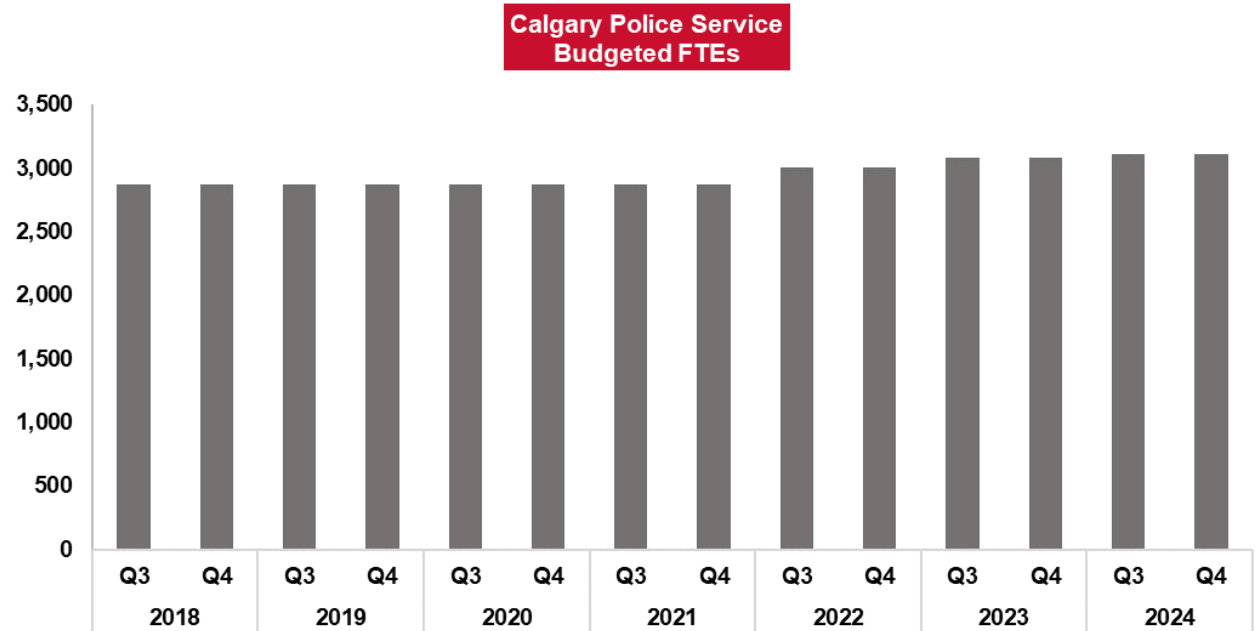
City Administration and Calgary Police Service

Budgeted FTEs

September 30, 2018 – December 31, 2024

Calgary Police Service

Date	Budgeted FTEs
September 30, 2018	2,873.0
December 31, 2018	2,873.0
September 30, 2019	2,873.0
December 31, 2019	2,873.0
September 30, 2020	2,873.0
December 31, 2020	2,873.0
September 30, 2021	2,873.0
December 31, 2021	2,873.0
September 30, 2022	3,006.5
December 31, 2022	3,006.5
September 30, 2023	3,081.5
December 31, 2023	3,081.5
September 30, 2024	3,111.5
December 31, 2024	3,111.5

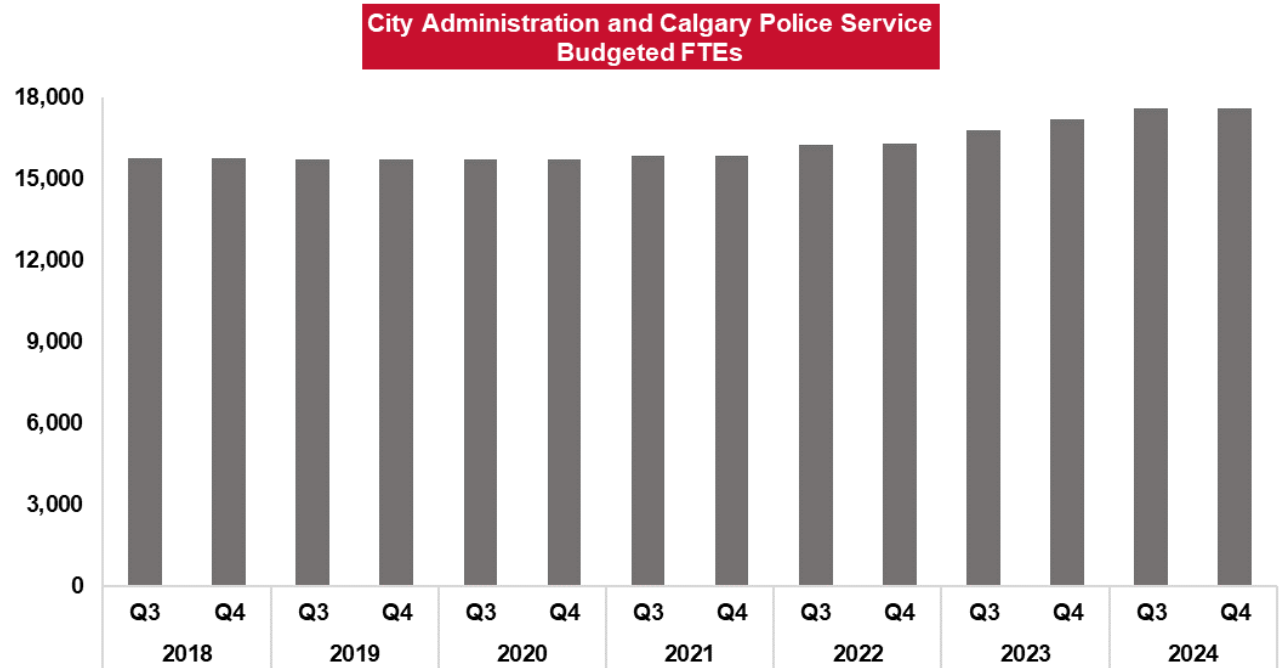




City Administration and Calgary Police Service
Budgeted FTEs
September 30, 2018 – December 31, 2024

City Administration and Calgary Police Service

Date	Budgeted FTEs
September 30, 2018	15,749.2
December 31, 2018	15,756.6
September 30, 2019	15,702.1
December 31, 2019	15,712.6
September 30, 2020	15,705.1
December 31, 2020	15,715.1
September 30, 2021	15,819.1
December 31, 2021	15,823.1
September 30, 2022	16,241.6
December 31, 2022	16,301.6
September 30, 2023	16,778.6
December 31, 2023	17,184.2
September 30, 2024	17,572.1
December 31, 2024	17,572.1



Budgeted FTEs retrieved from the Budget Control Book (Finance)
 Data excludes Civic Partners.



EC2025-0082 - Chief Administrative Officer's Year-End Report
2025 February 11

Recommendation

That Executive Committee recommends Council receive this report and presentation for the corporate record.

Calgary



Anything is possible

5th Most Livable
City in the World

Photo courtesy of Tourism Calgary. Photographer Kelly Hofer

Growth

Fastest Growing Census
Metropolitan Area in Canada

Calgary



Infrastructure

More than \$100B in
Infrastructure Assets



Bearspaw South Feeder Main

Resilience in Action



BMO Centre Expansion

Western Canada's Largest
Convention Centre

Arts Commons Transformation

Calgary's Premier
Performing Art Space



Composting Facility Expansion

Modernizing Core Services

Scotia Place Event Centre

Combining Our History
and Natural Beauty



Canada's Housing
Solutions Leader

Housing



Calgary



Public safety

A Safer Community for All





Great Cities Have Great Transit

Transit



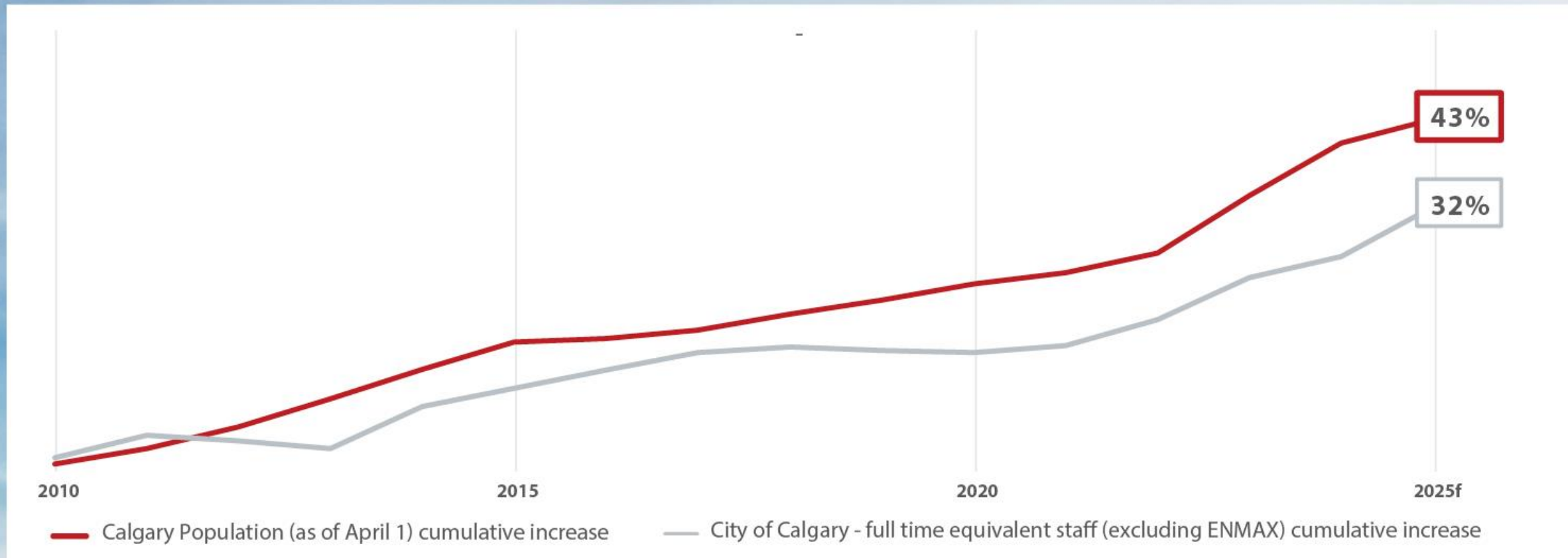
Top employer

Being an Employer of Choice



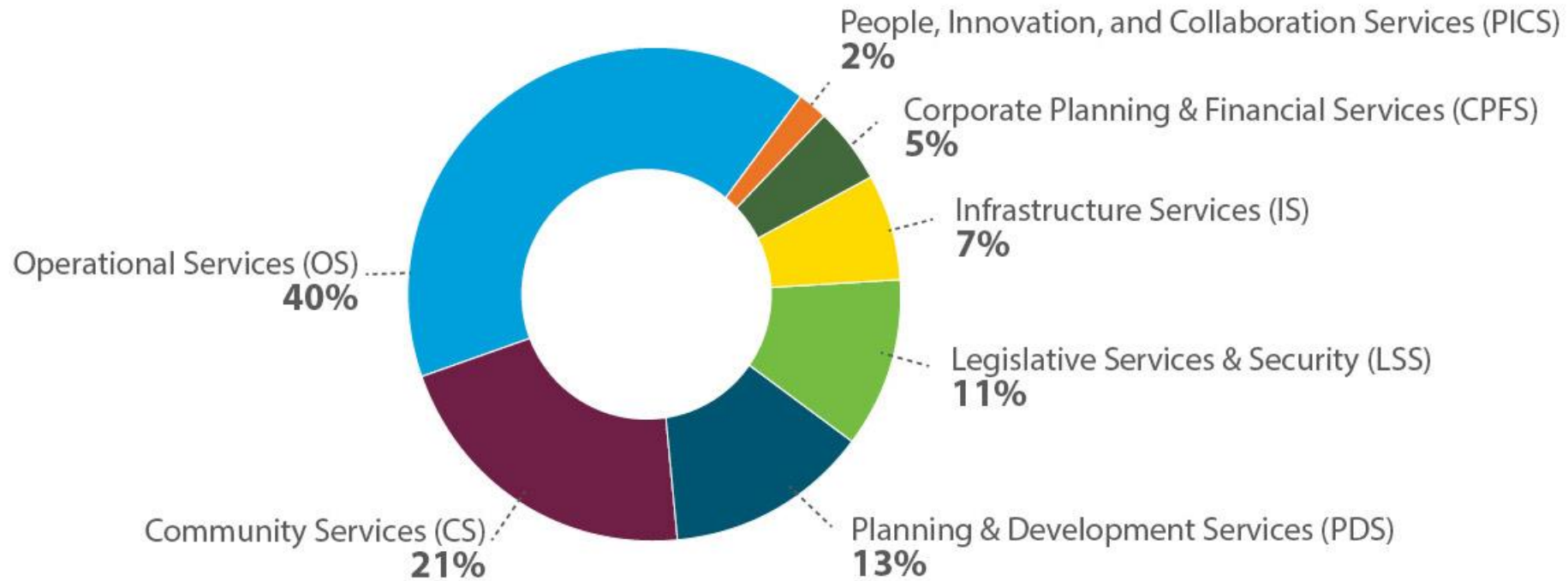
Calgary Population Growth vs. FTEs

Calgary Population and FTEs - Cumulative Growth





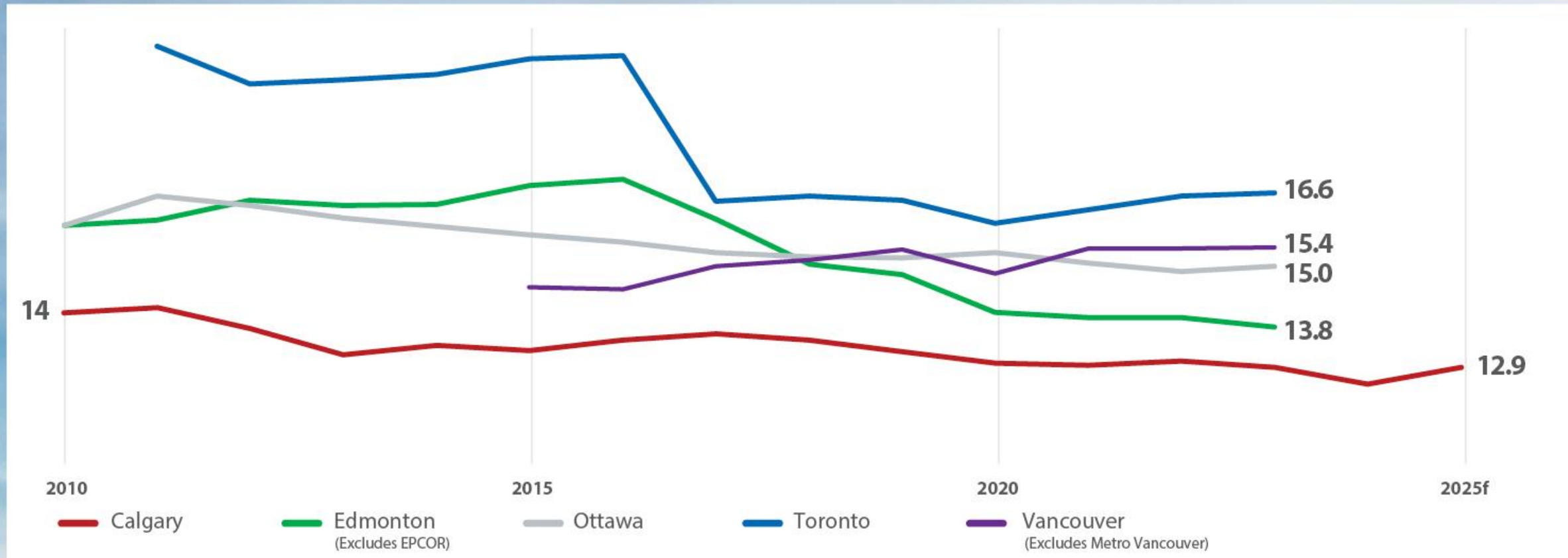
Percent of total Administration FTE* growth 2022 – 2025 *Excludes Calgary Police



Equals to 99%



Full Time Equivalents (FTEs) per Capita – Canadian Cities (1,000 people)





Looking ahead

Advancing What
Matters Most

Recommendation

That Executive Committee recommends Council receive this report and presentation for the corporate record.

Corporate Planning & Financial Services Report to
Executive Committee
2025 February 11

ISC: UNRESTRICTED
EC2025-0138

2025 Capital Budget Recast

PURPOSE

This report provides the recommended 2025 Capital Budget Recast with the goal to better align existing annual capital budgets to anticipated spending throughout the budget cycle. It also includes a capital budget transfer related to the Glenbow Museum Project.

PREVIOUS COUNCIL DIRECTION

On 2022 November 25 Council approved the 2023-2026 Service Plans and Budgets (C2022-1051) including the capital budget by year.

On 2023 November 22 Council approved the 2024 Adjustments to the 2023-2026 Service Plans and Budgets (C2023-1148) including a recast of the capital budget.

On 2024 June 25 Council approved the 2024 Capital Budget Recast (C2024-0618).

RECOMMENDATIONS:

That Executive Committee recommend that Council:

1. Approve the changes to the capital budget presented in Attachment 1.
2. Approve the capital budget transfer of \$11 million from City Planning and Policy (Budget ID A463920) to Economic Development & Tourism (Budget ID P633_002) to support the Glenbow Museum Project.

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2025 FEBRUARY 11:

That Council:

1. Approve the changes to the capital budget presented in Attachment 1; and
2. Approve the capital budget transfer of \$11 million from City Planning and Policy (Budget ID A463920) to Economic Development & Tourism (Budget ID P633_002) to support the Glenbow Museum Project.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Acting Chief Financial Officer and General Manager Les Tochor concurs with this report.

HIGHLIGHTS

- Every year, The City adjusts its capital and operating budgets through the Budget Adjustment Process. As part of this process, the capital budget recast provides an opportunity to right-size annually allocated capital budgets to better align them with anticipated spending.
- While the capital budget recast is typically part of the annual budget adjustments process, it was not included in the Mid-Cycle Adjustments report approved by Council in 2024 November as additional time was required to ensure that the revised 2025 capital budget better reflected expected spending for the year.

2025 Capital Budget Recast

- The net result of the recast is a total of \$893 million reduced from the 2025 capital budget and moved into future years, bringing the expected 2025 capital budget to \$2.4 billion before 2024 carry forwards.
- As part of this report, the approval for the Capital Budget Transfer of \$11 million from Downtown Strategy to support the Glenbow Museum Project (Budget ID P633_002) is being brought forward.

DISCUSSION

- Council approves capital budgets by Budget ID by year for all projects, even those spanning multiple years.
- The desired goal of the recast is to right-size the annual capital budgets to more accurately reflect the expected spending plans.
- This helps provide Council and Calgarians with more transparency around expected spending plans, enhancing credibility while allowing better planning and management of financial resources.
- Budget recasts do not lead to any reductions or increases in approved total budgets but are intended to simply facilitate a more accurate representation of the timing of spend of the existing capital budgets.
- Services moved budget totaling \$954 million for 98 capital initiatives out of 2025 primarily due to:
 - **Budget Realignment:** Adjusting the budget to better align with future project timelines, investments and construction schedules.
 - **Project Delays/Deferrals:** Delays or deferrals due to issues with land purchases, procurement limitations, and construction activities.
 - **Competing Priorities:** Addressing organizational capacity constraints and prioritizing projects that are deemed critical.
- 17 capital initiatives brought budget to 2025, totaling \$61 million mainly due to accelerated timelines and advancements in planning and development stages of project delivery
- Administration recommends the transfer of \$11 million from Downtown Strategies to complete the transformation of the Glenbow Museum (Glenbow Reimagined). This investment will significantly enhance downtown vibrancy by rejuvenating a key landmark and its surroundings, attracting visitors, boosting local businesses and creating a more dynamic environment. The project will include street level and +15 level programmable, publicly accessible spaces, as well as a 6th floor outdoor terrace. This funding will also help leverage other additional funding from other sources. Together, this will help align the Glenbow re-opening with the reconstruction of Stephen Avenue to create a complete Stephen Avenue experience on opening day. Both Glenbow and the Downtown Strategies contribute to shared goals of downtown vibrancy, and many of the latter's projects are in the design phase so funds can be easily reallocated.

2025 Capital Budget Recast

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

Administration in collaboration and conjunction with Services, encouraged right-sizing of the annual capital budgets and expected cash flow timing to ensure better capital management. Regular review of the capital portfolio, including reprioritizing investments and identifying opportunities for funding relinquishments, transfers and new investments is part of intentional management of capital to optimize funding, respond to new opportunities and provide value for Calgarians.

IMPLICATIONS

Social

Council has several priorities that focus on the advancement of socially important areas, such as housing or public transit that support equitable outcomes for all Calgarians. Better aligning budgets with actual project planning and anticipated spending helps The City employ its resources more efficiently, helping to fulfill priorities and enhance quality of life for Calgarians. The transfer to the Glenbow Museum Project will enhance community vibrancy by rejuvenating a key landmark in the city center.

Environmental

A substantial portion of capital budgets focuses on either maintenance or upgrade of environmentally consequential municipal infrastructure.

Economic

Infrastructure – including water, waste management, and roads – is the backbone on which Calgary's economy is built. Achieving timely progress on infrastructure investments is critical to maintaining an economically viable city where businesses can thrive.

Service and Financial Implications

Other:

Capital Budget

The recommendation in this report results in \$893 million being shifted out of the 2025 capital budget into future years, as indicated in Attachment 1, bringing the 2025 capital budget to approximately \$2.4 billion. There is no change to the total 2025 – 2029+ capital budget.

RISK

The recast recommended in this report represents Administration's current estimate for the capital budget spend. Re-aligning the capital budget to expected spending as circumstances change and more information becomes available helps manage reputational risk facing the organization related to capital budget management.

**Corporate Planning & Financial Services Report to
Executive Committee
2025 February 11**

**ISC: UNRESTRICTED
EC2025-0138**

2025 Capital Budget Recast

ATTACHMENTS

1. 2025 Capital Budget Recast
2. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth, Chief Administrative Officer	Chief Administrator's Office	Approve
Les Tochor, Acting Chief Financial Officer and General Manager	Corporate Planning & Financial Services	Approve

Author: Corporate Budget Office and Capital Investment Planning

City Clerks: C. Doi / A. Lennox

CAPITAL BUDGET RECAST - FOR APPROVAL
(\$000s)

Purpose: To provide capital budget timing changes for Council approval, in order to better align budget with updated expected project cash flows.

Service Category	Service	Budget ID	Budget ID Name	2025	2026	2027	2028	2029
				Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹
Building, Planning and Business								
	City Planning & Policy	A446455	Local Area Plan amenities	(9,138)	(2,000)	5,138	6,000	-
	City Planning & Policy	A446457	TOD Development Program	(8,000)	-	5,100	2,900	-
	City Planning & Policy	A463920	Downtown Strategy Capital	(19,000)	19,000	-	-	-
	City Planning & Policy	P152_002	Downtown Improvements	(1,000)	-	1,000	-	-
	City Planning & Policy	P616_000	DT Public Realm	(2,000)	(3,000)	2,000	3,000	-
			Total	(39,138)	14,000	13,238	11,900	-
	Development Approvals	P064_001	Working Space Initiative	(5,000)	5,000	-	-	-
	Economic Development & Tourism	A414090	Event Centre	(294,461)	106,897	183,564	4,000	-
	Economic Development & Tourism	P515_001	Aircraft Restoration	(50)	50	-	-	-
	Economic Development & Tourism	P639_010	Arts Commons Transformation	(7,000)	(11,250)	18,000	250	-
			Total	(301,511)	95,697	201,564	4,250	-
	Land Development & Sales	A480851	Srvc Connections-Driveways	(1,500)	-	1,500	-	-
	Land Development & Sales	A480854	South Hill Station TOD	(2,000)	2,000	-	-	-
	Land Development & Sales	P696_BD1	Aurora Business Park	500	(500)	-	-	-
	Land Development & Sales	P697_G68	Glenmore and 68th Intersection	750	(750)	-	-	-
	Land Development & Sales	P697_GPS	Great Plains Starfield	27,000	(27,000)	-	-	-
	Land Development & Sales	P697_PTT	Point Trotter	250	(250)	-	-	-
	Land Development & Sales	P699_001	Land Acquisition	5,000	(5,000)	-	-	-
	Land Development & Sales	P705_MHP	Midfield Mobile Home Park	(5,600)	5,600	-	-	-
	Land Development & Sales	P705_PDV	OLSH Pre-Development	1,000	(1,000)	-	-	-
			Total	25,400	(26,900)	1,500	-	-
	Real Estate	A480856	Enhanced Rationalization	(300)	300	-	-	-
	Real Estate	P695_001	Land Acquisition Other Civic	(5,000)	5,000	-	-	-
			Total	(5,300)	5,300	-	-	-
Total - Building, Planning and Business				(325,549)	93,097	216,302	16,150	-

Information and Communication								
	Records Management, Access & Privacy	P796_001	Content Suite (Phase 2)	(500)	500	-	-	-
Total - Information and Communication				(500)	500	-	-	-

Parks, Recreation and Culture								
	Arts & Culture	A446510	Public Art 2019-2022	(600)	-	600	-	-
	City Cemeteries	P504_631	Cemetery Development	-	110	(110)	-	-
	Library Services	A414095	Clgry Pub Library Invest Prog	(500)	150	350	-	-
	Parks & Open Spaces	A419700	Parks Proj Development Prgm	(239)	422	(183)	-	-
	Parks & Open Spaces	P500_004	Park Development	(8,492)	(9,760)	5,375	12,877	-
	Parks & Open Spaces	P500_006	Park Upgrades	(4,149)	(11,830)	4,049	11,930	-
	Parks & Open Spaces	P500_008	Park Lifecycle	(710)	710	-	-	-
			Total	(13,590)	(20,458)	9,241	24,807	-

CAPITAL BUDGET RECAST - FOR APPROVAL
(\$000s)

Purpose: To provide capital budget timing changes for Council approval, in order to better align budget with updated expected project cash flows.

Service Category	Service	Budget ID	Budget ID Name	2025	2026	2027	2028	2029
				Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹
	Recreation Opportunities	A446551	Recreation Amenity LC	(17,703)	17,703	-	-	-
	Recreation Opportunities	A446552	Athletic Park LC	1,300	(1,300)	-	-	-
	Recreation Opportunities	A446553	Ernest Manning AT LC	(400)	400	-	-	-
	Recreation Opportunities	A447999	Foothills Fieldhouse Redevelopment	100	(25,475)	25,375	-	-
	Recreation Opportunities	A448000	Capital Investment Strategy	(60,373)	(16,723)	16,838	56,377	3,881
	Recreation Opportunities	A480353	Repsol Centre Flood Resiliency	(500)	500	-	-	-
	Recreation Opportunities	A480781	Rec M&E Lifecycle	(498)	498	-	-	-
	Recreation Opportunities	A480782	SS Pool OSI GroundH2O Mit	100	(100)	-	-	-
	Recreation Opportunities	P505_643	Golf Course Lifecycle	(600)	600	-	-	-
	Recreation Opportunities	P519_130	Facility Lifecycle	(2,532)	2,532	-	-	-
Total				(81,106)	(21,365)	42,213	56,377	3,881

Total - Parks, Recreation and Culture (95,796) (41,563) 52,294 81,184 3,881

Public Safety and Bylaws								
	Fire & Emergency Response	A480502	Facilities Privacy Renos	(500)	500	-	-	-
	Fire & Emergency Response	A480505	Livingston Emerg Resp Stn	(1,950)	(1,750)	3,700	-	-
	Fire & Emergency Response	A480508	New Fire Stations	(500)	500	-	-	-
	Fire & Emergency Response	A480510	Haskayne Emerg Resp Stn	(1,000)	1,000	-	-	-
	Fire & Emergency Response	P041_171	NE Industrial Station	(2,544)	(10,601)	13,145	-	-
	Fire & Emergency Response	P041_175	East Macleod Emergency Response Station	-	(3,000)	3,000	-	-
	Fire & Emergency Response	P041_178	Cornerstone Emergency Response Station	(2,800)	2,800	-	-	-
	Fire & Emergency Response	P041_180	West Macleod Emergency Response Station	1,250	(13,750)	12,500	-	-
	Fire & Emergency Response	P044_D02	Replace Emergency Units	5,000	(9,000)	4,000	-	-
Total				(3,044)	(33,301)	36,345	-	-
	Police Services	P038_381	Facilities Construction	(22,500)	-	12,500	10,000	-

Total - Public Safety and Bylaws (25,544) (33,301) 48,845 10,000 -

Social programs and services								
	Affordable Housing	A414040	Close to Home Indigenous-focus	(1,000)	1,000	-	-	-
	Affordable Housing	A482000	Increased Affordable Housing	(12,400)	(35,000)	47,400	-	-
	Affordable Housing	A482002	Lev Cap thru Fed & Prov Pgm	(37,000)	-	37,000	-	-
	Affordable Housing	A482004	Housing Accelerator Fund	(21,000)	-	21,000	-	-
	Affordable Housing	P489_000	Affordable Housing Redevelopment	8,000	(8,000)	-	-	-
Total				(63,400)	(42,000)	105,400	-	-

Total - Social programs and services (63,400) (42,000) 105,400 - -

Tax and Property Assessment								
	Taxation	A480100	Tax System Modernization	(3,233)	3,233	-	-	-

Total - Tax and Property Assessment (3,233) 3,233 - - -

CAPITAL BUDGET RECAST - FOR APPROVAL
(\$000s)

Purpose: To provide capital budget timing changes for Council approval, in order to better align budget with updated expected project cash flows.

Service Category	Service	Budget ID	Budget ID Name	2025	2026	2027	2028	2029
				Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹	Increase/ (Decrease) ¹
Transportation								
	Public Transit	A446554	Airport Transit Conn(East)	(5,000)	-	5,000	-	-
	Public Transit	A446555	Blue Line Extension to 88 Ave NE	(11,303)	7,303	4,000	-	-
	Public Transit	A446556	Max301 North Central BRT	(27,950)	(15,000)	20,000	19,950	3,000
	Public Transit	A446560	Max Purple Extension	(500)	(1,500)	2,000	-	-
	Public Transit	P563_001	Primary Transit Network Optimization	(550)	550	-	-	-
	Public Transit	P564_002	Transit Customer Service Tech. (Lifecycle)	(825)	825	-	-	-
	Public Transit	P566_001	RouteAhead Rapid Transit Corridors	(200)	200	-	-	-
	Public Transit	P655_14W	LRT Lifecycle Asset Management	(1,303)	1,303	-	-	-
	Public Transit	P657_02W	LRV Refurbishment	(2,000)	2,000	-	-	-
	Public Transit	P659_01W	Stoney Transit Facility	(4,603)	4,603	-	-	-
	Public Transit	P664_07W	LRVs for LRT	(10,000)	10,000	-	-	-
	Public Transit	P665_02W	Big Buses Community Shuttle Bu	(10,297)	(295,744)	230,000	76,041	-
	Public Transit	P668_01W	Fare Collection Equipment	(200)	200	-	-	-
	Public Transit	P869_000	Green Line Transitway	(16,000)	16,000	108,895	18,337	(127,232)
			Total	(90,731)	(269,260)	369,895	114,328	(124,232)
	Sidewalks & Pathways	A446454	5A Network Development Acceler	(5,000)	(2,500)	(3,000)	10,500	-
	Sidewalks & Pathways	A446456	Public Realm Investments	(13,021)	(2,578)	12,115	3,484	-
	Sidewalks & Pathways	A446558	Timber Stair Replacement	(1,000)	1,000	-	-	-
	Sidewalks & Pathways	A481350	Plus 15 Rehabilitation	(1,200)	1,200	-	-	-
	Sidewalks & Pathways	A481400	Comm Mobility Imp-Sidewalks	(1,500)	1,500	-	-	-
	Sidewalks & Pathways	P223_000	Pedestrian Bridge Replacement and Upgrading	(12,000)	8,500	3,500	-	-
	Sidewalks & Pathways	P569_001	Centre City Mobility Program	(500)	500	-	-	-
	Sidewalks & Pathways	P583_001	Douglasdale McKenzie Slope	180	-	(180)	-	-
	Sidewalks & Pathways	P612_000	Main Streets	(7,000)	(7,000)	12,000	2,000	-
			Total	(41,041)	622	24,435	15,984	-
	Specialized Transit	P564_001	Access Calgary Technology	(750)	750	-	-	-
	Streets	A446452	Dev Infrastructure - NC	(2,486)	-	2,486	-	-
	Streets	A446453	Development Infrastructure	(1,772)	-	1,772	-	-
	Streets	A446557	Retaining Wall Replacement	(1,000)	1,000	-	-	-
	Streets	A446559	Country Hills Blvd Widening	(4,500)	4,000	500	-	-
	Streets	A481351	Sound Wall Lifecycle	711	(711)	-	-	-
	Streets	A481406	Stoney Trail Improvements	(10,418)	(33,000)	30,000	2,000	11,418
	Streets	A481407	144 AV NW at W Nose Creek	(1,225)	(275)	1,500	-	-
	Streets	A481408	88 Street SE Extension	(16)	16	-	-	-
	Streets	P129_143	Subdivision Construction	(700)	(200)	450	450	-
	Streets	P129_145	Slope Stabilization	(11,900)	11,900	-	-	-
	Streets	P129_204	Development of Access Roads	(81)	81	-	-	-
	Streets	P202_000	Noise Attenuation Retrofit	(3,191)	3,191	-	-	-
	Streets	P221_000	Future Land	5,000	(2,500)	(2,500)	-	-
	Streets	P543_001	Connectors/Improv - Prov Ring Rd Project	(107)	-	107	-	-
	Streets	P568_001	Banff Trail-Stadium	(237)	237	-	-	-
	Streets	P570_001	SW-West Ring Rd Connections	(3,000)	3,000	-	-	-
	Streets	P575_001	Vehicle Bridge Replacement - 9th Ave	(627)	627	-	-	-
	Streets	P575_002	Vehicle Bridge Replacement - 12th Street (Zoo)	(294)	294	-	-	-
	Streets	P832_001	Pre-Engineering Studies	(700)	700	-	-	-
	Streets	P854_000	Major Road Reconstruction	(200)	200	-	-	-
	Streets	P859_001	Airport Trail NE Phase II	(1,751)	1,751	-	-	-
			Total	(38,494)	(9,689)	34,315	2,450	11,418

CAPITAL BUDGET RECAST - FOR APPROVAL
(\$000s)

Purpose: To provide capital budget timing changes for Council approval, in order to better align budget with updated expected project cash flows.

Service Category	Service	Budget ID	Budget ID Name	2025 Increase/ (Decrease) ¹	2026 Increase/ (Decrease) ¹	2027 Increase/ (Decrease) ¹	2028 Increase/ (Decrease) ¹	2029 Increase/ (Decrease) ¹
Total - Transportation				(171,016)	(277,577)	428,645	132,762	(112,814)
Utilities & Environment								
	Climate & Environmental Management	A410751	Centralized Climate Fund	(2,527)	2,527	-	-	-
	Stormwater Management	P897_000	Facilities and Network	(6,588)	6,588	-	-	-
	Wastewater Collection & Treatment	P894_000	Wastewater Treatment Plants	(60,961)	60,961	-	-	-
	Wastewater Collection & Treatment	P895_000	Wastewater Collection Network	(56,553)	56,553	-	-	-
Total				(117,514)	117,514	-	-	-
	Water Treatment & Supply	P892_000	Water Distribution Network	(47,316)	47,316	-	-	-
Total - Utilities & Environment				(173,945)	173,945	-	-	-
Enabling Services								
	Corporate Security	A481070	Risk Assessment & Mitigation	(2,000)	2,000	-	-	-
	Data Analytics & Information Access	A480703	Corporate GIS Upgrades	(200)	200	-	-	-
	Data Analytics & Information Access	A480708	CAD Technology Modernization	226	75	(301)	-	-
	Data Analytics & Information Access	A480709	Modernizing Commerce	-	850	(850)	-	-
Total				26	1,125	(1,151)	-	-
	Facility Management	A480757	Forest Lawn Civic Centre	(620)	620	-	-	-
	Facility Management	A480771	Bld-Symons V Multi-Srvc Cnt	(14,701)	2,620	3,844	8,237	-
	Facility Management	A480774	Walden Fire Station	(920)	920	-	-	-
	Facility Management	A480775	Facility Climat Sustainment	(1,500)	1,500	-	-	-
	Facility Management	P498_001	Capital Conservation Grant	5,000	-	(5,000)	-	-
	Facility Management	P777_001	Varsity Multi-Service Centre	(1,667)	(2,000)	3,667	-	-
Total				(14,408)	3,660	2,511	8,237	-
	Fleet Management	A414470	Green Fleet Strategy	(1,105)	(2,120)	3,225	-	-
	Fleet Management	A480810	Facilities Machinery LC UP	(610)	610	-	-	-
	Fleet Management	P871_000	Replacements	(10,000)	10,000	-	-	-
Total				(11,715)	8,490	3,225	-	-
	Infrastructure & Engineering	A482153	Advance Design to Shovel Ready	(6,000)	6,000	-	-	-
Total - Enabling Services				(34,097)	21,275	4,585	8,237	-
Total Recast				(893,080)	(102,391)	856,071	248,333	(108,933)

Note:
1. Figures may not add due to rounding



2025 Capital Budget Recast

2025 February 11



That Executive Committee recommend that Council:

1. Approve the 2025 Capital Budget Recast as presented in Attachment 1
2. Approve the Capital Budget Transfer of \$11 million from City Planning and Policy (Budget ID A463920) to Economic Development & Tourism (Budget ID P633_002) to support the Glenbow Museum Project



- Capital budget recast refers to **advancements/deferrals** between budget years.
- Budget recasts **do not lead to any reductions in approved budgets**
 - They are intended to more accurately reflect timing of anticipated spending.



- The goal is to have budgets **more accurately reflect** the expected **spending plans**.



- **\$893 million in total recast funding**, bringing the **expected 2025 capital budget to \$2.4 billion**.



Reasons behind 2025 Capital Budget Recast



- **Budget Realignment:** Adjusting the budget to better align with future project timelines, investments and construction schedules.
- **Project Delays/Deferrals:** Delays or deferrals due to issues with land purchases, procurement limitations and construction activities.
- **Competing Priorities:** Addressing organizational capacity constraints and prioritizing projects that are deemed critical.

Total Capital Budget (\$ M)	2024	2025	2026	2027+	Total
Approved Budget (MCA)	2,092	3,288	4,991	4,557	14,927
Recast	-	(893)	(102)	995	-
Proposed Revised Budget	2,092	2,395	4,888	5,553	14,927



Budget ID Name	2025 Recast	Reason for Adjustment
Water Distribution Network	(\$47.3M)	Updated cost projections and timelines. Also to reflect unforeseen circumstances such as material delays and resource constraints.
Wastewater Treatment Plants	(\$61M)	
Wastewater Collection Network	(\$56.6M)	
Capital Investment Strategy	(\$60.4M)	Six major investments for recreation aligning budgets with updated project schedules.
Event Centre	(\$294.5M)	Alignment with project tendering and construction activity schedule. Anticipated completion is still expected to be Q3 2027.
Top 5 Budget IDs	(\$519.7M)	



- **Transfer of \$11 million** from City Planning and Policy (Budget ID A463920) to Economic Development & Tourism (Budget ID P633_002) to support the Glenbow Museum Project due to project reprioritization, namely to:
 - **Enhance** downtown vibrancy
 - **Contribute** towards the completion of the Glenbow Project
 - **Leverage** additional funding from other sources.
 - **Align** Glenmore re-opening with the reconstruction of Stephen Avenue



That Executive Committee recommend that Council:

1. Approve the 2025 Capital Budget Recast as presented in Attachment 1
2. Approve the Capital Budget Transfer of \$11 million from City Planning and Policy (Budget ID A463920) to Economic Development & Tourism (Budget ID P633_002) to support the Glenbow Museum Project

**Infrastructure Services Report to
Infrastructure and Planning Committee
2025 February 12**

**ISC: UNRESTRICTED
IP2025-0150**

Water System Planning

PURPOSE

At the meeting of Council on December 17, 2024 (IP2024-1237) The City committed to provide information to Council and Calgarians on water system planning (Attachment 2) and share information as it becomes available on the City's next steps to improve reliability of the Bearspaw South Feedermain.

This report will:

- 1) Share how we plan for water system capacity and redundancy to ensure delivery of safe drinking water to customers now and in the future.
- 2) Identify the infrastructure projects that are underway to serve growth in Calgary and the region, to provide system redundancy and the City's next steps to improve the reliability of the Bearspaw South Feeder main.
- 3) This report is not part of the independent review. Learnings from the independent review will be used to improve water system planning and investments.

PREVIOUS COUNCIL DIRECTION

Council has received verbal updates regarding the Bearspaw South Feeder Main since the original break on 2024 June 5 (Attachment 1).

RECOMMENDATION:
That the Infrastructure and Planning Committee recommend that Council:
1. Receive this report for the Corporate Record.
RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE, 2025 FEBRUARY 12:
That Council receive this report for the Corporate Record.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Michael Thompson (Infrastructure Services) supports the contents of this report.

HIGHLIGHTS

Key highlights are as follows:

- The City of Calgary's water system planning considers the need for system capacity to serve growth and infrastructure redundancy requirements to ensure the delivery of safe water to customers.
- Calgary has made great progress on water efficiency over the years, however challenges such as source water availability and rapid population growth in Calgary and the region require continued focus on water efficiency, including an accelerated focus on reducing water loss.

Water System Planning

- Increasing demand is triggering the need for major infrastructure investment to provide increased system redundancy and serve growth, sooner than originally planned.
- Infrastructure projects are underway including planning for a new Water Treatment Plant, expansion of the Glenmore Water Treatment Plant, and three major feeder main projects. The City will also improve the reliability of the Bearspaw South Feeder Main as it will continue to play an important role in the function of Calgary's water system.
- The City will continue to share information with the independent review and apply any learnings to improve water system planning and investments.

DISCUSSION

Service reliability is a top priority for our customers. We understand the provision of water is both an essential need and a critical service. Calgary's expect drinking water to be reliable and available, now and for generations to come.

Water System Planning

The City of Calgary's water system is designed to provide maximum day demand in normal working conditions and average day demand for Calgary and the region in a planned or emergency infrastructure outage. This planning criteria applies to all infrastructure from the raw water intakes to our customers tap and aligns to the Province of Alberta Standards and Guidelines for Municipal Waterworks, Wastewater and Storm Drainage Systems Guidelines.

The City of Calgary planning criteria is reviewed regularly with fulsome evaluation, peer reviews, and updates made in 1996, 2011 and 2021. A comparison of the City of Calgary's criteria and was undertaken as part of the 2021 Water Long Range Plan. This comparison showed Calgary's planning criteria provides a level of system redundancy that is better than or on par with other jurisdictions.

Maximum Day Demand is the highest total volume of water produced in a single day in a given year. In Calgary our maximum day demand is often on days of +30 °C weather in June, July or August. Average Day Demand is calculated by taking the total volume of water produced at both treatment plants over a year divided by 365 days. In Calgary an average day of water demand is similar to demand on a shoulder season day in April or October.

Over the past two decades, Calgarians have reduced their per capita water use by 30 per cent, enabling an overall demand that has been the same since 2003, even as the population grew by half a million. The City has implemented a range of tactics, and worked in partnership with Calgarians, since the 1980s to reduce Calgary's water consumption. While we've made great progress over the years, challenges such as source water availability and rapid population growth in Calgary and the region necessitate continued focus on water efficiency.

Calgary's historical water demand is shown in Attachment 3. The historical demand trend shows that Calgary's average day demand and maximum day demand began to increase in 2020. As Calgary and the region continues to grow at a high pace, water demand will continue to increase, the capacity of the existing system will be fully utilized and the need and timeframe for major infrastructure will be accelerated.

Water System Planning

Plans for capacity, redundancy and reliability

The City's updated Water Efficiency Plan and Accelerated Water Loss Program are both key initiatives to reduce both maximum and average day water demand. The update to the Water Efficiency Plan will be brought to Council in early 2026, while the actions identified in the Accelerated Water Loss Program are underway. These key initiatives are expected to result in gradual demand reductions over a longer timeframe but are necessary components in optimizing the water system and reducing loss.

The feeder main projects, shown below and on Attachment 4, will increase Calgary's water transmission capacity, ensuring there is capacity in the water system to serve growth, provide redundancy and reduce reliance on existing feeder mains.

- North Calgary Water Servicing Project. This project will provide partial system redundancy to the Bearspaw South feeder main. It will also provide redundancy to six other feeder mains. This project will be complete by the end of 2028.
- South Calgary Water Servicing. This project is in early development and will provide the remaining system redundancy to the Bearspaw South feeder main and two other feeder mains. This project is a new feeder main to move water to south Calgary from the Bearspaw Water Treatment Plant (likely in an alignment along Stoney Trail terminating at Anderson Road and 14th Street) that is planned to be complete by 2031.
- Crosstie Feeder main. This project will improve the redundancy of the feeder main network in NE Calgary and improve system pressures in Saddle Ridge, Taradale, Martindale and Falconridge. This feeder main extends along Country Hills Blvd from Coventry Hills Blvd to 60th Street NE and will be constructed by 2029.

The water treatment plant projects, shown below and on Attachment 4, will increase Calgary's water treatment and raw water capacity, ensuring sufficient drinking water supply to serve growth. Additionally, the Glenmore Expansion investment will eliminate single points of failure improving the reliability of the treatment plant.

- Glenmore Water Treatment Plant Expansion. This expansion includes a new treated water storage reservoir (called a "clearwell"), high lift pump station and electrical building. These projects will be complete by 2031.
- Water Treatment Expansion program. This program includes a new water treatment plant, and a new and/or upgraded raw water intake. The new infrastructure will be located along the Bow River and will be complete in 2035.

Building on the learnings from 2024 about how to operate the system in new ways, there are small scale pump station projects that will improve our flexibility to move water. This work will help us do critical maintenance work with less interruptions to customers.

The infrastructure projects listed above are complex and challenging to design and build, usually resulting in a project timeframe that is >10 years from planning to infrastructure being in service. As Calgary and the region continues to grow at a high pace and water demand in Calgary increases, the timing of this infrastructure and ensuring the reliability of our existing infrastructure becomes critical.

Water System Planning

As shared with Council in December 2024, the condition of Bearspaw South Feeder Main has been improved through the repairs that were undertaken in 2024. These repairs have enabled stable operation of the infrastructure under current conditions; however analysis has determined that over the next 5 to 30 years a growing number of pipe segments are likely to require repair or replacement as it continues to deteriorate.

North Calgary and South Calgary Water Servicing projects will reduce the reliance on the Bearspaw South Feeder main to supply water during average day demand conditions, but this feeder main will continue to be relied upon in the future to provide maximum day demand. It is also a key piece of infrastructure that will enable the Glenmore WTP to be taken out of service for planned maintenance and upgrades. This feeder main is and will continue to be an important part of Calgary's water infrastructure and as such will continue to be monitored and operated in a manner that reduces the risk of failure.

To improve the reliability of the 1950 mm prestressed concrete cylinder pipe (PCCP) portion of the Bearspaw South Feeder main (from 87th Street to Shaganappi Trail) several rehabilitation and replacement options have been identified and explored. At this time, the preferred option is to employ a combination of microtunnelling a new feeder main, in concert with other construction and repair techniques. Microtunnelling is preferred as it best minimizes impact to adjacent citizens and businesses and service impacts to Calgarians. Design of the Bearspaw South Feeder Main Reliability project will begin in Q1 2025. The City will share additional information with the public as it becomes available.

Plans informed by reviews and new information

This report is not part of the independent review. The City has shared and will continue to share information with the independent review as we go forward. We understand the provision of water is both an essential need and a critical service, therefore any learnings from ongoing reviews will be used to improve water system planning practices.

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

Administration recognizes the importance of having a water system planning consider the need for system capacity to serve growth and infrastructure redundancy requirements to ensure the delivery of clean and reliable drinking water to customers.

Environmental

Administration recognizes the broader environmental impacts on the water system for citizens.

**Infrastructure Services Report to
Infrastructure and Planning Committee
2025 February 12**

**ISC: UNRESTRICTED
IP2025-0150**

Water System Planning

Economic

Administration recognizes the economic benefit of these investments is to provide service reliability and certainty for residents and businesses in Calgary and the region.

Service and Financial Implications

Other:

There are no operating or capital costs associated with the recommendation in this report. Consistent with current processes within these lines of service, construction budget may be requested separately from when design budget is needed. As projects move through stages of development, and when better cost estimates are available, a budget request for construction may come forward, which will also highlight any impact online of service rates.

RISK

As part of the next Water Long Range Plan Administration will assess its risk appetite and tolerance regarding the reliability of water service, the inherent risks of aging infrastructure and management of water feeder main assets.

ATTACHMENTS

1. Previous Council Direction
2. Conversations with Council
3. Historical Water Demand
4. Map of Projects
5. Water System Planning Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Michael Thompson	Infrastructure Services	Approve
Stuart Dalgleish	Chief Operating Officer	Consult
Doug Morgan	Operational Services	Consult
Deb Hamilton	Planning and Development Services	Consult

Author: Sarah Huber – Project Development – Infrastructure Services, Steve Wyton – Capital Planning and Engineering Services – Infrastructure Services

City Clerks: R. Derwantz / C. Doi

Previous Council Direction

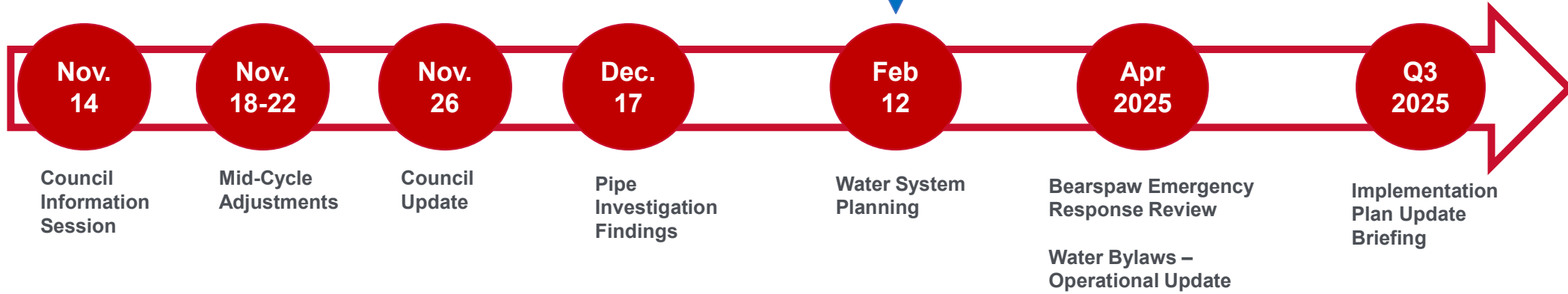
DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2024 July 03	IP2024-0806	<p>Bearspaw South Feeder Main Break – Independent Review</p> <p>That the Infrastructure and Planning Committee:</p> <ol style="list-style-type: none"> 1. Direct this item to the 2024 July 16 Public Hearing Meeting of Council, and <p>That the Infrastructure and Planning Committee recommend that Council:</p> <ol style="list-style-type: none"> 2. Receive this report for the Corporate Record; and <p>That the Infrastructure and Planning Committee recommend that Council:</p> <ol style="list-style-type: none"> 3. 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
2024 July 16	IP2024-0806	<p>Bearspaw South Feeder Main Break – Independent Review</p> <p>That Council:</p> <ol style="list-style-type: none"> 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
2024 July 30	C2024-0901	<p>Bearspaw South Feeder Main Break Independent Review Update (Verbal)</p> <p>That Council receive this Presentation for the Corporate Record.</p>
2024 Sept 17	C2024-1049	<p>Update on Supports for Businesses Impacted by Bearspaw South Feeder Main Repairs - Briefing</p>
2024 Oct 29	C2024-1213	<p>Bearspaw South Feeder Main Incident Review Update (Verbal)</p> <p>That Council receive this presentation for the Corporate Record.</p>

2024 Oct 29	C2024-1192	<p>Bearspaw South Feeder Main Break Independent Review Update (Verbal) That Council:</p> <ol style="list-style-type: none"> 1. Adopt the Confidential Recommendations contained in the Revised Confidential Distribution; and 2. Direct that the Closed Meeting discussion, Confidential Distribution and Revised Confidential Distribution be kept confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 17 (Disclosure harmful to personal privacy), 19 (Confidential Evaluations), 24 (Advice from officials) and 27 (Privileged information) of the <i>Freedom of Information and Protection of Privacy Act</i> (Alberta), to be reviewed by 2025 January 31.
2024 Nov 26	C2024-1284	Bearspaw South Feeder Main Review Update (Verbal)
2024 Dec 11	IP2024-1237	<p>Bearspaw South Feeder Main: Pipe Investigation Findings</p> <p>That Infrastructure and Planning Committee recommend that Council:</p> <ol style="list-style-type: none"> 1. Receive this report for the Corporate Record. <p>That Infrastructure and Planning Committee:</p> <ol style="list-style-type: none"> 1. Forward this report to the 2024 December 17 Regular Meeting of Council.

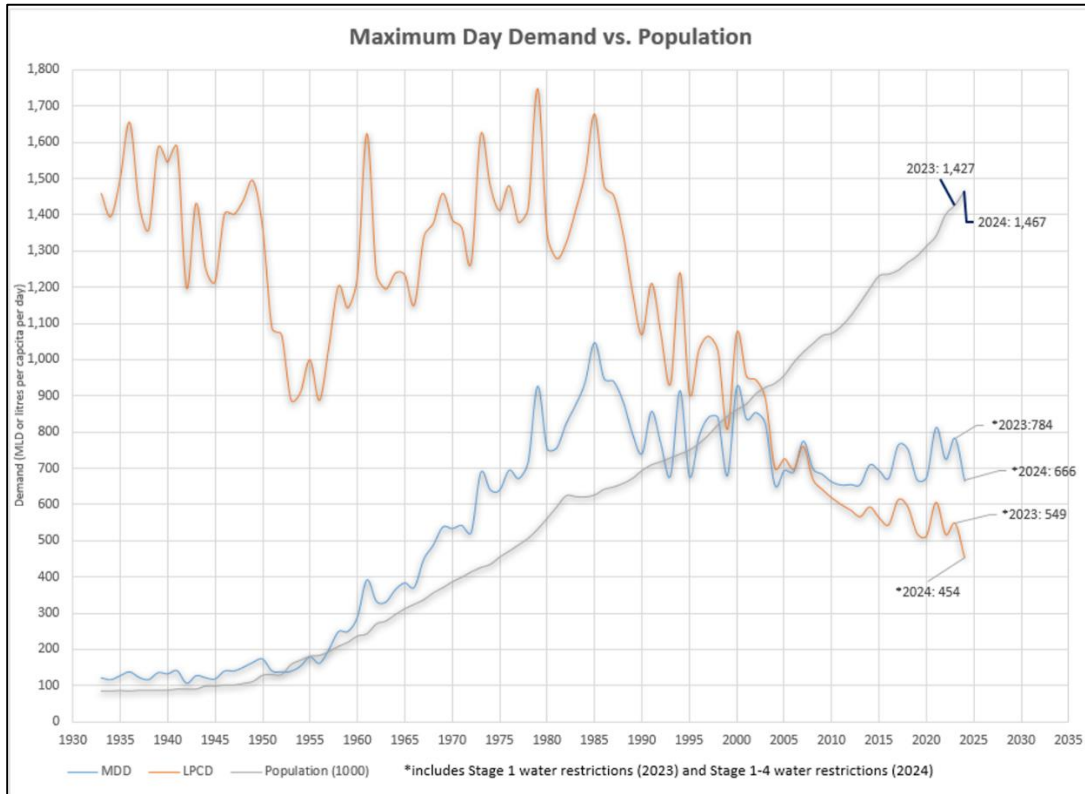


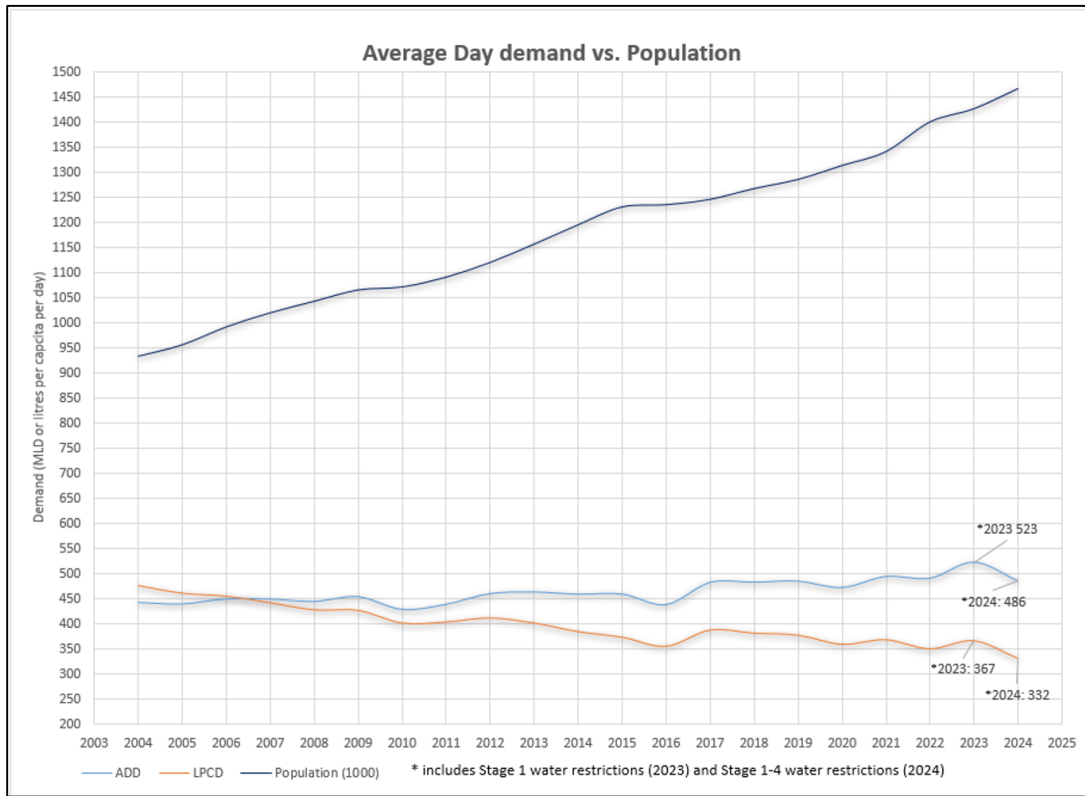
Conversations with Council

Today



Historical Water Demand







Water System Planning

IP2025-0150

February 12, 2025

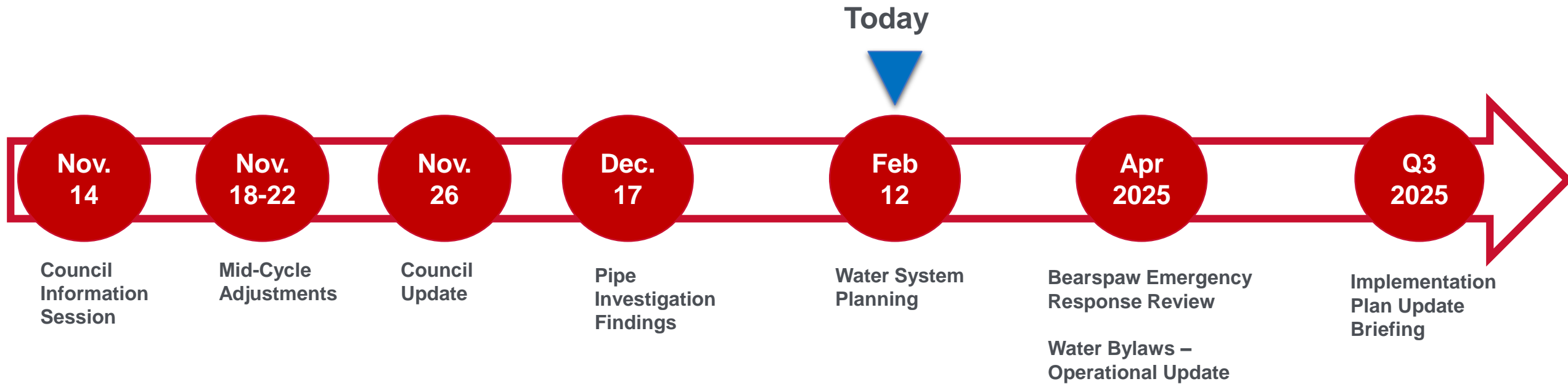
To share with the Infrastructure & Planning Committee, Council and Calgarians:

1. How we plan for water system capacity and redundancy to ensure delivery of safe drinking water to customers now and in the future.
2. The infrastructure projects that are underway to serve growth in Calgary and the region, provide system redundancy and the City's next steps to improve the reliability of the Bearspaw South Feeder main.
3. That this report is not part of the independent review. Learnings from the independent review will be used to improve water system planning and investments.





Conversations with Council





Recommendations:

That Infrastructure and Planning Committee recommend that Council:

1. Receive this report for the Corporate Record.

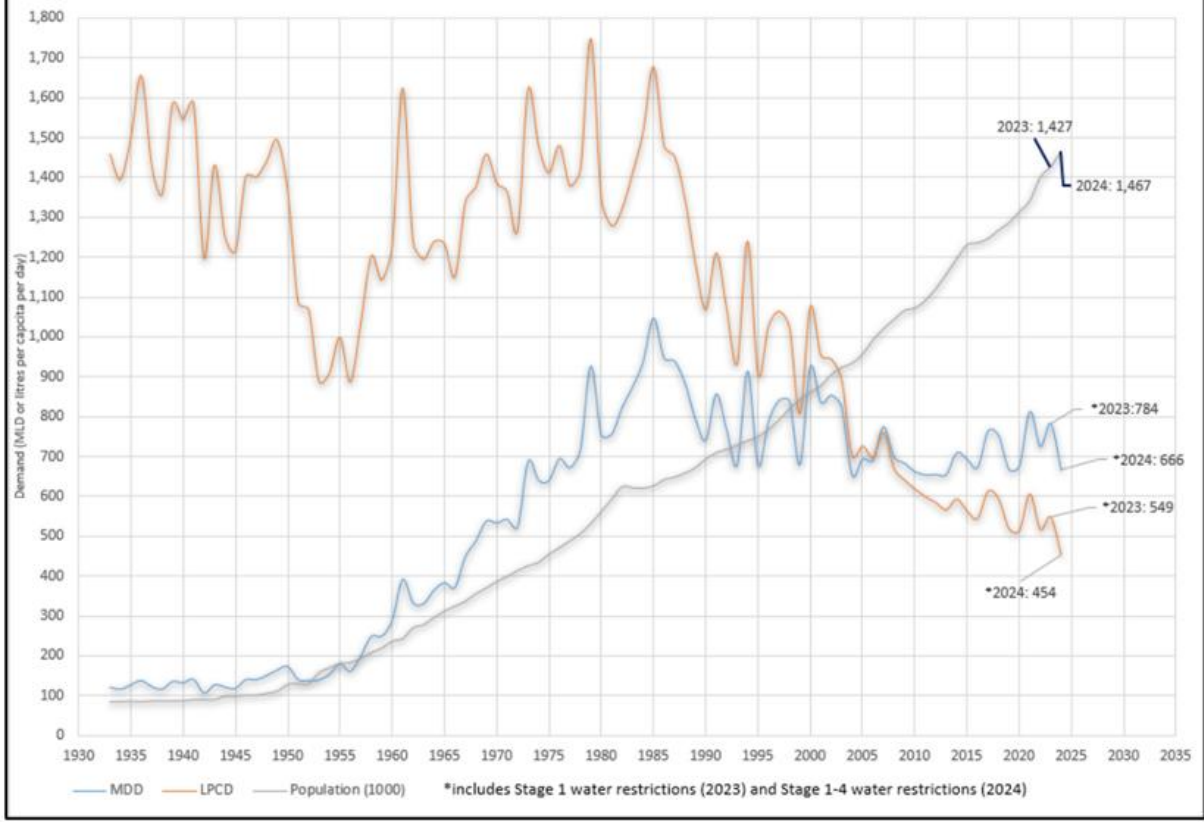


Water System Planning

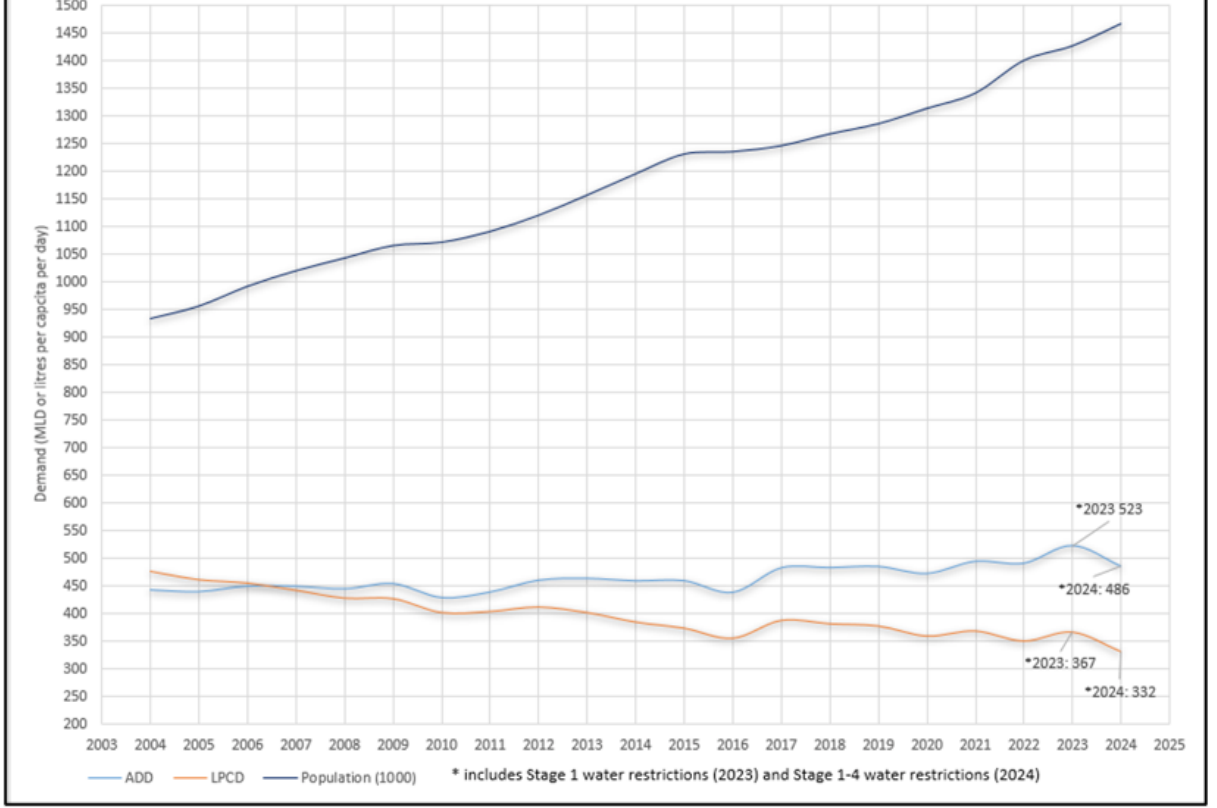


Building on the success of Calgary's water efficiency efforts

Maximum Day Demand vs. Population

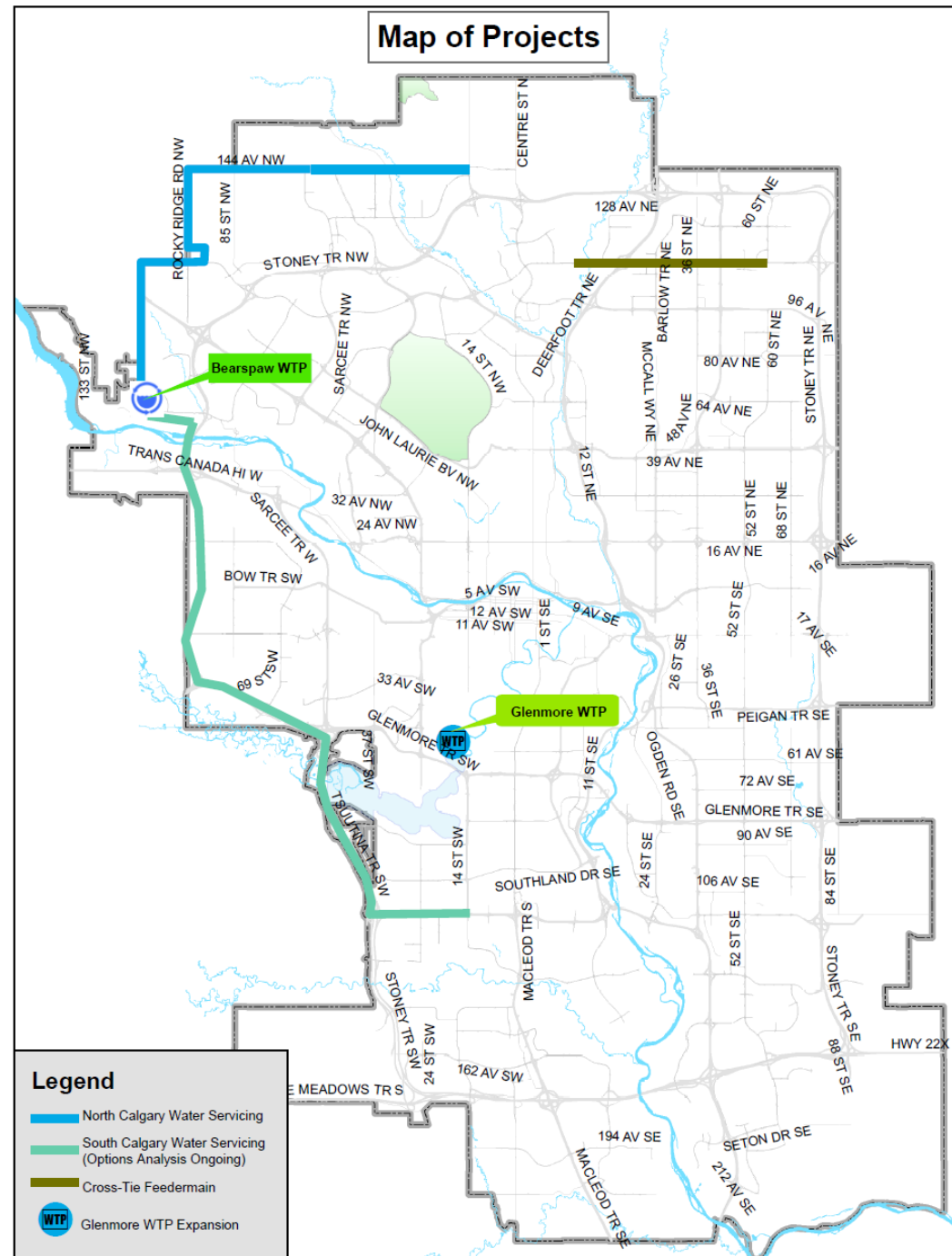


Average Day demand vs. Population





Critical infrastructure investments being made to ensure continued water service reliability

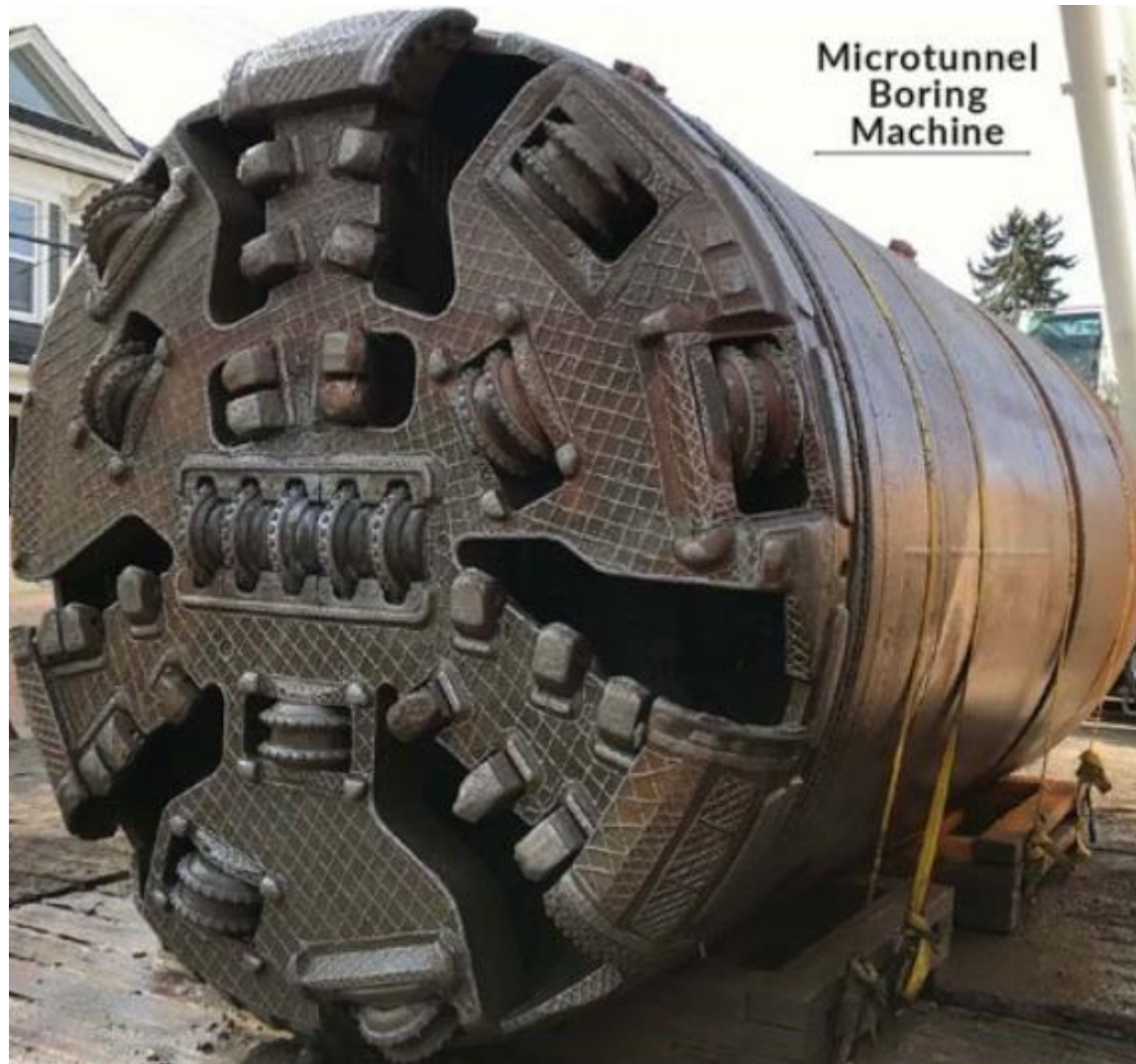




Reliability of Bearspaw South Feedermain



Efforts to improve Bearspaw South Feedermain Reliability

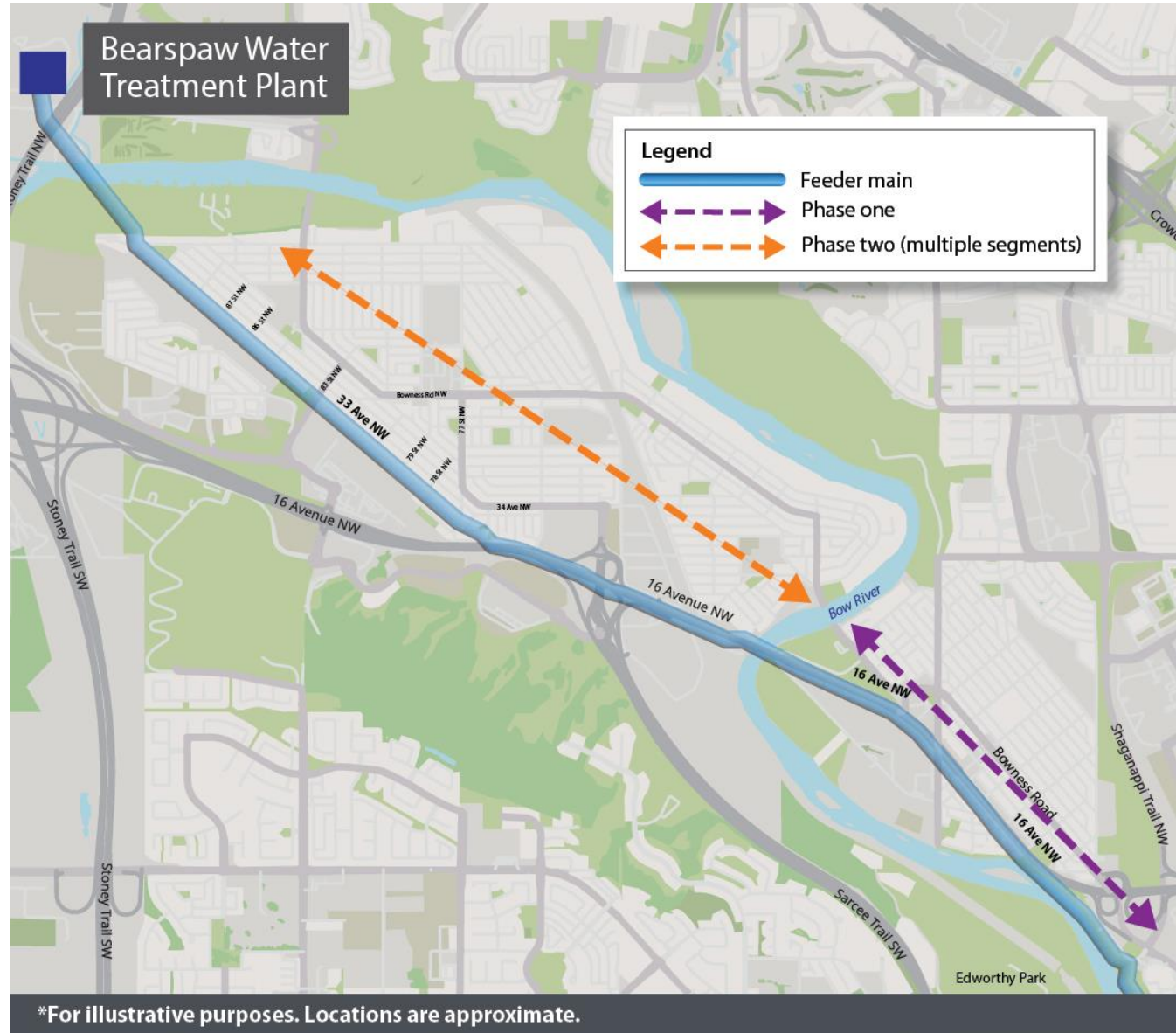


The Bearspaw South Feedermain continues to play a critical role in the water system

The Water Utility is exploring options to ensure the reliability of the feedermain – Microtunnelling is the most probable option.



Preliminary Design





Council touchpoints on Water related items

Today



Feb
12

Water System Planning
(to Infrastructure and Planning Committee)

Mar
2025

Wheatland County Water Servicing Request
(to Intergovernment Affairs Committee)

April
2025

Bearspaw Emergency Response Review
(to Council)

Water Bylaws – Operational Update
(to Executive Committee)

May
2025

Biannual Infrastructure Insights Report
(to Infrastructure & Planning Committee)

Q3/Q4
2025

Update on Implementation Plan Briefing
(to Infrastructure & Planning Committee)

Calgary River Valleys Project
(to Community Development Committee)

2026

Water Efficiency Plan
(to Community Development Committee)



Recommendations:

That Infrastructure and Planning Committee recommend that Council:

1. Receive this report for the corporate record.

**City Auditor's Report to
Audit Committee
2025 February 13**

**ISC: UNRESTRICTED
AC2025-0148**

City Auditor's Office 2024 Annual Report

PURPOSE

The purpose of this report is to communicate a retrospective summary of highlights and achievements of the year, reflecting the assurance, advisory and investigative services provided by the City Auditor's Office.

PREVIOUS COUNCIL DIRECTION

The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 33M2020.

Council Policy CP2022-06, Whistle-blower Policy, states that the City Auditor "will report, at least on an annual basis, information related to reports received and investigations conducted during the year to Council through the Audit Committee".

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties, and functions of the position. In accordance with Schedule A of Bylaw 30M2004 (as amended), the City Auditor will provide an annual report to Audit Committee that provides a retrospective summary of highlights and achievements of the year, reflecting the assurance, advisory and investigative services provided.

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, 2025 FEBRUARY 13:

That Council receive this report for the Corporate Record.

HIGHLIGHTS

- What does it mean to Calgarians? The 2024 Annual Report summarizes the activities of the City Auditor's Office. The report highlights significant activities carried out by the City Auditor's Office and is presented to assist Audit Committee in its oversight responsibilities. The mission of the City Auditor's Office is to "Provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust".
- Why does it matter? This annual report demonstrates how the City Auditor's Office is successfully delivering value using the four guiding principles of Responsiveness, Risk Reduction, Reliability, and Resilience.

City Auditor's Report to
Audit Committee
2023 September 21

ISC: UNRESTRICTED
AC2025-0148

City Auditor's Office 2024 Annual Report

RISK

The activities of the City Auditor's Office support Administration in their on-going mitigation activities related to Principal Corporate Risks.

ATTACHMENTS

1. City Auditor's Office 2024 Annual Report
2. One Calgary Accountability

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: A. Lennox / C. Doi

City Auditor's Office 2024 Annual Report



Calgary

City Auditor's Office

Message from the City Auditor

I am proud to present this summary of the City Auditor's Office 2024 activities. Our focus is on value-add service delivery, and throughout the 2023-2026 budget cycle, we have used the "four Rs" as our key values: Responsiveness, Risk Reduction, Reliability, and Resilience.

We focus on providing services that are responsive to emerging risks across The City of Calgary (The City). We utilized available resources to complete 94% of the 2024 Audit Plan, and additionally supported City Administration with advisory services to respond to high and emerging risks. During 2024, the Whistle-blower Program received the second highest number of reports in the 15-year history of the Program, and we were able to maintain our high level of responsiveness: responding to 100% of reports within one business day, and completing the initial assessment of 93% of reports within 15 calendar days.

Our team are proud to support risk reduction activities that mitigate The City's Principal Corporate Risks through their delivery of audits, analytics projects, and investigations. We delivered eleven audits, incorporating 67 recommendations to support risk mitigation, as well as three continuous auditing projects supporting analysis of risk through detailed analysis of data sets. Our on-going follow up of audit recommendations supported timely implementation of 39 action plans. We completed 22 whistle-blower investigations, which incorporated 25 recommendations for corrective action.

The reliability of our work – quality of service delivery – is critical to add value to The City, as well as provide appropriate assurance to Audit Committee. Our internal quality processes confirmed that our audit and advisory activities continued to be conducted in conformance to professional standards. The Institute of Internal Auditors updated their professional standards in 2024, and we have reviewed and adjusted our processes to remain in conformance. We continued our focus on professional skills and continuous learning and training to support excellence in service delivery.



The first of a kind Whistle-blower Program Benchmarking Report presented to Audit Committee in Spring 2024 analyzed data from the last 5 years of Program operations, to support on-going delivery of an efficient, trusted, and independent Program.





Our resilience-focused activities during 2024 focused on people and technology. We have a full complement of staff, as well as the ability to bring in contract resources to support unexpected absences, and subject matter expertise to support complex topics. We continued our team volunteer and learning activities to continue our sense of community and belonging, and our team mood scores remained high throughout the year. We created a Technology Roadmap, intentionally analyzing risks and benefits of utilizing types of technology to support our efficient and effective service delivery, and are now developing an accompanying AI Framework to support most effective use of these tools.

Further information on our 2024 activities is set out in this report, and our reports issued during the year are available at www.calgary.ca/auditor

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

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

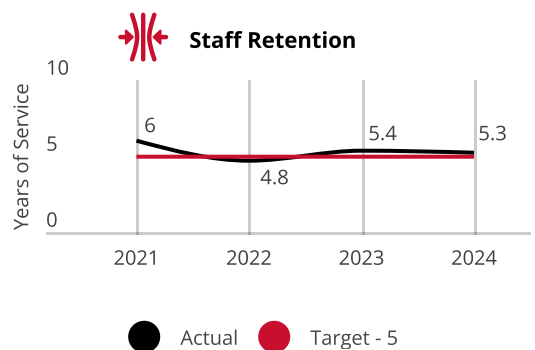
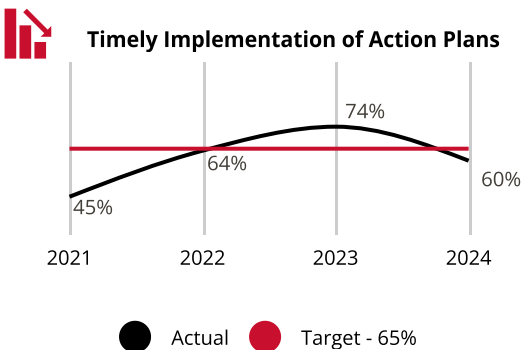
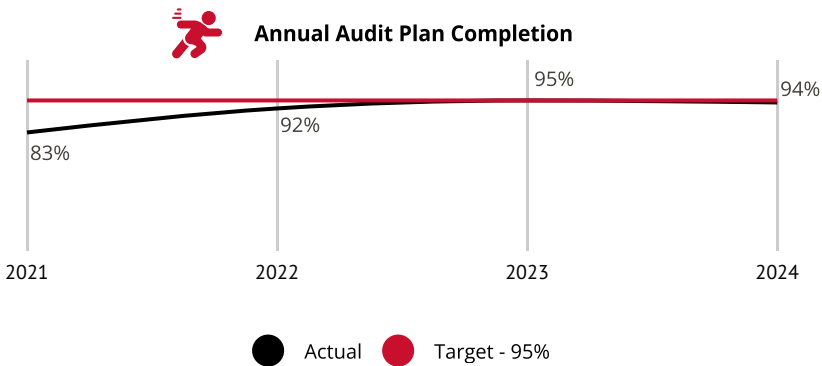
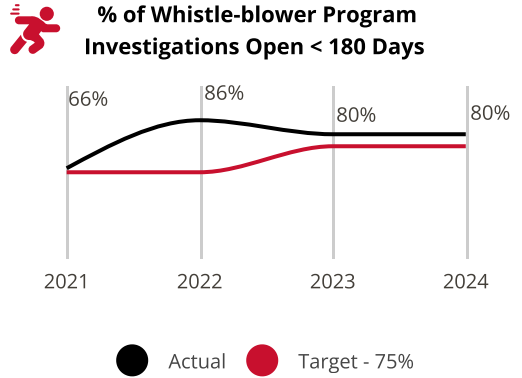
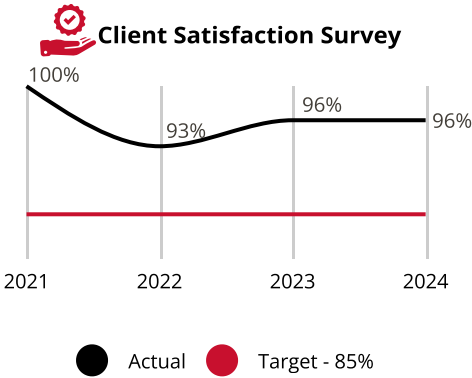
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1.0 One Calgary Accountability



The mandate of the City Auditor's Office is to provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust. The City Auditor's Office tracks five performance measures that align to our guiding principles of Responsiveness, Risk Reduction, Reliability and Resilience. These measures will be utilized in the 2023-2026 Service Plans and Budget cycle to measure on-going performance.

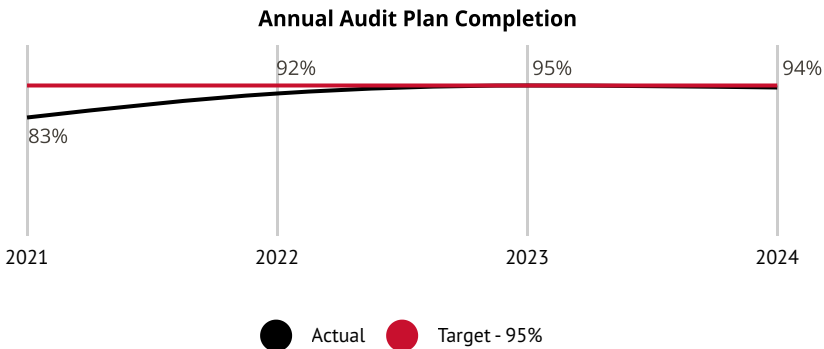


Responsiveness: The ability to assess and react to current and emerging risks through audit assurance, advisory and investigative services.

2.1 Audit Services

The annual Audit Plan sets out the planned audit services to be delivered by the City Auditor’s Office in the upcoming year. The City Auditor’s Office tracks the percentage of the Audit Plan completed, based on the schedule established when the Audit Plan is approved. The 2024 Audit Plan was approved by Audit Committee at the November 2023 meeting, and during 2024 the City Auditor’s Office delivered 94% of the approved Audit Plan. The City Auditor’s Office utilized internal and external audit resources, including subject matter experts, to support the delivery of eleven audit projects. At December 31, 2024, five audits from the 2024 Audit Plan were in progress and will be finalized during the first half of 2025 as part of our continuous project delivery.

During 2024, the City Auditor’s Office developed the 2025 Audit Plan using a risk-based framework to ensure audit resources were directed to the most significant areas of The City. Activities included confirming The City’s risk profile, identifying areas of highest priority, engaging with key City partners, including members of Audit Committee, Council, and Administration, and assessing available resources. The development of the Audit Plan utilized The City’s ERM framework, and audits on the Audit Plan are aligned to The City’s Principal Corporate Risks. The 2025 Audit Plan includes eleven audits, assuming a fully resourced audit team, and the incorporation of external subject matter expertise as necessary to deliver value-add assurance. To ensure the continued effective allocation of our audit resources, we additionally identified two ‘reserve’ audits which can be conducted if we are unable to perform other planned audits, and resources are available.



2.2 Advisory Services

The City Auditor’s Office provides independent and objective advisory services on an issue or project-specific basis as requested by Administration. Based on our knowledge of best practice on risks, controls and governance frameworks along with our deep understanding of The City, we are well positioned to provide advice on mitigation of significant risks and opportunities to improve City operations. We ensure advisory services provided do not impede our ability to conduct objective audits in an area at a future date. Providing advisory services supports both The City’s continuous improvement and risk mitigation, as well as our on-going collaborative relationship with Administration.

During 2024, members of the City Auditor’s Office provided:

- Support to IT developing The City’s AI strategy;
- On-going touchpoints with a group further developing The City’s public reporting;
- Input to a team developing a multi-party project agreement;
- Advice to a Business Unit reviewing risks related to access to confidential data; and
- Input to a Business Unit on the prioritization of policy updates.

The City Auditor was a member of the Audit Committee Infrastructure Working Group during Q3/4 of 2024. Additionally, the City Auditor provided on-going input to members of Audit Committee by sharing trends and insights from the audit profession.

2.3 Investigation Services - Whistle-blower Program



By the Numbers

WBP activity for the year ending December 31, 2024 (numbers in parentheses represent 2023 figures and are provided for comparative purposes only.)

1 - Intake & Assessment

- 144 (105) new reports received representing:
- 378 (208) new allegations raised and assessed.

2 - WBP Investigation

- 31 (15) new reports approved for further investigation.
- 4 (7) investigations carried forward from prior years.
- 77 (28) total allegations investigated.

3 - Conclusion & Reporting

- 22 (18) investigations concluded.
- 45% (43%) substantiation rate.
- 13 (4) investigation files carried forward into 2025.

4 - Recommendations & Closing

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

2.3 Investigation Services - Whistle-blower Program (continued)

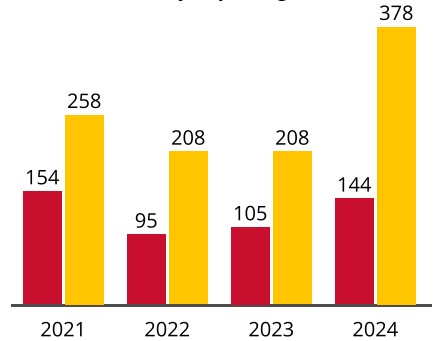
Reporting volumes are tracked and considered to be an indicator of the awareness and availability of the WBP as a method available to report suspected wrongdoing, and how concerns of potential violations of policy or procedure may be reported by Calgarians and City employees. Reporting volume in 2024 exceed typical annual volumes, however, most notable was the significant increase in the number of allegations raised requiring assessment.

Consistent messaging to employees by Administration throughout 2024 reinforced employee behaviour expectations and actively encouraged employees to report suspected wrongdoing through all available reporting channels, including the WBP. Consistent reporting volumes year-over-year indicate general awareness of, and easy access to, the WBP by employees and Calgarians alike.

Due to the WBP being only one of multiple avenues available for employees to raise concerns, there is no 'right' or 'wrong' volume of reporting in any given year. However, higher reporting volume attributed to employees specifically is generally indicative of their empowerment to report, their confidence that concerns raised will be objectively assessed, and allegations will be investigated appropriately as merited.

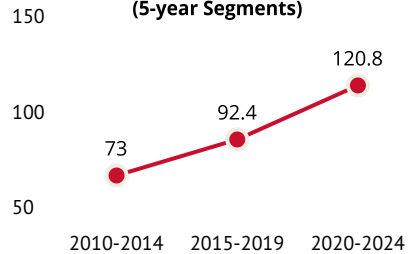
Historically, employees have accounted for 57% of all reports submitted to the WBP. In 2024, employees reported 54% of all concerns.

Yearly Reporting



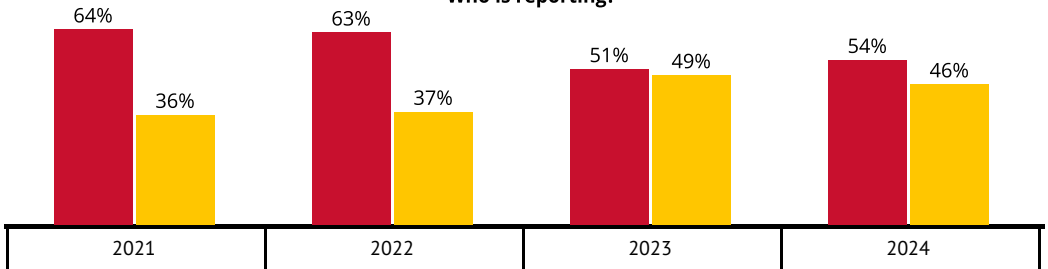
● Reports ● Allegations

Annual Reporting (5-year Segments)



● Reporting Average

Who is reporting?



● Employees ● Non-employees

Consulting & Other Inquiries

A lesser known but important component of the WBP is the availability of investigators to employees and others uncertain of whether their concern merits reporting, and if so, to whom. Investigators will engage in discussions to understand the issues of concern, what actions have been taken to date, and what outcomes are expected by pursuing the matter through a formal report to the WBP or other reporting channel within Administration. Other inquiries and general contact with the WBP also occur which do not result in further assessment by the WBP.

Discussions with City employees are clearly communicated as consultation that will not result in action by the WBP until a formal report is submitted. Should the nature of discussion be of a serious nature necessitating action, investigators will inform the individual of The City's legislative or legal requirement to act and will transition the discussion to a formal intake for assessment.

Otherwise, individuals leave these valuable touchpoints with WBP investigators having been afforded a safe space for authentic dialogue and are better informed to fully understand what their next steps may look like.

In 2024, the WBP had 19 consultations and touchpoints that were not further assessed.

"Thank you for the conversation today. I really appreciated your empathy and kindness."

Employee, Anonymous

Investigation Closing Rates

A key measure of responsiveness for the WBP is the timely completion of investigations. We acknowledge that for many individuals the issue reported has negatively impacted them personally or professionally for some time prior to reporting, and an incomplete or untimely investigation only prolongs and exacerbates their negative experience. The WBP considers an investigation open from the date a recommendation to investigate is approved by the City Auditor, through to the signing-off of an investigation report concluding on allegations raised.

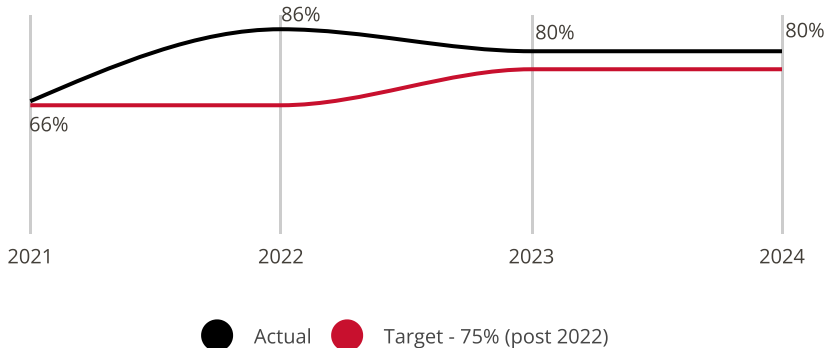
Every investigation is unique in its own set of variables including: the timelines between an originating event and reporting to the WBP, the quantity and complexity of allegations raised, the availability of evidence and witnesses needing to be interviewed, the availability of investigative resources, and the prevailing risk exposure to The City for unconcluded allegations. All open investigations are regularly reassessed and reprioritized based on their progress and risk exposure.

Closing rates will naturally fluctuate with reporting volume and available investigative resources.

Investigation Closing Rates - Continued

Recognizing the complexity and risk exposure for each investigation, the WBP strives to close investigations within six months, 75% of the time, as aligned with our One Calgary accountability targets. In 2023, this target was raised from the previous 65% and the new target was met again in 2024. Investigations completed within the six-month target during 2024 ranged from 16 to 178 calendar days

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



The WBP applies an approach to continual improvement by applying enhancements and efficiencies to WBP procedures on an ongoing basis. This results in minimizing the overall impact with year over year improvement in the timely assessment and response to concerns reported. In 2024, this resulted in:

- No outstanding investigations aged greater than one year.
- Identification that despite robust and consistently applied processes, the investigation closing rate (average number of calendar days required to complete investigations) rose for a second consecutive year, from 98 (2023) to 145 (2024).
- Further analysis which identified that post-COVID 19, a consistent increase in volume and complexity of reports requiring collaboration from limited sources within Administration prevented more timely completion of certain matters. This has additionally resulted in an increase in the number of open investigations being carried forward into 2025 (13) compared to four carried into 2024.

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

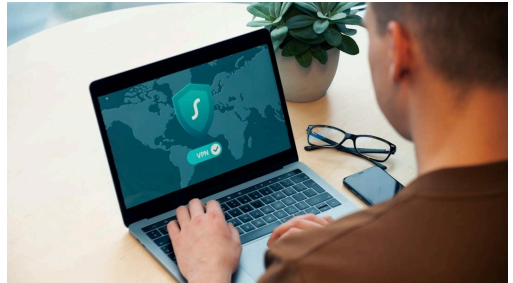
3.1 Audits Completed

During 2024, we issued 11 audit reports and three continuous auditing project reports. Our audit reports included 67 recommendations, focused on mitigating high or medium risks to which Administration provided action plans.

Cloud Vendor and Solutions Management Audit - AC2024-0104

Why we did this The Cloud Vendor and Solutions Management Audit reviewed processes for identifying, assessing, and monitoring cloud software solutions and vendors.

Why it matters As The City continues to adopt cloud computing solutions, it is important to manage the cloud computing process and technology security controls effectively.



Recommendations in this audit report support Administration in their on-going mitigation activities related to the Technological Disruption Principal Corporate Risk.

Note: This is a confidential report per Sections 20(1)(k) and (m) of the Freedom of Information and Protection of Privacy Act.

Downtown Calgary Development Incentive Program Audit - AC2024-0238

Why we did this The Downtown Calgary Development Incentive Program Audit assessed the effectiveness of the Program’s incentive administration process. As of March 2023, \$130M has been allocated to 13 office-to-residential conversion projects.

Given the significance of the investment, and high priority to Council, an effectively administered Incentive Program is vital to ensure fairness, enhance transparency, and mitigate associated reputational risks to The City and attract future Incentive Program applicants.



Why it matters Recommendations in this audit report support Administration in their on-going improvement and mitigation activities related to the Reputational Principal Corporate Risk.

Note: This is a confidential report per Section 16(1) of the Freedom of Information and Protection of Privacy Act.

Safety Management Audit - AC2024-0488

Why we did this The objective of this audit was to assess the effectiveness of the Occupational Health and Safety Business Unit's (OHS BU) monitoring and mitigation of safety incidents.

What we concluded Governance structures, processes, and supporting tools in place are partially effective in supporting the monitoring and mitigation of safety incidents. The OHS BU has established key structures to monitor and mitigate safety incidents, including an Occupational Health and Safety Management System (OHSMS), Training Guidelines, and an Incident Management Standard.

They regularly update employees on safety through various channels. However, updates are needed for key documents and processes to improve effectiveness. Five key actions identified include enhancing the OHSMS, updating the Incident Management Standard, refining the Safety Data Management System, developing a standardized leader safety reporting process, and enhancing the corporate-level safety dashboard.

Why it matters The City of Calgary has identified health, physical safety, and psychological safety as key priorities. Effective monitoring and mitigation of safety incidents are critical to support The City in meeting its health and safety targets. The City is aiming to achieve Lost Time Claim Frequency of 4.5 by 2026 (2023 mid-year results are 5.7). Keeping employees safe is a core value at The City, as it supports resilient service delivery and underpins The City's ability to attract and retain employees.

Financial Reserves Audit - AC2024-0569

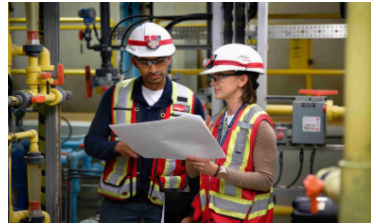
Why we did this The objective of this audit was to assess the effectiveness of the management of The City's financial reserves. The objective was achieved by reviewing the design and operating effectiveness of the processes and controls that mitigate key risks that could impact the achievement of The City's reserve objectives.

What we concluded Key processes and controls established to manage financial reserves are designed and operating effectively. Finance has established a framework of governance structures, processes, and controls to support effective management of reserves.

The Triennial Reserve Review (TRR) conducts a review of every active reserve at least once every three years, to ensure their proper management, ascertain if reserve activities align with terms and conditions, and determine if reserves are still necessary in their current configuration. Furthermore, the Administrative Review Committee (ARC) offers oversight by questioning appropriateness of reserve target balances, proposing the closure of reserves no longer needed in their current state, and presenting recommendations from the TRR report to the Executive Committee and Council.

Why it matters Reserves are used to accumulate funds over time to replace capital assets, and to provide a measure of financial flexibility to react to budget shortfalls or the financial impact of significant unexpected issues. The City had 50 reserves totaling \$4 billion on December 31, 2022 (2021: \$3.5 billion).

- Effective reserve management and alignment with best practices mitigate the risk.
- Reserve balances are not adequate (underfunded) to respond to shortfalls and unanticipated/uncontrollable events.
- The City collects tax revenues in excess of service delivery costs while reserve balances are not used (overfunded).
- Reserve transactions are not consistent with reserve purpose, conditions, and City policies.



Streetlight Maintenance & Repair Operations Audit - AC2024-0622

Why we did this The objective of this audit was to assess the efficiency and effectiveness of streetlight maintenance and repair operations.

What we concluded The streetlight maintenance and repair processes are partially effective to mitigate key risks and support service delivery.

The City awarded a service contract to a new vendor in November 2022, establishing structures for effective contract management, including contract obligations and Key Performance Indicators (KPIs). Performance obligations are defined in the agreement and monitored by the Street Light team, with effective preventive maintenance processes like as-built design reviews. The team also engages in benchmarking for service improvement.



However, the audit identified the need for better contract management, particularly in corrective maintenance and variable cost monitoring. Response times for corrective maintenance exceeded KPIs by over 400%, impacting risk mitigation and service delivery. A dedicated contract compliance monitoring process and improved service delivery prioritization are needed. Additionally, the Work Management System lacks sufficient data for effective operations and contract management. Enhancing data completeness and implementing a review process will support efficient service delivery and cost management through better data analytics and insights.

Why it matters Given the significance of streetlighting for appropriate levels of lighting to support mobility, crime prevention, and safety, an effective and efficient operation of streetlight maintenance and repair services is essential to meet objectives and manage risks effectively.

"I was very impressed with the audit team regarding the audit. Through your efforts and analysis, we have developed a very strong system moving forward with some upgrades pending. So thankful for your efforts."

*Troy McLeod
Director, Mobility
Operational Services*

Utilities Delivery's Utilization of the Program and Project Management System (P2M) Audit - AC2024-0707

Why we did this The objective of this audit was to assess the effectiveness of Utilities Delivery's (UD) utilization of the Program and Project Management System (P2M) to manage and report on projects. The objective was achieved by reviewing the design and operating effectiveness of key processes and controls in the pre-implementation, implementation, and sustainment phases.

What we concluded The risk management process was designed effectively, and based on our sample, was operating as designed. The Risk Management Framework incorporated processes to identify, analyze, mitigate, and monitor risks through tools such as the risk register, risk breakdown structure and risk software applications.



Why it matters P2M is a corporate wide standardized IT system solution. The scope of the P2M implementation included all capital City of Calgary (City) Programs, Projects, and Annual Investment Programs. In November 2023, there were 1,617 Projects and Programs listed in P2M from multiple business units such as Parks, Open Spaces, UD, Facility Management, and Water Services.

Within the Infrastructure Services Department, the UD business unit had 330 projects and programs in P2M. Effective utilization of P2M supports consistent, transparent, and timely oversight of projects and programs both across The City and in individual business units.

"The audit process went very smoothly and did provide us with insights that immediately improved the program and will be leveraged for future iterations of the program."

Anonymous, Client Satisfaction Survey

Parks & Open Spaces – Contracted Mowing Services Audit - AC2024-0843

Why we did this The objective of this audit was to assess the effectiveness of Parks & Open Spaces' (Parks) management of contracted mowing services. The objective was achieved by reviewing the design and operating effectiveness of mowing processes and controls that mitigate the risk contracted mowing does not meet timeliness and quality standards.

Calgary's parks system includes regional and neighborhood parks, and natural areas that provide Calgarians with safe, inclusive, active-living opportunities that enhance quality of life. Parks maintains and stewards almost 8,700 hectares of public spaces (the equivalent of 11,000 football fields spread out citywide over 5,200 parcels of land).

Calgarians have consistently rated Parks services with high importance and satisfaction and in the 2024 Spring Survey of Calgarians rated the service at 96% importance and 89% satisfaction.

What we concluded Parks experienced challenges with contracted mowing services in 2023 due to significant performance concerns with one sampled contractor and cycle time delays at the beginning of the season with another. Monitoring, payment, and vendor performance management processes in sampled zones generally supported effective management of contracted mowing services. However, improvements are needed to performance measurement and inspection processes to support meeting quality and timeliness standards and ensure information is available to evaluate alternatives to respond to future performance challenges.

Why it matters Effective management of contracted mowing services is critical to support The City in maintaining a healthy and vibrant parks system to enhance the quality of life for Calgarians.



Clean Energy Improvement Program Audit - AC2024-0960

Why we did this The objective of this audit was to assess the effectiveness of the administration of the Clean Energy Improvement Program (CEIP).

The objective was achieved by reviewing the design and operating effectiveness of City of Calgary (City) processes and controls that mitigate the risk The City is unable to recover financing from participants and non-compliance with legislation.



What we concluded The processes and controls established to administer CEIP were effectively designed. However, given a number of processes are manual and rely on accurate data entry, enhancements are required to review processes and spreadsheet controls to ensure only eligible property owners receive financing and incentives, and final agreements include accurate financing and costs.

CEIP was a new program The City offered to Calgarians in 2023. Calgarians showed great interest in the first intake of applications such that Climate & Environment had to establish limits in three subsequent intakes. Climate & Environment established Program Process Guidelines, developed tracking spreadsheets, and coordinated with other business units to administer CEIP in compliance with legislation and terms & conditions. They generally had well-designed processes in-place for verifying program eligibility and preparing CEI Agreements and payout notices. They also ensured financing was within the legislated financing limits and had good overall program management in-place.

Why it matters In 2022, Calgary City Council included climate resilience as a foundation of their strategic direction for 2023-2026. The City implemented CEIP with a \$20.6M budget to provide low-interest financing to Calgarians for efficient and renewable residential upgrades that save energy and reduce GHG emissions. Effective CEIP administration supports achieving the program's climate objectives and mitigates financial and reputational risks by ensuring:

- Ineligible applicants do not receive CEIP financing and incentives;
- Legislated financing limits are not exceeded;
- The CEI Agreement accurately captures project costs and financing;
- Property owner payout notices are accurate.

"Thanks for all your guidance and support throughout this process. Looking forward to our future collaboration. A huge thank you Audit team! We always appreciate working with you."

*Carolyn Bowen,
Director, Climate and Environment
&
Dick Ebersohn,
Manager, Climate Mitigationman Resources*

Water Metering Audit - AC2024-1033

Why we did this The objective of this audit was to assess the effectiveness of The City's water meter installation processes.

What we concluded Water meter installation processes are generally effective in design and operation to support the current volume of installations required. However, improvements in the design of installation processes and controls will better support the future effectiveness of installations as demand increases.



New buildings requiring water meter installations are identified through building permit data. From January 1, 2023, to March 31, 2024, 96% of new meter installations were completed within one day. All 25 sampled locations had new billing accounts created, and monthly reconciliations are conducted to compare water meter data against billing contractor data. Standard operating procedures guide installations, and new employees are trained through job shadowing and courses. Five recommendations were made to improve efficiency, establish KPIs, manage spacer inventory, follow up on reconciliations, and oversee training and development.

Why it matters Effective water meter installation processes support accurate measurement of the amount of water consumed by each property, allowing for fair billing, and promoting water conservation efforts.

Calgary has seen a surge in new properties over the past decade, both in new and existing communities. This trend, which aligns with The City's Housing Strategy, is anticipated to continue, thereby escalating the need for effective and timely water meter installations.

Event Centre Governance Audit - AC2024-1220

Why we did this The objective of this audit was to perform an operational audit of The City's governance of the Event Centre project. The objective was achieved by assessing the governance structures established for the Event Centre project to determine their alignment with The City's Corporate Project Management Framework (CPMF).

What we concluded The City has established key governance structures and processes to support the execution and delivery of the Event Centre project. However, further enhancements to risk management and quality management processes are required to best support City oversight of this critical project.



The City has established key structures and processes for project management, aligning with best practices in the CPMF. Team roles and responsibilities are defined, and a project charter outlines the project manager's responsibilities. There are documented plans for managing project scope, schedule, cost, communication, and close-out activities. Monthly reporting to committees is established. However, enhancements are needed in risk and quality management processes to improve governance, including better risk assessment, quality management, and project closure planning.

Why it matters The Event Centre is a key project that supports The City's Greater Downtown Plan to encourage more people to visit and enjoy Calgary's downtown and its businesses. The project is being executed to enhance the emerging Culture + Entertainment District and continue to place Calgary as a tourist and entertainment hub. Effective governance supports the delivery of the project within planned time frames and budgets and to the specifications and quality expected.

IT Disaster Recovery Audit – AC2024-1332

Why we did this The City relies on more than 600 IT applications and systems to provide all lines of service. These IT systems must be reliable and secure to support timely delivery of essential services to citizens. A Disaster Recovery Plan (DRP) helps an organization respond to unexpected events and restore operations.

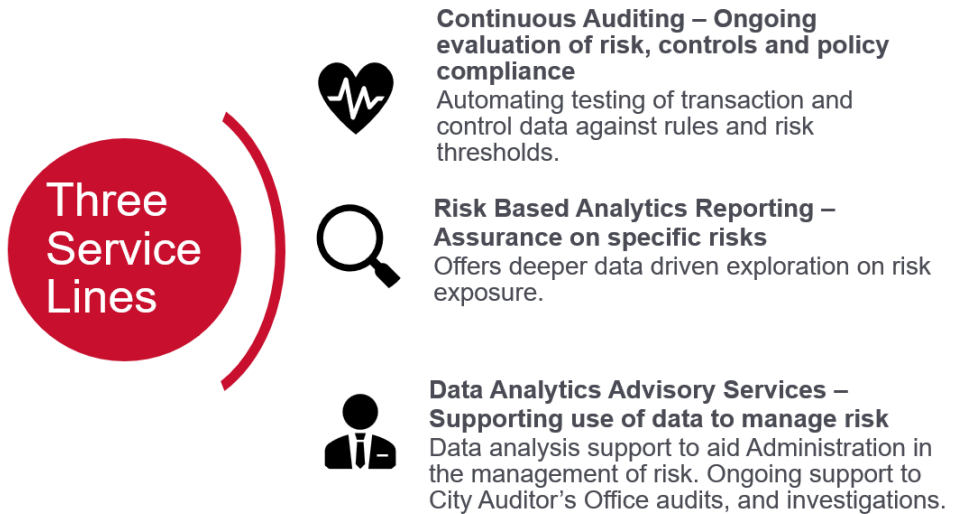
Why it matters A DRP ensures that essential services for Calgarians continue even following disasters like power outages, ransomware, malware attacks, and natural disasters.



A DRP should be customized to meet the needs of the organization. Recommendations in this audit report support Administration in their on-going mitigation activities related to Technological Disruption Principal Corporate Risk.

Note: This is a confidential report per Sections 20(1)(k) and (m) of the Freedom of Information and Protection of Privacy Act.

3.2 Data Analytics Program Update



Our continuous auditing and risk-based analytics projects are planned data analytics activities. Our planned 2024 Data Analytics Areas of Focus was presented to Audit Committee in November 2023, and we presented three projects to Audit Committee during 2024 covering Endpoint Management, Supplier Billing Contract Compliance and Accounts Receivable.

We continue to deliver Data Analytics Advisory Services to support audit projects and investigations. Our support involves extracting data from various source systems, delivering it in a format suitable for analysis and supporting the investigator or auditor in their analysis.

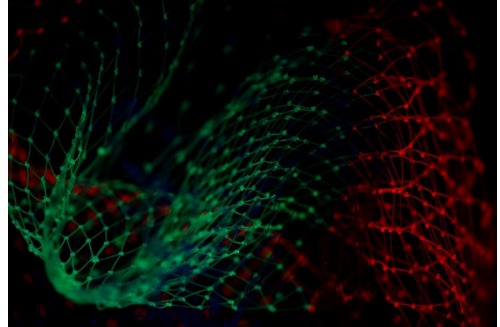
“Ebose and Ross were great to work with. They were very responsive to any questions. Data gathered is helpful and really looking forward to this transition to the working teams for continuous monitoring. The dashboard will be a helpful tool for leaders managing this work.”

Tracy Hayter,
Finance Leader

Endpoint Management Continuous Auditing Project - AC2024-0630

Why we did this Endpoints are devices that connect to and exchange information with a computer network. Examples of endpoints are mobile devices, desktop computers, virtual machines, embedded devices, and servers. Internet-of-Things devices—like cameras and thermostats—are also endpoints.

Risks associated with endpoints include loss or theft of the device and running outdated software. Outdated software (including the operating system) represents a security threat as it contains known vulnerabilities that can be exploited by an attacker, leading to data breaches and unavailable critical systems. Controls to prevent these risks include maintaining a complete device inventory and using device management software to patch devices regularly.



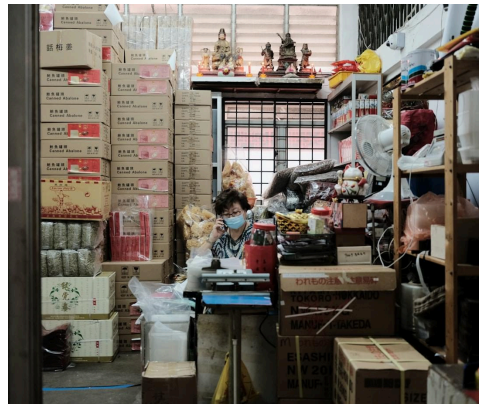
Why it matters The data analysis outlined in this report supports Administration in their on-going mitigation activities related to Technological Disruption Principal Corporate Risk.

Held confidential pursuant to Sections 20(1)(k) and (m) of the Freedom of Information and Protection of Privacy Act.

Supplier Billing Compliance Continuous Auditing Project - AC2024-0708

Why we did this Compliance with contract terms negotiated with suppliers contributes to ensuring that The City pays the right amount for good / services contracted, the quality of good / services meets requirements, and suppliers are paid on time. This project reviewed invoices and supporting documentation for a single supplier.

Why it matters The data analysis outlined in this report supports Administration in their on-going mitigation activities related to Principal Corporate Risks of Reputation and Service Delivery.



Held confidential pursuant to Section 16(1) of the Freedom of Information and Protection of Privacy Act.

Accounts Receivable Continuous Auditing Project - AC2024-1287

Why we did this? Accounts Receivables (AR) represents the amount of money that customers owe The City for products or services provided. As of December 31, 2023, the annual total non-tax general receivables was \$451 million. Risks associated with Accounts Receivables include inaccurate bills and receivable balances, credit losses, access to customer data and fraud.

What we concluded?

Overall, controls are in operation to mitigate risks in the Accounts Receivable process. We identified improvement opportunities in system access, customer data management, and procedures for handling unmatched cheques.



Why it matters

The data analysis outlined in this report supports Administration in their on-going mitigation activities related to Principal Corporate Risk of Financial Sustainability.

3.3 - Audit Recommendations

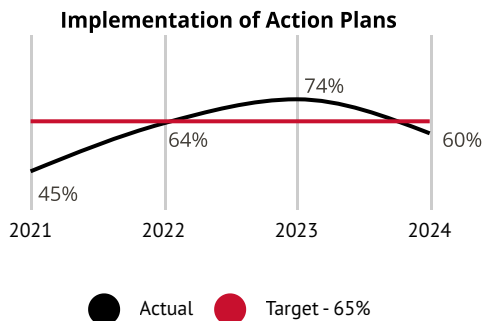
The City Auditor's Office takes a risk-based approach throughout the execution of each audit by focusing on key risks to the achievement of Administration's objectives, which supports meeting City priorities. With Administration's input, we rank identified risks from high to low based on the impact and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

We ask Administration to respond with defined action plans that mitigate business risks to an appropriate risk tolerance. Our audit recommendations intentionally focus on high and medium residual risk exposure to help Administration prioritize resources on areas of greater importance and value. This approach reinforces the importance of effective risk management and decision-making utilizing a risk-based approach.

3.4 Implemented Audit Recommendations

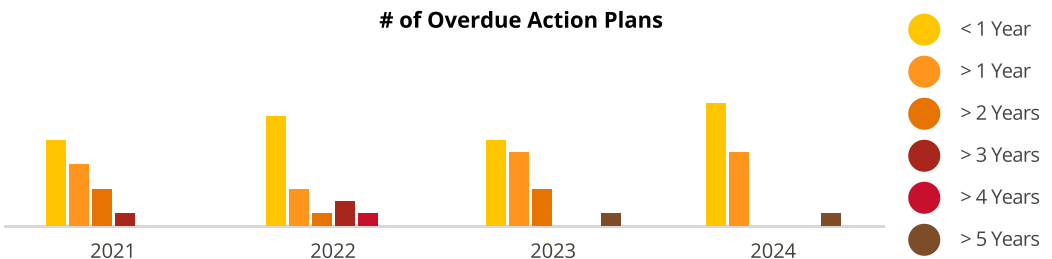
The City Auditor's Office tracks the timely implementation of recommendation action plans quarterly. We expect that results vary from quarter to quarter as Administration's commitments can be impacted by other City priorities, initiatives and projects.

The cumulative timely implementation % during 2024 was 60%, representing two quarters of slightly above target (65%) and two quarters of slightly below target achievement. Although a slight drop from 2023, this performance still represents an upward trend from 2020-2021, where the impact of the pandemic and organizational realignment limited the capacity of Administration to complete action plans in a timely manner.



During 2024, Administration implemented 65 action plans, of which 38 were high, 26 medium and 1 low risk. At year-end, there were 74 outstanding action plans compared to 72 in 2023. Of these, 17 had passed their first or subsequent implementation date and Administration required more time to fully implement action plan commitments. Of the 17, 8 are high risk, and 9 are medium risk. Of the 17 recommendations, 6 were initially expected to be completed in 2023, and 10 had initial expected completion in 2024, meaning they are less than a year overdue.

One further action plan (AC2017-0590 Confidential) is overdue by more than six years, as it was initially expected to be implemented by June 2018. We communicated the on-going high risk exposure to Audit Committee at the April 2024 meeting and will follow-up in Q1 2025 as part of our commitment to follow-up 30 days after the revised action plan implementation date. We will continue to support Administration's commitment through quarterly monitoring of action plans and assessment of residual risk. During 2024 we adjusted our follow up processes so that going forward, we do not accept implementation dates more than three years from the report issue date or revised implementation dates more than four years after the report issue date. Where action plans are outside these parameters, we deem this as Administration accepting the risk, and communicate as such to Audit Committee.



3.4 Implemented Audit Recommendations - Continued

In 2024, the City Auditor's Office closed the final recommendations on eight audit reports. This highlights the collaboration and commitment to the appropriate mitigation of risk and the continuous improvement of Administration's processes, supporting efficient and effective service delivery.

Two examples from these eight audits that illustrate the positive change arising from our audit work are the Public Protection Site Safety Audit and the Public Spaces Delivery – Parks & Open Spaces Audit.

Public Protection Site Safety Audit:

The objective of this audit was to assess the design and operating effectiveness of the PPSSP (Public Protection Site Safety Plan) process to mitigate construction site safety risk.

The audit recommendations were fully implemented in Q1 of 2024, which further enhanced the risk mitigation procedures to better align with the stated site safety process objectives. Implementation action plans included:

- Refining the PPSSP process to ensure inspections are taking place and site safety best practices are being used in consistent manner.
- Utilization of an automated key risk indicators dashboard to monitor the effectiveness of construction site safety plans.

Public Spaces Delivery – Parks & Open Spaces:

The objective of the audit was to assess the effectiveness of the capital project management and delivery processes. This audit focused on Level 2 projects that represent a high proportion of Public Spaces Delivery project management activity (\$25 million allocated budget between 2020–2023). Parks & Open Spaces capital projects are particularly valued by Calgarians.

The audit recommendations were fully implemented in Q1 of 2024, which further supports effective project management processes for future medium-sized projects. Implementation action plans included:

- The development of more precise project management tools, like P2M, which track project plans, schedules, budgets, cash flows and contingencies.
- A “lesson learned” follow-up process whereby project managers present their projects to their peers and managers to ensure risk management best practices.

3.5 Whistle-blower Investigation Recommendations

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

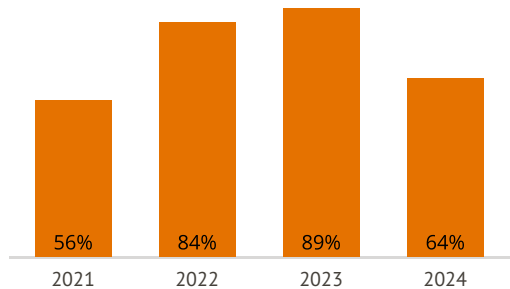
Our recommendations for corrective action are opportunities for improvement and are provided to assist Administration in correcting behaviour or deficient processes which may have contributed to an activity investigated.

Corrective actions were identified in 64% of investigations concluded in 2024 and regular follow-up with Administration occurred to confirm their completion. Ninety-two percent of recommendations made by the WBP in 2024 were completed and considered closed at December 31. Outstanding recommendations are related to investigations completed in late Q3, are not considered high risk to the organization, and the WBP will continue to monitor their completion status.

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

Recommendations are opportunities for improvement and can be made for any completed investigation and are not limited to only investigations with substantiated allegations. The publishing of summarized corrective actions provides transparency of our process and demonstrates accountability in taking appropriate investigative action in response to reports submitted to the WBP. Summaries are presented in a sanitized manner in support of our commitment to confidentiality, reporter protection, and privacy of all individuals involved.

Investigations Resulting in Corrective Action



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

4.1 Audit and Advisory Professional Standards

Reliability is a key attribute of all work performed by the City Auditor's Office. Audit Committee members, Council members, Administration, and citizens all must have confidence in the quality of work performed by the team, and trust that deliverables are complete, accurate, objective, and timely.

The City Auditor's Office conducts audit and advisory activities in conformance with the Institute of Internal Auditors' (IIA) professional standards, which require the implementation of an internal quality program. Our 2024 internal quality program included:

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

The results of our internal quality program activities during 2024 indicate that we continue to conform with IIA professional standards. There were no impairments to the City Auditor's Office independence caused by non-audit roles or other circumstances.

During 2024, we have implemented our approach to assurance mapping, in response to an opportunity for improvement identified in our 2022 external assessment. We have utilized these assurance maps in the development of our 2025 Audit Plan, and day to day audit work.

Additionally, during 2024 we have implemented our updated audit report format in our reporting to Audit Committee. The revised format was intended to enhance clarity and succinctness of our audit communication.

In January 2024, the IIA released updated professional standards for internal auditors: the Global Internal Audit Standards. The updated professional standards took effect from January 9, 2025. The City Auditor's Office audit leaders have reviewed governing documents, existing processes, templates, and practices during the second half of 2024, and have made minor changes to support on-going conformance.

4.2 Whistle-blower Investigation Practices

Whistle-blower investigations are executed in alignment with best practices. WBP investigators' conduct aligns with the codes of professional conduct of the Association of Certified Fraud Examiners or Association of Certified Forensic Investigators of Canada.

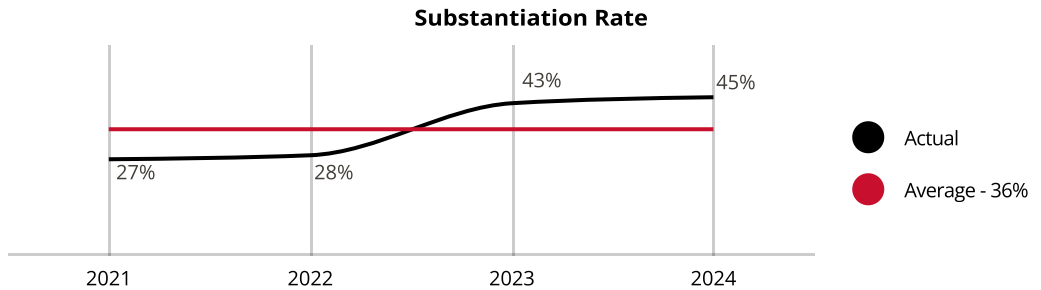
Assessment procedures applied to each report received determines the most appropriate action to address the allegation, or allegations, raised by employees and non-employees. Not all concerns raised support investigation - some matters can be more effectively addressed by Administration through non-investigative actions, while other matters raised simply do not support any action by the WBP. Fifty-eight percent (58%) of the matters assessed in 2024 supported action by investigation or a non-investigative response by Administration.

"Thank you for follow up with that conclusion. I also appreciate the respectful manner in which the allegations were conducted regardless of the conclusion."

Employee, Anonymous

4.2 Whistle-blower Investigation Practices - Continued

Only an investigation can determine whether an alleged activity or conduct as reported is substantiated as a violation of City policy, based on a balance of probability. The substantiation rate of allegations investigated in 2024 was 45%. To calculate the substantiation rate, the number of allegations substantiated is divided by the number of allegations investigated.



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

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

Good Faith Reporting

The integrity of the whistle blower program relies on individuals reporting matters in good faith.

CP2022-06 Whistle-blower Policy states: "A report is submitted in good faith when it is genuine and based on reasonable belief/grounds and not made with malicious intent, solely for self-interest, and/or in support of a personal or political agenda." The policy further states that if a report is determined to have not been reported in good faith, an employee may be subject to disciplinary action, up to and including dismissal, as determined appropriate by Administration. Similar messaging is provided in Administration Policy ALT2020-1092 Respectful Workplace Policy regarding the submission of false or frivolous complaints.

Where a report is deemed to have not been submitted in good faith, the City Auditor has sole discretion regarding the disposition of an allegation received including whether to consider further investigation.

In 2024, there were allegations submitted in a report to the Whistle Blower Program that were deemed to not have been made in good faith. In this case, the City Auditor exercised their discretion and made the extraordinary decision to investigate a whistle-blower in order to maintain trust in the reporting process, maintain integrity of the investigation process, and support the employee experience in a speak up culture, including those employees against whom false allegations are made.

Inaugural Internal Benchmark Report

In 2024, the WBP delivered its first comprehensive internal benchmark report communicating norms established from data collected from every report submitted to the WBP and comparing 2023 activity to the last 5-year period. The report identified insightful trends and prompted discussions on what the data was informing and why. Some highlights of the report included:

- The Whistle-blower Program is accessible.
- Reporting quality is strong...but can be improved.
- City Employees are empowered to report wrongdoing.
- Anonymous reports merit action.

The 2023 Whistle-blower Program Internal Benchmark Report is available at www.calgary.ca/whistle.

Sensitive Reports

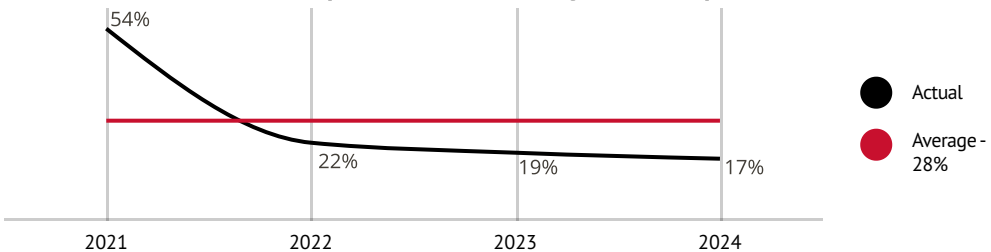
A sensitive report is (a) a report with allegations involving any staff member of the City Auditor’s Office (including the WBP), or (b) a report which questions the objectivity of either the City Auditor or the Manager, Whistle-blower Program. Sensitive reports are independently assessed by the Chair of Audit Committee, or their designate. Sensitive reports submitted online under the category ‘City Auditor’s Office’ are automatically directed to the Chair, or designate, for confidential review, bypassing all staff associated with the day-to-day operations of the WBP. If the Chair, or designate, determines a report received as not meeting the criteria to be considered sensitive, the report is redirected to the WBP for assessment and normal processing. Reports identified as sensitive and not redirected to the WBP are not included in any statistics reported by the WBP. The Chair, Audit Committee, or designate, has confirmed that any sensitive reports received in 2024 have been appropriately assessed and are considered closed.

Whistle-blower Protection

CP2022-06 Whistle-blower Policy outlines reporter protection and eligibility. WBP staff recognize that reporting wrongdoing is rarely easy, and it becomes more difficult when it involves supervisors or colleagues with whom close working relationships exist. In 2024, 17% of employees who reported to the WBP expressed a fear of reprisal. Although the reprisal they fear may never materialize, employees are nonetheless informed and encouraged throughout the reporting and investigation process to self-monitor and to report suspected reprisal to the City Auditor.

No suspected acts of reprisal resulting from reporting to the WBP were reported to the City Auditor in 2024.

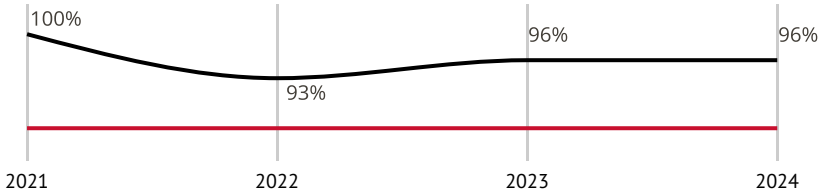
Reports Communicating Fear of Reprisal



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

4.3 Client Satisfaction Survey

The City Auditor’s Office requests Administration’s feedback at the conclusion of each audit or continuous auditing project through a survey incorporating questions focused on audit delivery and audit value. Fourteen client surveys were received during 2024 covering 12 projects, with a response rate of 86% (2023 – 83%). Our overall rating received was 96%, which illustrates Administration’s value-add view of our work.



4.4 Professional Designations

We take pride in maintaining and developing our professional skills and knowledge – the collective expertise of members of the City Auditor’s Office is key to delivering value-add audits, advisory projects and investigations.

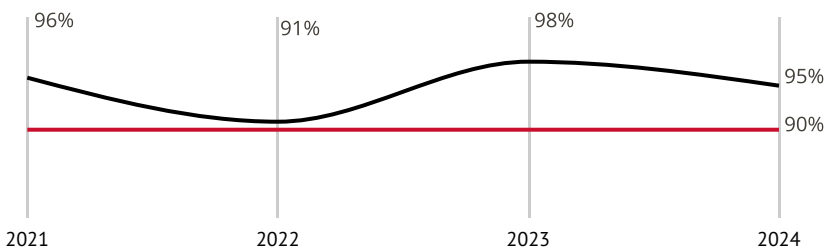
Professional Designation Category	Number of Staff
Internal Audit	12
Fraud Investigations	3
Accounting	7
Risk Management	3
IT Audit	3
Project Management	2
Data Analytics	3

All staff conducting audits, advisory and whistle-blower investigations have at least one of the Certified Internal Auditor, Certified Information Systems Auditor, Certified Fraud Examiner or Certified Forensic Investigator designations. Members of our team also hold other relevant professional designations such as Chartered Accountant, Project Management Professional, and Microsoft Power BI Data Analyst Associate, that are invaluable in supporting specific projects.

4.5 Staff Training

Commitment to staff training supports keeping current on best practices, individual growth and development, and team engagement. All members of the City Auditor’s Office set annual training plans, and monitoring completion of these plans helps us to track our commitment to on-going excellence and reliability of service delivery. During 2024, we completed 95% of our staff training plan, in excess of our 90% target.

Staff Training Plan Completion



 Actual  Target 90%

During 2024, our staff participated in professional training opportunities to enhance their skills and our team capacity. Team members were able to attend virtual conferences hosted by the IIA, Association of Certified Fraud Examiners, and the Association of Local Government Auditors, and share knowledge gained back with our team. The Audit Manager IT, and City Auditor attended the annual Association of Local Government Association in person, utilizing the opportunity to hold in-person meetings with leaders from other Municipal audit teams across North America.

We enjoy using training opportunities to build our shared team experiences and knowledge. As a team, we completed a day of training focused on enhancing our presentation skills, as this is a critical component of the effective delivery of our work both to Administration and to Audit Committee. The audit and analytics team also completed a day of training focused on identifying, documenting and testing key internal controls, to support on-going efficiency and best practice in our assurance work.

We collectively attended The City's Experience Inclusion session on diversity data, as well as individually completing The City's Equity, Diversity, Inclusion and Belonging Foundational Training Course and The City's updated recruitment, interviewing and selection training for leaders as part of our City Auditor's Office EDIB Work Plan. We also continued our practice of inviting guest speakers from other City teams to our bi-weekly team meetings to share their latest initiatives to support our collective understanding of City priorities.

4.6 Professional and Community Volunteer Activity

As a team, we value and support volunteering and building connections both professionally and in our community. Professionally, the Audit Manager IT is the current President of the Association of Local Government Auditors Board. The City Auditor has been expanding informal connections across the Canadian City Auditor community during 2024, including touchpoints on Municipal audit trends, and Whistle-blower Program benchmarking with City Auditors/Auditor Generals from Canada's largest cities. City Auditor's Office leaders met with counterparts from Edmonton's City Auditor's Office twice during 2024 to share ideas and best practice relevant to the two largest Alberta municipalities.

In the community, the team continued our tradition of joining the Seniors Secret Service, a community volunteer initiative to donate Christmas gifts to those in the community who may not have friends and family to gift to them. We also supported the City's United Way campaign, and came together to donate toys to support CTV's 11th Annual Toy Mountain campaign. We also spent a morning making lunches as volunteers for Brown Bagging for Calgary's Kids, a charity dedicated to ensuring that no child is hungry at school.



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

5.1 Budget

The City Auditor's Office approved 2024 annual budget included costs associated with the delivery of audit, advisory and investigative services, as per the City Auditor's mandate. The majority of budget represents salary and associated costs for the professional team. The 2024 salary budget was slightly underspent due to team member leaves of absences. However, we were able to utilize additional contract resources to support the on-going delivery of the Supply Management - Corporate Supply Chain Resilience Strategy Audit, which will be reported to Audit Committee in the first half of 2025.

The City Auditor's Office approved budget includes funding to support hiring of subject matter expertise where this is required to provide appropriate depth of assurance. This budget was utilized in 2024 to support the retention of a subject matter expert in cyber security, to deliver the Cyber Security Audit focused on activities to detect the occurrence of cyber security events within The City's IT environment, which will be reported to Audit Committee in 2025.

(\$'000's)	2021 Annual Budget	2021 Actual	2022 Annual Budget	2022 Actual	2023 Annual Budget	2023 Actual	2024 Annual Budget	2024 Actual	Variance
Salary	2,802	2,454	2,825	2,274	2,955	2,730	3,200	3,077	123
Tools & Technology	130	140	130	125	162	137	166	164	2
Training	56	21	56	38	63	57	68	62	5
Professional Memberships	17	16	17	15	19	17	20	20	0
Contracted Services	7	25	7	193	150	111	150	128	22
Employee Recognition	3	0	3	0	3	1	3	2	1
Office Operating Costs	47	36	48	53	48	43	48	52	-4
Total	3,062	2,692	3,086	2,698	3,400	3,096	3,655	3,506	149

5.2 Service Delivery Resilience

The City Auditor's Office conducts regular activities to support business continuity so that services can be delivered with minimal interruption in the event of a disruption. Annually, the City Auditor's Office Business Continuity Plan is updated, communicated and tested. Quarterly workplace safety walkthroughs of the office space support an on-going safe working environment. The City Auditor additionally conducted a security review of the City Auditor's Office workspace in conjunction with Corporate Security, to support the on-going maintenance of a secure and confidential working environment.

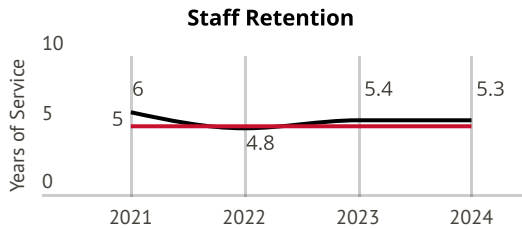
The City Auditor Bylaw 30M2004 (as amended) and Audit Committee Bylaw 33M2020 are foundational components of effective governance and support resilience in service delivery. During 2024, the City Auditor supported an Audit Committee sub-committee with reviewing final drafts of updates to both Bylaws, which were approved by Council in July 2024. The updates to both Bylaws support on-going continuous improvement, clarity, and adherence to IIA Professional Standards.

Skilled professionals are key to effective, efficient and resilient service delivery. The City Auditor's Office utilizes a contract with a professional services firm to provide contract audit support where unexpected absences occur within the audit team. During 2024, we renewed this contract for a further two years. We are also able to utilize, if required, contract investigator resources via contracts held by The City with organizations specializing in workplace investigations.

Considering how technology can support more efficient and effective service delivery is a long-standing focus for the City Auditor's Office. During 2024, we developed a Technology Roadmap that was presented to Audit Committee at the October meeting. The intent of developing this Technology Roadmap was to evaluate technology needs, opportunities and risks, and from this analysis, identify next steps and future technology initiatives. The Technology Roadmap aligns to our strategy for further increasing application of both traditional and generative AI, conducting more advanced data analytics, and maximizing value from our existing audit management tools. Following on from the development of the Technology Roadmap, during the second half of 2024 we have commenced renewal of contracts for both data analytics and audit technology, to continue to support resilience of service delivery. The development of an AI Framework is also underway, providing a structure for our future service delivery that balances technology risk with benefits.

5.3 Staff Engagement and Retention

As at December 31st 2024, the City Auditor’s Office is fully staffed, with all roles filled on a permanent basis. During 2024, our longest standing team member took well-deserved retirement after 15 years of service in the City Auditor’s Office. We were successful in recruiting a Deputy City Auditor through a competitive recruitment process ahead of this planned retirement, and conducted an extended handover of responsibilities to best support the on-going activities of the audit team. We also welcomed an additional Senior Data Analytics Auditor to our team to continue to enhance our analytics capacity. These staff changes are reflected in a slight reduction in the average years of service of the City Auditor’s Office.



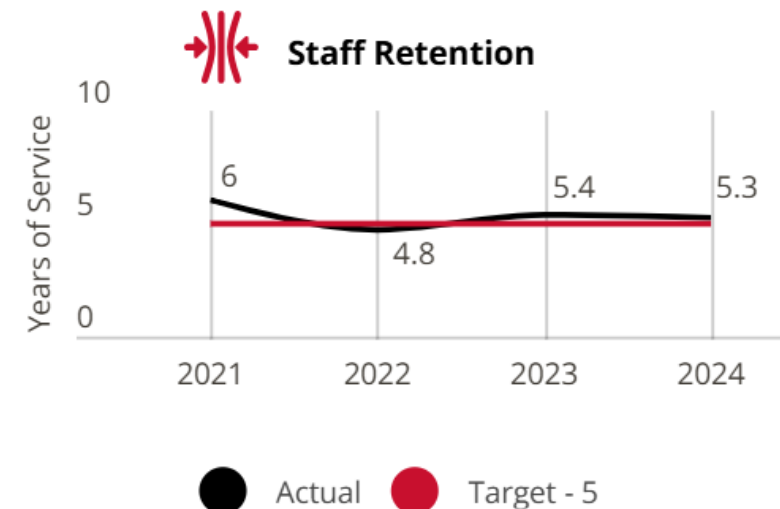
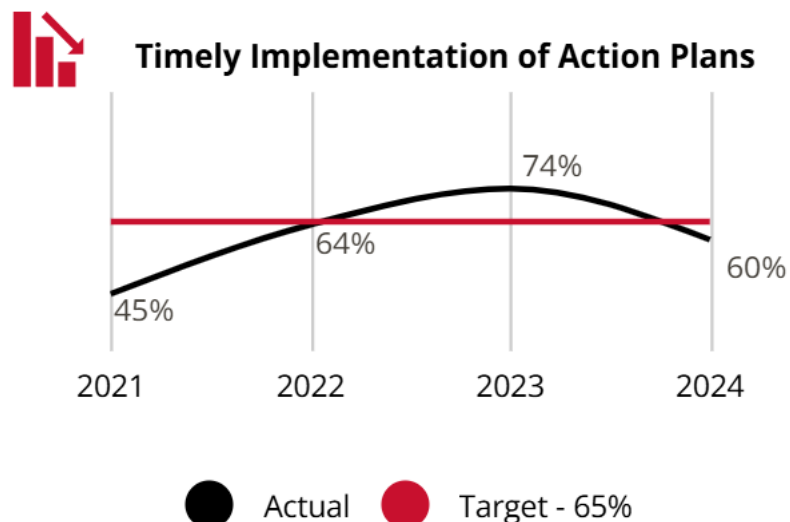
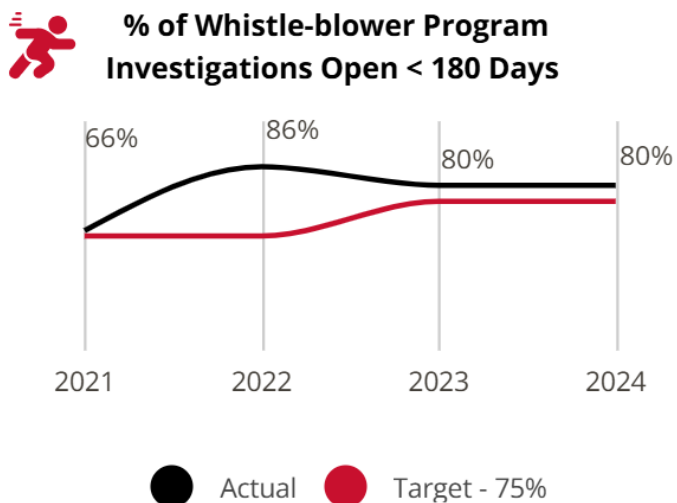
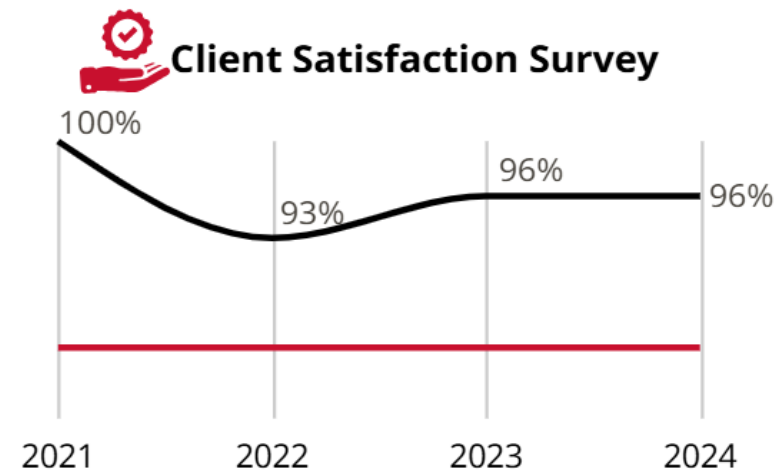
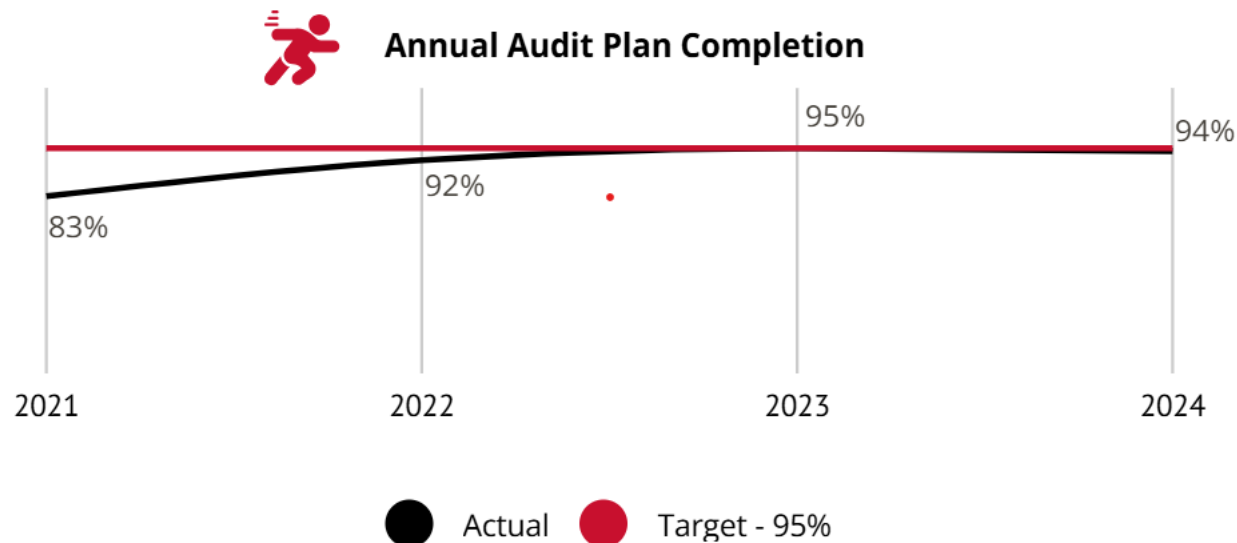
All members of the City Auditor’s Office are invited to contribute to a monthly anonymous survey of team mood, and scores remained positive throughout the year. We continued to build team engagement through attending group training opportunities together, connecting with other City of Calgary groups focused on governance, risk and control, as well as participating in group community volunteering activities.

In January 2024, the City Auditor, supported by the Executive Advisor, developed the 2024 City Auditor’s Office Equity, Diversity, Inclusion and Belonging (EDIB) Work Plan. This aligns to activities across Administration, intentionally setting out actions we would be taking as a Business Unit during 2024 to support an inclusive workplace. Activities within our 2024 EDIB Work Plan focused on training, learning and sharing knowledge. The City Auditor’s Office has an Employee Voice Forum (EVF), which aims to support an inclusive and engaged workplace culture through dialogue and the generation and execution of ideas, activities and initiatives that support team equity, diversity, inclusion and belonging. The aims of the EVF are to build and maintain a sense of team engagement and belonging, provide a forum for collaboration on initiatives that enhance diversity and inclusion, and to provide a psychologically safe space for individual contributors to share ideas, suggest office policy changes etc.

Looking for more Information?

Visit our website at www.calgary.ca/auditor to find more information and to read our audit reports. You can also learn more about the WBP at www.calgary.ca/whistle.

One Calgary Accountability



Clerk's Note to
Regular Meeting of Council
2025 February 25

ISC: UNRESTRICTED
AC2025-0099

RE: User Account Management – Mobility Operations Centre, AC2025-0099

RECOMMENDATION OF THE AUDIT COMMITTEE, 2025 FEBRUARY 13:

That Council:

1. Receive this report for the Corporate Record; and
2. Recommend that this Confidential Report, Confidential Attachment, and Closed Meeting discussions be held confidential pursuant to Section 20 (Disclosure harmful to law enforcement) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than February 13, 2040.

Attachments:

1. Confidential Report and Attachment

Clerk's Note to
Regular Meeting of Council
2025 February 25

ISC: UNRESTRICTED
AC2025-0142

**RE: External Auditor – Approval Request for Additional Services and Fees for
2024 Audit, AC2025-0142**

RECOMMENDATION OF THE AUDIT COMMITTEE, 2025 FEBRUARY 13:

That Council:

1. Receive this report for information and the Corporate Record; and
2. That this report, Recommendation 1, attachment, and Closed Meeting discussions remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2025 April 30.

Attachments:

1. Confidential Report and Attachment

Clerk's Note to
Regular Meeting of Council
2025 February 25

ISC: UNRESTRICTED
AC2025-0208

RE: City Auditor 2024 Performance Evaluation (Verbal), AC2025-0208

RECOMMENDATION OF THE AUDIT COMMITTEE, 2025 FEBRUARY 13:

That Council:

1. Receive this report for information and the Corporate Record; and
2. Direct that the Closed Meeting discussions and distributed document remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy), 19 (Confidential evaluations), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Excerpt from the Minutes of the Regular Meeting of the Audit Committee, 2025 February 13:

“A Confidential Distribution was distributed with respect to Confidential Verbal Report AC2025-0208.”

Attachment:

1. Confidential Attachment

Law, Legislative Services & Security Report to
Regular Meeting of Council
2025 February 25

ISC: UNRESTRICTED
C2025-0135

Board, Commission and Committee Resignations and Appointments

PURPOSE

The purpose of this report is to:

- Advise Council of mid-term Public Member resignations from Boards, Commissions and Committees (“BCCs”);
- Recommend that Council fill a vacancy on the Community Peace Officer Oversight Committee (“CPOOC”);
- Recommend that Council fill a mid-term vacancy on the Advisory Committee on Accessibility;
- Recommend that Council appoint nominees, fill a vacancy and adopt the recommendation for the expansion of the Reserve List on the Social Wellbeing Advisory Committee (“SWAC”);
- Recommend that Council adopt the recommendation for the expansion of the Reserve List for the Subdivision and Development Appeal Board (SDAB); and
- Recommend that Council appoint an Administrative Member to the Advisory Committee on Accessibility (“ACA”) to fill a vacancy, on recommendation of the Chief Administrative Officer.

PREVIOUS COUNCIL DIRECTION

At its 2024 October 22 Organizational Meeting, Council appointed Public Members to BCCs.

RECOMMENDATIONS:

Review by: Do not release Attachments 1 to 8

That Council:

1. Thank Bill Black, Patricia Ana Pardo and Phil Ollenberg for their service as Public Members of Boards, Commissions and Committees;
2. Appoint the candidate recommended in Confidential Attachment 1 as a Public Member of the Community Peace Officer Oversight Committee for a term expiring at the 2027 Organizational Meeting of Council;
3. Appoint the candidate recommended in Confidential Attachment 2 as a Public Member on the Advisory Committee on Accessibility for the completion of a two-year term expiring at the 2026 Organizational Meeting of Council;
4. Appoint the candidate recommended in Confidential Attachment 3 as a Public Member on the Social Wellbeing Advisory Committee for the completion of a two-year term expiring at the 2026 Organizational Meeting of Council;
5. Adopt the recommendations of the Social Wellbeing Advisory Committee to place candidates on the Reserve List, as set out in Confidential Attachment 3;
6. Appoint the nominees of the Advisory Committee on Accessibility, the Anti-Racism Advisory Committee and the Calgary Aboriginal Urban Affairs Committee named in Confidential Attachment 3 to the Social Wellbeing Advisory Committee as Public Members for terms expiring at the 2025 Organizational Meeting of Council;
7. Adopt the recommendations of the Subdivision and Development Appeal Board to place candidates on the Reserve List, as set out in Confidential Attachment 4;

Board, Commission and Committee Resignations and Appointments

8. Appoint Mark Roberge to the Advisory Committee on Accessibility as an Administration Member for a term to expire at the 2025 Organizational Meeting of Council;
9. Direct the City Clerk to notify the Public Member appointed to the Community Peace Officer Oversight Committee and keep the appointment confidential until the necessary security clearance process has been completed;
10. Subject to Recommendation 9, direct the City Clerk to make appointments set out in recommendations 2, 3, 4 and 6 publicly available following notification of the appointees and their acceptance of the appointments;
11. Direct that Closed Meeting Discussions and Confidential Attachments 1 to 8 remain confidential pursuant to sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

The City Solicitor and General Counsel concurs with this report.

HIGHLIGHTS

- The Climate Advisory Committee (“CAC”), Advisory Committee on Accessibility (“ACA”), and Subdivision and Development Appeal Board (“SDAB”) notified the City Clerk’s Office of Public Member resignations.
- Appointment of nominees to the SWAC will support capacity to achieve its mandate.
- Appointment of candidates to reserve lists facilitates the filling of mid-term vacancies.
- Background and Previous Council Direction is provided in Confidential Attachment 5.

DISCUSSION

Mid-Term Public Member Resignations:

On 2024 November 14, the CAC notified the City Clerk’s Office that Bill Black resigned as a Public Member. On 2024 November 19, the SDAB notified the City Clerk’s Office that Paul Gedye resigned as a Public Member before the start of his term on 2025 January 1. The CAC and the SDAB each indicated that the vacant positions should remain vacant until the 2025 Organizational Meeting of Council.

Mid-Term Public Member Resignations and Appointments

On 2025 January 20, the ACA notified the City Clerk’s Office that Patricia Ann Pardo resigned as a Public Member and recommended the appointment of a reserve list candidate for the completion of a two-year term, expiring at the 2026 Organizational Meeting of Council. The recommendation is included in Confidential Attachment 2.

The composition of SWAC includes representatives of the ACA, the Anti-Racism Action Committee (“ARAC”), and the Calgary Aboriginal Urban Affairs Committee (“CAUAC”). At the 2024 October 22 Organizational Meeting of Council, the ACA and CAUAC requested that they be able to submit their nominations once their membership was complete.

Board, Commission and Committee Resignations and Appointments

On 2024 December 6 the ARAC notified the City Clerk's Office that the current ARAC representative on the SWAC was resigning from the SWAC, and that they would recommend another committee member as their representative.

The nominees of the ACA, ARAC and CAUAC for appointment as SWAC Public Members and the recommendation for the expansion of the reserve list are included in Confidential Attachment 3.

On 2025 January 7, the SWAC notified the City Clerk's Office that Public Member Phil Ollenberg was resigning and recommended a reserve list candidate for appointment and completion of a two-year term expiring at the 2026 Organizational Meeting of Council.

Mid-Term Administration Member Resignation and Appointment

On 2024 November 13, Alexandra Preddy from Calgary Transit notified the City Clerk's Office that she would no longer be serving on the ACA. Mark Roberge has been nominated by the Business Unit to represent Calgary Transit on the ACA and is recommended for appointment as an Administration Member by the Chief Administrative Officer.

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 |

The City Clerk's Office engaged the Chair of the CPOOC regarding the appointment of a candidate for a three-year appointment and with the Chair of SWAC and SDAB regarding Council's recommendations to expand their Reserve Lists, and the responses are attached to this Report as Confidential Attachments 1, 3, and 4 respectively.

IMPLICATIONS

Social

Not applicable.

Environmental

Not applicable.

Economic

Not applicable.

Service and Financial Implications

No anticipated financial impact.

RISK

No anticipated risks.

**Law, Legislative Services & Security Report to
Regular Meeting of Council
2025 February 25**

ISC: UNRESTRICTED
C2025-0135

Board, Commission and Committee Resignations and Appointments

ATTACHMENTS

1. CONFIDENTIAL Community Peace Officer Oversight Committee Short List
2. CONFIDENTIAL Recommendation for the Advisory Committee on Accessibility
3. CONFIDENTIAL Nominations and Recommendations for the Social Wellbeing Advisory Committee
4. CONFIDENTIAL Recommendations for the Subdivision and Development Appeal Board Reserve List
5. CONFIDENTIAL Background and Previous Council Direction
6. CONFIDENTIAL Community Peace Officer Oversight Committee Applications
7. CONFIDENTIAL Social Wellbeing Advisory Committee Applications
8. CONFIDENTIAL Subdivision and Development Appeal Board Applications
9. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth, Chief Administrative Officer	Chief Administrative Officer's Office	Consult
Jill Floen, City Solicitor and General Counsel	Law, Legislative Services and Security	Approve
Katarzyna Martin, Director/City Clerk	Law, Legislative Services and Security	Approve
Doug Morgan, General Manager	Operational Services	Consult

Author: Carrie O'Neill, City Clerk's Office



Board, Commission and Committee Resignations and Appointments

2025 February 25 Regular Meeting of Council

C2025-0135

Recommendations

That Council:

1. Thank Bill Black, Patricia Ana Pardo and Phil Ollenberg for their service as Public Members of Boards, Commissions and Committees;
2. Appoint the candidate recommended in Confidential Attachment 1 as a Public Member of the Community Peace Officer Oversight Committee for a term expiring at the 2027 Organizational Meeting of Council;
3. Appoint the candidate recommended in Confidential Attachment 2 as a Public Member on the Advisory Committee on Accessibility for the completion of a two-year term expiring at the 2026 Organizational Meeting of Council;
4. Appoint the candidate recommended in Confidential Attachment 3 as a Public Member on the Social Wellbeing Advisory Committee for the completion of a two-year term expiring at the 2026 Organizational Meeting of Council;
5. Adopt the recommendations of the Social Wellbeing Advisory Committee to place candidates on the Reserve List, as set out in Confidential Attachment 3;
6. Appoint the nominees of the Advisory Committee on Accessibility, the Anti-Racism Advisory Committee and the Calgary Aboriginal Urban Affairs Committee named in Confidential Attachment 3 to the Social Wellbeing Advisory Committee as Public Members for terms expiring at the 2025 Organizational Meeting of Council;

Recommendations

That Council:

7. Adopt the recommendations of the Subdivision and Development Appeal Board to place candidates on the Reserve List, as set out in Confidential Attachment 4;
8. Appoint Mark Roberge to the Advisory Committee on Accessibility as an Administration Member for a term to expire at the 2025 Organizational Meeting of Council;
9. Direct the City Clerk to notify the Public Member appointed to the Community Peace Officer Oversight Committee and keep the appointment confidential until the necessary security clearance process has been completed;
10. Subject to Recommendation 9, direct the City Clerk to make appointments set out in recommendations 2, 3, 4 and 6 publicly available following notification of the appointees and their acceptance of the appointments;
11. Direct that Closed Meeting Discussions and Confidential Attachments 1 to 8 remain confidential pursuant to sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Climate Advisory Committee

- On 2024 November 14, the Climate Advisory Committee (“CAC”) notified the City Clerk’s Office that Bill Black resigned as a Public Member from their committee.
- The CAC is composed of a maximum of 15 Public Members with no less than nine Members and one administrative non-voting member from Planning and Development Services Climate Team.
- The current membership counts 15 Members, including 14 Public Members and one Member of Administration.
- The CAC recommends that the vacancy not be filled until the 2025 Organizational meeting of Council.



Community Peace Officer Oversight Committee

- At its 2024 October 22 Organizational Meeting, Council adopted a Confidential Recommendation which is included in Confidential Attach 5 – Background and Previous Council Direction
- The Community Peace Officer Oversight Committee (“CPOOC”) is composed of five voting Public Members and one non-voting member, appointed by the Director, Emergency Management & Community Safety, who sits in an advisory role to the Committee.
- The current membership counts five Members, including four Public Members and one Member of Administration.
- The CPOOC recommends the appointment of the individual indicated in Confidential Attachment 1 for a term expiring at the 2027 Organizational Meeting of Council.

Advisory Committee on Accessibility

- At the 2024 October 22 Organizational Meeting of Council, Patricia Ana Pardo was appointed to the Advisory Committee on Accessibility (“ACA”) for a two-year term expiring at the 2026 Organizational Meeting of Council.
- On 2025 January 20, the City Clerk’s Office was notified that Patricia Ana Pardo resigned from the ACA.
- The ACA is composed of 14 Public Members.
- The current membership count is 13 Members.
- The ACA recommends the appointment of the individual indicated in Confidential Attachment 2 for the completion of a two-year term expiring at the 2026 Organizational meeting of Council.

Social Wellbeing Advisory Committee

- The Social Wellbeing Advisory Committee (“SWAC”) composition includes non-binding nominations from existing Council advisory committees:
 - One from the Advisory Committee on Accessibility (“ACA”);
 - One from the Anti-Racism Action Committee (“ARAC”); and
 - One from the Calgary Aboriginal Urban Affairs Committee (“CAUAC”)
- Through communication to Council at the 2024 October 22 Organizational Meeting of Council, the SWAC advised Council that the Advisory Committee on Accessibility (“ACA”) and the Calgary Aboriginal Urban Affairs Committee (“CAUAC”) will submit their nominations to sit on SWAC once their membership was complete.
- On 2024 December 6, the administrative resource of the ARAC informed the City Clerk’s Office of the resignation of the ARAC representative from the SWAC. On 2024 December 16, the ARAC submitted its nominee to serve on the SWAC as the ARAC representative.
- On 2025 January 6, the administrative resource of the CAUAC informed the City Clerk’s Office of the nomination of a CAUAC representative to serve on the SWAC.
- On 2025 January 10, the administrative resource of the SWAC informed the City Clerk’s Office of the nomination from the ACA of a Public Member to serve on the SWAC as the ACA representative.



Social Wellbeing Advisory Committee

- On 2025 January 7, Public Member Phil Ollenberg informed the City Clerk's office that he was resigning as a Public Member effective January 31.
- On 2025 February 3, the administrative resource for SWAC informed the City Clerk's Office of their recommended applicants to expand the reserve list and the recommended reserve list member to fill the mid-term vacancy.
- The SWAC recommends the appointment of the nominees



Subdivision Development and Appeal Board

- At the 2024 October 22 Organizational Meeting of Council, Paul Gedye was appointed to the Subdivision and Development Appeal Board (“SDAB”) for a term to commence on 2025 January 1.
- On 2024 November 19, the SDAB notified the City Clerk’s Office that Paul Gedye resigned from the SDAB.
- The SDAB is composed of a maximum of 25 Public Members with no less than 15 Members.
- The current membership counts 19 Members.
- The SDAB recommends that the resulting vacancy not be filled until the 2025 Organizational meeting of Council.
- The SDAB further recommends that the applicants listed in Confidential Attachment 4 be placed on the Reserve List.

Recommendations

That Council:

1. Thank Bill Black, Patricia Ana Pardo and Phil Ollenberg for their service as Public Members of Boards, Commissions and Committees;
2. Appoint the candidate recommended in Confidential Attachment 1 as a Public Member of the Community Peace Officer Oversight Committee for a term expiring at the 2027 Organizational Meeting of Council;
3. Appoint the candidate recommended in Confidential Attachment 2 as a Public Member on the Advisory Committee on Accessibility for the completion of a two-year term expiring at the 2026 Organizational Meeting of Council;
4. Appoint the candidate recommended in Confidential Attachment 3 as a Public Member on the Social Wellbeing Advisory Committee for the completion of a two-year term expiring at the 2026 Organizational Meeting of Council;
5. Adopt the recommendations of the Social Wellbeing Advisory Committee to place candidates on the Reserve List, as set out in Confidential Attachment 3;
6. Appoint the nominees of the Advisory Committee on Accessibility, the Anti-Racism Advisory Committee and the Calgary Aboriginal Urban Affairs Committee named in Confidential Attachment 3 to the Social Wellbeing Advisory Committee as Public Members for terms expiring at the 2025 Organizational Meeting of Council;

Recommendations

That Council:

7. Adopt the recommendations of the Subdivision and Development Appeal Board to place candidates on the Reserve List, as set out in Confidential Attachment 4;
8. Appoint Mark Roberge to the Advisory Committee on Accessibility as an Administration Member for a term to expire at the 2025 Organizational Meeting of Council;
9. Direct the City Clerk to notify the Public Member appointed to the Community Peace Officer Oversight Committee and keep the appointment confidential until the necessary security clearance process has been completed;
10. Subject to Recommendation 9, direct the City Clerk to make appointments set out in recommendations 2, 3, 4 and 6 publicly available following notification of the appointees and their acceptance of the appointments;
11. Direct that Closed Meeting Discussions and Confidential Attachments 1 to 8 remain confidential pursuant to sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Planning & Development Services Report to
Regular Meeting of Council
2025 February 25

ISC: UNRESTRICTED
C2025-0102

Prairie Economic Gateway Intermunicipal Agreement and Statutory Plan Amendments

PURPOSE

This report recommends that Council approve the Deal Structure for the Prairie Economic Gateway and authorize continued work to negotiate and execute the Intermunicipal Agreement (Deal Agreement) between The City of Calgary (The City) and Rocky View County (County). The report also recommends that Council give second and third readings to the bylaws to amend the Rocky View County/City of Calgary Intermunicipal Development Plan, the Municipal Development Plan and the Calgary Transportation Plan.

PREVIOUS COUNCIL DIRECTION

On 2024 June 18, Council approved the Prairie Economic Gateway Memorandum of Understanding between The City and County (C2024-0716). On 2024 September 10, Council gave its first reading of the Municipal Development Plan and Intermunicipal Plan Amendments (IP2024-0866), which support activating the Prairie Economic Gateway. More information on previous Council direction is included in Confidential Attachment 1.

Prairie Economic Gateway Intermunicipal Agreement and Statutory Plan Amendments

RECOMMENDATION(S):

That Council:

1. Approve the following respecting the Prairie Economic Gateway Deal Structure:
 - a. Authorize the Chief Administrative Officer to negotiate and execute the Deal Agreement between The City of Calgary and Rocky View County for the Prairie Economic Gateway by 2025 Q1, such Agreement to be consistent with the terms outlined in Confidential Attachment 2 and to be in content satisfactory to the Chief Administrative Officer and Chief Financial Officer and to be in form satisfactory to the City Solicitor and General Counsel;
 - b. Approve the interim financial strategy in Confidential Attachment 3, and direct Administration to develop the financial framework for the Prairie Economic Gateway implementation and report back to Council by 2026 Q1;
 - c. Approve the Prairie Gateway Oversight Committee Terms of Reference in Confidential Attachment 4;
 - d. Direct Administration to prioritize securing private sector, provincial and federal financial and/or regulatory commitments by 2025 Q4;
2. Adopt by resolution that The City of Calgary commits to demonstrating leadership on a regional approach involving neighbouring municipalities to ensure that growth in the Calgary region is respectful of collective regional success, including, but not limited to:
 - a. Regional servicing and amenities, including source water protection and distribution, transit, recreation, commercial and other;
 - b. Competitive economic development, well-paying jobs, and career opportunities;
 - c. Planning and development for residential, industrial, commercial and mixed uses.
3. Give second and third readings to:
 - a. Proposed Bylaw 66P2024 for the amendments to the Rocky View County/City of Calgary Intermunicipal Development Plan (Attachment 6); and
 - b. Proposed Bylaw 65P2024 for the amendments to the Municipal Development Plan and Calgary Transportation Plan (Attachment 7); and
4. Direct that the Confidential content remain confidential pursuant to sections 21 (disclosure harmful to intergovernmental relations), 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 as follows:
 - a. Confidential Attachment 4 remains confidential until the Deal Agreement between The City of Calgary and Rocky View County for the Prairie Economic Gateway is fully executed by both parties;
 - b. The Confidential Attachments 1, 2 and 3 remain confidential, to be reviewed by 2030 December 31.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Chief Operating Officer Stuart Dalgleish and General Manager Debra Hamilton concur with this report and support the development of the proposed Deal Agreement. The proposed Deal Agreement enables a precedent-setting collaboration on industrial development between The City and the County resulting in significant regional economic development, job creation, and facilitating international and interprovincial trade.

Prairie Economic Gateway Intermunicipal Agreement and Statutory Plan Amendments

HIGHLIGHTS

- The Prairie Economic Gateway Deal Agreement solidifies the commitment to regional collaboration and economic development between The City and the County.
- The Deal Agreement provides a financial framework for shared investment, services, and benefits. It also manages risk for both The City and the County.
- This is important to the Calgary Region because it enables The City and County to advance the next steps to realize an industrial manufacturing and logistics hub anticipated to create \$7B in economic output and over 30,000 jobs.
- On 2024 November 26, Council received a closed session introduction to the Deal Agreement (C2024-1308). On 2024 December 17, Council received a closed session update focusing on the approach to the Deal Agreement (C2024-1371).
- The Heads of Agreement, Attachment 2 to this report, incorporate Council feedback and insights from the previous Council meetings on 2024 November 26 and 2024 December 17 and demonstrate, how the Shared Investments, Shared Services and Shared Benefit approach will work.
- This report also seeks approval of the second and third readings of amendments to the Intermunicipal Development Plan, Municipal Development Plan and Calgary Transportation Plan.

DISCUSSION

Prairie Economic Gateway: Economic Benefits

The Prairie Economic Gateway initiative is a unique opportunity to enable rail-served industrial development and economic diversification. It enhances interprovincial trade, improves the connection between a regional economic corridor and the transcontinental economic corridor (CANAMEX) and bolsters supply chains in western Canada by creating inland port capacity. This supports more efficient goods movement, facilitates emissions reductions through improved logistics, and helps get workers closer to new housing in emerging communities.

The development will create significant returns on investment and economic benefits. It is anticipated that every \$1 of public investment will generate at least a \$3 return on investment in the public sector and at least an \$8.90 return from the private sector. Infrastructure development is projected to produce 5,400 jobs from public investment and 25,250 from private investment. It will boost economic output by an estimated \$1.3 billion from public investment and \$5.8 billion from private investment.

Importance of the Deal Agreement

The proposed Deal Agreement creates the ability to implement the desired level of intermunicipal collaboration as infrastructure investments are shared. This means funding will be efficiently coordinated to fund ongoing operational service delivery and enable proportional return on investment. The Deal Agreement ensures ongoing and meaningful collaboration between City and County Administrations and elected officials.

The proposed Deal Agreement provides a framework to realize the policies in the statutory plans by outlining infrastructure solutions, operating solutions, financial solutions and economic

Prairie Economic Gateway Intermunicipal Agreement and Statutory Plan Amendments

development opportunities. The proposed Deal Agreement is also a catalyst for initiating necessary subsequent agreements.

Merits of a Collaborative Deal Approach

The proposed Deal Agreement is based on a Shared Investment, Shared Services, and Shared Benefits approach co-developed with the County using expert third-party consultant advice. It has the following merits for the Calgary region:

- *Maximizing regional competitive advantage:* Private sector development seeks competitive industrial lots across markets throughout the country and the continent. The Prairie Economic Gateway provides opportunities for this in the Calgary region, generating financial benefits that would not otherwise be generated from development in the region because of limited serviced industrial lands along the CPKC railway corridor.
- *Strengthening public investment:* By sharing the financial investment, both municipalities are responsible for the financial resources for the required infrastructure investments. This will reduce The City's financial outlay relative to taking sole responsibility, thereby improving financial prudence.
- *Leveraging private investment:* Calgary and the region's businesses will benefit from the multiplier impact of private and public sector infrastructure investments needed to activate the development.
- *Enhancing the long-term regional tax base and regional development:* Industrial development boosted by the Prairie Economic Gateway will increase the non-residential property tax base in the region, which will support regional development through improved fiscal capacity and sustainability.

Heads of Agreement (Attachment 2)

The Heads of Agreement is a non-binding document that details the basic terms of a partnership agreement or transaction. It is the initial step towards creating a legally binding agreement or contract and outlines the key terms that Council expects in the final deal. The approval of the Heads of Agreement provides a framework for the initial public infrastructure investment critical for the proposed industrial development; creates the platform for robust private sector investment; provides substantial regional, provincial, and federal partnership opportunities; ensures borderless administrative oversight and service delivery; and shares economic benefits of investment between The City and the County as true partners.

Interim Financial Strategy (Attachment 3)

In conjunction with approval of the Heads of Agreement, an interim financial strategy is also available for approval while City Administration works to finalize the financial framework. The interim financial strategy sets forth guiding principles when determining the optimal financial framework and provides an indicative estimate of the financial impact of the Prairie Economic Gateway Deal Structure.

The interim financial strategy will evolve into a financial framework that reflects definitive commitments and will be updated at regular intervals to align with notable financial decisions and approvals in accordance with the Deal Agreement. All financial decisions will be made in the context of their impact on The City's long-term financial position and benchmarked against

Prairie Economic Gateway Intermunicipal Agreement and Statutory Plan Amendments

key financial risk metrics, such as The City's credit ratings, municipal fiscal policy requirements and limits and other investment return expectations. The financial strategy principles include:

- Maintain overall financial capacity to allow for other major capital projects
- Minimize financing costs
- Minimize the overall credit rating impact
- Maximize partner funding contributions
- Refine project scope to optimize project costs
- Phase project development to reduce overall costs and risks

The financial framework is proposed to be brought for Council approval before the end of 2026 Q1 in parallel with an anticipated request for budget and related borrowing approval for the Project.

Prairie Gateway Oversight Committee Terms of Reference (Attachment 4)

The Prairie Gateway Oversight Committee will be established to provide ongoing elected official oversight of the Deal Agreement implementation and Gateway buildout. The Oversight Committee's Terms of Reference will become effective upon executing the Deal Agreement. The Terms of Reference in Attachment 4 mandate the roles and responsibilities of elected officials from The City and the County to discuss coordination of planning and development, coordination of approvals, efforts to secure external funding from other orders of government and administration of the Deal Agreement.

Statutory Plan Amendments

City Council gave its first reading of the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) and Rocky View County/City of Calgary Intermunicipal Development Plan Amendments (IDP) on 2024 September 10 (IP2024-0866), which support activating the Prairie Economic Gateway. Administration was directed to return to Council pending review for alignment with the Growth Plan by the Calgary Metropolitan Region Board (CMRB).

The CMRB reviewed and approved the proposed amendments to the IDP, MDP and CTP on 2024 November 22 (Attachment 5). The report seeks Council's second and third readings of the IDP amendments (Attachment 6) and the MDP and CTP amendments (Attachments 7).

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

Engagement Overview

Public engagement was undertaken for the amendments to the IDP, MDP and CTP in conjunction with the County as part of the development of the Prairie Gateway Area Structure Plan. Engagement with interested parties, such as Calgary's business community and the Government of Alberta's administrative representatives, is ongoing.

Prairie Economic Gateway Intermunicipal Agreement and Statutory Plan Amendments

IMPLICATIONS

Social

Several positive social outcomes are associated with business activity anticipated in the Prairie Economic Gateway, including skills development and support for those not employed or in education or training (NEETs).

Environmental

Shifting goods from truck to rail decreases greenhouse gas emissions by 75 per cent because railroads can move one ton of freight an average of 761 kilometres on one gallon of fuel, offering support for achieving The City's Climate Strategy.

Economic

The proposed development will create significant infrastructure jobs, including an estimated 5,400 jobs from public investment and 25,250 from private rail park investment. It is anticipated to boost economic output by \$1.3 billion from public investment and \$5.8 billion from private rail park investment.

Service and Financial Implications

Other:

The approval of the Deal Agreement demonstrates Council's commitment to the Prairie Economic Gateway development and activates the infrastructure investment. This will impact The City's capital expenditure and long-term financial position. The development of the Prairie Economic Gateway will boost future revenue streams for The City and strengthen our long-term municipal financial resilience and sustainability. A comprehensive Financial Framework will be completed by 2026 Q1 to ensure it aligns and supports The City's long-term financial sustainability.

RISK

A comprehensive managed risk approach has been adopted for the Prairie Economic Gateway project. This includes the financial framework, leveraged and shared investment, a legally binding Deal Agreement with risk management provisions that include off-ramps, termination clauses and penalties, and governance by an Oversight Committee comprised of elected officials in The City and the County. The risks are being monitored and assessed continuously to align with The City's Corporate principal risks approach and ensure the mitigation plans are thorough and up to date.

There are risks for failing to approve the Deal Agreement – It could stifle development, create uncertainty, and impact investment in the region.

ATTACHMENT(S)

1. Previous Council Direction (Confidential)
2. Heads of Agreement (Confidential)
3. Interim Financial Strategy (Confidential)
4. Oversight Committee Terms of Reference (Confidential)
5. CMRB 2024 November 22 Approved Meeting Minutes

**Planning & Development Services Report to
Regular Meeting of Council
2025 February 25**

**ISC: UNRESTRICTED
C2025-0102**

**Prairie Economic Gateway Intermunicipal Agreement and Statutory Plan
Amendments**

- 6. Proposed Bylaw 66P2024
- 7. Proposed Bylaw 65P2024
- 8. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Debra Hamilton	GM, Planning & Development Services	Approve
Stuart Dalgleish	Chief Operating Officer	Approve
Jill Floen	City Solicitor and General Counsel	Consult
Les Tochor	Acting Chief Financial Officer	Consult
David Duckworth	Chief Administrative Officer	Consult
Chris Arthurs	GM, People, Innovation & Collaboration Services	Inform
Katie Black	GM, Community Services	Inform
Doug Morgan	GM, Operational Services	Inform
Michael Thompson	GM, Infrastructure Services	Inform

Author: Shyllon, Oyin and the Prairie Economic Gateway Team

Minutes of the Calgary Metropolitan Region Board Meeting Held at the Town of Cochrane on Friday November 22, 2024

Delegates in Attendance:

Mayor Peter Brown – City of Airdrie
Councillor Tina Petrow – City of Airdrie
Mayor Jyoti Gondek – City of Calgary
Councillor Gian-Carlo Carra – City of Calgary
Mayor Shannon Dean – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Delilah Miller – Foothills County
Mayor Craig Snodgrass – Town of High River
Mayor Tanya Thorn - Town of Okotoks (Vice Chair)
Reeve Crystal Kissel – Rocky View County
Honourable Ric McIver – Minister of Municipal Affairs

CMRB Administration:

Greg Clark, Chair
Liisa Tipman, Chief Officer
Jaime Graves, Director of Regional Projects
Scott Humphrey, GIS & Data Lead

1. Call to Order & Opening Comments

Chair Clark called the meeting to order at 9:30 AM and Mayor Thorn provided a land acknowledgment. Chair Clark noted that the Minister of Municipal Affairs, the Honourable Ric McIver, was in attendance at the meeting and would be addressing the Board.

2. Approval of Agenda

Moved by Mayor Brown **Seconded by** Mayor Snodgrass, accepted by Chair.

Motion: That the Board approve the agenda of the November 22, 2024 meeting.

Motion carried unanimously.

Moved into closed session @ 9:35 AM. Returned to open session at 10:15 AM.

The Honourable Minister McIver announced to the Board that the Government of Alberta intends to cease funding to the CMRB. He noted it has always been the intention of the province that CMRB would be self-supporting and as of next year it will need to be. In addition, he informed the Board that their intention is also to make membership voluntary.

M 2024-55

3. Motion to Recess

Moved by Mayor Genung **Seconded by** Mayor Dean, accepted by Chair.

M 2024-56

Motion: That the Board take a 15-minute recess.

Motion carried unanimously.

4. Community Update

Mayor Genung provided a community update on the Town of Cochrane, including reporting on:

- A population Growth scenario has been conducted and results showed that in 22 years Cochrane could expect to have a population of 155,000. He noted the impacts of this include traffic issues, pressure on education, policing services, seniors housing, and infrastructure investments.
- Cochrane had no transit in 2018, and now has an annual ridership on their Colt system of 72,000 trips in 2023. In 22 years, Cochrane may need a C-Train-like transit system. He highlighted the challenges of going from no transit to a mid-sized city service in 25 years and The capital investments, staffing and planning required for this one service.
- Council and administration worked on a 10-year capital plan and quickly got to \$1B in capital needs which represents the “must haves” to run Cochrane.
- Mayor Genung noted that while growth is a good thing, it creates challenges which he believes other municipalities in the region are also facing. He suggested that the community update portion of the agenda could perhaps transition to focussing on the issues in member municipalities.

5. Consent Agenda

Included in the Consent Agenda were:

- Minutes of the October 21, and October 25, 2024 Board meetings.
- Board Strategic Initiatives
- Board Chair Concurrent Roles

Moved by Reeve Kissel **Seconded by** Mayor Thorn, accepted by Chair.

M 2024-57

Motion: That the Board approve the Consent Agenda.

Motion carried unanimously.

6. REF Application 2024-12 Prairie Gateway

Liisa Tipman introduced this item and noted that this REF came to CMRB because the ASP plan area is not located within a Preferred Growth Area. Rocky View County has requested approval of the proposed Prairie Gateway ASP as an Employment Area outside of a Preferred Growth Area consistent with the Growth Plan policy 3.1.3.4 a) to e). Reeve Kissel introduced the presentation included in the agenda package and acknowledged the staff work involved in the application. Kaitlyn Luster, Senior Regional Planner from Rocky View County, and Sean McLean, Senior Planner from the City of Calgary provided a REF

application overview and spoke to intermunicipal collaboration, provided an ASP overview, summarized regional benefits and Growth Plan alignment of the Prairie Gateway ASP. Mayor Gondek noted the economic benefits of Prairie Gateway as well as the trust, political will and best interests of the region that were built during the ASP process. Mayor Gondek expressed gratitude to staff that worked on the project. Members inquired about the potential for opportunities for regional partners to participate going forward. Mayor Gondek and Reeve Kissel advised there would be an opportunity to discuss further opportunities following final approval.

Moved by Reeve Miller **Seconded by** Councillor Petrow, accepted by Chair.

M 2024-58

Motion: That the Board approve the Prairie Gateway Area Structure Plan as an Employment Area outside of a Preferred Growth Area.

Motion carried unanimously.

7. Regional Economic Development Initiative Update

Jaime Graves acknowledged the work of the Collaborative Regional Economic Development Committee (CRED) made up of experts in the realm of economic development within the member municipalities who rolled up their sleeves to explore a shared collaborative model with a funding framework that is unique to the Calgary Metro Region to attract, support and grow investment in our region for Board direction. She introduced and extended gratitude to the presenters who provided leadership and expertise to the CRED Committee: Brad Parry, President and CEO of Calgary Economic Development (CED), Bonnie Nunnari, Senior Director of Economic Intelligence at CED, Deana Haley, Vice President of Corporate Initiatives and Intelligence at CED, and Ken Rupert, President of Rupert Strategies Consulting Limited.

Members discussed how they can be involved, specifically if they do not have the staff resources to support initiatives. Bonnie Nunnari noted this will be a voluntary, coalition of the willing, and there are various equitable financial models available. She offered to discuss options with any municipality who might be challenged to meet the contribution formula. In response to a question about measuring success, it was noted that investment and jobs are top of mind and key performance indicators are prioritized. Members also discussed how the Minister of Municipal Affairs' announcement may affect this initiative, and whether this item should be postponed.

Moved by Mayor Snodgrass **Seconded by** Reeve Kissel, accepted by Chair.

M 2024-59

Motion: That the Board postpone approving the Collaborative Regional Economic Development Partner Charter until the next meeting.

Motion withdrawn.

M 2024-60

Moved by Mayor Thorn **Seconded by** Councillor Petrow, accepted by Chair.

Motion: That the Board approve the Collaborative Regional Economic Development Partner Charter.

Motion carried unanimously.

Chair Clark noted that the Board did not move both motions for REF Application 2024-12 Prairie Gateway and asked the Board to revisit the second motion on the item.

M 2024-61

Moved by Mayor Snodgrass **Seconded by** Mayor Genung, accepted by Chair.

Motion: That the Board approve REF Application 2024-12 Rocky View County Prairie Gateway ASP.

Motion carried unanimously.

Moved into closed session @ 11:50 AM. Returned to open session at 12:35 PM.

8. Upcoming Meetings

Board Meeting December 13, 2024, 9:30 AM at the Town of Okotoks.

9. Adjournment at 12:40 PM.



Greg Clark, Chair

PROPOSED

C2025-0102
ATTACHMENT 6

BYLAW NUMBER 66P2024

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE ROCKY VIEW COUNTY/CITY OF CALGARY
INTERMUNICIPAL DEVELOPMENT PLAN BYLAW 14P2011
(IP2024-0866)**

WHEREAS it is desirable to amend the Rocky View County/City of Calgary Intermunicipal Development Plan Bylaw 14P2011, as amended;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

1. The Rocky View County/City of Calgary Intermunicipal Development Plan attached to and forming part of Bylaw 14P2011, as amended, is hereby further amended as follows:
 - (a) In the Table of Contents delete “3.0 Joint Studies” and replace with “3.0 Joint Studies and Planning”.
 - (b) In the Table of Contents, under Section 4.0 Key Focus Areas, following subsection 4.7 Highway560/Glenmore Trail insert “4.8 Southeast Railway Corridor”.
 - (c) In Section 1.0 Introduction, insert a new Goal following Goal 7, as follows, and renumber the subsequent Goals accordingly:

“8. To build collaborative relationships that will generate economic development opportunities, as well as create more sustainable methods of business growth, to benefit both municipalities and the Calgary Metropolitan Region.”
 - (d) In Section 2.1 Policies, amend Policy 2.1.2 (f), by adding “and planning” after “Joint Studies”.
 - (e) In Section 3.0 Joint Studies, delete “3.0 Joint Studies” and replace with “3.0 Joint Studies and Planning”.
 - (f) In Section 3.0 Joint Studies, amend the Goal by deleting “to inform coordinated” and replace with “and collaborative”.

PROPOSED

**C2025-0102
ATTACHMENT 6**

- (g) In Section 3.0 Joint Studies, insert a new Objective following Objective 1, as follows, and renumber the subsequent Objectives accordingly:
- “2. Enable a process for collaborative planning to be undertaken by the two municipalities on lands within Key Focus areas and Identified Growth Areas.”
- (h) In Section 3.0 Joint Studies, delete “3.1 Policies” and replace with “3.1 Joint Study Policies”.
- (i) In Section 3.0 Joint Studies, insert new subsection 3.2, as follows:
- “3.2 Collaborative Planning Policies
- 3.2.1 If agreed to by both Municipal Councils, land use planning within the Key Focus Areas identified in Map 2 or within the Growth Corridors/Areas identified in Map 4 may be conducted as a Collaborative Planning Project.
- 3.2.2 The proposed Collaborative Planning Project should be mutually identified by Rocky View County and The City of Calgary as a significant opportunity for both municipalities to benefit from joint land use planning or cooperative economic development.
- 3.2.3 Where both Municipal Councils agree to a Collaborative Planning Project, Rocky View County and The City of Calgary should collaborate on the basis of a shared investment, shared services, and shared benefit framework.
- 3.2.4 Collaborative Planning Projects shall be initiated through a mutually agreed Terms of Reference approved by both Municipal Councils to ensure clear direction and scope. The Terms of Reference should consider policies within Section 3.2 and Section 15.3 of this Plan as well as the following:
- (a) Funding sources that each municipality can offer for initiatives;
- (b) Allowing the participation of external interested parties;
- (c) Where agreed upon, address investment and benefit related to items such as: infrastructure and servicing; recreation services and facilities; or other items deemed relevant by the municipalities; and
- (d) A governance model that is suitable to each area and context should be developed for each Collaborative Planning Project.
- 3.2.5 A Collaborative Planning Project may include the creation or amendment of statutory plans.

PROPOSED

**C2025-0102
ATTACHMENT 6**

3.2.6 Implementation of shared investment, shared services, and shared benefit frameworks and governance models shall be approved by both Municipal Councils prior to implementation.”

- (j) In Section 4.0 Key Focus Areas, subsection 4.1 General Policies, amend policy 3(a) by inserting “or collaborative planning” after “any joint studies”.
- (k) In Section 4.0 Key Focus Areas, subsection 4.1 General Policies, amend policy 3(b) by inserting new subsection (iv), as follows:
 - “(iv) Draft shared investment, shared services and shared benefit framework and draft governance model stages for Collaborative Planning Projects to ensure the policies of this Plan are reflected in the draft documents.”
- (l) In Section 4.0 Key Focus Areas, subsection 4.1 General Policies, amend policy 3(c) by inserting new subsection (iv), as follows:
 - “(iv) Shared investment, shared services and shared benefit framework and governance model for Collaborative Planning Projects considering direction provided in Section 3.0 of this Plan.”
- (m) In Section 4.0 Key Focus Areas, insert new subsection 4.8, as follows:

“4.8 Southeast Railway Corridor

This Key Focus Area consists of approximately 890 hectares of land located north of the CPKC rail line, east of The City of Calgary, and south of the Highway 560 (Glenmore Trail) Joint Industrial Corridor. The lands shall be planned through an Area Structure Plan collaboratively created between Rocky View County and The City of Calgary with the intent to support a rail served industrial development and associated business uses.

The lands to the north of the Southeast Railway Corridor Key Focus Area and the south of Highway 560 (Glenmore Trail) may be considered for future Collaborative Planning Projects.

- 4.8.1 The Prairie Gateway Area Structure Plan shall be created from a Collaborative Planning Project, pursuant to Section 3.2, to guide land use planning within the Key Focus Area lands as identified in Map 2. The Area Structure Plan will be a Rocky View County statutory plan.
- 4.8.2 The Prairie Gateway Area Structure Plan shall be supported through implementation of a shared investment, shared services and shared benefit framework and governance model created pursuant to Section 3.2. Formal agreements between The City of Calgary and Rocky View County will be required to implement the framework.

PROPOSED

**C2025-0102
ATTACHMENT 6**

- 4.8.3 Lands within this Key Focus Area should be administered in accordance with Section 8 of this Plan.

- 4.8.4 Consideration may be given for a future Collaborative Planning Project for the lands north of the Southeast Railway Corridor Key Focus Area and south of Highway 560 (Glenmore Trail), not currently part of the Area Structure Plan, as determined appropriate by agreement of the municipalities.”

- (n) Delete the existing Map 2 entitled ‘Key Focus Areas’ and replace with the revised Map 2 entitled ‘Key Focus Areas’ attached as Schedule ‘A’.

- (o) In Section 8.0 Growth Corridors/Areas and Annexation, subsection 8.1 Policies insert new Policy 8.1.9, as follows:
 - “8.1.9 Further to Policy 8.1.3, areas planned through Collaborative Planning Projects, as identified in Map 2, shall, in addition to the applicable statutory plans, be managed in accordance with any applicable legal agreements between The City of Calgary and Rocky View County related to shared investment, shared services and shared benefit frameworks, governance models, or other agreements related to the Collaborative Planning Project area.”

- (p) Delete the existing Map 4 entitled ‘Growth Corridors/Areas’ and replace with the revised Map 4 entitled ‘Growth Corridors/Areas’ attached as Schedule ‘B’.

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON SEPTEMBER 10, 2024

READ A SECOND TIME, AS AMENDED, ON _____

READ A THIRD TIME, AS AMENDED, ON _____

MAYOR

SIGNED ON _____

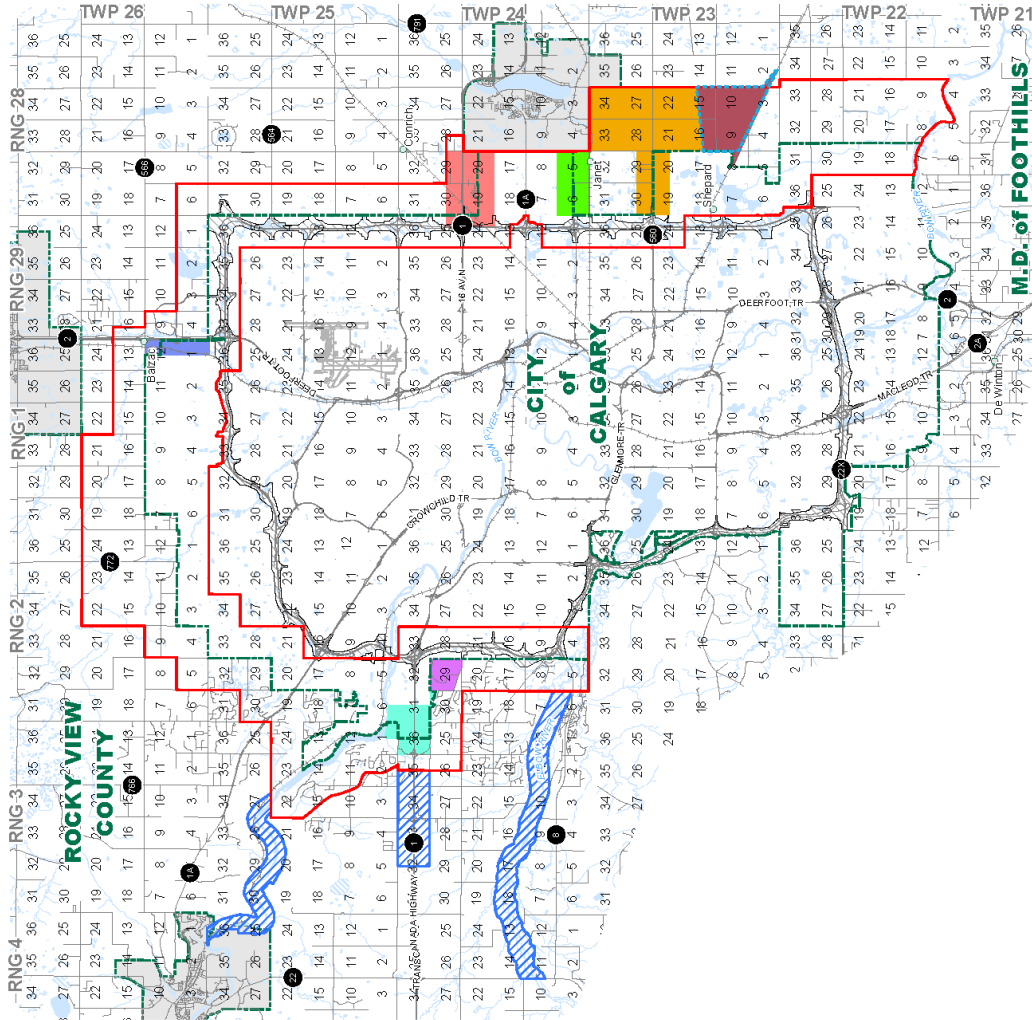
CITY CLERK

SIGNED ON _____

PROPOSED

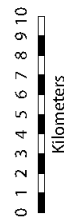
C2025-0102
ATTACHMENT 6

REVISED SCHEDULE A



Map 2: Key Focus Areas

- Legend**
- Highway #
 - ▭ Policy Area
 - - - Jurisdictional Boundaries
 - ▨ Notification Zone
 - ▨ Transportation/Utility Corridor
- Key Focus Areas**
- ▭ Section 29 24-2-5
 - ▭ Highway 1 West Corridor
 - ▭ Highway 2 North Corridor
 - ▭ Highway 1 East Corridor
 - ▭ Peigan Trail Extension
 - ▭ Highway 560 (Glenmore Trail) Joint Industrial Corridor
 - ▭ Southeast Railway Corridor
- Collaborative Planning Project**
- ▭ Prairie Gateway Area Structure Plan



Amended:
Calgary Bylaw: 24P2012
Rocky View Bylaw: C-7197-2012

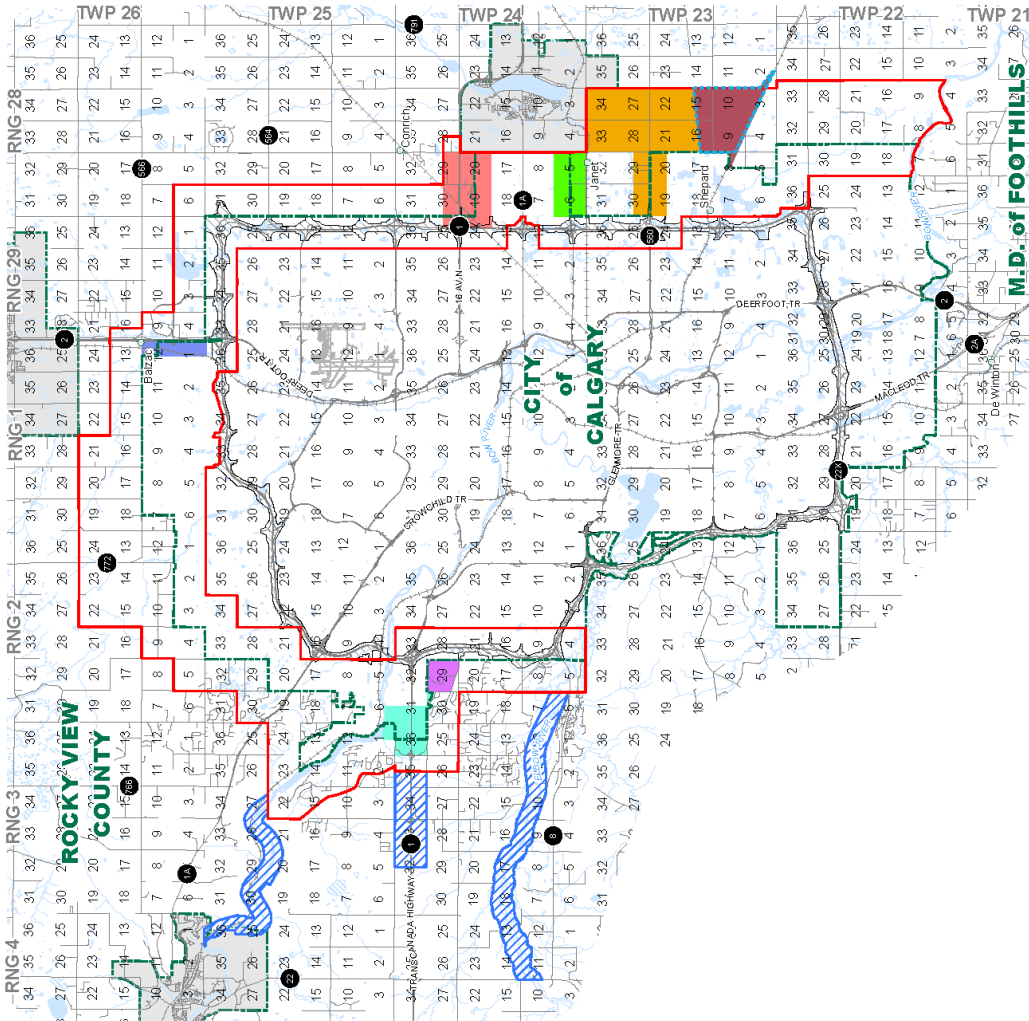
Approved:
Calgary Bylaw: 14P2011
Rocky View Bylaw: C-7078-2011

This map is conceptual only. No measurements of distances or areas should be taken from this map.

PROPOSED

C2025-0102
ATTACHMENT 6

REVISED SCHEDULE B



Map 2: Key Focus Areas

- Legend**
- Highway #
 - Policy Area
 - Jurisdictional Boundaries
 - ▨ Notification Zone
 - ▨ Transportation/Utility Corridor
- Key Focus Areas**
- Section 29 24-2-5
 - Highway 1 West Corridor
 - Highway 2 North Corridor
 - Highway 1 East Corridor
 - Peigan Trail Extension
 - Highway 560 (Glenmore Trail) Joint Industrial Corridor
 - Southeast Railway Corridor
- Collaborative Planning Project**
- Prairie Gateway Area Structure Plan

Amended:
Calgary Bylaw: 24P2012
Rocky View Bylaw: C-7197-2012

Approved:
Calgary Bylaw: 14P2011
Rocky View Bylaw: C-7078-2011

This map is conceptual only. No measurements of distances or areas should be taken from this map.

PROPOSED

C2025-0102
ATTACHMENT 7

BYLAW NUMBER 65P2024

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE MUNICIPAL DEVELOPMENT PLAN BYLAW 24P2009 (IP2024-0866)

WHEREAS it is desirable to amend the Municipal Development Plan Bylaw 24P2009, as amended;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

1. The Municipal Development Plan attached to and forming part of Bylaw 24P2009, as amended, is hereby further amended as follows:
 - (a) In Section 5.2.2 Policies, delete policy (a) in its entirety and replace it with the following:

“(a) Continue to protect and manage Calgary’s long-term growth requirements through the policies of the CMRB Growth Plan, through Intermunicipal Development Plans, and through joint planning with regional neighbours.”
 - (b) Delete the existing Municipal Development Plan: Volume 1, Map 5 entitled ‘Jurisdictional Areas’ and replace it with the revised Map 5 entitled ‘Jurisdictional Areas’ as attached as Schedule A.
 - (c) Delete the existing Municipal Development Plan: Volume 3 (Calgary Transportation Plan), Map 5 entitled ‘Primary Goods Movement Network’, and replace it with the revised Map 5 entitled ‘Primary Goods Movement Network’ as shown in Schedule B.

PROPOSED

**C2025-0102
ATTACHMENT 7**

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON SEPTEMBER 10, 2024

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

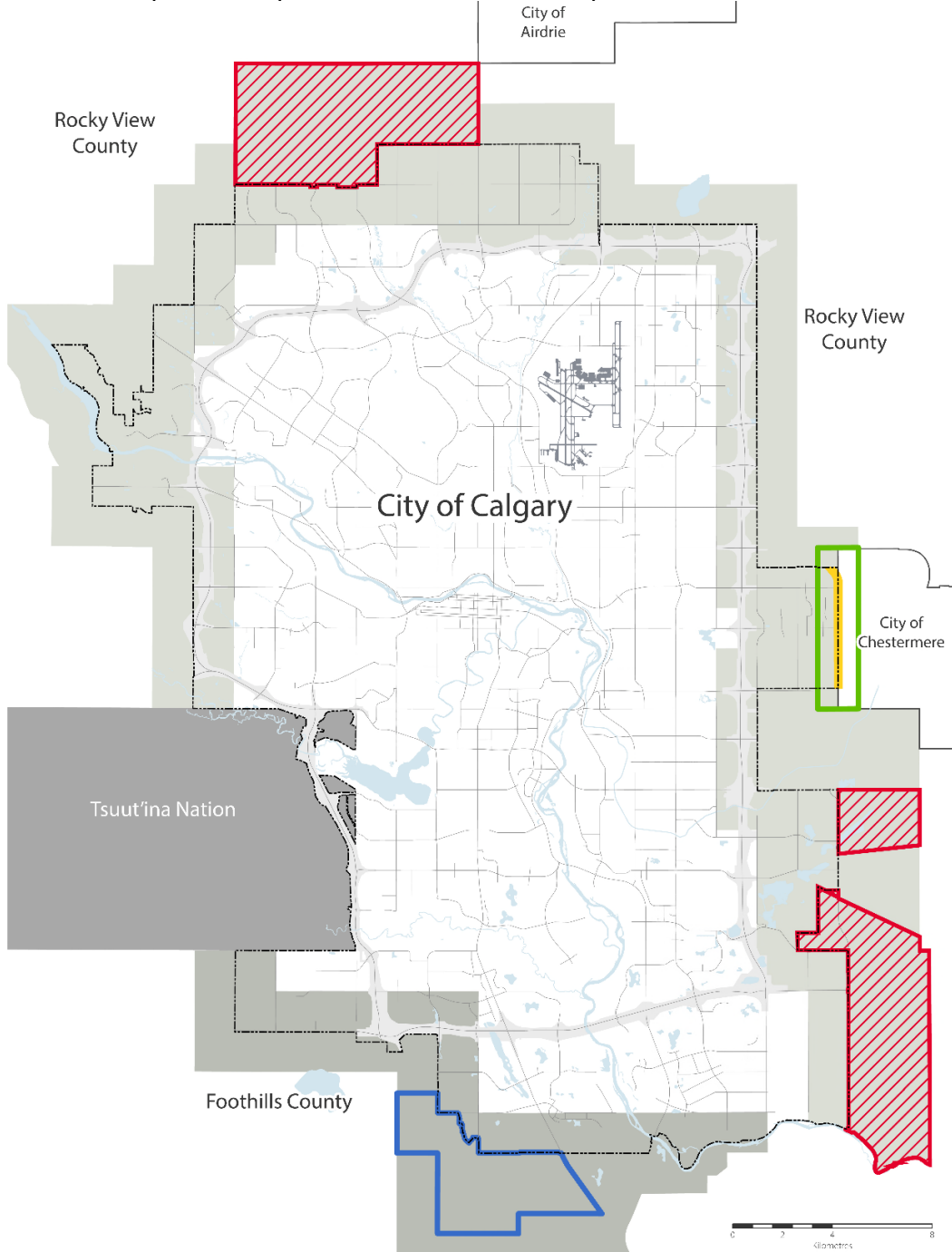
SIGNED ON _____

PROPOSED

C2025-0102
ATTACHMENT 7

SCHEDULE A

Municipal Development Plan: Volume 1, Map 5: Jurisdictional Areas



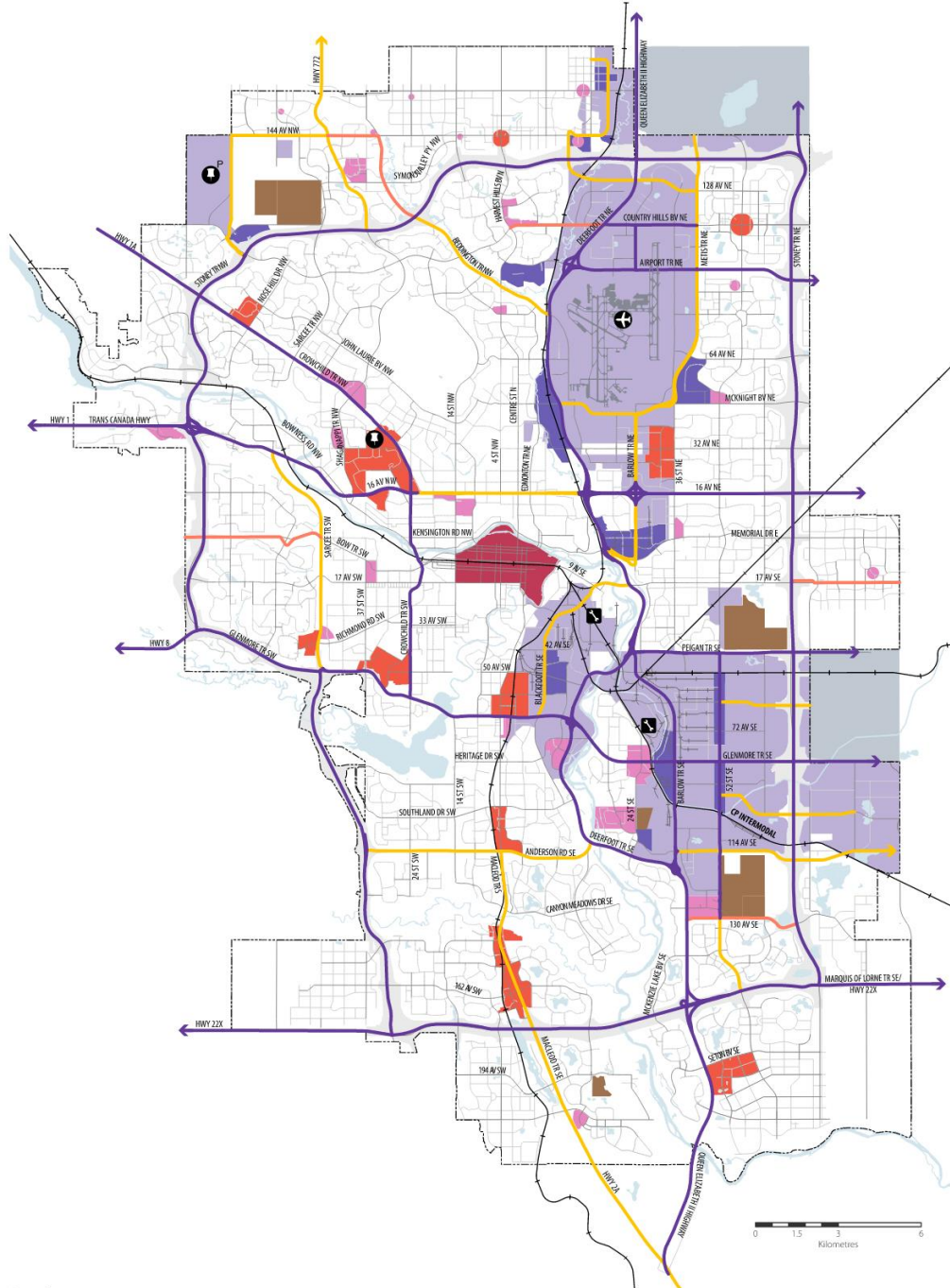
- Legend**
- City Limits
 - Transportation/Utility Corridor
 - ▨ Identified City of Calgary Long-Term Growth Areas
 - Calgary Growth Area
 - Interface Area between Chestermere and Calgary
 - Intermunicipal Development Area Foothills
 - Intermunicipal Development Area Rocky View County
 - Intermunicipal Development Area Chestermere
 - Tsuut'ina Nation

PROPOSED

C2025-0102
ATTACHMENT 7

SCHEDULE B

Municipal Development Plan: Volume 3 (Calgary Transportation Plan),
Map 5: Primary Goods Movement Network



Legend

Primary Goods Movement Network

- Main Goods Movement Corridor
- Supporting Goods Movement Corridor
- Emerging Goods Movement Corridor

- Air Cargo
- Rail Maintenance Yard
- Research Park
- Future Research Park

- Railway Tracks
- Landfill
- County of Rocky View Industrial
- Transportation/Utility Corridor
- City Limits

Urban Structure

- Greater Downtown
- Major Activity Centre
- Community Activity Centre
- Industrial - Employee Intensive
- Standard Industrial



Prairie Economic Gateway

Connecting us to everywhere

Recommendations

That with respect to Report C2025-0102 the following be adopted:

That Council:

1. Approve the following respecting the Prairie Economic Gateway Deal Structure:
 - a. Authorize the Chief Administrative Officer to negotiate and execute the Deal Agreement between The City of Calgary and Rocky View County for the Prairie Economic Gateway by 2025 Q1, such Agreement to be consistent with the terms outlined in Confidential Attachment 2 and to be in content satisfactory to the Chief Administrative Officer and Chief Financial Officer and to be in form satisfactory to the City Solicitor and General Counsel;
 - b. Approve the interim financial strategy in Confidential Attachment 3, and direct Administration to develop the financial framework for the Prairie Economic Gateway implementation and report back to Council by 2026 Q1;
 - c. Approve the Prairie Gateway Oversight Committee Terms of Reference in Confidential Attachment 4;
 - d. Direct Administration to prioritize securing private sector, provincial and federal financial and/or regulatory commitments by 2025 Q4;

Recommendations (cont'd)

That with respect to Report C2025-0102 the following be adopted:

That Council:

2. Adopt by resolution that The City of Calgary commits to demonstrating leadership on a regional approach involving neighbouring municipalities to ensure that growth in the Calgary region is respectful of collective regional success, including, but not limited to:
 - a. Regional servicing and amenities, including source water protection and distribution, transit, recreation, commercial and other;
 - b. Competitive economic development, well-paying jobs, and career opportunities; and
 - c. Planning and development for residential, industrial, commercial and mixed uses;

Recommendations (cont'd)

That with respect to Report C2025-0102 the following be adopted:

That Council:

3. Give second and third readings to
 - a. Proposed Bylaw 66P2024 for the amendments to the Rocky View County/City of Calgary Intermunicipal Development Plan (Attachment 6); and
 - b. Proposed Bylaw 65P2024 for the amendments to the Municipal Development Plan and Calgary Transportation Plan (Attachment 7); and
4. Direct that the Confidential content remain confidential pursuant to sections 21 (disclosure harmful to intergovernmental relations), 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 as follows:
 - a. Confidential Attachment 4 remains confidential until the Deal Agreement between The City of Calgary and Rocky View County for the Prairie Economic Gateway is fully executed by both parties;
 - b. The Confidential Attachments 1, 2 and 3 remain confidential, to be reviewed by 2030 December 31.

Previous Council Direction



2024 December: received a **Prairie Economic Gateway Intermunicipal Agreement – The Approach** update in closed session (C2024-1371)

2024 November: Council received a **Prairie Economic Gateway Intermunicipal Agreement – Introduction** in closed session (C2024-1308)

2024 September: Council gave **first reading to the Prairie Economic Gateway – Statutory Plan Amendments** (IP2024-0866)

What is 'Prairie Economic Gateway'?



**Industrial and manufacturing lands
with direct rail access**



**Investment in public projects and
local services**



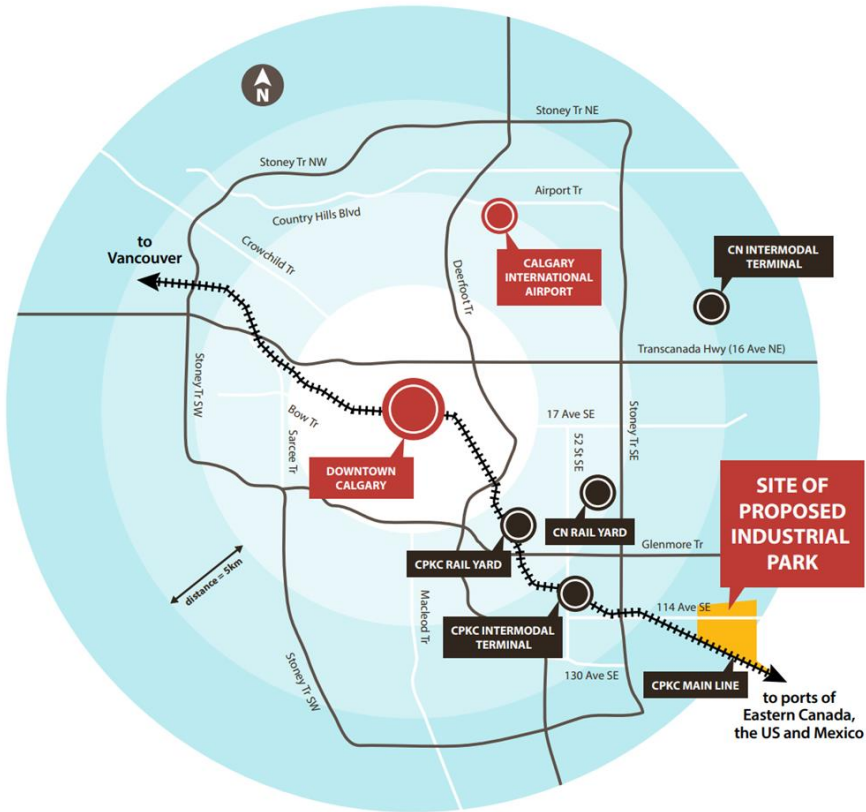
**Access to markets across the
continent
and beyond**

Our Vision: A historic regional collaboration to activate an inland port and logistics hub that will secure critical supply chains, create good paying jobs, drive industrial activity and economic growth, and connect us to everywhere.

Value – The Economic Benefits

Prairie Economic Gateway is anticipated to create the following benefits from public and private investment:

- **\$473 million** in expected cumulative tax revenue within 35 years
- **30,000+** good-paying jobs created
- **\$7 billion** in economic activity generated



Managed Risk

-  **Financial Framework**
-  **Leveraged and shared investment**
-  **Deal agreement with risk management provisions**
-  **Governance Oversight Committee**



Financial Framework Guiding Principles

Alignment with The City's Long Range Financial Plan:

- 1 Maintain overall financial capacity to allow for other major capital projects
- 2 Minimize financing costs
- 3 Minimize the overall credit rating impact
- 4 Maximize partner funding contributions
- 5 Refine project scope to optimize project costs
- 6 Phase project development to reduce overall costs

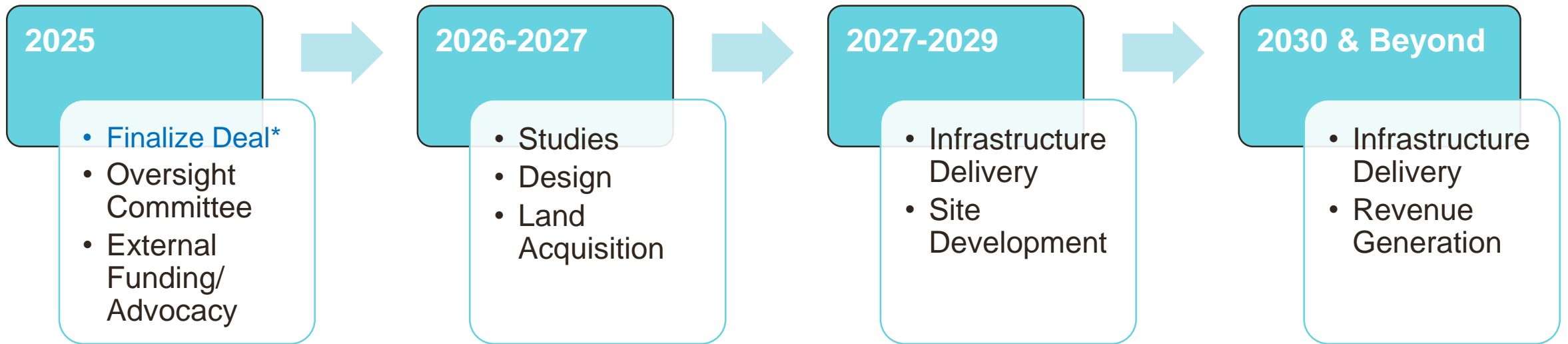


Timeline

Unanimously approved by County Council 

*** Rocky View County Council Decision: Feb. 18**

*** City of Calgary Council Decision: Feb. 25**



Recommendations

That with respect to Report C2025-0102 the following be adopted:

That Council:

1. Approve the following respecting the Prairie Economic Gateway Deal Structure:
 - a. Authorize the Chief Administrative Officer to negotiate and execute the Deal Agreement between The City of Calgary and Rocky View County for the Prairie Economic Gateway by 2025 Q1, such Agreement to be consistent with the terms outlined in Confidential Attachment 2 and to be in content satisfactory to the Chief Administrative Officer and Chief Financial Officer and to be in form satisfactory to the City Solicitor and General Counsel;
 - b. Approve the interim financial strategy in Confidential Attachment 3, and direct Administration to develop the financial framework for the Prairie Economic Gateway implementation and report back to Council by 2026 Q1;
 - c. Approve the Prairie Gateway Oversight Committee Terms of Reference in Confidential Attachment 4;
 - d. Direct Administration to prioritize securing private sector, provincial and federal financial and/or regulatory commitments by 2025 Q4;

Recommendations (cont'd)

That with respect to Report C2025-0102 the following be adopted:

That Council:

2. Adopt by resolution that The City of Calgary commits to demonstrating leadership on a regional approach involving neighbouring municipalities to ensure that growth in the Calgary region is respectful of collective regional success, including, but not limited to:
 - a. Regional servicing and amenities, including source water protection and distribution, transit, recreation, commercial and other;
 - b. Competitive economic development, well-paying jobs, and career opportunities; and
 - c. Planning and development for residential, industrial, commercial and mixed uses;

Recommendations (cont'd)

That with respect to Report C2025-0102 the following be adopted:

That Council:

3. Give second and third readings to
 - a. Proposed Bylaw 66P2024 for the amendments to the Rocky View County/City of Calgary Intermunicipal Development Plan (Attachment 6); and
 - b. Proposed Bylaw 65P2024 for the amendments to the Municipal Development Plan and Calgary Transportation Plan (Attachment 7); and
4. Direct that the Confidential content remain confidential pursuant to sections 21 (disclosure harmful to intergovernmental relations), 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 as follows:
 - a. Confidential Attachment 4 remains confidential until the Deal Agreement between The City of Calgary and Rocky View County for the Prairie Economic Gateway is fully executed by both parties;
 - b. The Confidential Attachments 1, 2 and 3 remain confidential, to be reviewed by 2030 December 31.

Community Services Report to
Community Development Committee
2025 February 06

ISC: UNRESTRICTED
CD2025-0010

Addressing Predatory Tow Truck Behaviour

PURPOSE

The purpose of this report is to provide recommendations to amend the Calgary Traffic Bylaw and the Street Bylaw to address predatory behaviours by tow truck operators at motor vehicle collisions and incidents.

PREVIOUS COUNCIL DIRECTION

On 2024 November 26, Council directed Administration to address predatory behaviours by towing companies at vehicle collisions including amendments to regulations as appropriate (EC2024-1248). Background and Previous Council Direction is included as Attachment 1.

RECOMMENDATIONS:

That the Community Development Committee recommend that Council:

1. Give three readings to the proposed bylaw, in Attachment 3, to amend the Calgary Traffic Bylaw and the Street Bylaw; and
2. Direct Administration to explore advocacy opportunities with the provincial government that would help to further address predatory tow truck behaviour.

RECOMMENDATIONS OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2025 FEBRUARY 6:

That Council:

1. Give three readings to **Proposed Bylaw 11M2025**, in Attachment 3, to amend the Calgary Traffic Bylaw and the Street Bylaw;
2. Direct Administration to explore advocacy opportunities with the provincial government that would help to further address predatory tow truck behaviour; **and**
3. **Direct that the Confidential Public Submission be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 17 (Disclosure harmful to personal privacy) of the *Freedom of Information and Protection of Privacy Act*.**

Excerpt from the Minutes of the 2025 February 6 Regular Meeting of the Community Development Committee:

“A confidential public submission was distributed with respect to Report CD2025-0010.”

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

GM Katie Black concurs with the content of this report.

Addressing Predatory Tow Truck Behaviour

HIGHLIGHTS

- There is a growing local trend where some tow truck operators show up at collision scenes without being called, impeding first responders' ability to help accident victims, intimidating customers, and charging exorbitant fees. This behaviour poses safety risks to the public and first responders.
- The proposed amendments to the Calgary Traffic Bylaw and the Street Bylaw provide a tool for Calgary Police and Community Peace Officers to use at motor vehicle collisions or other motor vehicle incidents to deter predatory tow truck behaviour.
- The primary element of the proposed amendment in the Calgary Traffic Bylaw is a 200 metre zone wherein no towing service vehicle can enter without permission from an Officer, member of the Calgary Fire Department, or the owner or operator of a vehicle involved in the collision or incident.
- The fine structure outlined in the proposed bylaw amendment is intended to provide an effective deterrent to disruptive and aggressive behaviours by chaser or poacher tow truck operators.

DISCUSSION

This report and its attachments outline the proposed amendments to the Calgary Traffic Bylaw and the Street Bylaw to alleviate predatory tow truck behaviour in Calgary. Administration conducted a jurisdictional scan of other Canadian municipalities to see how the tow truck industry is regulated in other jurisdictions. It is included as Attachment 2.

According to the Calgary Police Service and the Calgary Fire Department, predatory behaviour by towing companies has increased in the last few months. The Calgary Fire Department, who is typically first on scene, state its personnel have witnessed predatory tow truck behaviour regularly at accident scenes they attend. The Calgary Police agree, but they have recently seen a decline as tow companies are now attempting to avoid the police.

Predatory tow truck behaviour has become an increasingly lucrative business for some opportunistic truck operators. These tow truck operators are charging customers thousands of dollars in towing, mileage, storage and administrative costs, among other fees. According to Calgary Police, predatory tow truck companies are charging between \$3,000-\$5,000 per incident, with the average being \$4,000 per incident. This is 11 times higher than the normal cost for a 50 kilometer towing charge. In addition, some tow companies have been using private impound lots that are not secure and property has been stolen from vehicles while in their custody.

In some cases, tow truck operators are intimidating customers involved in motor vehicle collisions or incidents into using their tow services. In addition, some tow truck operators have been harassing first responders on the scene of a motor vehicle collision impeding their ability to help the victims of the incident. Tow truck operators have been arrested at some collision scenes for this behaviour.

The Notice of Motion adopted by Council on 2024 November 26, directed Administration to bring forward amendments to address this predatory behaviour by potentially including amendments to the Business Licence Bylaw. Administration is not recommending amendments to the Business Licence Bylaw as licensing and regulating the tow truck industry is under provincial jurisdiction. As such, Administration is recommending an advocacy position to

Addressing Predatory Tow Truck Behaviour

encourage the Government of Alberta to regulate the tow truck industry to protect Alberta drivers from fraud as well as to address any instability with automobile insurance rates across the province due to fraudulent activity.

In the absence of a provincial regulatory regime, and to address predatory tow truck behaviour municipally, Administration is proposing amendments to the Calgary Traffic Bylaw and Street Bylaw with a recommendation that the amended bylaws come into effect immediately. The proposed wording to amend the Calgary Traffic Bylaw and the Street Bylaw is included as Attachment 3. Highlights of the proposed amendments are listed below:

Calgary Traffic Bylaw	
Definition of “towing service vehicle”	<ul style="list-style-type: none"> • A motor vehicle designed, modified, configured or equipped to tow another motor vehicle.
Towing service vehicle restrictions	<ul style="list-style-type: none"> • Not to be within 200 meters of the scene of a motor vehicle collision or motor vehicle incident unless invited or requested. • The operator of the towing service vehicle has to demonstrate that they were invited or requested to attend. • Exemption from parking provisions amended. • Sections added to reflect what constitutes a towing service vehicle.
Tow truck company owner liability	<ul style="list-style-type: none"> • Added provisions to include no stopping.
Fine	<ul style="list-style-type: none"> • \$10,000 per offence.
Street Bylaw	
Soliciting and selling	<ul style="list-style-type: none"> • Amendment to align with the new rules in the Calgary Traffic Bylaw.

With respect to the specified penalty of \$10,000 listed in the Calgary Traffic Bylaw, this is the maximum allowable fine a municipality can implement. Instead of providing escalating fine amounts for repeat offenders as directed in the Notice of Motion, Administration believes a single maximum penalty will be more effective given the aggressive nature of predatory tow truck operators. The high monetary value of the proposed fine provides a significant deterrent to such behaviour, is easy to understand and promotes education of the issue for tow truck operators and consumers.

These amendments would provide the Calgary Police Service and Community Safety Peace Officers with an enforcement tool when attending motor vehicle collisions or other motor vehicle incidents.

Community Services Report to
Community Development Committee
2025 February 06

ISC: UNRESTRICTED
CD2025-0010

Addressing Predatory Tow Truck Behaviour

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

Preventing predatory tow truck behaviour strengthens the healthy development, wellbeing and safety of the community and of all Calgarians. These proposed amendments provide a tool so the Calgary Police Service and Community Safety Peace Officers can maintain public safety and security while addressing risks and vulnerabilities for those involved in vehicle collisions and motor vehicle incidents.

Environmental

Compliance and enforcement of an amended bylaw addressing predatory tow truck behaviour can help to address congestion concerns and reduce unnecessary idling.

Economic

Effectively managing predatory tow truck behaviour reduces the excessive fees for Calgarians who are the victims of predatory tow truck behaviour.

Service and Financial Implications

No anticipated financial impact

There is no anticipated impact to the operating budget from approving the proposed bylaw amendments. Costs associated with the required bylaw amendments can be absorbed by the existing operating budget of the Calgary Police Service and the Emergency Management & Community Safety business unit.

RISK

If Council decides not to approve the proposed bylaw changes, there is a risk Calgarians will be taken advantage of by predatory tow truck operators and first responders will continue to be harassed while responding to motor vehicle collisions and other motor vehicle incidents.

ATTACHMENTS

1. Background and Previous Council Direction
2. Jurisdictional Scan
3. **Proposed Bylaw 11M2025**
4. Presentation
5. **Confidential Public Submission Received at Committee**

Community Services Report to
Community Development Committee
2025 February 06

ISC: UNRESTRICTED
CD2025-0010

Addressing Predatory Tow Truck Behaviour

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black, General Manager	Community Services	Approve
Doug Morgan, General Manager	Operational Services	Approve
Erendira Cervantes-Altamirano, Director	Community Services	Consult
Troy McLeod, Director	Mobility	Consult
Jill Floen	Law Department	Inform

Author: Community Strategies

City Clerks: A. Lennox / C. Doi

Background and Previous Council Direction

Background

The recommendations in the cover report incorporate the direction from Council on 2024 November 26 to address predatory tow truck behaviour through proposed amendments to the Calgary Traffic Bylaw and the Street Bylaw. These amendments will provide the Calgary Police Service and Community Peace Officers with a tool to enforce predatory behaviour and provide some assurance to Calgarians who are at risk of being victimized by such behaviour.

Previous Council Direction

DATE	REPORT NUMBER	DESCRIPTION
2024/11/26	EC2024-1248	<p>Notice of Motion – Tow Truck Tricks</p> <p>Council directed Administration to bring a report to the Community Development Committee no later than Q1 2025 to:</p> <ul style="list-style-type: none"> • Address predatory behaviors by towing companies at vehicle collisions – potentially including amendments to the Business License Bylaw 32M98 and other regulations as appropriate, such as: <ul style="list-style-type: none"> ○ A prohibition on towing companies or their agents stopping within a recommended radius of a collision unless called upon by Calgary Police Service (CPS), Calgary Fire Department or a party to the collision. ○ Establish a fine structure that will act as an effective deterrent to chaser or poacher behaviors by towing companies, including escalating fine amounts for repeat offenders.

Jurisdictional Scan

Below is a summary of Canadian jurisdictions where tow trucks are regulated and/or educational campaigns that exist to deter predatory behaviour by tow truck operators.

Jurisdictional Scan of Canadian Municipalities

Province / Municipality	Legislation	Section	Penalty	Educational Campaigns
British Columbia	Motor Vehicle Act [RSBC 1996] Chapter 318	<p>Tow vehicle licences</p> <p>28.1 The Insurance Corporation of British Columbia may refuse to issue</p> <p style="padding-left: 40px;">(a) a licence and corresponding number plates, or</p> <p style="padding-left: 40px;">(b) a permit</p> <p>in respect of a tow vehicle that is used to render assistance to vehicles that are not owned by the owner of the tow vehicle, if the owner of the tow vehicle is not, in respect of the tow vehicle, insured under a policy of the type commonly known as a Comprehensive Garage Policy, issued under the Insurance (Motor Vehicle) Act.</p>	\$167	Unknown
Edmonton, Alberta	Bylaw 5590 Traffic Bylaw	<p>2(aa.2) “tow truck” means a vehicle operated on a highway to provide one of the following services: towing, moving, or recovering motor vehicles that are damaged, disabled, abandoned, tagged, or ticketed, and for greater certainty, includes vehicles used for the provision of ancillary towing services such as traffic control and the solicitation of tow truck services.</p> <p>Tow Trucks</p> <p>80(1) A person operating a tow truck shall not attend on the scene of a damaged, disabled, abandoned, tagged or ticketed vehicle on a highway unless previously requested to do so by an owner or driver of the vehicle or by a peace officer.</p> <p>(2) For the purpose of this section any individual or corporation referred to on or by a tow truck, whether directly or indirectly, is presumed to have caused or permitted the town [sic] truck to attend.</p>	\$250	Know Before the Tow: Towing Rights in Alberta

Province / Municipality	Legislation	Section	Penalty	Educational Campaigns
Ontario	Towing and Storage Safety and Enforcement Act, 2021, S.O. 2021, c. 26, Sched. 3	<p>Collision Scenes</p> <p>Restriction on provision of towing services at collision</p> <p>38 (1) No tow truck driver or tow operator shall provide or offer to provide towing services, or park or stop a tow truck, on a highway within 200 metres of,</p> <p>(a) the scene of a collision or apparent collision; or</p> <p>(b) a motor vehicle involved in a collision. 2023, c. 9, Sched. 36, s. 22.</p> <p>Exception</p> <p>(2) Subsection (1) does not apply with respect to a tow truck driver who is at the scene of a collision at the request of a police officer, inspector or person involved in the collision. 2023, c. 9, Sched. 36, s. 22.</p> <p>Restricted towing zones</p> <p>(3) Nothing in subsection (2) authorizes a tow truck driver or any other person with the care, charge or control of a tow truck to provide or offer to provide services in a restricted towing zone if the tow operator is not authorized to provide towing services in that zone. 2023, c. 9, Sched. 36, s. 22.</p> <p>Compliance with directions at collision scene</p> <p>39 (1) Every tow truck driver shall comply with any reasonable direction given by a police officer, inspector or firefighter who is present at the scene of a collision. 2023, c. 9, Sched. 36, s. 22.</p> <p>Same</p> <p>(2) Every tow truck driver shall comply with a direction of a police officer or inspector who is present at the scene of a collision to,</p> <p>(a) leave the scene of the collision; or</p> <p>(b) stay at least 200 metres away from the scene for such time as the police officer or inspector may direct. 2023, c. 9, Sched. 36, s. 22.</p>	<p>First offence: \$250-\$1000</p> <p>Each subsequent offence: \$1000-\$5000</p>	<p>Ontario's Towing Laws</p> <p>Know Your Rights When Getting a Tow</p>

Province / Municipality	Legislation	Section	Penalty	Educational Campaigns
Québec	Société de l'assurance automobile du Québec	<p>A tow truck used for commercial purposes must be registered at an SAAQ service outlet and outlines the following requirements:</p> <p>1. Before Registration</p> <ul style="list-style-type: none"> • To Register a Tow Truck to a Business • Registration With the Commission Des Transports du Quebec • Mechanical Inspection • IF the Tow Truck is Prohibited From Being Put Into Operation or has Been Stored for One Year or Longer <p>2. When You Register the Tow Truck</p> <ul style="list-style-type: none"> • Document Required <p>3. Costs and Payment</p> <ul style="list-style-type: none"> • Registration Fees • Payment Options • Payment of the GST and QST <p>4. Insurance</p>	\$325-\$2,800	Unknown
Prince Edward Island	Highway Traffic Act	<p>1(u.4) "tow truck" means a motor vehicle equipped with hoisting and towing apparatus and equipment and designed and used for towing or rendering assistance to disabled motor vehicles;</p> <p>115. Use of flashing lights</p> <p>(c) that amber flashing lamps may be used on a tow truck while attending or towing a vehicle</p>	Not specified	Unknown
Cape Breton, Nova Scotia	Bylaw No. T-200-Tow Truck Licensing Bylaw	<p>"Tow Truck" means a Vehicle used for towing or otherwise conveying Vehicle(s) which shall include a Wrecker Body;</p> <p>25. DRIVER PROHIBITION No Licenced [sic] Driver shall:</p> <p>(1) commence to tow or otherwise convey or move any Vehicle, or hook, lift or connect the Vehicle to the Tow Truck, or perform any other services unless first requested so to do by a Hirer, or a peace officer or any member of a municipal fire department, or any Person authorized by law to direct the removal of the Vehicle from private or public property;</p>	\$200-\$600	Unknown

Province / Municipality	Legislation	Section	Penalty	Educational Campaigns
		<p>(2) where the request to tow a Vehicle outlined in Sub-Section (1) is from a Hirer, and where the tow is required as a result of a Motor Vehicle Collision, the Driver shall not commence to tow or otherwise convey or move any Vehicles, hook, lift or connect the Vehicle to the Tow Truck unless the Tow Truck Driver has a completed Permission to Tow a Vehicle Form and it has been dated and signed by the Hirer and he/she has provided a copy thereof to the Hirer;</p> <p>(3) alter or provide any information on the Permission to Tow a Vehicle Form;</p> <p>(4) stop, or park within 200 meters (approximately 653 feet) of a Collision location but this does not apply where the Tow Truck Driver has been summoned to the location of the Collision by one of the Persons referred to in sub-section (1) or where there are fewer Tow Trucks at the Collision location than Vehicles apparently requiring the services of a Tow Truck;</p> <p>(5) ask or seek out a Hirer or allow or direct an agent to ask or seek out a Hirer, at a Collision location or within 200 meters (approximately 653 feet) of a Collision location, where the actions of the Driver or agent constitutes a Nuisance;</p> <p>(6) tow other otherwise convey or move any Vehicle which is to be towed outside the Municipal Boundary unless requested by the Owner or operator of the Vehicle or a peace officer or member of the municipal fire department;</p> <p>(7) driver or act as a Driver unless the Registered Owner or where applicable, the lessee, of the Tow Truck is licenced [sic] under this by-law;</p> <p>(8) commence to Driver or act as a Driver for any Registered Owner or, where applicable, any lessee, without first providing the Manager with a letter from that Person stating that the Owner or, where applicable, the lessee consents to the Driver operating their Licenced [sic] Tow Truck(s);</p> <p>(9) commence to tow or otherwise convey or move any Vehicle or perform any other services unless first disclosing to the Hirer any interest (either direct or indirect) that the Driver has in any location or facility to which a Vehicle may be towed for repair, storage, appraisal or similar purpose in accordance with any prescribed standards.</p>		

Province / Municipality	Legislation	Section	Penalty	Educational Campaigns
Northwest Territories	Motor Vehicles Act	132. (5) A motor vehicle operated on a highway must be equipped with one or more amber flashing lights if the vehicle is: (a) a tow truck. 135. (1) A person who operates a tow truck on a highway shall activate the amber flashing lights on the truck when the truck is towing a vehicle.	Not specified	Unknown

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ATTACHMENT 3

BYLAW NUMBER 11M2025

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 26M96 THE CALGARY TRAFFIC BYLAW AND BYLAW 20M88, THE STREET BYLAW *****

WHEREAS Council has considered report CD2025-0010 and deems it necessary to amend Bylaw 26M96, the Traffic Bylaw and Bylaw 20M88, the Street Bylaw;

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

CALGARY TRAFFIC BYLAW AMENDMENTS

1. Bylaw 26M96, the Calgary Traffic Bylaw, as amended, is hereby further amended.
2. In section 2, after subsection (ar.1), the following is added as subsection (ar.2):

“(ar.2) *“towing service vehicle”* means a motor vehicle designed, modified, configured or equipped to tow another motor vehicle;”.
3. After section 28, the following is added as section 28.1:

“TOWING SERVICE VEHICLE RESTRICTIONS

- 28.1. (1) An operator of a *towing service vehicle* must not stop or park on a *street* within 200 metres of any vehicle involved in a motor vehicle collision or other motor vehicle incident.
 - (2) Subsection (1) above does not apply to an operator of a *towing service vehicle* who has been requested to attend the scene of a motor vehicle collision or other motor vehicle incident by:
 - (a) an *Officer*;
 - (b) a member of the Calgary Fire Department; or
 - (c) the owner or operator of a motor vehicle involved in the collision or incident.
 - (3) An operator who relies on subsection (2) above has the onus of proving that they were requested to attend the scene of a motor vehicle collision or other motor vehicle incident by one of the parties listed in subsection 2(a), (b), or (c) above.”.
4. In section 29(1):

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CD2025-0010
ATTACHMENT 3

- (a) the words “while any such vehicle is being used in work requiring that it be stopped or parked at that location” are deleted from the end of the section, and the following is added to the opening clause after the words “do not apply to” but before the colon:

“the following vehicles, while any such vehicle is being used in work requiring that it be stopped or parked at that location”; and

- (b) in subsection (d):
- i. the words “towing service vehicles” are italicized; and
 - ii. after the words “towing service vehicles”, the semicolon “;” is deleted and the following is added:

“at the time they are being used to provide towing services, provided that such a vehicle is:

 - (i) contracted by the *City* to perform towing services,
 - (ii) contracted by a property owner for towing on a *street* that is immediately adjoining that owner’s property,
 - (iii) towing a vehicle from the scene of a motor vehicle collision or other motor vehicle incident, provided that such stopping or parking of the *towing service vehicle* at the scene complies with section 28.1 above, or
 - (iv) towing a damaged or disabled motor vehicle on a *street* within the *City* with the express consent of the owner or *operator* of such vehicle.”.

5. Section 59.2(2) is deleted and the following is substituted:

“(2) Subsection (1) does not apply if the owner of the vehicle satisfies the Court that the owner did not park the vehicle, stop the vehicle, or was not driving the vehicle at the time of the offence, and that the person who parked the vehicle, stopped the vehicle, or was driving the vehicle at the time of the offence did so without the owner’s express or implied consent.”.

6. In Schedule “A”, after:

SECTION	OFFENCE	EARLY PAYMENT AMOUNT 1	EARLY PAYMENT AMOUNT 2	SPECIFIED PENALTY
“28(3)	Unauthorized Parking in Space Reserved for Customer Parking	\$40.00	\$50.00	\$75.00”

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the following is added under the headings indicated:

SECTION	OFFENCE	EARLY PAYMENT AMOUNT 1	EARLY PAYMENT AMOUNT 2	SPECIFIED PENALTY
"28.1	Improper parking or stopping of a <i>towing service vehicle</i> within 200m of a motor vehicle collision or other motor vehicle incident			\$10,000.00 ".

STREET BYLAW AMENDMENTS

7. Bylaw 20M88, the Street Bylaw, as amended, is hereby further amended.
8. Section 4(3) is deleted and the following is substituted:

"(3) Subsection (2) does not apply to persons engaged in the business of vehicle towing or other roadside vehicle assistance, provided such persons are in compliance with section 28.1 of Bylaw 26M96, the Calgary Traffic Bylaw."

AMENDMENTS COME INTO FORCE

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

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____



Addressing Predatory Tow Truck Behaviour

CD2025-0010

February 6, 2025

Previous council direction

Notice of Motion: 2024 November 26

- Direct Administration to address predatory tow truck behaviour by implementing:
 - A prohibition for tow trucks to attend at a recommended radius of a vehicle collision unless called upon by a first responder or vehicle owner; and,
 - Establish a fine structure to act as an effective deterrent.

That the Community Development Committee recommend that Council:

- 1. Give three readings to the proposed bylaw, in Attachment 3, to amend the Calgary Traffic Bylaw and the Street Bylaw; and**
- 2. Direct Administration to explore advocacy opportunities with the provincial government that would help to further address predatory tow truck behaviour.**



'Unscrupulous tow truck drivers' target unsuspecting crash victims

'Legitimate tow truck companies will not use high-pressure or fear-based tactics, and they will not charge exorbitant prices or additional fees on top of the tow cost,' police say

By **Steven Wilhelm**

Published Oct 23, 2024 Last updated Oct 29, 2024 5 minute read [Join the conversation](#)



Statement from the Calgary Fire Department

“ The Calgary Fire Department has witnessed unscrupulous tactics from some tow truck operators who arrive at collision scenes unrequested and pressuring those involved in an accident to tow away their cars. The Calgary Fire Department (CFD) has alerted the Calgary Police Service (CPS) about these incidents and will continue to work with CPS and other City partners to support initiatives which will prevent these distressful scenarios from happening in the future.

Carol Henke
Calgary Fire Department

6:08 / 9°C



Alberta drivers warned of aggressive tow truck operators

Proposed bylaw amendments



Calgary Traffic Bylaw 26M96

- Defining “towing service vehicle”
- Towing service vehicle restrictions
- Owner liability
- Fine: \$10,000



Street Bylaw 20M88

- Alignment to Calgary Traffic Bylaw

That the Community Development Committee recommend that Council:

- 1. Give three readings to the proposed bylaw, in Attachment 3, to amend the Calgary Traffic Bylaw and the Street Bylaw; and**
- 2. Direct Administration to explore advocacy opportunities with the provincial government that would help to further address predatory tow truck behaviour.**

Operational Services Report to
Community Development Committee
2025 February 06

ISC: UNRESTRICTED
CD2025-0076

Transition to Extended Producer Responsibility

PURPOSE

This report recommends a reduction to the monthly Blue Cart Program charge and changes to the Waste Bylaw to support the implementation of the provincial Extended Producer Responsibility system in Calgary by 2025 April 1. An update to Council on the transition to Extended Producer Responsibility is also included.

PREVIOUS COUNCIL DIRECTION

On 2020 October 15 Council reaffirmed its support for the implementation of a province-wide Extended Producer Responsibility program and directed Administration to continue advocating for Extended Producer Responsibility in collaboration with other Alberta municipalities, industry and affected stakeholders. A summary of all Council direction is in Attachment 1.

RECOMMENDATIONS:

That the Community Development Committee recommend that Council:

1. Give three readings to the proposed bylaw, in Attachment 3, to amend the Waste Bylaw to reduce the monthly Blue Cart Program charge and enable Extended Producer Responsibility implementation in Calgary.
2. Direct Administration to evaluate changes as a result of Extended Producer Responsibility, assess options to update Waste & Recycling's rate structure and report back to Council no later than Q2 2026.

RECOMMENDATIONS OF THE COMMUNITY DEVELOPMENT COMMITTEE, 2025 FEBRUARY 6:

That Council:

1. Give three readings to **Proposed Bylaw 12M2025**, in Attachment 3, to amend the Waste Bylaw to reduce the monthly Blue Cart Program charge and enable Extended Producer Responsibility implementation in Calgary; and
2. Direct Administration to evaluate changes as a result of Extended Producer Responsibility, assess options to update Waste & Recycling's rate structure and report back to Council no later than Q2 2026.

CITY MANAGER/GENERAL MANAGER COMMENTS

General Manager Doug Morgan concurs with this report.

HIGHLIGHTS

- Extended Producer Responsibility is a provincial policy that is intended to result in a more efficient, effective, and consistent recycling system across Alberta.
- Extended Producer Responsibility shifts responsibility for managing certain recyclable and hazardous products to the producers who create those materials.

Transition to Extended Producer Responsibility

- The shift in responsibility for managing these materials will lead to reduced Waste & Recycling fees paid by Calgarians.
- Calgarians will continue to experience the same high service levels they currently receive through the transition to Extended Producer Responsibility.

DISCUSSION

Alberta's Extended Producer Responsibility system transfers the responsibility for managing certain recyclable and hazardous materials from local governments to producers (manufacturers, retailers). The new system comes into effect on 2025 April 1 for the following designated materials:

- Packaging and Paper Products from single-family households, what we know as Blue Cart materials.
- Hazardous and Special Products, some of what we call Household Hazardous Waste.
- Single-use and rechargeable household batteries.

Extended Producer Responsibility for packaging and paper products from multi-family developments is a future phase of implementation planned for October 2026.

Extended Producer Responsibility is intended to motivate producers to design and produce less packaging waste, choose materials that are less toxic and easier to recycle, and take advantage of economies of scale to make recycling more effective and efficient.

Roles and responsibilities for managing designated materials will change under Extended Producer Responsibility and are described in Attachment 2.

Waste & Recycling Services has worked closely with the Province and producers, through Producer Responsibility Organizations, to support the design of a robust system. We have advocated and negotiated strongly to achieve positive service, financial and recycling outcomes for Calgarians. Calgarians will continue to receive the same high service levels they currently have and experience a seamless service transition when Extended Producer Responsibility is implemented.

Rate Adjustments

The financial benefit of Extended Producer Responsibility will be passed on to Calgarians through reduced Blue Cart Program charges. Table 1 details the recommended monthly Blue Cart Program charge when Extended Producer Responsibility is implemented on 2025 April 1.

Table 1 – Recommended monthly Blue Cart Program charge

	2025	2026
Current monthly Blue Cart Program charge	\$9.34	\$9.52
Change	- \$7.17	- \$7.35
Recommended monthly Blue Cart Program charge	\$2.17	\$2.17

A small monthly charge continues to be required because there are some parts of Calgary's current service that producers are not obligated to fund. Waste & Recycling will monitor the financial outcomes of Extended Producer Responsibility and, if appropriate, adjust rates at

Transition to Extended Producer Responsibility

future opportunities (e.g. during the next adjustments to the 2023-2026 Service Plans and Budgets).

Extended Producer Responsibility presents a significant change to Waste & Recycling's rate structure, including how costs are allocated. Once Extended Producer Responsibility is implemented and financial implications are better understood, Waste & Recycling plans to investigate options to update, clarify and simplify its rate structure. This would include assessing the option to adopt one overall rate for Waste & Recycling's integrated residential services.

Bylaw Amendments

Amendments to the Waste Bylaw are required to facilitate the implementation of Extended Producer Responsibility in Calgary, including updating definitions to align with the new provincial system. The changes to the monthly Blue Cart Program charge are also reflected in the updated bylaw, as well as minor housekeeping amendments to update definitions and clarify requirements. The proposed wording for a Bylaw to amend the Waste Bylaw is included as Attachment 3.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

Waste & Recycling Services continues to coordinate with Alberta Municipalities and the City of Edmonton and work closely with Alberta Environment and Protected Areas, the Alberta Recycling Management Authority, and Producer Responsibility Organizations to enable a successful transition.

A communications plan is being implemented to support the transition to Extended Producer Responsibility in Calgary. The plan aims to raise public awareness of Extended Producer Responsibility and showcase the environmental and financial benefits of the new provincial system.

IMPLICATIONS

Social

Extended Producer Responsibility establishes minimum service standards and a consistent list of materials which can be recycled across the province, creating a more straightforward system for all Albertans.

Environmental

Producers are obligated in regulation to meet provincial recycling targets, which are intended to result in less packaging waste, packaging that is easier to recycle, and more materials being used as recycled content in new products and packaging. Creating less waste and improving recycling help to conserve natural resources and energy. Reducing the amount of waste needing to be landfilled or processed also reduces energy use and greenhouse gas emissions.

Transition to Extended Producer Responsibility

Economic

The provincial Extended Producer Responsibility system is expected to support and expand local recycling markets. The intention of the system is to return materials to producers to recycle into new products and packaging helps to advance a circular economy.

Extended Producer Responsibility will result in a direct and positive economic outcome for Calgarians through a reduced monthly Blue Cart Program charge.

Service and Financial Implications

Waste & Recycling Services has actively advocated and negotiated to achieve a seamless service transition for Calgarians and ensure they continue to experience the same high service levels.

Funding from producers for the Blue Cart collection service and savings made from shifting processing responsibilities to producers totals approximately \$40 million and will be passed on to Calgarians at the time of Extended Producer Responsibility implementation through a reduced monthly Blue Cart Program charge as described above. Waste & Recycling Services will seek approval for the necessary net-zero operating budget adjustments as part of this year's adjustment to the 2023-2026 Service Plans and Budgets.

Funding received for the collection of Hazardous and Special Products will result in a relinquishment of some tax support, which will also be included in the next adjustments to the 2023-2026 Service Plans and Budgets.

The City is also registered as a 'producer' in the Extended Producer Responsibility system because we produce and distribute Packaging and Paper Products, primarily receipts, tax assessments, transit tickets, notices and door hangers. As a producer, The City pays oversight fees to the Alberta Recycling Management Authority and to a Producer Responsibility Organization to manage those materials on our behalf. Annual costs to fulfill producer responsibilities are expected to be approximately \$100,000 to \$150,000 in fees, which is minimal compared to the overall financial benefit of Extended Producer Responsibility.

RISK

Under Extended Producer Responsibility, The City will no longer have control over system oversight and program design. There is a risk that the province's regulatory framework and/or oversight may need adjustments over time to ensure a successful system. There is also a risk that producers may make program changes in the future that do not meet the service levels that Calgarians have come to expect from The City. Waste & Recycling Services will continue to advocate for a strong system that meets the needs of Calgarians and continually improves over time, building on the productive relationships already formed with the Government of Alberta, the Alberta Recycling Management Authority and Producer Responsibility Organizations.

The provincial Extended Producer Responsibility system is new for all parties involved and delivering waste collection services in this system will be a new experience for Waste & Recycling Services. We will closely monitor the transition and provide a progress update to Council no later than Q2 2026, including an update on plans for Extended Producer Responsibility for multi-family developments.

Operational Services Report to
Community Development Committee
2025 February 06

ISC: UNRESTRICTED
CD2025-0076

Transition to Extended Producer Responsibility

ATTACHMENTS

1. Previous Council Direction
2. Extended Producer Responsibility Info Sheet
- 3. Proposed Bylaw 12M2025**
4. Transition to Extended Producer Responsibility Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Doug Morgan/Julie Radke	Operational Services	Approve
Les Tochor	Corporate Planning & Financial Services	Consult
Jill Floen	Law, Legislative Services & Security	Consult
Carolyn Bowen	Climate & Environment	Inform

Authors: Douglas Olley and Lee-Anne Bell

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

Previous Council Direction and Background

Date	Report Number	Direction/Description
2018 February 15	IGA2018-0148	<p>Advocacy for Extended Producer Responsibility.</p> <p>Council directed that:</p> <ol style="list-style-type: none"> 1. The Mayor, on behalf of Council write a letter to the Province on the importance of legislation for Extended Producer Responsibility; and 2. Administration develop a request for decision for the Alberta Urban Municipalities Association (AUMA) Municipal Leaders' Caucus (March 14-15, 2018) to advocate that the Government of Alberta develop and implement legislation to establish Extended Producer Responsibility (EPR) in Alberta.
2019 February 04	C2019-0129	<p>Notice of Motion C2019-0129-Extended Producer Responsibility</p> <p>Council adopted a Notice of Motion directing that:</p> <p>Council allocate funding from the Fiscal Stability Reserve (FSR) not to exceed \$50,000, to contribute to the work described below, which will require additional funding partners to carry out;</p> <p>and that Council direct Administration to cooperate with other Alberta municipalities, AUMA, producers and recyclers of packaging and paper products, and the Province of Alberta to develop a baseline that can inform the design of a provincial EPR program by researching:</p> <ul style="list-style-type: none"> • The benefits, challenges, and risks of an EPR program in Alberta for these groups and their constituents; • The current recycling systems and supply chains across the province, and potential impacts of an EPR program in Alberta; <p>And report back through the SPC on Utilities and Corporate Services no later than 2019 October.</p>
2019 December 16	PFC2019-1529	<p>Notice of Motion – Rallying Support for Extended Producer Responsibility</p> <p>Council approved a Notice of Motion directing that the Federation of Canadian Municipalities further call on the Government of Canada to create a harmonized regulatory framework for Extended Producer Responsibility (EPR) across Canada including all packaging and paper products (PPP), in cooperation with all orders of government, industry and affected stakeholders, allowing for regional considerations and respect for Provincial authority.</p>

<p>2020 June 15</p>	<p>PFC2020-0666</p>	<p>Council adopted Notice of Motion PFC2020-0666 directing that Council endorse proposal of the following resolution to the Alberta Urban Municipalities Association, and by doing so reaffirm its support for the development of Province-wide Extended Producer Responsibility Legislation:</p> <p>That should the Government of Alberta adopt EPR legislation, every member municipality shall do everything in its power to pass any and all savings directly back to taxpaying and/or ratepaying Albertans.</p>
<p>2020 October 05</p>	<p>UCS2020-0887</p>	<p>Alberta Collaborative Extended Producer Responsibility Study Report</p> <p>Council received the Alberta Collaborative Extended Producer Responsibility Study Report</p> <p>Council reaffirmed its support for Extended Producer Responsibility (EPR) and directed Administration to continue advocating for EPR in collaboration with other Alberta municipalities, industry and affected stakeholders.</p> <p>A Motion Arising was also adopted that Council request that The Mayor send a letter on behalf of Calgary City Council to MLA Turton re-stating Council's support from the implementation of a province-wide Extended Producer Responsibility program and stating Council's support for MLA Turton's sponsored Motion 510. The Motion Arising stated that Council supports the Alberta Legislature and the Government of Alberta investigating the feasibility of implementing province-wide EPR and, should it be feasible, its timely adoption.</p>
<p>2023 December 12</p>	<p>C2023-1363</p>	<p>Extended Producer Responsibility Update</p> <p>Council received a Briefing note which provided an overview of Alberta's Extended Producer Responsibility program and how an EPR program may impact the Blue Cart and Household Hazardous Waste Programs.</p>
<p>2024 June 26</p>	<p>CD2024-0701</p>	<p>Extended Producer Responsibility Update</p> <p>The Community Development Committee received a Briefing Note providing an update on the status of the Extended Producer Responsibility (EPR) transition. The briefing outlined the roles and responsibilities of different groups under this new recycling framework, including Waste & Recycling Services plans to continue delivering front-line services to ensure that Calgarians experience a seamless transition.</p>
<p>2024 December 18</p>	<p>C2024-1366</p>	<p>Extended Producer Responsibility Verbal Update</p> <p>Council received a confidential verbal update regarding the transition to Extended Producer Responsibility.</p>

What to expect with Extended Producer Responsibility (EPR)

This provincial policy will be a major change for all municipalities and the recycling industry in Alberta.

What is EPR?

Under Extended Producer Responsibility, producers (manufacturers and brands) are responsible for the management of their materials once they become waste. It **shifts the responsibility** of recycling from municipalities to the producers that make the goods.

Extended Producer Responsibility will be implemented across the province for single-family households on **April 1, 2025**.

What Calgarians can expect with EPR

- Reduced blue cart fee on the ENMAX bill
- Continued high-quality collection and customer service from The City of Calgary with a seamless transition and maintained service levels.
- More efficient, effective and consistent recycling system

EPR covers three streams of materials:

Material: Packaging and paper products which you know as blue cart materials.



Start date (single-family): **April 2025**
Start date (multi-family): **October 2026**

Material: Hazardous and special products, some of what we call household hazardous waste.



Start date : **April 2025**

Material: Household batteries




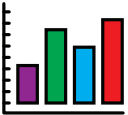


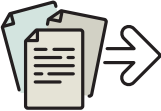
Start date : **April 2025**

Benefits of EPR

- Empowers producers to:
 - ▶ choose packaging that can be recycled more easily
 - ▶ design and produce less packaging waste
 - ▶ take advantage of economies of scale to make recycling more effective and efficient.
- Standardizes the list of recyclable materials accepted across the province and **creates consistent recycling outcomes** for all municipalities.

Changing Responsibilities

The City of Calgary will **no longer directly oversee or approve the operations of collection and recycling programs** for materials included in the provincial EPR program. However, **Waste & Recycling Services will continue as the collection service provider** working with producers in the new EPR system. We have the people, equipment and expertise to help ensure a seamless transition to EPR with the same high-quality services Calgarians rely on.

Role	Current state	Under EPR
 <p>Regulator Mandates regulations including recycling targets</p>	Council	The Province – Alberta Environment and Protected Areas (AEPA)
 <p>Oversight Ensures compliance and measures performance</p>	Committee / Council	EPR Administrator Alberta Recycling Management Authority (ARMA) <i>Accountable to The Province to provide oversight for EPR systems.</i>
 <p>Funder Pays for recycling</p>	Calgarians <i>Through user fees</i>	Producers <i>There are some parts of Calgary's current service that producers are not obligated to fund.</i>
 <p>Service Design Establishes how recycling programs will operate</p>	Waste & Recycling Services	Producer Responsibility Organizations (PROs) <i>PROs act on behalf of producers to collect, process, and market EPR material streams.</i>
 <p>Service Delivery Collection, processing, promotion and education</p>	Waste & Recycling Services	Service providers contracted by PROs <i>Waste & Recycling Services will be the service provider for Calgary to help ensure a seamless transition for Calgarians.</i>

For more information about Extended Producer Responsibility, visit calgary.ca/epr.

ISC: Unrestricted

PROPOSED

CD2025-0076
ATTACHMENT 3

BYLAW NUMBER 12M2025

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 4M2020 THE WASTE BYLAW

WHEREAS Council has considered report CD2025-0076 and deems it necessary to amend Bylaw 4M2020, the Waste Bylaw;

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

1. Bylaw 4M2020, the Waste Bylaw, as amended, is hereby further amended.
2. In section 2(1):
 - (a) in subsection (m), after the words "*material recovery facility*", the following is added:

"or a *food and yard waste material recovery facility*, as applicable";
 - (b) after subsection (y), the following is added as subsection (y.1):

"(y.1) "*hazardous and special products*" or "*HSP*" means products identified as hazardous and special products in the *Extended Producer Responsibility Regulation AR 194/2022*, including but not limited to:

 - (i) batteries;
 - (ii) corrosive products;
 - (iii) corrosive product containers;
 - (iv) flammable products;
 - (v) flammable product containers;
 - (vi) pesticides;
 - (vii) pesticide containers;
 - (viii) toxic products; and
 - (ix) toxic product containers;"; and
 - (c) in subsection (aa), after the words "*collection of hazardous waste*" and before the semicolon ";", the following is added:

"and *hazardous and special products*".

PROPOSED

CD2025-0076
ATTACHMENT 3

3. Section 11(1) is amended by deleting the words “Waste set out for *collection* must be sorted as follows” and substituting the following:

“An *owner* must ensure that *waste* set out for *collection* is sorted as follows”.

4. In section 13(1):

- (a) in subsection (i), the word “and” is deleted;
- (b) in subsection (j), the period “.” is deleted and the words “; and” are substituted in its place; and
- (c) after subsection (j), the following is added as subsection (k);
- “(k) *hazardous and special products.*”.

5. In **Schedule “B” – WASTE RATES**, under **TABLE 4**, the following is deleted under the headings indicated:

Monthly Rate	2025	2026
“Residential <i>Blue Cart</i> Program (\$ per 30 days)	\$9.34	\$9.52”

and the following is substituted under the headings indicated:

Monthly Rate	2025	2026
“Residential <i>Blue Cart</i> Program (\$ per 30 days)	\$2.17	\$2.17”.

PROPOSED

**CD2025-0076
ATTACHMENT 3**

6. This Bylaw comes into force on April 1, 2025.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____



Transition to Extended Producer Responsibility

6 February 2025

Recommendations

That the Community Development Committee recommend that Council:

1. Give three readings to the proposed bylaw, in Attachment 3, to amend the Waste Bylaw to reduce the monthly Blue Cart Program charge and enable Extended Producer Responsibility implementation in Calgary.
2. Direct Administration to evaluate changes as a result of Extended Producer Responsibility, assess options to update Waste & Recycling's rate structure and report back to Council no later than Q2 2026.

What is Extended Producer Responsibility?

A **Government of Alberta policy** that **shifts responsibility and cost** for managing designated materials to producers and away from local governments.



Packaging and paper products








Hazardous and special products



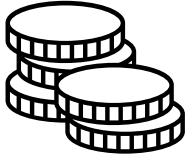
Household batteries



Changing Roles and Responsibilities

Role	Current state	Under EPR
 <p>Regulator Mandates regulations including recycling targets</p>	Council	The Province – Alberta Environment and Protected Areas (AEPA)
 <p>Oversight Ensures compliance and measures performance</p>	Committee / Council	EPR Administrator Alberta Recycling Management Authority (ARMA) <i>Accountable to The Province to provide oversight for EPR systems.</i>
 <p>Funder Pays for recycling</p>	Calgarians <i>Through user fees</i>	Producers <i>There are some parts of Calgary's current service that producers are not obligated to fund.</i>
 <p>Service Design Establishes how recycling programs will operate</p>	Waste & Recycling Services	Producer Responsibility Organizations (PROs) <i>PROs act on behalf of producers to collect, process, and market EPR material streams.</i>
 <p>Service Delivery Collection, processing, promotion and education</p>	Waste & Recycling Services	Service providers contracted by PROs <i>Waste & Recycling Services will be the service provider for Calgary to help ensure a seamless transition for Calgarians.</i>

What does this mean for Calgarians?



Reduced Blue Cart program fees



Seamless service transition and same high service levels



More efficient, effective and consistent recycling system



Recommended rate adjustment

Monthly Blue Cart Program Charge

	2025 (April 1)	2026
Current	\$9.34	\$9.52
Change	- \$7.17	- \$7.35
Recommended	\$2.17	\$2.17

Waste & Recycling will monitor the financial outcomes of Extended Producer Responsibility and investigate options to update, clarify and simplify its rate structure.

Recommendations

That the Community Development Committee recommend that Council:

1. Give three readings to the proposed bylaw, in Attachment 3, to amend the Waste Bylaw to reduce the monthly Blue Cart Program charge and enable Extended Producer Responsibility implementation in Calgary.
2. Direct Administration to evaluate changes as a result of Extended Producer Responsibility, assess options to update Waste & Recycling's rate structure and report back to Council no later than Q2 2026.



Report Number: EC2025-0203

Meeting: Executive Committee

Meeting Date: 2025 February 11

NOTICE OF MOTION

RE: Enabling Cannabis Sales at Minor Prohibited Events

Sponsoring Member(s) of Council: Councillor Penner

WHEREAS On January 31, 2024, the AGLC (Alberta Gaming Liquor Cannabis) amended policy to permit cannabis sales at minors prohibited events;

AND WHEREAS Permits can only be issued for existing retail cannabis stores with an approved AGLC licence;

WHEREAS Per AGLC Policy in order to extend licenses to minor prohibited events, municipal bylaws and permits must also allow for sales of Cannabis at minors prohibited events;

AND WHEREAS Without onsite sales, patrons of minor prohibited festivals are purchasing cannabis for delivery to consume in designated areas;

AND WHEREAS The current process allows for cannabis delivery to events however this is an unsecure and unsafe practice;

AND WHEREAS Edmonton made changes to their policies and bylaws in advance of 2024 festivals;

AND WHEREAS this change would affect less than 10 major events a year in Calgary.

NOW THEREFORE BE IT RESOLVED that administration amend all relevant bylaws, permitting processes, and festival applications to allow for the sale of cannabis at minors prohibited events to align with AGLC regulations and compliance, and that any such changes be brought to the 15 April 2025 Executive Committee.

Attachments:

1. Notice of Motion Checklist

Notice of Motion Checklist

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- Consider what advice might be helpful to them in formulating their proposal; and
- Share key points about the advice received with their council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: Cannabis

There are two classifications of a Notice of Motion (Check the one that applies):

Regular

Urgent (Include details in Urgency Rationale box below)

Is this Notice of Motion Confidential? (Include details in procedural box below)

Financial and Other Resource Capacity Minimal requirements through bylaw, law, and business permitting to update existing policies and bylaws.
Legal/Legislative Law and bylaw will ensure all amendments are compliant to match AGLC regulations and have agreed to the timelines in the notice of motion.

Technical Content
n/s
Procedural (Include reasons for confidentiality)
n/a
Other Considerations
n/a
Urgency Rationale
n/a



Report Number: EC2025-0211

Meeting: Executive Committee

Meeting Date: 2025 February 11

NOTICE OF MOTION

RE: Capital Conservation Grant – Top Up Funding

Sponsoring Member(s) of Council: Councillor Chabot, Councillor Penner, Councillor Sharp

WHEREAS close to 200 community associations and social recreation organizations (volunteer-led) rely on Capital Conservation Grant (CCG) funding to maintain and repair City-owned and community-operated facilities;

AND WHEREAS the budget of the CCG has remained constant and without increase despite the rise in life-cycle costs due to both the cost of goods and the increasing age of facilities;

AND WHEREAS the change of the CCG application process in November 2024 to a grant round process reflects best practice in fund allocations and allows for prioritizing investment, but also creates unintended impacts to the planning and progress of facility improvements in the near term;

AND WHEREAS postponing life-cycling of assets and improvements could be more expensive in the coming years due to increasingly challenging market conditions such as inflation, making dollars invested now more impactful;

AND WHEREAS without additional CCG funding in the short term community partners may be required to fund more infrastructure improvements and may not have the ability to do so;

AND WHEREAS in the longer-term City Administration has already begun exploring the relationship and funding model between The City and its community partners through a community spaces investment program including the approach to building maintenance and operations, and intends to bring forward a budget request as part of the 2027-2030 budget cycle for Council consideration;

NOW THEREFORE BE IT RESOLVED: That Council approve a capital budget increase of \$15M to the Capital Conservation Grant program (P498_001) funded from the Reserve for Future Capital in 2025;

AND FURTHER BE IT RESOLVED: That Council direct Administration to delay the implementation of the CCG grant round application intake until 2026.

Attachments:

1. Notice of Motion Checklist

NOTICE OF MOTION CHECKLIST

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Title of the Motion: Capital Conservation Grant – Top Up Funding

There are two classifications of a Notice of Motion (Check the one that applies):

- Regular
- Urgent (Include details in Urgency Rationale box below)

Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
The Chief Financial Officer has been consulted and has no concerns.
Legal / Legislative
Law has reviewed the Notice of Motion and their comments have been considered.
Technical Content

Procedural (Including reasons for confidentiality)
Other Considerations
Facilities and Partnerships provided input.
Urgency Rationale



Report Number: EC2025-0207

Meeting: Executive Committee

Meeting Date: 2025 February 11

NOTICE OF MOTION

RE: Restricting Short-Term Rentals for Secondary Suites Developed through Grant Funding

Sponsoring Member(s) of Council: Councillor Raj Dhaliwal

WHEREAS secondary suites provide an important source of affordable, long-term housing for Calgary residents, contributing to the City's affordable housing strategy;

AND WHEREAS the City of Calgary has implemented a Secondary Suite Incentive Program to incentivize the development of legal and safe secondary suites;

AND WHEREAS these grant programs are funded by public resources to ensure that secondary suites are used to support Calgary's housing needs, not for profit-maximizing short-term rental operations;

AND WHEREAS short-term rentals reduce the availability of affordable long-term housing stock, increasing pressure on the rental market;

AND WHEREAS regulatory clarity is required to ensure that secondary suite grant recipients do not undermine the objectives of the grant by converting these suites to short-term rentals;

NOW THEREFORE BE IT RESOLVED that Council direct Administration to develop and implement a policy that:

1. Restricts short-term rentals (as defined under current municipal bylaw) in secondary suites developed or upgraded through the City of Calgary's secondary suite incentive program for a pre-defined period of time;
2. Requires applicants to the incentive program to acknowledge and agree to this restriction as a condition of receiving funding;
3. Establishes a monitoring and enforcement mechanism to ensure compliance with this restriction;

AND BE IT FURTHER RESOLVED that Administration report back to Council with a policy framework for implementation no later than May 31, 2025

Attachments:

1. Notice of Motion Checklist

Notice of Motion Checklist

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- Consider what advice might be helpful to them in formulating their proposal; and
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Title of the Motion: Restricting Short-Term Rentals for Secondary Suites Developed through Grant Funding

There are two classifications of a Notice of Motion (Check the one that applies):

Regular

Urgent (Include details in Urgency Rationale box below)

Is this Notice of Motion Confidential? (Include details in procedural box below)

Financial and Other Resource Capacity
None
Legal/Legislative
None
Technical Content
None
Procedural (Include reasons for confidentiality)

Other Considerations
Urgency Rationale –



Report Number: EC2025-0230

Meeting: Executive Committee

Meeting Date: 2025 February 11

NOTICE OF MOTION

RE: Calgary Police Service funding

Sponsoring Member(s) of Council: Councillor Sharp, Councillor Wong, Councillor Wyness, Councillor Chabot

WHEREAS the Government of Alberta has prohibited photo radar on all provincial highways and on residential streets with speeds less than 50 km/h, unless they are school and playground zones or construction zones;

AND WHEREAS the Calgary Police Service is said to be facing a shortfall in its operating budget for 2025 as a result;

AND WHEREAS the Calgary Police Service has already implemented efficiencies and cost saving measures, including reallocating funding to the Community Safety Investment Framework, anti-racism reforms, conducting reviews that repurposed 28 positions to better address community priorities; conducting a zero-based budget review through the Service Optimization Review to shape future budget asks, right-sizing their vehicle fleet, and more;

AND WHEREAS cost saving measures directed by the previous Council resulted in no new positions being added to the Calgary Police Service from 2019 to 2021, while the city population continued to grow;

AND WHEREAS Calgary already has one of the lowest police-to-citizen ratios in the country, and these cuts will only exacerbate the strain on an already stretched force;

AND WHEREAS maintaining adequate funding for the Calgary Police Service is essential to uphold effective law enforcement and community safety;

AND WHEREAS the Calgary Police Service deploys photo radar with the goal of reducing excess speeds which contribute to the severity of collisions;

AND WHEREAS at automated traffic enforcement locations in Calgary over a period of 10 years, total collisions were down 33.4 per cent, injury collisions down 55.7 per cent, fatal collisions down 75 per cent; right-angle collisions with injuries down 67.6 per cent, and rear-end collisions with injury down 51.5 per cent;

AND WHEREAS the Calgary Police Service should be funded on the basis of need, as informed by the Calgary Police Commission, regardless of photo radar revenue;

NOW THEREFORE BE IT RESOLVED: That Council direct Administration to offer support to the Calgary Police Commission to bring forward a report on funding shortfall options to the Regular Meeting of Council on 18 March 2025, if the Calgary Police Commission determines it is necessary;

AND BE IT FURTHER RESOLVED: That Council direct Administration to inquire with the Commission on their intent to consider severing the ties between enforcement and revenue by directing future photo radar revenue towards a reserve fund to be used for all traffic safety measures and explore changes for the 2026 Service

NOTICE OF MOTION

AND BE IT FURTHER RESOLVED: That Council direct Administration support the Calgary Police Commission with any statistics and other data to advocate to the Government of Alberta for additional photo radar locations in high collision areas as exemptions to their restrictions;

AND BE IT FURTHER RESOLVED: That Council direct Administration to bring forward a report to the Regular Meeting of Council on 18 March 2025 with information on The City of Calgary's speed and traffic calming measures, including the annual cost and comparisons to photo radar effectiveness.

NOTICE OF MOTION CHECKLIST

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Title of the Motion:

There are two classifications of a Notice of Motion (Check the one that applies):

Urgent (Include details in Urgency Rationale box below)

Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
All of ELT was circulated.
Legal / Legislative
Law was circulated. Feedback was provided regarding direct requests to the Calgary Police Commission. Adjustments were made to direct Administration to support the work and advocacy efforts of the commission.
Technical Content

N/A
Procedural (Including reasons for confidentiality)
N/A
Other Considerations
N/A
Urgency Rationale
<p>This Notice of Motion should be considered urgent to address the funding shortfall, potential public safety implications and conduct provincial advocacy in a timely matter considering the essential nature of this service to Calgarians.</p>