



AGENDA

EXECUTIVE COMMITTEE

May 13, 2025, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Mayor J. Gondek, Chair
Councillor K. Penner, Vice-Chair
Councillor G-C. Carra (Councillor-at-Large)
Councillor J. Mian (Councillor-at-Large)
Councillor S. Sharp (Infrastructure and Planning Committee Chair)
Councillor E. Spencer (Audit Committee Chair)
Councillor C. Walcott (Community Development Committee Chair)

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)

Committee Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Executive Committee, 2025 April 15
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
 - 5.1.1 Deferral Request – Short-Term Rentals Property Tax Sub-Class – EC2025-0441, from Q2 2025 to Q3 2025, EC2025-0507
6. POSTPONED REPORTS
(including related/supplemental reports)
None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Council Community Fund Application - Varsity Community Association, EC2025-0306
- 7.2 Council Community Fund Application – Symons Valley Leisure and Amenities Society, EC2025-0307
- 7.3 Update on U.S. Tariffs and The City's Supply Chain (Verbal), EC2025-0450
- 7.4 Year-over-year annual operating variance review, EC2025-0415
- 7.5 Financial and Economic Update Year-End 2024 and First Quarter 2025, EC2025-0414
- 7.6 Debt Policy, EC2025-0269
Attachment 5 held confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2027 April 15

- 7.7 Limiting Short Term Rental Licences in Incentivized Secondary Suites, EC2025-0478

8. ITEMS DIRECTLY TO COMMITTEE

- 8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION

- 8.2.1 Notice of Motion - Implementing 10 Year Capital Planning and Budgeting, EC2025-0509
Councillor Wyness
- 8.2.2 Notice of Motion - Transportation Network Driver Supply Management Feasibility Review, EC2025-0527
Councillor Dhaliwal
- 8.2.3 Notice of Motion - Exploring an Alternate Delivery Model for Community-Level Amenities, EC2025-0525
Councillor Dhaliwal
- 8.2.4 Notice of Motion - Reviewing Density Bonus Options for Affordable Housing, EC2025-0524
Councillor Walcott
- 8.2.5 Notice of Motion - Combatting Misinformation, Disinformation, and Malinformation in Local Government, EC2025-0529
Councillor Walcott
- 8.2.6 Notice of Motion - Request to Ensure Innovation in the Approved Neighbourhood of Nostalgia, EC2025-0523
Councillor Carra

- 8.2.7 Notice of Motion - Upholding Reporting and Accountability of Council, EC2025-0521
Councillor Penner
- 8.2.8 Notice of Motion - Increasing Funding for Alberta's Libraries, EC2025-0526
Councillor Penner
- 8.2.9 Notice of Motion - Prioritizing Infrastructure Reinvestment and Protecting Service Levels, EC2025-0520
Councillor Spencer

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

- 10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

- 10.2 URGENT BUSINESS

11. BRIEFINGS

- 11.1 Council Community Fund Update: Sandstone McEwan Community Association, EC2025-0308
- 11.2 Calgary Economic Development – Economic Strategy Update, EC2025-0490

12. ADJOURNMENT



MINUTES

EXECUTIVE COMMITTEE

**April 15, 2025, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

- Mayor J. Gondek, Chair
- Councillor K. Penner, Vice-Chair
- Councillor J. Mian (Councillor-at-Large)
- Councillor S. Sharp (Infrastructure and Planning Committee Chair)
- Councillor E. Spencer (Audit Committee Chair)
- Councillor C. Walcott (Community Development Committee Chair)
- Councillor A. Chabot (Partial Remote Participation)
- Councillor D. McLean
- Councillor T. Wong (Remote Participation)
- Councillor J. Wyness

ABSENT:

- Councillor G-C. Carra (Councillor-at-Large) (Personal)

ALSO PRESENT:

- Chief Administrative Officer D. Duckworth
- Chief Operating Officer S. Dagleish
- City Solicitor and General Counsel J. Floen, KC
- A/City Solicitor and General Counsel L. Davies
- A/Chief Financial Officer A. Brown
- General Manager C. Arthurs
- General Manager K. Black
- General Manager D. Hamilton
- General Manager D. Morgan
- General Manager M. Thompson
- City Clerk K. Martin
- Senior Legislative Specialist C. Doi

1. CALL TO ORDER

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

ROLL CALL

Councillor Mian, Councillor Penner, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Chabot, Councillor McLean, and Mayor Gondek

Absent from Roll Call: Councillor Carra

2. OPENING REMARKS

Mayor Gondek provided opening remarks and a traditional land acknowledgement.

Mayor Gondek recognized April 28 as National Day of Mourning for Persons Killed or Injured in the Workplace.

Mayor Gondek recognized April 22 as Earth Day.

3. CONFIRMATION OF AGENDA

Moved by Councillor Mian

That the Agenda for the 2025 April 15 Regular Meeting of the Executive Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Executive Committee, 2025 March 11

Moved by Councillor Penner

That the Minutes of the 2025 March 11 Regular Meeting of the Executive Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Calgary Municipal Land Corporation - Borrowing and Loan Bylaws, EC2025-0292

Moved by Councillor Mian

That with respect to Report EC2025-0292, the following be approved:

That the Executive Committee recommend that Council:

1. Give first reading to Bylaw 5B2025 (Attachment 2), being the proposed bylaw authorizing The City to borrow up to the maximum amount of \$25 million for financing capital projects of CMLC;
2. Give first reading to Bylaw 16M2025 (Attachment 3), being the proposed bylaw authorizing a loan to CMLC in the maximum amount of \$25 million;
3. Give first reading to Bylaw 8M2025 (Attachment 4), being the proposed bylaw to amend loan Bylaw 56M2021 to authorize additional financing sources for loans to CMLC, in addition to the Government of Alberta;

4. Withhold second and third readings of the attached bylaws until the advertising requirements set out in the *Municipal Government Act*, RSA 2000, c. M-26, have been met; and
5. Direct Administration to enter into and/or amend any existing agreements between The City and CMLC, as applicable, in accordance with the Credit Documentation – Loans and Loan Guarantees Policy and Procedures.

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

MOTION CARRIED

7.2 Update on U.S. Tariffs and The City's Supply Chain (Verbal), EC2025-0350

Moved by Councillor Chabot

That with respect to Verbal Report EC2025-0350, the following be approved:

That Executive Committee recommend that Council receive this presentation for the Corporate Record.

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

MOTION CARRIED

7.3 Enabling Cannabis Sales At Minors-Prohibited Events, EC2025-0382

Moved by Councillor Penner

That with respect to Report EC2025-0382, the following be approved, **after amendment**:

That Executive Committee recommend that Council:

1. Give three readings to the Business License Bylaw 32M98 amendment as proposed in Attachment 2.

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

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

MOTION CARRIED

7.4 Designated Historical Resource Property Tax Cancellations and Sub-class, EC2025-0274

Mayor Gondek left the Chair at 10:47 a.m. and Vice-Chair Penner assumed the Chair.

Mayor Gondek resumed the Chair at 10:49 a.m.

Moved by Councillor Walcott

That with respect to Report EC2025-0274, the following be approved:

That Executive Committee recommend that Council:

1. Approve the proposed Council Policy in Attachment 2 to create a property tax cancellation pilot program for designated historic resource properties in the 2025 and 2026 taxation years;
2. Cancel municipal property taxes for designated Municipal Historic Resource (MHR) properties as specified in Table 1 of Attachment 3;
3. Cancel municipal property taxes for properties subject to legal agreements to become designated as MHR properties, as specified in Table 2 of Attachment 3; and
4. Not further pursue property assessment sub-classes for MHR properties.

For: (9): Mayor Gondek, Councillor Penner, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Chabot, Councillor McLean, and Councillor Wong

Against: (1): Councillor Wyness

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

8.2.1 Notice of Motion - Reinvesting in the Opportunity Calgary Investment Fund, EC2025-0406

Moved by Councillor Chabot

That with respect to Notice of Motion EC2025-0406, the following be approved:

That Notice of Motion EC2025-0406 be forwarded to the 2025 April 29 Regular Meeting of Council for consideration.

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

MOTION CARRIED

8.2.2 Notice of Motion - Adequately Funding the Ward Community Event Fund, EC2025-0422

Moved by Councillor Wyness

That with respect to Notice of Motion EC2025-0422, the following be approved:

That Notice of Motion EC2025-0422 be forwarded to the 2025 April 29 Regular Meeting of Council for consideration.

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

MOTION CARRIED

- 8.2.3 Notice of Motion - Customer service standards for essential water service disruptions, EC2025-0427

Moved by Councillor Sharp

That with respect to Notice of Motion EC2025-0427, the following be approved:

That Notice of Motion EC2025-0427 be forwarded to the 2025 April 29 Regular Meeting of Council for consideration.

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

MOTION CARRIED

- 8.2.4 Notice of Motion - Investing in community spaces and facilities, EC2025-0430

Mayor Gondek left the Chair at 11:07 a.m. and Vice-Chair Penner assumed the Chair.

Moved by Mayor Gondek

That with respect to Notice of Motion EC2025-0430, the following be approved:

That Notice of Motion EC2025-0430 be forwarded to the 2025 April 29 Regular Meeting of Council for consideration.

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

Against: (1): Councillor Chabot

MOTION CARRIED

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

Moved by Councillor Spencer

That pursuant to pursuant to Section 16 (Disclosure harmful to business interests of a third party) of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting, at 11:10 a.m. in the Council Boardroom, to discuss confidential matters with respect to Item 10.1.1 Calgary Soccer Centre Naming Rights Sponsorship, EC2025-0378.

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

MOTION CARRIED

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

Committee reconvened in public meeting at 11:33 a.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Mian, Councillor Penner, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wyness, Councillor McLean, and Mayor Gondek

Absent from Roll Call: Councillor Carra

Moved by Councillor Sharp

That Committee rise and report.

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Calgary Soccer Centre Naming Rights Sponsorship, EC2025-0378

Administration in attendance during the Closed Meeting discussions with respect to Confidential Report EC2025-0378:

Clerks: K. Martin, M. A. Cario, and A. Adegunwa. Chief Administrative Officer: D. Duckworth. Law: L. Davies. Advice: S. Dalgleish, A. Brown, M. Thompson, K. Black, H. Johnson, C. Rodewald, and S. Simonova.

Moved by Councillor Mian

That with respect to Confidential Report EC2025-0378, the following be approved:

That the Executive Committee recommend that Council:

1. Adopt Confidential Recommendation 1 contained in the Confidential Report;
2. Direct that this report and associated presentation be held confidential pursuant to Section 16 (Disclosure harmful to

business interests of a third party) of the *Freedom of Information and Protection of Privacy Act* until the public announcement of the new name is made, such announcement to be reviewed on August 31, 2025, prior to release; and

3. Direct that Attachment 1 be held confidential pursuant to Section 16 (Disclosure harmful to business interests of a third party) of the *Freedom of Information and Protection of Privacy Act*, in perpetuity.

For: (8): Mayor Gondek, Councillor Penner, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor McLean, and Councillor Wyness

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. BRIEFINGS

- 11.1 Calgary Exhibition and Stampede Limited – 2024 Credit Facility Update, EC2025-0276

12. ADJOURNMENT

Moved by Councillor Spencer

That this meeting adjourn at 11:34 a.m.

MOTION CARRIED

The following items have been forwarded to the 2025 April 29 Regular Meeting of Council:

CONSENT AGENDA

- Update on U.S. Tariffs and The City's Supply Chain (Verbal), EC2025-0350
- Designated Historical Resource Property Tax Cancellations and Sub-class, EC2025-0274
- Calgary Soccer Centre Naming Rights Sponsorship, EC2025-0378

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- Calgary Municipal Land Corporation - Borrowing and Loan Bylaws, EC2025-0292
- Enabling Cannabis Sales At Minors-Prohibited Events, EC2025-0382
- Notice of Motion - Reinvesting in the Opportunity Calgary Investment Fund, EC2025-0406
- Notice of Motion - Adequately Funding the Ward Community Event Fund, EC2025-0422

- Notice of Motion - Customer service standards for essential water service disruptions, EC2025-0427
- Notice of Motion - Investing in community spaces and facilities, EC2025-0430

The next Regular Meeting of the Executive Committee is scheduled to be held on 2025 May 13 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

CITY CLERK

UNCONFIRMED

Corporate Planning and Financial Services Deferral Request to
Executive Committee
2025 May 13

Item # 5.1.1
ISC: UNRESTRICTED
EC2025-0507

Deferral Request – Short-Term Rentals Property Tax Sub-Class – EC2025-0441, from Q2 2025 to Q3 2025

PREVIOUS COUNCIL DIRECTION

Council approved report [EC2024-1305](#) at the 2024 December 17 Regular Meeting of Council and carried a motion that included the following recommendation:

Explore a subclass for short-term rentals located in non-primary residences.

A Motion Arising was also carried in the same meeting:

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.

The intent of this report is to provide an analysis of the legal, administrative, and technical perspective of creating a Short-Term Rental property tax sub-class and return to Council with a recommendation of this proposal.

STATUS UPDATE

Administration is identifying the considerations, implications, and barriers of the proposed short-term rental subclass from legal, administrative, cost, technical, and other perspectives. This includes [conclusions reported by the University of Calgary](#) undertaken under the City of Calgary-Urban Alliance partnership to investigate the impact of short-term rentals in Calgary's market. The work underway identifies the potential revenues associated with the proposed subclass and the costs to administer, challenges and delays in implementing technological changes to the new assessment and taxation systems in development, and addresses questions of equity between property uses and types. The detailed analysis will provide evidence-supported recommendations for Council's consideration.

OUTSTANDING WORK

Through the investigation, additional complexities in the assessment, administration, and legality of the proposal were discovered that will require more time to analyze. A deferral is required to provide time to complete the work for robust policy analysis and recommendation development for a short-term rental sub-class.

REPORT BACK TIMELINES

Administration will report to Executive Committee in Q3 2025.

Author: Alissa Zinovieva, Assessment & Tax
General Manager Les Tochor concurs with the information in this deferral request.

Community Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0306

Council Community Fund Application - Varsity Community Association

PURPOSE

The purpose of this report is to request approval of the Council Community Fund application from the Varsity Community Association (VCA) to support the Outdoor Spaces Improvement Project (the Project).

PREVIOUS COUNCIL DIRECTION

In 2019, Council introduced a new fund dedicated to community-driven projects called the Council Community Fund. Background and Previous Council Direction is included in Attachment 1. The Terms of Reference were updated in 2024, with the revised version in Attachment 2.

RECOMMENDATIONS:

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application for the Varsity Community Association's Outdoor Spaces Improvement Project as a one-time funding request in the amount of \$300,000; and
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Managers Les Tocher and Katie Black concur with the contents of this report.

HIGHLIGHTS

- **Funding Request:** The VCA is seeking \$300,000 from the Council Community Fund to enhance and increase the current amenities of the Project.
- **Community Impact:** The Project will create an updated, multi-use, year-round space that is free and accessible to residents of Varsity and surrounding communities.
- **Sponsorship:** This application is sponsored by Councillor Sharp, the Ward Councillor for the area, and aligns with the Council Community Funds Terms of Reference.
- **Public Spaces:** This project highlights the importance of public spaces. According to the 2021 Census, Varsity has a higher population density than the Calgary average. As density increases, inclusive and accessible public spaces become essential to ensure all residents have adequate opportunities for recreation and social connection.

DISCUSSION

VCA oversees a large, multi-use community centre and outdoor space, collectively known as Varsity Park. It offers a variety of sports and activities designed to promote civic engagement. These amenities have thrived thanks to strong volunteer participation in the garden, outdoor rink, and courts.

Community Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0306

Council Community Fund Application - Varsity Community Association

Planned enhancements, including a sheltered gathering area, expanded family pleasure rink, outdoor classroom/amphitheater, naturalized gathering spaces, and promenade, will further support the physical, social, and psychological well-being of the entire community. The recent refurbishment of the tennis courts and the addition of pickleball lines illustrate how community amenities continue to evolve to meet the changing needs of residents.

The VCA is committed to creating a safe and welcoming environment for all. Its strategic priorities for 2021 to 2027, alongside the community-developed concept plan, reflect a clear and inclusive vision for the future.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

The VCA used a variety of public engagement methods to inform the project. These included user and member surveys, special events, and presentations at the Annual General Meetings in 2022 and 2023.

IMPLICATIONS

Social

The Project supports the ongoing provision of healthy activities, community connections, and improvement of the overall quality of life in Calgary. The existing amenities have been a well-used public investment, attracting residents from Varsity and neighbouring communities. The Project will expand the opportunities for Calgarians to interact and connect.

Environmental

The VCA has prioritized environmental sustainability throughout the planning process and will maintain this focus during construction. The plan includes removing unhealthy trees and replacing them with healthy ones, preserving and protecting existing trees, and adding new plantings to enhance the overall tree canopy. Additional greenery will be introduced through planter boxes along the promenade, around naturalized play areas, and near the outdoor rink, contributing to a more sustainable and vibrant community space.

Economic

The improvement of the outdoor spaces will allow the VCA to host programs and events, attracting and supporting local community businesses through future partnership and sponsorship opportunities. This will contribute to economic stability and promote community pride. The existing amenities have historically attracted grassroots sports groups, outdoor play enthusiasts, dedicated community gardeners, spectators of tennis, pickleball and basketball, creating a vibrant central gathering space within the community.

Community Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0306

Council Community Fund Application - Varsity Community Association

Service and Financial Implications

Other: Council Community Fund

The Project construction estimate of \$501,500 is outlined in the Council Community Fund Application (Attachment 3), along with confirmed and anticipated funding sources and the identified budget shortfall. This shortfall will be covered by the VCA's own funds and/or grant funds. The \$300,000 from the Council Community Fund will enable the completion of the Project. The balance of the Council Community Fund is \$1.625 million.

RISK

If this application is unsuccessful, the VCA will need to seek alternative funding sources to complete the Project. Delays in securing funding would affect timelines, increase costs and prolong the gap in accessible free public spaces in Varsity and surrounding communities.

ATTACHMENTS

1. Background and Previous Council Direction
2. Council Community Fund Terms of Reference
3. Council Community Fund Application and Supporting Documents
4. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Les Tochor	Corporate Planning and Financial Services	Approve
Doug Morgan	Operational Services	Inform

Author: Heather Gibbons, Partnerships

Background and Previous Council Direction

Background

The current balance of the Council Community Fund is \$1.625 million.

Previous Council Direction

2024	EC2024-0694	CCF Terms of Reference Council approved updates to the Council Community Fund (CCF) Terms of Reference in June 2024. The revised Terms of Reference for the CCF can be found on Attachment 1.
2019	PFC2019-0381	CIF Terms of Reference Council approved updates to the CIF Terms of Reference and introduced a new fund dedicated to community-driven projects called the Council Community Fund (CCF). The revised Terms of Reference for the Council Community Fund can be found on Attachment 2. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.

Bylaws, Regulations, Council Policies

N/A

TERMS OF REFERENCE FOR THE COUNCIL COMMUNITY FUND

Purpose of the Council Community Fund

The Council Community Fund (CCF) provides non-repayable financial support for **community-based** projects that improve quality of life in Calgary.

Community-based Definition

For the purposes of the CCF, **community-based** is defined as:

A project that is organized locally, takes place locally and benefits the local community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) New project grant (up to \$500,000).
- b) Project completion grant (up to \$500,000).

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **community-based** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CCF grant.

Funding applications that demonstrate local community fundraising and leveraging of other funding sources and support will receive additional consideration.

3. Process for Funding Applications

All applications will follow this process.

- a) Registered charities or non-profit organizations in good standing may work with relevant City business units to prepare applications for the CCF grant, which must be sponsored by a member of Council prior to submission to the Chief Financial Office.
 - Alternatively, a member of Council may work with the relevant City business unit directly to prepare and sponsor an application, prior to submission to the Chief Financial Office.
- b) The City business unit must ensure the application is aligned with the Terms of Reference and use of funds.
- c) The City business unit must obtain written Councillor support for the project.

- d) The City business unit will advise the Sr. Executive Advisor to the CFO of their intent to write a report and enquire about available funding. Should requests exceed available funding it would be Council who determines how much a project is funded and or if a project is funded.
- e) The City business unit will write a cover report detailing the project and request for funds.
 - Reports are sent to the CFO (through the Sr. Executive Advisor) for review and approval at least 6 weeks in advance of the preferred Executive Committee meeting.
 - The attachments to the cover report must include the completed [application form](#) and a detailed project budget outline and any other relevant or associated documents.
- f) The City business unit will be responsible for requesting that the item be added to the Executive Committee agenda, obtaining all business unit and General Manager sign offs for the report, and notifying the Sr. Executive Advisor to the CFO of the Committee date.

4. Application Outcome

If Approved:

If the application is approved by Council, the City business unit will develop a funding agreement with the applicant, outlining expectations and reporting requirements, and directing that any unused monies are returned back to the fund.

Once the agreement is executed, a copy is provided to the Chief Financial Officer's area (Sr. Executive Advisor) and the Finance team supporting the Community Services department.

If Not Approved:

If the application is not approved by Council, The City business unit will notify the applicant accordingly.

5. Reporting Back to Council on Use of Funds

- a) Within 12 months of project completion, or as otherwise directed by Council, the supporting City business unit must report back to Executive Committee on how the funds were used and highlight the various aspects of the project (e.g., outcomes, success, challenges).
 - Unless otherwise directed by Council, the report back will be through a Briefing Report.
- a) The City business unit will be responsible for adding the report to the agenda for Executive Committee and then will advise the Sr. Executive Advisor to the CFO of this date.
- b) Once the report is finalized The City business unit obtains appropriate business unit and Department approvals. The report then proceeds through Executive Committee.

6. Annual Reporting and Fund Replenishment

- a) The Finance team supporting the Community Services Department will annually prepare a Briefing Report that provides the financial update of the Council Innovation Fund and Council Community Fund as of year-end and provides an overview of the Council approved projects.
- b) The report is approved by Finance and the Chief Financial Officer.
- c) Council may review the financial status of the CCF and direct that additional funding be allocated during The City's four-year service plans and budget or adjustments processes.

Be sure to save your completed document to your desktop before you print and/or email the form for submission so you do not lose any content. Please attach the application to the Cover report you would bring forward to the Executive Committee

Date of Submission – May 13, 2025

Name of Project – Varsity Community Association Outdoor Spaces Improvement Project

Sponsoring Councilor(s) – Councillor Sonya Sharpe, Ward One Office

Applicant Name – Varsity Community Association (VCA)

Applicant Contact Number - Include area code – Bob Benson, VCA President - 403-286-9502

Applicant Business Unit or Name of Organization –
Varsity Community Association (VCA)

Affected or Supporting Business Units and/or Departments –
City of Calgary: Partnerships, Parks & Open Spaces

Amount of Funds Requested - please include your budget breakdown details, in an attachment -
\$300,000

Draft EC cover report attached – ☒ Yes ☒ No

Please list supporting documents provided:

Council Community Fund Terms of Reference

Background and Previous Council Direction

Varsity Community Association - Council Community Fund Application and Supporting Documents

Provide a summary description of the project to a maximum of 2 pages –

The Varsity Community Association (VCA) is requesting \$300,000 from the Council Community Fund to enhance and expand the current amenities of the Project. Committed to creating a safe and welcoming environment for everyone, the VCA's strategic priorities for 2021 to 2027, along with the community-developed concept plan, show a clear vision for the future. Planned enhancements, such as the sheltered gathering area, expanded family pleasure rink, outdoor classroom/amphitheater, naturalized gathering spaces, and promenade, will promote the physical, social, and psychological well-being of the entire community.

The VCA oversees a large multi-use community centre and outdoor space, offering a variety of sports and activities that promote civic engagement. Varsity Park, the local name for the current outdoor spaces, has thrived due to strong volunteer participation in the garden, outdoor rink and courts.

The refurbishment of the tennis courts and addition of pickleball lines demonstrate how much community amenities can evolve to meet residents needs, with local pickleball players volunteering to provide lessons.

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund. *Please attach additional information as required.* -

The Varsity Community Association board believed this project meets the criteria in the following ways:

The Varsity Community Association outdoor spaces is a 100% volunteer driven, community based and locally managed space that enables individuals and families to maintain an active lifestyle year round. The outdoor rink, community garden, tennis courts and other spaces serve not only the Varsity community, but many other residents and local organizations within Ward 1.

*The application, cover report and additional attachments for the Council Community Fund request are to be submitted to the Chief Financial Officer Sr. Executive Advisor no later than six (6) weeks in advance of the targeted Executive Committee (EC) meeting date. **Only completed applications supported by a EC cover report will be submitted for placement on the EC agenda. The EC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.***

Your personal information is being collected, used and disclosed for the administration and processing of your application for funding under the Council Innovation Fund Project. Your information is collected pursuant to section 33(c) of The Freedom of Information and Protection of Privacy Act ("FOIP Act") of Alberta. If you have any questions about the collection, use or disclosure of your personal information, please contact The City of Calgary's Chief Financial Office (#8003), The City of Calgary P.O. Box 2100, Stn. M, Calgary, AB T2P 2M5 and by calling at 403-268-5664.

The Varsity Community Association has a proven track record of maintaining its assets in a fiscally sustainable manner including upgrades and repairs. The Varsity Community Association will continue to support this space for future programming for all residents.

The Varsity Community Association has not previously received a Council Community Fund grant.

Outline the proposed timeline for this project, including the final report back date - July

2025 - Anticipated start of construction

October 2025 - Grand Opening

October 2026 - Final Report

Identify what success looks like, and how it will be measured -

Success will be achieved by the construction and opening of the outdoor spaces included in this project. The new outdoor spaces will enhance the community experience in Varsity and for residents from neighbouring communities. The variety of amenities, from sports facilities to naturalized picnic areas, will offer something for everyone.

The fire pit and shelter structure will be great for gatherings, and the revitalized green spaces will provide a beautiful environment for residents to enjoy. The outdoor classroom and amphitheatre will be fantastic additions for educational programs and community events. The replacement of trees in poor health and the additional planting along with the existing community garden will provide a green space where people can reconnect with nature.

*The application, cover report and additional attachments for the Council Community Fund request are to be submitted to the Chief Financial Officer Sr. Executive Advisor no later than six (6) weeks in advance of the targeted Executive Committee (EC) meeting date. **Only completed applications supported by a EC cover report will be submitted for placement on the EC agenda. The EC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.***

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Varsity Community Association
Council Community Fund Application
Funding Sources
Project Cost Estimate: \$501,500

Funder	Funding Applied For	Pending	Approved	Declined
Community Facility Enhancement Program (Large Stream)	\$500,000			Declined
Community Facility Enhancement Program (Large Stream) Reapplication	\$500,000	Pending		

The VCA has set aside the funds needed to cover any anticipated shortfall with this project.



To whom it may concern:

RE: Letter of Support for the Varsity Community Association's Council Community Fund request

I am pleased to extend my support for the Varsity Community Association's (VCA) request for funding through the Council Community Fund. This initiative represents a meaningful investment in our community's infrastructure, enhancing public spaces and creating opportunities for social connection, recreation, and environmental stewardship.

The proposed project, which includes the development of a detailed design and construction of a multipurpose outdoor space, aligns with the City of Calgary's commitment to fostering vibrant, inclusive, and sustainable communities. The enhancements planned for Varsity, including upgraded hardscape areas, site furniture, natural play elements, and increased green space, will provide significant benefits to local residents of all ages. Additionally, the integration of perennial plantings, naturalization efforts, and stewardship initiatives ensures that this project not only beautifies the community but also supports biodiversity and environmental sustainability.

Investing in community infrastructure like this strengthens neighbourhoods bonds, encourages outdoor activity, and improves the overall quality of life. Varsity is a well-established community that continues to evolve, and this project will ensure that its public spaces remain welcoming and functional for years to come. The VCA has demonstrated a strong commitment to community engagement and thoughtful planning, making them well-positioned to successfully execute this project with the necessary resources.

This project reflects the Varsity Community Association's dedication to enhancing public spaces and fostering a stronger, more connected community. The Varsity Community Association has developed a thoughtful, well-researched plan that will leave a lasting positive impact on the neighbourhood.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sonya Sharp".

Sonya Sharp

Councillor, Ward 1



Legend

- E—E— Electrical
- X— Fence - Existing
- G—G— Gas
- - - - LOC Boundary

Existing Features

- Asphalt - Existing
- Building - Existing
- Concrete - Existing
- Crushed Rock - Existing
- Deck / Patio - Existing
- Pea Gravel - Existing
- Play Equipment - Existing
- Turf - Existing

Site Elements

- Basketball Net - Existing
- Bench - Existing
- Electrical Pole
- Garbage Can - Existing
- Goal Posts - Existing

Varsity Community Association
4303 Varsity Drive NW
Calgary, AB



Scale - 1:400

Sheet 1 of 6

2023/04/20

Finalized Concept Design -
Existing Site Map








EC2025-0306
Attachment 3

Plant Key		
QTY	ID	Common Name
7	Aca	Sagebush
1	Lca-B	Honeyberry - Borealis
1	Lca-T	Honeyberry - Tundra
2	Mdu	Crabapple - Gladiator Flowering
1	MxDL	Crabapple - Courageous Flowering
3	P-BL	Mockorange - Blizzard
1	Pfl	Pine - Limber
12	Pfr	Potentilla
3	Ptr	Aspen - Trembling
3	Pun	Pine - Mountain
4	Rau	Currant - Golden
3	Rhi	Gooseberry - North American
3	Sca	Buffaloberry - Canada
18	Soc	Buckbrush
1	Uam-B	Elm - Brandon

Varsity Community Association
4303 Varsity Drive NW
Calgary, AB



reGenerate
Design

Scale - 1:175

Sheet 3 of 6

2023/04/20

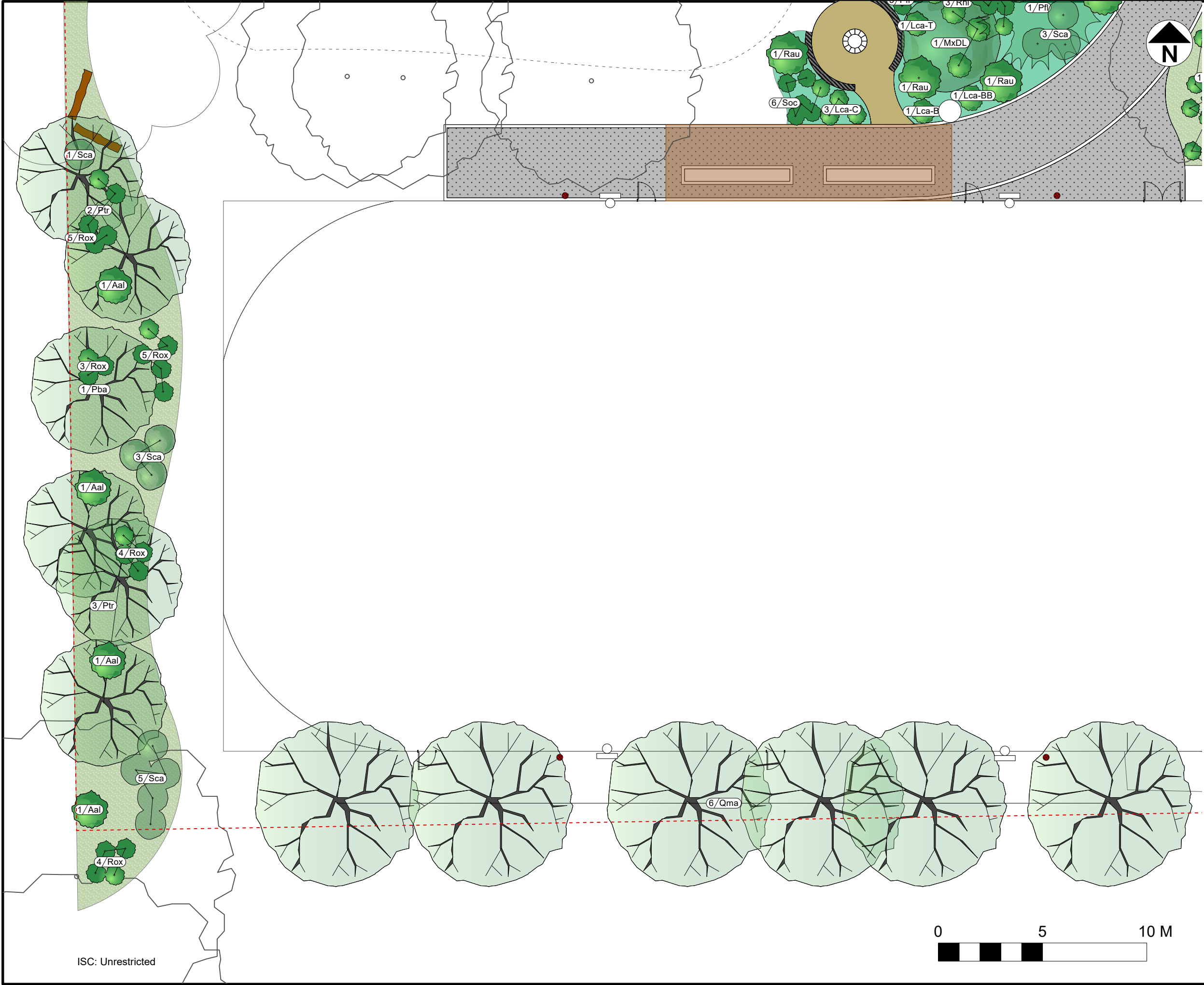
Finalized Concept Design -
Detail - North


Parks Foundation
Calgary



EC2025-0306
Attachment 3

Plant Key		
QTY	ID	Common Name
7	Aca	Sagebush
2	Lca-B	Honeyberry - Borealis
1	Lca-BB	Honeyberry - Berry Blue
3	Lca-C	Honeyberry - Cinderella
1	Lca-T	Honeyberry - Tundra
2	Lsi	Larch - Siberian
1	Mdu	Crabapple - Gladiator Flowering
1	MxDL	Crabapple - Courageous Flowering
3	P-BL	Mockorange - Blizzard
2	P-GA	Mockorange - Galahad
1	Pfl	Pine - Limber
18	Pfr	Potentilla
5	Ptr	Aspen - Trembling
1	Pun	Pine - Mountain
1	Qma	Oak - Bur
4	Rau	Currant - Golden
9	Rhi	Gooseberry - North American
10	Sal	Snowberry
3	Sca	Buffaloberry - Canada
29	Soc	Buckbrush
1	Uam-B	Elm - Brandon
5	Vop-S	Snowball Viburnum



EC2025-0306
Attachment 3

Plant Key		
QTY	ID	Common Name
4	Aal	Saskatoon - Native
1	Lca-B	Honeyberry - Borealis
1	Lca-BB	Honeyberry - Berry Blue
3	Lca-C	Honeyberry - Cinderella
1	Lca-T	Honeyberry - Tundra
1	MxDL	Crabapple - Courageous Flowering
1	Pba	Poplar - Paskapoo
1	Pfl	Pine - Limber
5	Pfr	Potentilla
5	Ptr	Aspen - Trembling
6	Qma	Oak - Bur
3	Rau	Currant - Golden
3	Rhi	Gooseberry - North American
21	Rox	Gooseberry - Native
12	Sca	Buffaloberry - Canada
6	Soc	Buckbrush

Varsity Community Association
4303 Varsity Drive NW
Calgary, AB

reGenerate
Design

Scale - 1:175

Sheet 5 of 6

2023/04/20

Finalized Concept Design -
Detail - West

Parks Foundation
Calgary

10

Existing Trees & Shrubs		
Tree No	Common Name	Action/Comment
E 01	Chokecherry	Retain
E 02	Chokecherry	Retain
E 03	Chokecherry	Retain
E 04	Chokecherry	Retain
E 45	Elm	Retain
E 46	Poplar	Retain
E 64	Elm	Retain
E 65	Amur Cherry	Remove
E 66	Amur Cherry	Remove
E 67	Poplar	Remove
E 68	Poplar	Remove
E 69	Poplar	Remove
E 70	Elm	Retain
E 71	Elm	Retain
E 75	Elm	Retain
E 76	Elm	Retain
E 77	Elm	Retain
E 78	Elm	Remove
E 79	Elm	Retain
E 80	Colorado Spruce	Retain
E 81	Green Ash	Retain
E 83	Elm	Remove

Proposed Trees & Shrubs			
Quantity	ID	Common Name	Botanical Name
4	Aal	Saskatoon - Native	Amelanchier alnifolia
7	Aca	Sagebush	Artemisia cana
2	Lca-B	Honeyberry - Borealis	Lonicera caerulea 'Borealis'
1	Lca-BB	Honeyberry - Berry Blue	Lonicera caerulea 'Berry Blue'
3	Lca-C	Honeyberry - Cinderella	Lonicera caerulea 'Cinderella'
1	Lca-T	Honeyberry - Tundra	Lonicera caerulea 'Tundra'
2	Lsi	Larch - Siberian	Larix sibirica
2	Mdu	Crabapple - Gladiator Flowering	Malus DurLeo
1	MxDL	Crabapple - Courageous Flowering	Malus x 'DurLawrence'
3	P-BL	Mockorange - Blizzard	Philadelphus 'Blizzard'
2	P-GA	Mockorange - Galahad	Philadelphus 'Galahad'
1	Pba	Poplar - Paskapoo	Populus balsamifera 'Paskapoo'
1	Pfl	Pine - Limber	Pinus flexilis
18	Pfr	Potentilla	Potentilla fruticosa
10	Ptr	Aspen - Trembling	Populus tremuloides
3	Pun	Pine - Mountain	Pinus uncinata
7	Qma	Oak - Bur	Quercus macrocarpa
4	Rau	Currant - Golden	Ribes aureum
9	Rhi	Gooseberry - North American	Ribes hirtellum
21	Rox	Gooseberry - Native	Ribes oxycanthoides
10	Sal	Snowberry	Symphoricarpus albus
12	Sca	Buffaloberry - Canada	Shepherdia canadensis
29	Soc	Buckbrush	Symphoricarpos occidentalis
1	Uam-B	Elm - Brandon	Ulmus americana 'Brandon'
5	Vop-S	Snowball Viburnum	Viburnum opulus 'Roseum'
159			



2023 Preliminary Construction Estimate
Varsity Community Association
4303 Varsity Drive NW



DATE: 2023.05.30

NAME	ESTIMATED COST	DETAILS	DESCRIPTION	ESTIMATED TIMELINE
Phase 1 - 19,500 sq ft				
Detailed Design	\$19,500		-Complete the detailed design for Phase 1, and provide construction drawings.	Summer 2023 or After
Primary Hardscape	\$149,525	Concrete hardscape area - 5,700 sq ft	-Install primary hardscape (concrete or equivalent), with heavy-duty landscape fabric, including removing existing grass or surfacing in the area.	
Shelter Structure	\$122,500	Shelter Structure - 45'x12' Area - 540 sq ft	-Install custom or prefabricated overhead shelter structure from an approved supplier, such as Blue Imp or Custom Park and Leisure.*	
Site Furniture and Fence	\$25,725	Bench - 6' length, in-ground mounted Picnic Table - 8'x6.5', in-ground mounted Fire Pit - 4' diameter, metal or stone ring Fence - 125 lin ft	-Install 5 benches from an approved supplier, such as Blue Imp or Custom Park and Leisure.* -Install 3 picnic tables from an approved supplier, such as Blue Imp or Custom Park and Leisure.* -Install fire pit from an approved supplier. -Install 4' tall black chain link fencing with 2 sliding gates around outdoor classroom and natural plat area.	
Secondary Hardscapes in Outdoor Classroom, Fire Pit, and Picnic Table Areas	\$46,000	Classroom - 325 sq ft, Boulders 90 sq ft, 65 lin ft Firepit - 190 sq ft, Boulders 35 sq ft, 35 lin ft Picnic table pads - 335 sq ft	-Install stackable boulders approximately (36"L x 18"W x 24"H, Kootenay Brownstone or equivalent, installed 6" below final grade) in 3-tiers of equal elevation to form the outdoor classroom. -Install stackable boulders approximately (24"L x 12"W x 24"H, Kootenay Brownstone or equivalent, installed 6" below final grade) at equal elevation around the outside of the fire pit area. -Install secondary hardscape (10mm crushed rock or equivalent), with heavy-duty landscape fabric, including removing existing grass or surfacing in the area in the outdoor classroom, fire pit, and picnic table areas.	
Natural Play Elements	\$9,500	Total area - 300 sq ft Log - min. 6'L x 1.5' diameter Stump - min. 3'L x 1.5' diameter	-Install approximately 3 logs, and 11 stumps (Douglas fir or equivalent) to form natural play areas under the trees by the outdoor classroom.	
Perennial Plantings	\$29,500	Total area - 1,400 sq ft Trees min. 40mm caliper Shrubs min. #5 pot	-Install 57 woody plants (trees & shrubs) including removing existing grass or surfacing in the area to 24" deep, replacing with screened loam and garden mix, and grading planting area as shallow basins that receive overland flow. -Stockpile top soil for re-use in the perennial planting areas where possible. -Install seeded understorey of white clover; including seed, and soil amendments. -Install temporary protective fencing around planted areas (steel t-post & stucco wire), and individual wildlife protection around susceptible species (e.g. tree guards), as needed.	
East Naturalization Plantings	\$45,000	Total area - 3,600 sq ft Trees min. 40mm caliper Shrubs min. #5 pot Native grass/perennial seed & plugs	-Install 56 woody plants (trees & shrubs) in the naturalized area east of the rink, including removing existing grass or surfacing to approximately 24" deep for the tree and shrub wells only. -Incorporate native grass and perennial wildflower seed and plugs, up to 25% of the total planting area, and allow the remaining existing grasses to grow. -Install temporary protective fencing around planted areas (steel t-post & stucco wire), and individual wildlife protection around susceptible species (e.g. tree guards), as needed.	
West Naturalization Plantings	\$42,000	Total area - 3,300 sq ft Log - min. 6'L x 1.5' diameter Trees min. 40mm caliper Shrubs min. #5 pot Native grass/perennial seed & plugs	-Install 40 woody plants (trees & shrubs) in the naturalized area west of the rink, including removing existing grass or surfacing to approximately 24" deep for the tree and shrub wells only. -Incorporate native grass and perennial wildflower seed and plugs, up to 25% of the total planting area, and allow the remaining existing grasses to grow. -Install approximately 5 logs (Douglas fir or equivalent) for informal seating areas. -Install temporary protective fencing around planted areas (steel t-post & stucco wire), and individual wildlife protection around susceptible species (e.g. tree guards), as needed.	
South of Rink Plantings	\$5,750	Total area - 7300 sq ft Trees min. 40mm caliper	-Install 6 trees south of the rink, including removing existing grass or surfacing to 24" deep for the tree wells, and forming mulched tree wells (6' diameter, pine & spruce or equivalent).	
SUBTOTAL:	\$495,000	INCLUDING GST		
Stewardship & Watering				
1-Year Stewardship & Maintenance	\$3,250	Growing season - approx. 18 weeks	-Provide our comprehensive Garden Stewardship and Maintenance manual. -Weekly maintenance for newly installed landscape areas for 1 full growing season; including supplemental weeding, clean-up, soil building, and pruning.	Summer 2023 or After
1-Year Watering Service	\$3,250	Growing season - approx. 18 weeks	-Weekly watering of newly installed trees, shrubs, perennial plants, seed, and sod for 1 full growing season.	
SUBTOTAL:	\$6,500	INCLUDING GST		

PROJECT TOTAL: \$501,500 INCLUDING GST

- Notes:**
1. See the latest concept design plans for details.
 2. Areas and dimensions given are approximate.
 3. Construction details must be determined, and approved by the City of Calgary, prior to preparing a detailed construction estimate.
 4. As a preliminary construction estimate, this is not to be used directly for construction, but can be used for overall budgeting and fundraising.
 5. Includes:
 - All items listed above.
 6. Excludes:
 - Any unforeseen factors.
 - Machine limitations.
 - Non-standard construction practices.
 - Materials cost increases from suppliers or manufacturers.

*Cost varies depending on material, furnishing, or equipment selection.



Council Community Fund Application Varsity Community Association (VCA)

**EC2025-0306
Attachment 4
May 13, 2025**

Previous Council Direction

- In 2019, Council introduced a new fund dedicated to community-driven projects called the Council Community Fund.
- The Terms of Reference were updated in 2024.



Recommendations

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application for the Varsity Community Association's Outdoor Spaces Improvement Project as a one-time funding request in the amount of \$300,000; and
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

Highlights

- Applying for \$300,000 for the Outdoor Spaces Improvement Project
- Aligns with the Terms of Reference for the Council Community Fund
- The Project will create an updated, multi-use, free space for Calgarians
- The application is sponsored by Councillor Sharp
- With increased density in the neighbourhood, inclusive public spaces will be important



Outdoor Spaces Improvement Project includes:

- A structure next to the outdoor rink including a gathering space with fire pit
- Expanded space for a family pleasure rink
- An outdoor classroom/ amphitheatre and natural play features
- Naturalized gathering spaces in two locations
- Promenade with planting beds and benches along the tennis/pickleball court



Impact of the Outdoor Spaces Improvement Project

- Enhance existing amenities
- Create a destination space for Calgarians where families can learn and play
- Encourage people to spend time connecting with their neighbours
- Maintain an active lifestyle
- Revitalize the greenspace and add to the tree canopy



Recommendations

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application for the Varsity Community Association's Outdoor Spaces Improvement Project as a one-time funding request in the amount of \$300,000; and
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

Community Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0307

Council Community Fund Application – Symons Valley Leisure and Amenities Society

PURPOSE

The purpose of this report is to request approval for the Council Community Fund application from the Symons Valley Leisure and Amenities Society (SVLAS) to support Phase 1 of the Symons Valley Sports & Recreation Community Hub (the Project).

PREVIOUS COUNCIL DIRECTION

In 2019, Council introduced a new fund dedicated to community-driven projects called the Council Community Fund. Background and Previous Council Direction is included in Attachment 1. The Terms of Reference were updated in 2024, with the revised version in Attachment 2.

RECOMMENDATIONS:

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application from the Symons Valley Leisure and Amenities Societies for Phase 1 of the Symons Valley Sport & Recreation Community Hub project as a one-time funding request in the amount of \$500,000; and
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Les Tocher and Katie Black concur with the contents of this report.

HIGHLIGHTS

- **Funding Request:** Symons Valley Leisure and Amenities Society (SVLAS) is seeking \$500,000 from the Council Community Fund for Phase 1 of an outdoor recreation amenity project – Symons Valley Sport & Recreation Community Hub (the Project).
- **Phase 1 Details:** Phase 1 includes the installation of an all-season rink, asphalt pathways, an asphalt parking lot, and related consulting and permit fees. The estimated total cost for Phase 1 is \$2,800,000.
- **Community Impact:** Completion of Phase 1 of the Project will create an outdoor recreation rink area for the four Symons Valley communities, serving over 21,000 residents and 33,700 projected residents.
- **Sponsorship:** This application is sponsored by Councillor Wyness, the Ward Councillor for the area, and aligns with the Council Community Fund Terms of Reference (Attachment 2).
- **Plan Realization:** Phase 1 will support the implementation of the Symons Valley Community Plan (Bylaw 6P2001), Place Matters: A North Calgary Project document, GamePLAN for Facilities, and Connect: Calgary's Parks Plan.

**Community Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0307**

Council Community Fund Application - Symons Valley Leisure and Amenities Society

DISCUSSION

SVLAS is requesting \$500,000 from the Council Community Fund for Phase 1 of the Project. This community-driven initiative aims to create an all-season outdoor recreation and leisure hub for the Northwest communities of Kincora, Nolan Hill, Sage Hill, and Sherwood. It was identified as a key priority in the 2023 Place Matters: A North Calgary Project study, conducted by Parks Foundation Calgary and VIVO.

The Project will serve as a vital public space offering recreational activities, community events, and wellness programs. It has strong community support, demonstrated by high resident engagement, ongoing fundraising and partnership development. The Project is designed to be accessible, inclusive, and sustainable, providing range of year-round amenities that promote social connection, community engagement, and local well-being. It will also reduce long-term maintenance costs through smart design.

A conceptual design, as outlined in Attachment 3, has been developed with input from over 1,500 residents on preferred amenities. Key features under consideration include outdoor sports facilities (e.g. basketball and pickleball/tennis courts), a full-size hockey rink, inclusive playground, picnic areas, pathways and amphitheater and community gathering areas.

Multiple community events have been hosted on the designate land parcel, drawing several hundred attendees each year and reinforcing the demand for a permanent facility.

The Project is led by SVLAS, a non-profit organization incorporated under the Government of Alberta's Societies Act. SVLAS is entirely volunteer-run and have developed a comprehensive business plan and case-for-support, included in Attachment 3, to guide fundraising efforts and support the recent License of Occupation application to The City.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

Through seven years of operation, the SVLAS has cultivated key relationships and partnerships with local communities and governments. To determine the best features for future amenities and to encourage community buy-in and participation in the park design process, SVLAS prepared a comprehensive community engagement process. This process included surveys, events, solicitation of volunteers, and support from local businesses. The engagement received a strong response, with over 1,500 submissions: Sherwood (90), Kincora (426), Sage Hill (426), Nolan Hill (347), and Other (143). Regular communication with residents has been maintained through SVLAS website and social media channels to keep the community informed and engaged in the Project.

Community Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0307

Council Community Fund Application - Symons Valley Leisure and Amenities Society

IMPLICATIONS

Social

The primary purpose of the Project is to provide and promote social and recreational activities for residents of the four communities in the Symons Valley residential area of northwest Calgary: Nolan Hill, Sage Hill, Kincora, and Sherwood, as well as those from neighbouring communities. Given the lack of outdoor social and recreational amenities in the region, creating community-accessible, all-season outdoor recreation and leisure amenities will offer substantial public benefits.

Environmental

The SVLAS has been mindful of the environmental impact of the Project throughout the planning process and will continue this focus during construction. The concept design includes preserving existing trees and incorporating natural features such as a forested area with walking and biking pathways, an apple orchard, and an open lawn. The Project is designed for sustainability with minimal maintenance requirements, thereby reducing operational costs. Its location is convenient for all four communities, with walking distances ranging from one to thirty minutes and most bike routes under ten minutes, reducing the need for drive to amenities outside the community.

Economic

The Project will be tendered in the local construction market, allowing companies to bid on various components. The creation of a new outdoor recreation amenity will enable SVLAS to host programs and events, supporting local community businesses through future partnership and sponsorship opportunities. This will contribute to economic stability and community pride. Additionally, the amenity is projected to attract grassroots sports groups, generating rental revenue for the association.

Service and Financial Implications

Other: Council Community Fund

The estimated cost for Phase 1 is \$2.8 million, with the total cost for all four phases projected at \$6.6 million. SVLAS is supported by, and working with, Parks Foundation Calgary to secure funding through corporate sponsorships, grants, and \$500,000 from the Council Community Fund. This funding will help leverage grants from the Government of Alberta's Community Facility Enhancement Program and relevant funding programs from the Government of Canada. Additional grant streams available to be applied for include \$125,000 through the Amateur Sport Grant and \$50,000 through the Building Communities Grant. Initial seed money is needed to hire a Landscape Architect to collaborate with the SVLAS Board on refining Phase 1 options selection and updating the cost estimate. Attachment 3 outlines the Phase 1 Project Construction Budget and anticipated funding sources. The balance of the Council Community Fund is \$1.625 million.

RISK

If this application is unsuccessful, SVLAS will have insufficient funds to complete Phase 1 of the Project. As most grants require matching funds, this Project will not be able to proceed and

Community Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0307

Council Community Fund Application - Symons Valley Leisure and Amenities Society

current funds for the project will be held in trust by the Calgary Parks Foundation. Further delays due to funding shortages would revise timelines, increase costs, and prolong the gap in accessible public spaces for these communities.

ATTACHMENTS

1. Background and Previous Council Direction
2. Terms of Reference for the Council Community Fund
3. Application for Council Community Fund-Symons Valley Leisure and Amenities Society
4. Presentation

Department Circulation

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

Author: Aaron Taylor, Partnerships

Background and Previous Council Direction

Background

The current balance of the Council Community Fund is \$1.625 million.

Previous Council Direction

2024	EC2024-0694	CCF Terms of Reference Council approved updates to the Council Community Fund (CCF) Terms of Reference in June 2024. The revised Terms of Reference for the CCF can be found on Attachment 1.
2019	PFC2019-0381	CIF Terms of Reference Council approved updates to the CIF Terms of Reference and introduced a new fund dedicated to community-driven projects called the Council Community Fund (CCF). The revised Terms of Reference for the Council Community Fund can be found on Attachment 2. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.

Bylaws, Regulations, Council Policies

N/A

TERMS OF REFERENCE FOR THE COUNCIL COMMUNITY FUND

Purpose of the Council Community Fund

The Council Community Fund (CCF) provides non-repayable financial support for **community-based** projects that improve quality of life in Calgary.

Community-based Definition

For the purposes of the CCF, **community-based** is defined as:

A project that is organized locally, takes place locally and benefits the local community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) New project grant (up to \$500,000).
- b) Project completion grant (up to \$500,000).

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **community-based** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CCF grant.

Funding applications that demonstrate local community fundraising and leveraging of other funding sources and support will receive additional consideration.

3. Process for Funding Applications

All applications will follow this process.

- a) Registered charities or non-profit organizations in good standing may work with relevant City business units to prepare applications for the CCF grant, which must be sponsored by a member of Council prior to submission to the Chief Financial Office.
 - Alternatively, a member of Council may work with the relevant City business unit directly to prepare and sponsor an application, prior to submission to the Chief Financial Office.
- b) The City business unit must ensure the application is aligned with the Terms of Reference and use of funds.
- c) The City business unit must obtain written Councillor support for the project.

- d) The City business unit will advise the Sr. Executive Advisor to the CFO of their intent to write a report and enquire about available funding. Should requests exceed available funding it would be Council who determines how much a project is funded and or if a project is funded.
- e) The City business unit will write a cover report detailing the project and request for funds.
 - Reports are sent to the CFO (through the Sr. Executive Advisor) for review and approval at least 6 weeks in advance of the preferred Executive Committee meeting.
 - The attachments to the cover report must include the completed [application form](#) and a detailed project budget outline and any other relevant or associated documents.
- f) The City business unit will be responsible for requesting that the item be added to the Executive Committee agenda, obtaining all business unit and General Manager sign offs for the report, and notifying the Sr. Executive Advisor to the CFO of the Committee date.

4. Application Outcome

If Approved:

If the application is approved by Council, the City business unit will develop a funding agreement with the applicant, outlining expectations and reporting requirements, and directing that any unused monies are returned back to the fund.

Once the agreement is executed, a copy is provided to the Chief Financial Officer's area (Sr. Executive Advisor) and the Finance team supporting the Community Services department.

If Not Approved:

If the application is not approved by Council, The City business unit will notify the applicant accordingly.

5. Reporting Back to Council on Use of Funds

- a) Within 12 months of project completion, or as otherwise directed by Council, the supporting City business unit must report back to Executive Committee on how the funds were used and highlight the various aspects of the project (e.g., outcomes, success, challenges).
 - Unless otherwise directed by Council, the report back will be through a Briefing Report.
- a) The City business unit will be responsible for adding the report to the agenda for Executive Committee and then will advise the Sr. Executive Advisor to the CFO of this date.
- b) Once the report is finalized The City business unit obtains appropriate business unit and Department approvals. The report then proceeds through Executive Committee.

6. Annual Reporting and Fund Replenishment

- a) The Finance team supporting the Community Services Department will annually prepare a Briefing Report that provides the financial update of the Council Innovation Fund and Council Community Fund as of year-end and provides an overview of the Council approved projects.
- b) The report is approved by Finance and the Chief Financial Officer.
- c) Council may review the financial status of the CCF and direct that additional funding be allocated during The City's four-year service plans and budget or adjustments processes.

APPLICATION FOR COUNCIL COMMUNITY FUND

CC 942 (R2022-02)

Be sure to save your completed document to your desktop before you print and/or email the form for submission so you do not lose any content. Please attach the application to the Cover report you would bring forward to the Executive Committee

Date of Submission – April 9, 2025**Name of Project - Symons Valley Sports & Recreation Community Hub****Sponsoring Councilor(s) - Cllr. Jennifer Wyness (Ward 2)****Applicant Name - Kris McPherson, President****Applicant Contact Number - (403) 991-2405****Applicant Name of Organization – Symons Valley Leisure and Amenities Society (SVLAS)****Affected or Supporting Business Units and/or Departments –** Circulated Departments – Community Services, Corporate Planning & Financial Services, Operational Services.**Amount of Funds Requested - \$500,000****Draft EC cover report attached –** ☐ Yes ☐ No**Please list supporting documents provided:**

- Attachment 1 – SVP Project Construction Budget & Funding Sources - Rink Installation
- Attachment 2 – SVP Capital Project Estimate & 5-Yr Ops Budget 2024-10
- Attachment 3 – Community Stakeholder Engagement Survey Results
- Attachment 4 – Letters of Support
- Attachment 5 – Project Concept Drawing and Phased Design
- Attachment 6 – SVLAS Org. Chart
- Attachment 7 – Map of Regional Pathways and Residential Development
- Attachment 8 – SVLAS Business Plan - LOC Application Final - 2024-09-27

Provide a summary description of the project to a maximum of 2 pages.

Overview

Symons Valley Park is a community-driven initiative that aims to create an all-season outdoor recreation and leisure hub for people living in the northwest communities of Kincora, Nolan Hill, Sage Hill, and Sherwood. The park will serve as a vital public space offering recreational activities, community events, and wellness programs which has been highlighted as a significant priority in the 2023 Place Matters: A North Calgary Project study, conducted by Parks Foundation Calgary and VIVO.

*The application, cover report and additional attachments for the Council Community Fund request are to be submitted to the Chief Financial Officer Sr. Executive Advisor no later than six (6) weeks in advance of the targeted Executive Committee (EC) meeting date. **Only completed applications supported by a EC cover report will be submitted for placement on the EC agenda. The EC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.***

Your personal information is being collected, used and disclosed for the administration and processing of your application for funding under the Council Innovation Fund Project. Your information is collected pursuant to section 33(c) of The Freedom of Information and Protection of Privacy Act ("FOIP Act") of Alberta. If you have any questions about the collection, use or disclosure of your personal information, please contact The City of Calgary's Chief Financial Office (#8003), The City of Calgary P.O. Box 2100, Stn. M, Calgary, AB T2P 2M5 and by calling at 403-268-5664.

APPLICATION FOR COUNCIL COMMUNITY FUND

CC 942 (R2022-02)

The project has substantial community support, demonstrated by strong resident engagement, ongoing fundraising and partnership cultivation efforts. A conceptual design has been developed with input from over 1,500 residents on preferred amenities to inform project estimates. Multiple community events have been hosted on the land parcel designated for Symons Valley Park, drawing several hundred attendees each year and reinforcing the need for such a facility.

The project is led by the Symons Valley Leisure & Amenities Society (SVLAS), a non-profit organization incorporated under the Government of Alberta's Societies Act. The organization is 100% volunteer driven and has developed a comprehensive business plan and case-for-support to help drive fundraising efforts and support the recent License of Occupation application to The City.

Project Objectives

- Develop an accessible, inclusive, and sustainable community park.
- Provide amenities for a variety of year-round recreational activities.
- Foster community engagement and social connections.
- Enhance local health, well-being, and quality of life.
- Minimize long-term maintenance costs through smart design.

Key Features Being Prioritized

- Full-size all-season multi-purpose ice hockey rink designed for basketball and soccer
- Pickleball/tennis courts
- Inclusive playgrounds, picnic areas, pathways.
- Amphitheater and community gathering areas.

Funding and Fundraising Strategy

The estimated cost of the all-season rink installation project is \$2.8 million. The cost estimate for the rink installation is provided in attachment 1, and was determined using a recent class 5 estimate provided by Parks Foundation Calgary. Initial seed money is required to be used towards early landscape architect and project management costs for installing this all-season, multi-use hockey rink and parking lot, with the end result being the construction of an amenity that can be used by the public as soon as it is completed.

At the same time SVLAS is supported by and working with Parks Foundation Calgary to secure funding through additional sponsorships, grants, and community donations. The Council Community Fund's \$500,000 contribution, plus including the value of the land donated for matching purposes, will help leverage matching grants from the Government of Alberta's Community Facility Enhancement Program (CFEP) and applicable funding programs from the Government of Canada. Additional grant streams available to be applied for includes \$125,000 through the Amateur Sport Grant and \$50,000 through the Building Communities Grant. This funding will be crucial in meeting the City of Calgary's requirement that 95% of funds be secured before construction can commence. We ask that the funding of \$500,000 be provided immediately to proceed with the hiring of a Landscape Architect. SVLAS has previously undertaken a rigorous RFP for this.

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund. Please attach additional information as required.

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APPLICATION FOR COUNCIL COMMUNITY FUND

CC 942 (R2022-02)

1. Enhancing Community Well-Being
 - Provides an inclusive, recreational hub serving 21,000 current and 33,700 projected residents.
 - Encourages active lifestyles with recreation amenities and outdoor sports facilities.
 - Supports mental and social health through accessible outdoor spaces.
2. Fostering Innovation in Public Services
 - A first-of-its-kind partnership among four community associations; maximizing resource sharing.
 - Designed for sustainability with minimal maintenance requirements, reducing operational costs.
3. Addressing Unmet Community Needs
 - Fulfills a significant gap in recreational infrastructure in the Symons Valley area.
 - Ensures diverse age and income groups have access to free or low-cost recreation.
4. Financial Responsibility and Sustainability
 - Conducts the overall project in a smaller scope phased approach
 - Strategic funding approach reduces reliance on municipal budgets.
 - Revenue generation through sponsorships and fundraising ensures long-term viability.

Outline the proposed timeline for this project, including the final report back date.

- 2025-2026: Fundraising and securing financial commitments.
- Fall 2026: Begin construction upon securing 95% of the required funding.
- 2026-2027: Completion of park development and public opening.
- Final Report Back Date: Within one year of project completion (estimated 2028).

Identify what success looks like and how it will be measured.

1. Community Engagement & Participation
 - Resident surveys measuring satisfaction with amenities.
 - Number of attendees at community events post-construction.
2. Usage Metrics
 - Visitor counts and program participation rates.
 - Monitoring recreation and sports facility utilization.
3. Financial & Operational Viability
 - Securing matching grants and meeting fundraising goals.
 - Sustained community investment and partnership support.
4. Health & Well-Being Outcomes
 - Increase in active recreation among residents.
 - Community feedback on health and social benefits.

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SVLAS - Site Servicing & Rink - Overall Project Estimate

9-Apr-25

Items	Estimate- Class 5	
Development		
Preliminary Concept Development		
CFEP Audit	\$ 10,000.00	Required for CFEP Large
Public Relations	\$ -	
Temporary Signs / Engagement Mater.	\$ 500.00	
Public Engagement	\$ -	
Sub-TOTAL Development	\$ 10,500.00	
Events		
Ground Breaking / Media Event	\$ -	
Grand Opening Ground Breaking / Media Event	\$ 5,000.00	Grand opening for community and donor recongition
Sub-TOTAL Events	\$ 5,000.00	
Consulting & Fees		
Consultant Fees (Landscape Architect)	\$ 172,000.00	8-10% Cost of Construction
Permits, Plans, Assessments	\$ 45,000.00	DSSP, GEO-TECH
Alberta Registers		
Add. Consultant Fee	\$ -	
Sub-TOTAL Consulting & Fees	\$ 217,000.00	
Construction & Recognition		
Construction Contractor	\$ 2,150,000.00	See additional construction estimate worksheet
Construction Contingency 15%	\$ 322,500.00	
PPC / Change Order	\$ -	
Recognition	\$ 10,000.00	
Disbursements	\$ 1,000.00	Misc. mileage, etc
Sub TOTAL Construction	\$ 2,483,500.00	
GRAND TOTAL	\$ 2,716,000.00	
Other		
Management Fee (PFC) 10%	\$ 271,600.00	Not included at this time
Sub -TOTAL Other	\$ 271,600.00	

Other Budget considerations that can arise:

Maintenance Period for establishment	1-2 years
Contingency for construction	10-15%
Irrigation requirements to establishment	water source?
Marketing and fundraising costs	brochures; PR consultant
Legal costs	contract negotiations
Site signs - including graphic design	
Shipping costs	
Foreign exchange if items imported	
Construction fencing	

SVLAS - Site Servicing & Rink - Construction Estimate

9-Apr-25

Item	Cost
Site Works	
Mob & Demo	\$ 60,000.00
Warranty (2 year)	\$ 100,000.00
ECO/ESC	\$ 5,000.00
Site Preparation & General Earth Works	\$ 300,000.00
Site Servicing (electrical, water main)	\$ 200,000.00
Hardscaping	
Asphalt Pathway	\$ 150,000.00
Asphalt Parking	\$ 150,000.00
NHL Sized Rink	
Concrete Pad	\$ 500,000.00
Surface Coating	\$ 100,000.00
Dasher Boards & Fence	\$ 150,000.00
Basketball System	\$ 10,000.00
Soccer Bump Outs	\$ 30,000.00
Hockey Nets	\$ 2,500.00
Lighting	\$ 100,000.00
Player Benches/Boxes	\$ 10,000.00
Vinyl Graphics	\$ 7,500.00
Rink Water System	\$ 75,000.00
Softscaping	
Sodding	100,000.00
Planting	50,000.00
Allowances	
Irrigation (Quick Coupler Connections)	50,000.00
TOTAL	2,150,000.00

SVLAS - Site Servicing & Rink - Funding Sources

9-Apr-25

Award / Grant	Expected Amount	Expected Award Timing	Applicant	Comments
Community Council Fund	\$ 500,000.00	Q2 2025	SVLAS	May presentation to City of Calgary Council. Seed Funding to use as other matches & approaches
CFEP Large	\$ 1,000,000.00	Q4 2025	SVLAS	Request for matching which will include land value
Rink Donor	\$ 500,000.00			
Kincora Residents Association	\$ 250,000.00	Q3 2025	SVLAS	SVLAS to work with KCA/KRA to leverage account balances for fund matching
Other Symons Valley Communities	\$ 50,000.00		SVLAS	
Local Builders	\$ 200,000.00		SVLAS	
Alberta Active Communities Initiatives	\$ 500,000.00	Fall 2025	SVLAS	PFC Support on Application
Amateur Sports Grant	\$ 125,000.00	Fall 2025	Parks Foundation Calgary	
Building Communities Grant	\$ 50,000.00	Fall 2025	Parks Foundation Calgary	
Other Flagged Opportunities				
AB Blue Cross	\$ 50,000.00		Parks Foundation Calgary	Support on amenities for Children and Youth
Doc Seaman	\$ 45,000.00		Parks Foundation Calgary	Support Sport Amenities
Canada Post	\$ 25,000.00		Parks Foundation Calgary	Support Community Initiatives (low success rate)
Funding Opportunities	\$ 3,295,000.00			



Symons Valley Park - 5-Year Operations Budget Forecast

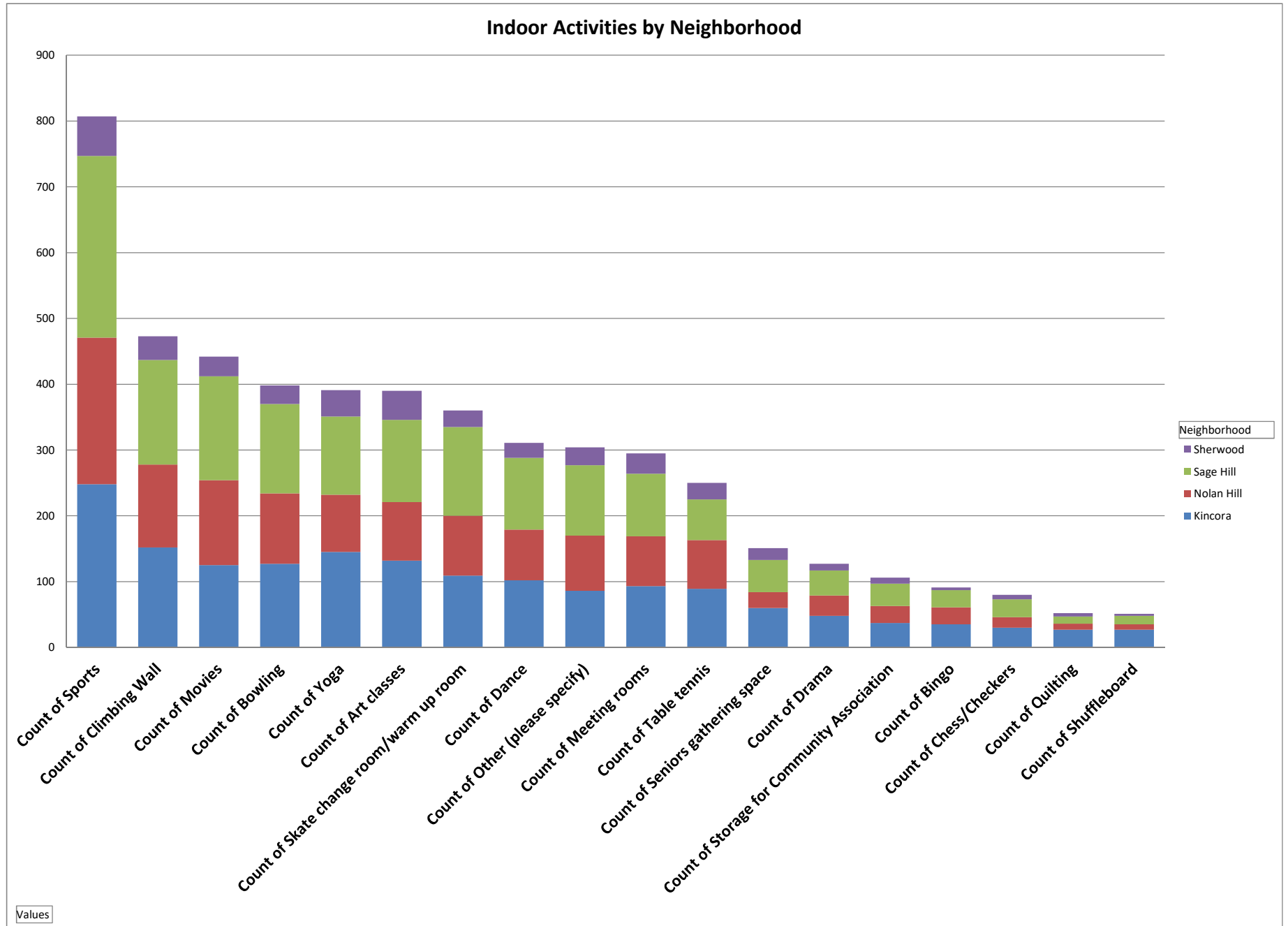
October 2024

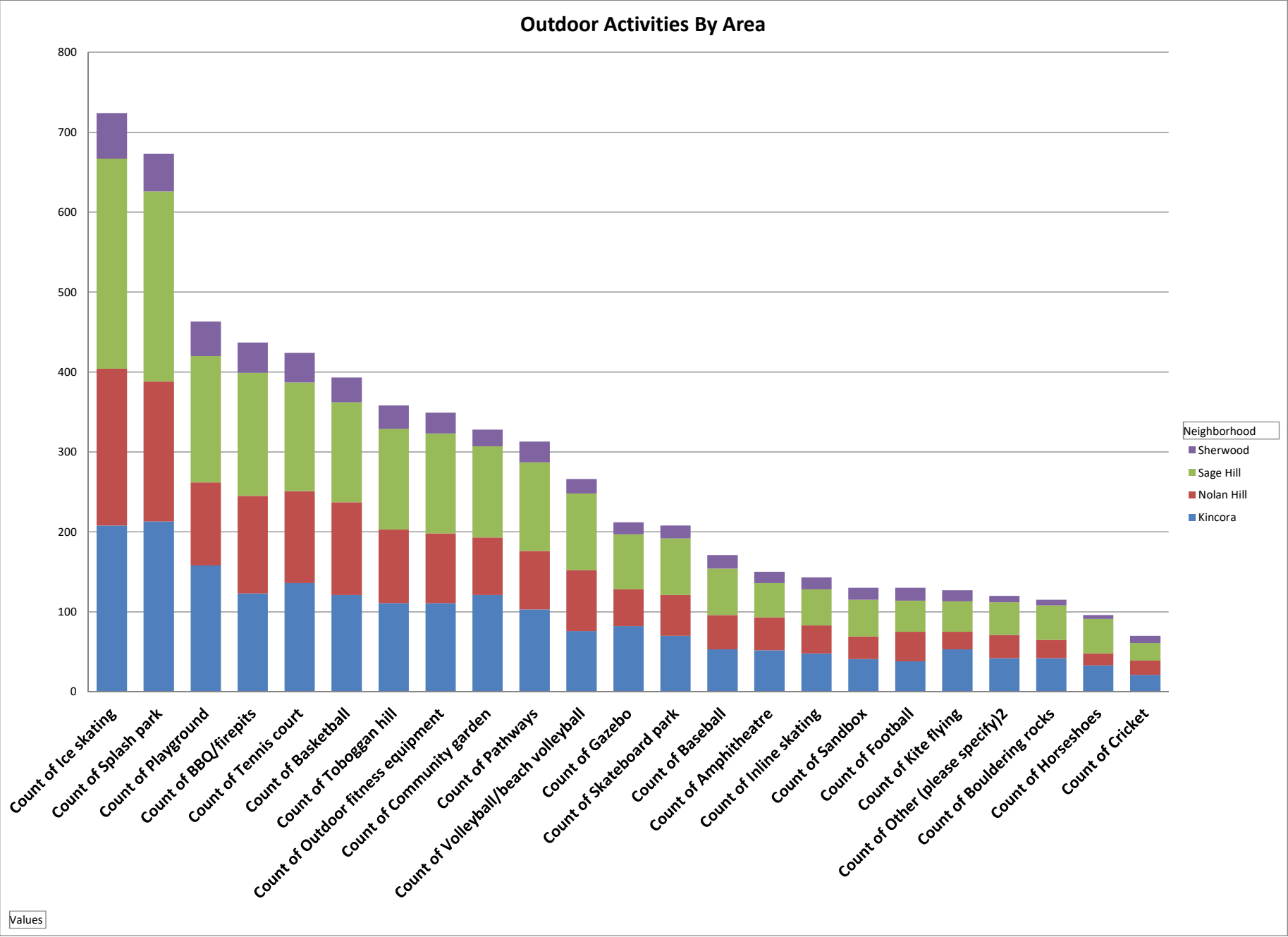
BUDGETED REVENUE

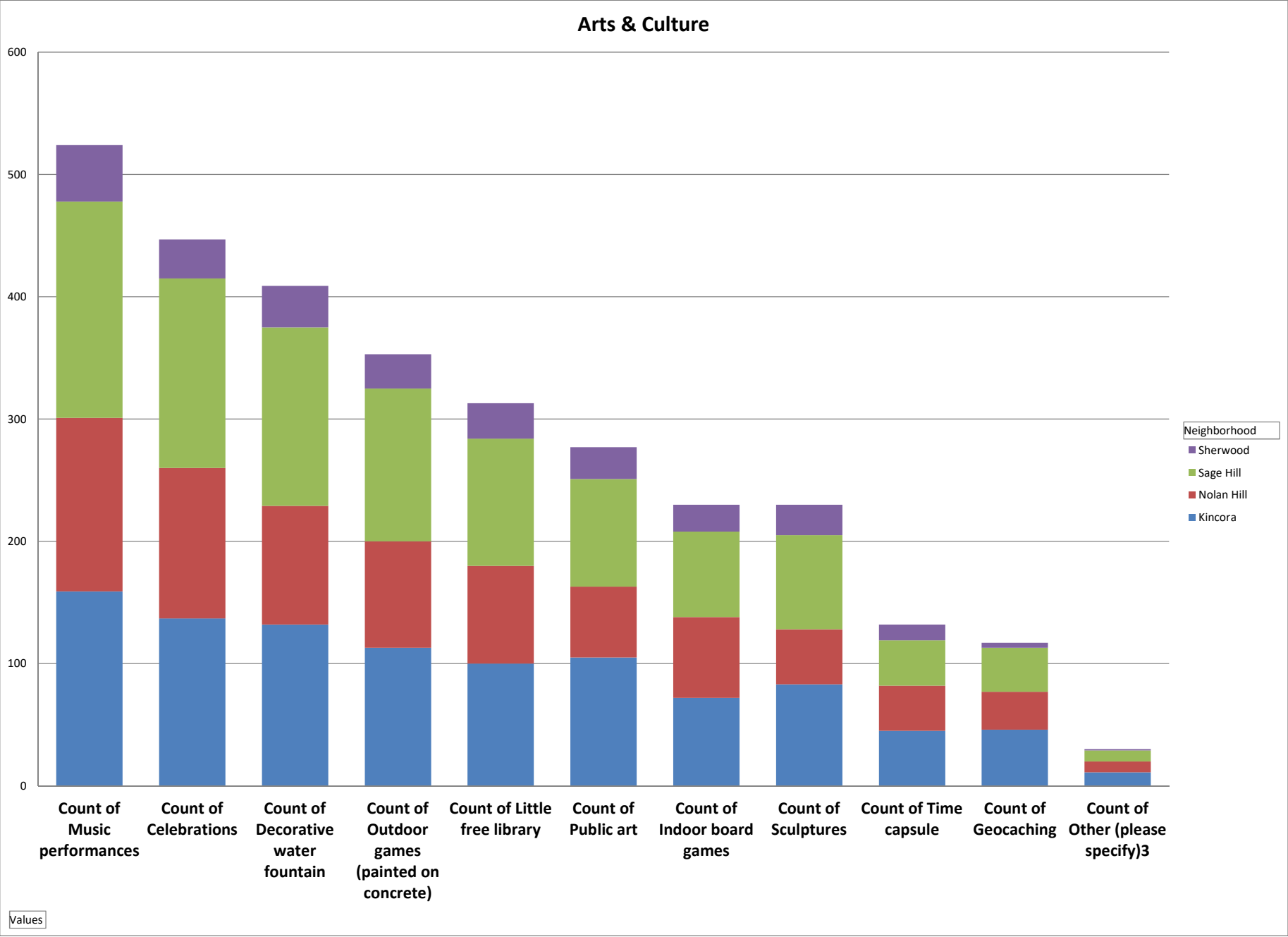
REVENUE ITEM	Phase 1 <i>Site prep, earthworks, rink, tennis courts, site lighting, hard-surface pathways</i>				Phase 2 Parking lot, playgrounds, bike skills park, shade structures, site furniture, softscaping	Phase 3 Community storage structure, wooden deck, water feature, amphitheatre
	2025	2026	2027	2028	202?	202?
	Year 1	Year 2	Year 3	Year 4	Year ?	Year ?
Community Association donations/Misc	\$ 2,000	\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Donations for Events run by SVP: 1-2/year		\$ 5,000	\$ 5,000	\$ 6,000	\$ 6,000	\$ 6,000
Fundraising events- eg. Silent Auction, rain-barrels,		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Park/Sub-area naming				\$ 10,000	\$ 10,000	\$ 10,000
Rink boards sponsorship			\$ 4,000	\$ 8,000	\$ 10,000	\$ 10,000
Tennis courts sponsorship			\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Outside user fees			\$ 1,000	\$ 1,000	\$ 2,000	\$ 2,000
Municipal Funding/Operating Grants						
Casino Funding(\$50k every 3 years)					\$ 16,000	\$ 17,000
TOTAL REVENUE	\$ 2,000	\$ 8,500	\$ 20,500	\$ 35,500	\$ 54,500	\$ 55,500

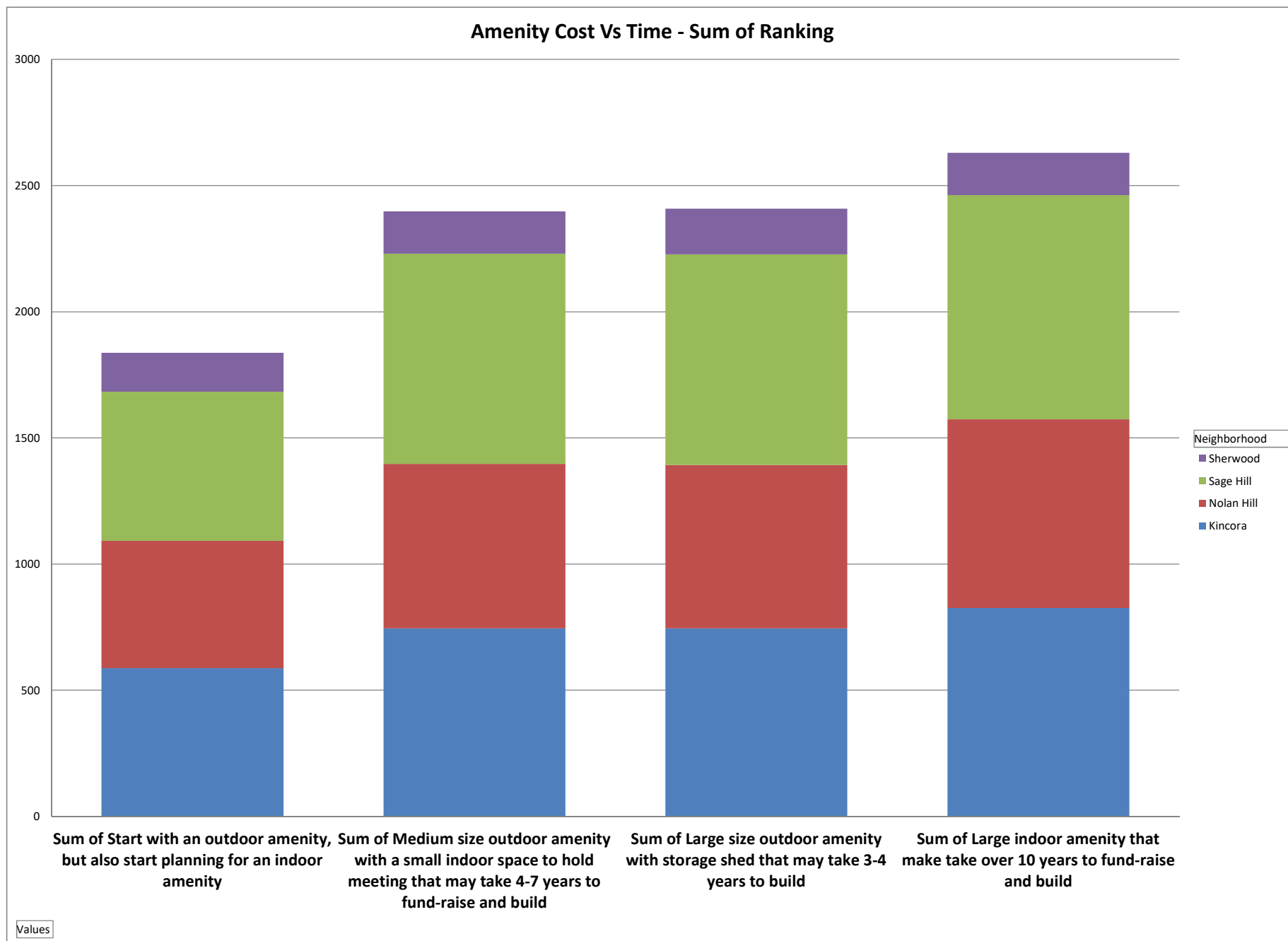
BUDGETED EXPENSES

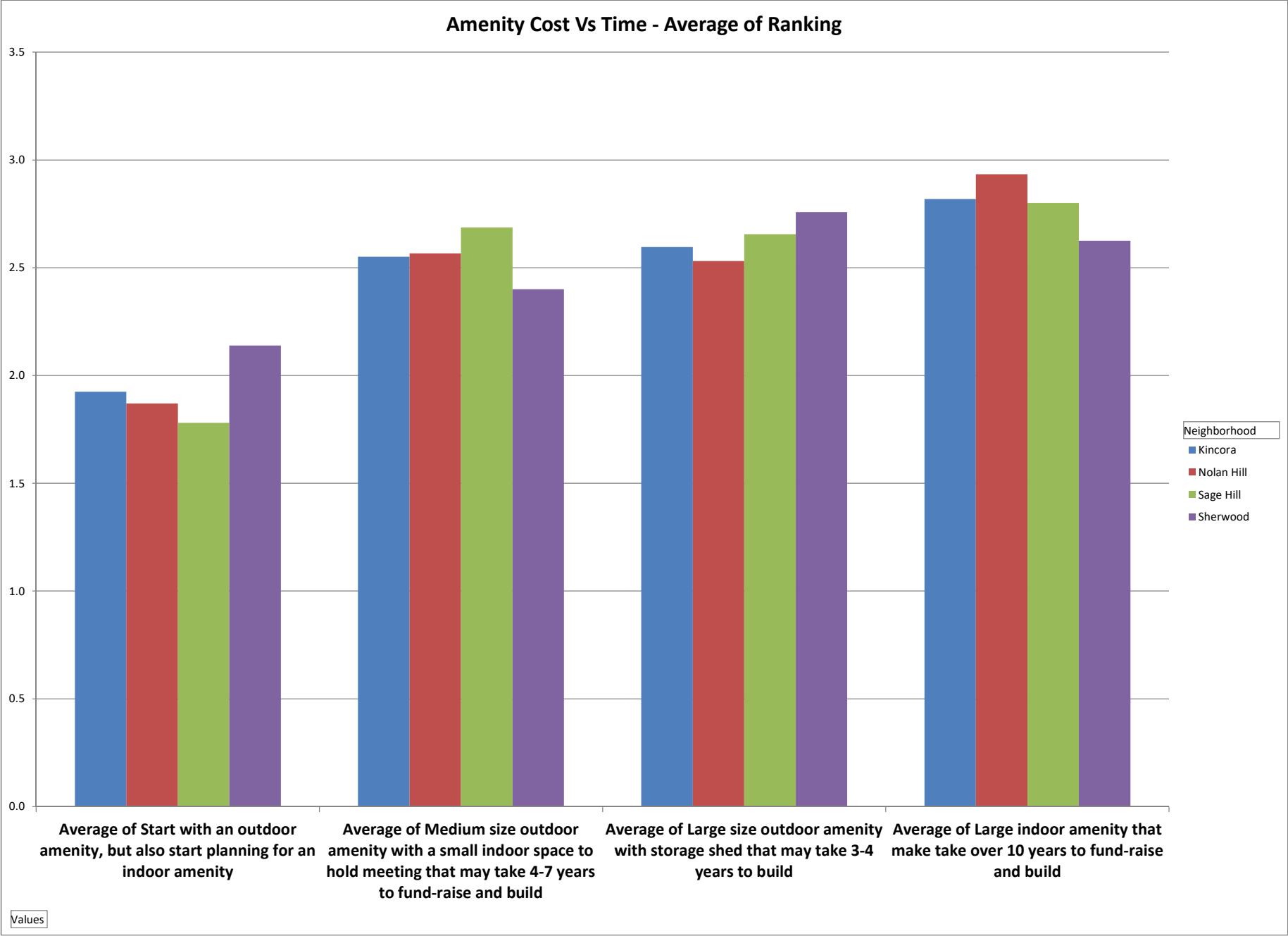
EXPENSE ITEM	Year 1	Year 2	Year 3	Year 4	Year ?	Year ?
1. General & Admin						
Insurance	\$ 500	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Accounting/Audit			\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Bank fees	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
2. Marketing & Communications						
Web-site	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
General promotions/advertising	\$ 2,000	\$ 500	\$ 1,000	\$ 500	\$ 1,000	\$ 1,000
3. Events						
Event costs		\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
4. General Landscape maintenance						
Landscape Company costs for:		\$ 2,000	\$ 5,000	\$ 6,000	\$ 6,000	\$ 7,000
•Truck watering & fertilization						
•Mowing, trimming,						
•Spring & Fall clean-ups, garbage removal						
•Blow out subsurface drain pipe						
•Weed control						
Play equipment inspection					\$ 500	\$ 500
Snow removal		\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
5. Utilities						
Water				\$ 3,000	\$ 3,000	\$ 3,000
Electrical			\$ 200	\$ 500	\$ 500	\$ 600
5. Rink						
Building ice & maintenance- Volunteers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ice equipment maintenance			\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Ice equipment replacement fund			\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
6. Tennis Courts						
Surface annual cleaning				\$ 1,000	\$ 1,000	\$ 1,000
Re-colour surfacing & crack repair- assume every 6 years						
Net replacement						
7. Building						??
TOTAL EXPENSES	\$ 2,750	\$ 9,750	\$ 28,450	\$ 33,250	\$ 34,250	\$ 35,350
(Deficiency*) Excess of Revenues over Expenditures	\$ (750)	\$ (1,250)	\$ (7,950)	\$ 2,250	\$ 20,250	\$ 20,150











Indoor

Values	Column Labels				
	Kincora	Nolan Hill	Sage Hill	Sherwood	Grand Total
Count of Sports	248	223	276	60	807
Count of Climbing Wall	152	126	159	36	473
Count of Movies	125	129	158	30	442
Count of Bowling	127	107	136	28	398
Count of Yoga	145	87	119	40	391
Count of Art classes	132	89	125	44	390
Count of Skate change room/warm up room	109	91	135	25	360
Count of Dance	102	77	109	23	311
Count of Other (please specify)	86	84	107	27	304
Count of Meeting rooms	93	76	95	31	295
Count of Table tennis	89	74	62	25	250
Count of Seniors gathering space	60	24	49	18	151
Count of Drama	48	31	38	10	127
Count of Storage for Community Association	37	26	34	9	106
Count of Bingo	35	26	26	4	91
Count of Chess/Checkers	30	16	27	7	80
Count of Quilting	27	9	11	5	52
Count of Shuffleboard	27	8	13	3	51

Outdoor

	Column Labels				
Values	Kincora	Nolan Hill	Sage Hill	Sherwood	Grand Total
Count of Ice skating	208	196	263	57	724
Count of Splash park	213	175	238	47	673
Count of Playground	158	104	158	43	463
Count of BBQ/firepits	123	122	154	38	437
Count of Tennis court	136	115	136	37	424
Count of Basketball	121	116	125	31	393
Count of Toboggan hill	111	92	126	29	358
Count of Outdoor fitness equipment	111	87	125	26	349
Count of Community garden	121	72	114	21	328
Count of Pathways	103	73	111	26	313
Count of Volleyball/beach volleyball	76	76	96	18	266
Count of Gazebo	82	46	69	15	212
Count of Skateboard park	70	51	71	16	208
Count of Baseball	53	43	58	17	171
Count of Amphitheatre	52	41	43	14	150
Count of Inline skating	48	35	45	15	143
Count of Sandbox	41	28	46	15	130
Count of Football	38	37	39	16	130
Count of Kite flying	53	22	38	14	127
Count of Other (please specify)2	42	29	41	8	120
Count of Bouldering rocks	42	23	43	7	115
Count of Horseshoes	33	15	43	5	96
Count of Cricket	21	18	22	9	70

Arts and Culture

	Column Labels				
Values	Kincora	Nolan Hill	Sage Hill	Sherwood	Grand Total
Count of Music performances	159	142	177	46	524
Count of Celebrations	137	123	155	32	447
Count of Decorative water fountain	132	97	146	34	409
Count of Outdoor games (painted on concrete)	113	87	125	28	353
Count of Little free library	100	80	104	29	313
Count of Public art	105	58	88	26	277
Count of Indoor board games	72	66	70	22	230
Count of Sculptures	83	45	77	25	230
Count of Time capsule	45	37	37	13	132
Count of Geocaching	46	31	36	4	117
Count of Other (please specify)3	11	9	9	1	30

Facility Size Vs. Time

Values	Column Labels				
	Kincora	Nolan Hill	Sage Hill	Sherwood	Grand Total
Sum of Start with an outdoor amenity, but also start planning for an indoor amenity	587	505	591	154	1837
Sum of Medium size outdoor amenity with a small indoor space to hold meeting that may take 4-7 years	745	652	833	168	2398
Sum of Large size outdoor amenity with storage shed that may take 3-4 years to build	745	648	834	182	2409
Sum of Large indoor amenity that make take over 10 years to fund-raise and build	826	748	888	168	2630

Values	Column Labels				
	Kincora	Nolan Hill	Sage Hill	Sherwood	Grand Total
Average of Start with an outdoor amenity, but also start planning for an indoor amenity	1.9	1.9	1.8	2.1	1.9
Average of Medium size outdoor amenity with a small indoor space to hold meeting that may take 4-7	2.6	2.6	2.7	2.4	2.6
Average of Large size outdoor amenity with storage shed that may take 3-4 years to build	2.6	2.5	2.7	2.8	2.6
Average of Large indoor amenity that make take over 10 years to fund-raise and build	2.8	2.9	2.8	2.6	2.8

Indoor

Row Labels	Count of Other (please specify)
Kincora	30
Racket Tennis ... Tennis Courts (very much needed) & Swimming Pool	1
skating and swimming rec centre	1
Swiming	1
Swimming	9
Swimming	5
Swimming gym with different exercise classes	1
Swimming is	1
Swimming pool	5
Swimming pool (indoor)	1
Swimming pool for kids	1
Swimming pool or skating rink	1
Swimming pool, gym	1
swimming pool, hockey rink, tennis court	1
Swimming, basketball	1
Nolan Hill	33
A swimming pool like the leisure centers !	1
Badminton and swimming facility	1
Ceramics, swimming pool	1
Ice rink, library, swimming pool	1
olympic size swimming pool for adults	1
Swim	1
Swim gymnastics lake	1
Swimming	4
Swimming	3
Swimming and swimming lessons if possible	1
Swimming pool	9
Swimming pool	1
Swimming pool & Gym	1
Swimming pool or hot tub, crossfit equipment	1
Swimming pool, gym, children's activities, party room	1
Swimming pool, weight room, badminton court	1
swimming, children's classes	1
Swimming, martial arts, gymnastics	1
Swimming, skating	1
Swimming/water	1
Sage Hill	36
25m swimming pool with dedicated lane-times	1
Basketball. Indoor soccer. Swiming pool	1
Basketball. Indoor soccer.. swiming pool	1
Birthday party, basketball, swimming, skating..	1
Salt water swimming pool	1
Soccer. Swiming pool. Basketball	1
Spray park, hockey rink, swimming pool ? Outside	1
Swiming pool . Basketball court indoor soccer court	1
Swimming	6
Swimming	2
Swimming and basketball aw	1
Swimming pool	12
Swimming pool	3
Swimming pool, Gym	1
swimming pools	1
Swimming, indoor soccer, basketball	1
Water park, splash park, swimming	1
Sherwood	8
Badminton courts, swimming pool	1
Swimming	3
Swimming	1
Swimming pool	1
Swimming pool, soccer Field	1
Swimming, and fitness for all ages	1
Grand Total	107

Outdoor (Other)

Row Labels	Count of Other (please specify)
Kincora	42
As part of outdoor fitness equipment those seniors activity courses, al	1
Badminton	1
badminton nets	1
Biking park	1
Dog Park	1
Dog park	1
G	1
Lawn bowling	1
Natural playground	1
No skateboard park. I work next to a new one and there are police the	1
Off leash dog park	1
Off leash dog park	2
Offleash dog park	1
Outdoor pool	1
Outdoor pool	1
Outdoor running track	1
Outdoor shuffleboard	1
Outdoor shuffleboard	1
outdoor swimming pool	1
Please please bring anything kids can enjoy. We are new communities	1
Pool	3
recreation for dogs	1
Rugby	1
Sand box / Sand pit	1
School	1
soccer	2
soccer field	1
Soccer field	1
Soccer Soccer	1
Swimming pool	2
Tennis Court	1
TENNIS PLEEEEEEASE!	1
turf soccer field	1
Wading pool	3
we are seniors so we are interested in amenities for seniors	1
(blank)	
Nolan Hill	29
batting cages with picnic tables and park area	1
Dog Park	2
Fenced outdoor dog park	1
Indoor Soccer Field	1
Na	1
Natural gathering space for picnics, casual sports and activities, some p	1
NO sandboxes - public sandboxes tend to make children sick because I	1
Off leash dog area	1
Off leash dog park	3
Off leash dog park (fenced and not fenced)	1
Outdoor event space	1
Outdoor splash park split half for adults/kids and the other half for dog	1
Playground without gravel - restricted access by community to splash p	1
Pool	2
small artificial soccer pitch	1
soccer	3
Soccer	1
Splash park	1
Splash park!!!!!!!!	1
Splash park, splash park, splash park	1
Swimming/water	1
Track around the park	1
Water park	1
(blank)	

Sage Hill	41
A splash park space that is used for a skating rink in winter	1
Beach volleyball	1
Benches seating area	1
Bocce/Lawn Bowling, water fountains (drinking)	1
Dog Park	4
DOG PARK, we are in desperate need of a dog park.	1
I love space at Panorama Community Centre..	1
Keep field for soccer / football / frisbee	1
Library	1
Like panaoram community centres	1
More slides and swings in the playground	1
Off leash dog area.	1
Off leash dog park	3
Off leash dog park.....Seriously this isn't one of the choices!? Weak!	1
Off leash park	1
Pavilion for licenced buskers, bands, and some outdoor pianos	1
Pickleball	1
Pickleball/tennis courts as in Silver Springs	1
Pond for paddle boats like royal oak	1
Pool	3
Private spray park	1
Running track	1
Running Truck	1
soccer	1
Soccer	1
Soccer clubs and softball clubs	1
Soccer pitch	1
Splash park	1
Splash Park and outdoor playground for the kids, just like the one in Rc	1
Swimming lake like arbour lake	1
Trees	1
Wading pool	2
Would love to see a park like Airdrie has wiyh splash park skate board	1
(blank)	
Sherwood	8
Dog Park	1
Kids water playground	1
Off leash dog area, swimming pool	1
Outdoor pool	1
Pickelball	1
Pondpond (like the arbor lake community centre)	1
Water park	1
Wind turbines, solar panels	1
(blank)	
Grand Total	120

Outdoor (Other)

Row Labels	Count of Other (please specify)
Kincora	11
Book club	1
Catholic monastar	1
Farmers' market, arts and crafts sales, cabana a sucre, winter festival, :	1
fireworks displays	1
G	1
Mosque	1
none	1
Off leash dog park	1
Rental area for bday parties	1
Shaded picnic area	1
we are seniors so we are interested in amenities for seniors	1
(blank)	
Nolan Hill	9
A rentable space for large groups.	1
Dance space	1
Gardening/bee keeping	1
Make it colorful & inviting to kids	1
Na	1
No opinion	1
Pool	1
Small business vendors like market	1
Sun dial	1
(blank)	
Sage Hill	9
Family paint nights	1
Library	1
Locals can display their art inside building	1
No	1
Outdoor movies	2
Plays/theatre	1
Pole dancing	1
Stick some lbeams in the ground and hang a rock from them.	1
(blank)	
Sherwood	1
Nothing	1
(blank)	
Grand Total	30



February 28, 2022

Symons Valley Park – Letter of Support

To whom it may concern:

It is my pleasure to provide a formal letter in support of the proposed Symons Valley Park project submitted by the Symons Valley Leisure and Amenities Society (SVLAS).

Now more than ever, as we begin our transition towards a post-pandemic environment, it is imperative that communal spaces such as the proposed project are readily available. This easily accessible space will allow for Ward 2 community members and their families to connect, play, and enjoy the outdoors.

Through its creation, the Symons Valley Park project stands to be an inclusive gathering space for over 47,000 Calgarians of all ages and economic backgrounds living in and around the communities of Kincora, Nolan Hill, Sage Hill, and Sherwood. Moreover, leisure facilities such as this community asset would help to better establish a community's identity. This project will provide physical, economic, and environmental benefits for the overall community and its constituents.

Encompassed with lush natural forests, walking trails, and biking trails, the park will have aesthetic appeal while also helping the community's overall health and fitness. Community members will have access to a free and inviting space to engage in physical activities of their choice, such as walking, biking, and jogging. The Symons Valley Park will also have playgrounds, basketball hoops, tennis courts, and pickleball courts to accommodate community members of all ages. Any form of the above-listed activities will encourage physical and mental health benefits for all Ward 2 residents.

Calgary Historic City Hall, 700 Macleod Trail S.E., 4th Floor
Calgary, AB, Canada T2P 2M5

The proposed Symons Valley Park will also have a positive economic effect on the community. Through an increased perception of livability and property values, along with the development of an amphitheater, the opportunities for economic traffic are endless – whether it be through performing arts events, a space for holding community and holiday events, or other entertainment and athletic opportunities.

Increased greenery and space for the planting of more trees will also have a positive impact on the community's environment. Aside from the recreational and social benefits this park will provide, it will also serve as a safe, all-season, outdoor space for community members to gather as we continue to manage the unpredictable nature of the COVID-19 pandemic.

For the above-listed reasons and more, the Ward 2 Office fully supports the efforts of the SVLAS as they seek additional funding to complete this project. We look forward to working alongside the SVLAS in fulfilling Ward 2's new community development to "play, connect, and unwind!"



Councillor Jennifer Wyness

Ward 2 | The City of Calgary

403.268.2430

Ward2@calgary.ca

March 9, 2025



Mallika Velamuri
Kincora Community Association
President
president@kincora.org | 587-575-0285

Kris McPherson
Symons Valley Park Association
President
president@symonsvalleyleisure.org | 403-991-2405

Dear Kris,

On behalf of the Kincora Community Association, I wanted to write you this official letter of support from our board. The future Symons Valley Park project is not only a much-needed amenity for the NW of Calgary it will become a community hub for Kincora, Sherwood, Sage Hill, and Nolan Hill citizens. With a lack of amenities within our own communities beyond builder provided playgrounds and the natural reserve areas our communities are striving for a place our families can be active and engaged outdoors.

Our board would like to lend our support and backing towards any grants or funding that you require. Whether this requires letters of support, in person or virtual recommendations and interviews, and any sort of in-kind donation or volunteering that our group can provide.

Although the Symons Valley Park will be officially within Kincora's boundaries, we know this amenity will be beneficial to all of our property values, a site for the KCA and other associations to host and run events and become something we can all be proud of supporting and developing.

Please reach out to our board for anything we can do to help support you in your pursuit towards fulfilling this project. I know personally your goals are ambitious and I hope to see this design come to fruition!

Mallika Velamuri

Mallika Velamuri

March 6, 2025

Nolan Hill Community Association
Calgary, AB
403-471-9760
dannyta@nolanhillca.ca
www.nolanhillca.ca



RE: Letter of support to the Symons Valley Leisure and Amenities Society

The community of Nolan Hill is one of communities part of NW Calgary's Symon's Valley area, Nolan Hill being home for 9,000 residents and also is home to majority of young families. NW Calgary is one of the fastest growing areas as evident with many infrastructure upgrades being approved and many private businesses establishing roots to support the communities here.

As a born and raised Calgarian, now with children in the same city, I do see incredible needs to support physical, mental, and community building amenities in the City of Calgary. One of our cornerstone values is to bring a sense of unity and togetherness within Nolan Hill and of the Symon's Valley area which includes Sage Hill, Kincora, and, Sherwood. These communities were not planned to have a community centre or large recreational facility which is why the project of the Symons Valley Park Society is so important. We also get many inquires from our residents for a recreation or community hub very often. This letter is to share our voice of support to the project of the Symons Valley Park Society and incredible work of the volunteers of this group.

We have partnered with the Symons Valley Park Society since their inception and have continued to work on events within the communities to spreads awareness.

We look forward to continuing to support the Society's needs on a project that would enrich the lives of thousands.

Kindly,

Danny Ta

A handwritten signature in black ink, appearing to be "Danny Ta", written over a horizontal line.

President
Nolan Hill Community Association



March 6th, 2025

Kris McPherson
Symons Valley Park Association
President
president@symonsvalleyleisure.org | 403-991-2405

Dear Kris,

On behalf of the Sage Hill Community Association (SHCA), I wanted to write you this official letter of support from our Board. I am new to the position of President but I have lived in Sage Hill for the past 17 years. I have been here since the inception of most of these communities and lived my life in Calgary. I've seen what other communities have to offer their members and, unfortunately, I've seen the opposite. The Symons Valley area is in dire need of a recreational orientated facility that can benefit all the surrounding communities, and this seems to be the only central lot of land large enough to do so. When you take in the sheer number of people and the demographics in the surrounding neighbourhood's and what little the City has offered to these areas, your endeavour is our best chance of embracing community spirit and bringing us all together.

The SHCA would like to lend our support in any way possible. Whether this is through social media, volunteering, or attending events/meetings. We want to see this project succeed sooner than later.

Please reach out to the SHCA for anything we can do to help support you in your pursuit towards fulfilling this project. I know personally your goals are ambitious and I hope with the right team and support from City Councilor's and the private sector, we can all one day enjoy what the Symons Valley Area is so desperately in need of.

Yours truly,

Ron Howey

President - Sage Hill Community Association

President - Sage Hill Residents Association



SHERWOOD COMMUNITY ASSOCIATION

To: Kris McPherson
President
Symons Valley Leisure and Amenities Society
president@symonsvalleyleisure.org
403-991-2405

Date: March 11, 2025

Subject: Letter of Support to Symons Valley Leisure and Amenities Society (SVLAS)

This official letter is being written to reaffirm support of Symons Valley Leisure and Amenities Society (SVLAS) current and future funding / grant applications.

The Sherwood Community Association (SCA) is a non-profit organization composed of volunteers who represent Sherwood community residents to the City of Calgary and many other neighboring communities and organizations. The SCA was established and formally incorporated in 2010 and has been evolving and growing since then. The primary function of the organization is to act as a liaison between residents, provide/encourage resident engagement and youth leadership programs through creating a wide variety of events that in turn create a sense of belonging in the community. All residents are encouraged to voice their opinions and concerns, which builds a welcoming and inclusive environment for residents to engage in.

On behalf of the Sherwood Community Association, I extend our full support to all types of the projects of SVLAS. The future Symons Valley Park project is not only a much-needed amenity for the NW of Calgary it will become a community hub for Kincora, Sherwood, Sage Hill, and Nolan Hill residents. With a lack of amenities within our own communities beyond builder provided playgrounds and the natural reserve areas our communities are striving for a place our families can be active and engaged outdoors.

Our Board of Directors would like to extend our support and backing towards any grants or funding required for the success of SVLAS. If you require any further clarification, I would be happy to discuss this with you. Feel free to contact me at president@sherwoodca.com.

Sincerely,

Moncy Abraham
President
Sherwood Community Association



LEGISLATIVE ASSEMBLY
ALBERTA

To whom it may concern,

Please accept this letter as support for the Symons Valley Park project.

As the MLA for the constituency of Calgary-Foothills, which includes the Symons Valley communities of Kincora, Nolan Hill, Sage Hill, Sherwood, and the west side of Evanston, I commend the work done so far on this project by all the dedicated volunteers and community members.

Symons Valley Park will create a much-needed recreational destination for the residents currently in the area and all the future residents of the many growing communities nearby.

The foresight shown by the planning committee to meet the needs of all residents, while making the area much more attractive for prospective residents, is remarkable. The variety of activities that will be available at this facility provides something for all age groups; a welcome addition that counters the current lack of accessible recreational facilities in the area.

Ensuring that Calgarians in all parts of the city have accessible recreational and leisure facilities in their communities is essential to creating a welcoming and inclusive Calgary. The care put into the Symons Valley Park proposal by those involved has resulted in a project that is well suited to this goal.

I strongly support the Symons Valley Park project and I am pleased to provide this letter of support.

Best regards,

A handwritten signature in black ink, appearing to read 'Court Ellingson'.

Court Ellingson
MLA for Calgary-Foothills
Critic for Technology & Innovation

Office
Room 559, Wellington Building
House of Commons,
Ottawa Ontario
K1A 0A6
Tel.: 613 992 0826
Fax.: 613 992 0845
pat.kelly@parl.gc.ca



Constituency
202-400 Crowfoot Crescent NW,
Calgary Alberta
T3G 5H6
Tel.: 403 282 7980
Fax.: 403 282 3587
pat.kelly@parl.gc.ca

Pat Kelly
Member of Parliament,
Calgary Rocky Ridge

2021.05.04

To Whom It May Concern

Re: Symons Valley Park

I am pleased to provide a letter of support for Symons Valley Park, a project led and managed by the Symons Valley Leisure and Amenities Society.

Development of this park is estimated to cost approximately \$3 million, which is being raised through private sponsorship, community fundraising and government support. It is my understanding that the intent of the project is to develop an accessible space with all-season outdoor amenities for recreation and leisure for over 30,000 residents of the communities of Kincora, Sage Hill, Nolan Hill, Sherwood and beyond.

Key features of Symons Valley Park include a natural forest with walking and biking trails, a multipurpose rink, basketball hoops, tennis and pickleball courts, a bicycle skills park, a playground, barbecue and picnic area, an amphitheatre, and seasonal storage.

I wish the Symons Valley Leisure and Amenities Society all the best with their fundraising efforts and grant applications, and with the anticipated completion of this significant project.

Sincerely,

Pat Kelly, MP
Calgary Rocky Ridge
Shadow Minister for Small Business and
Western Economic Development

Symons Valley Park

Concept Plan



Symons Valley Park

Concept Plan

Considerations for Phasing:

- Effect on costs
- Funding timeline
- Grant requirements
- Risk of incompleteness



Symons Valley Park

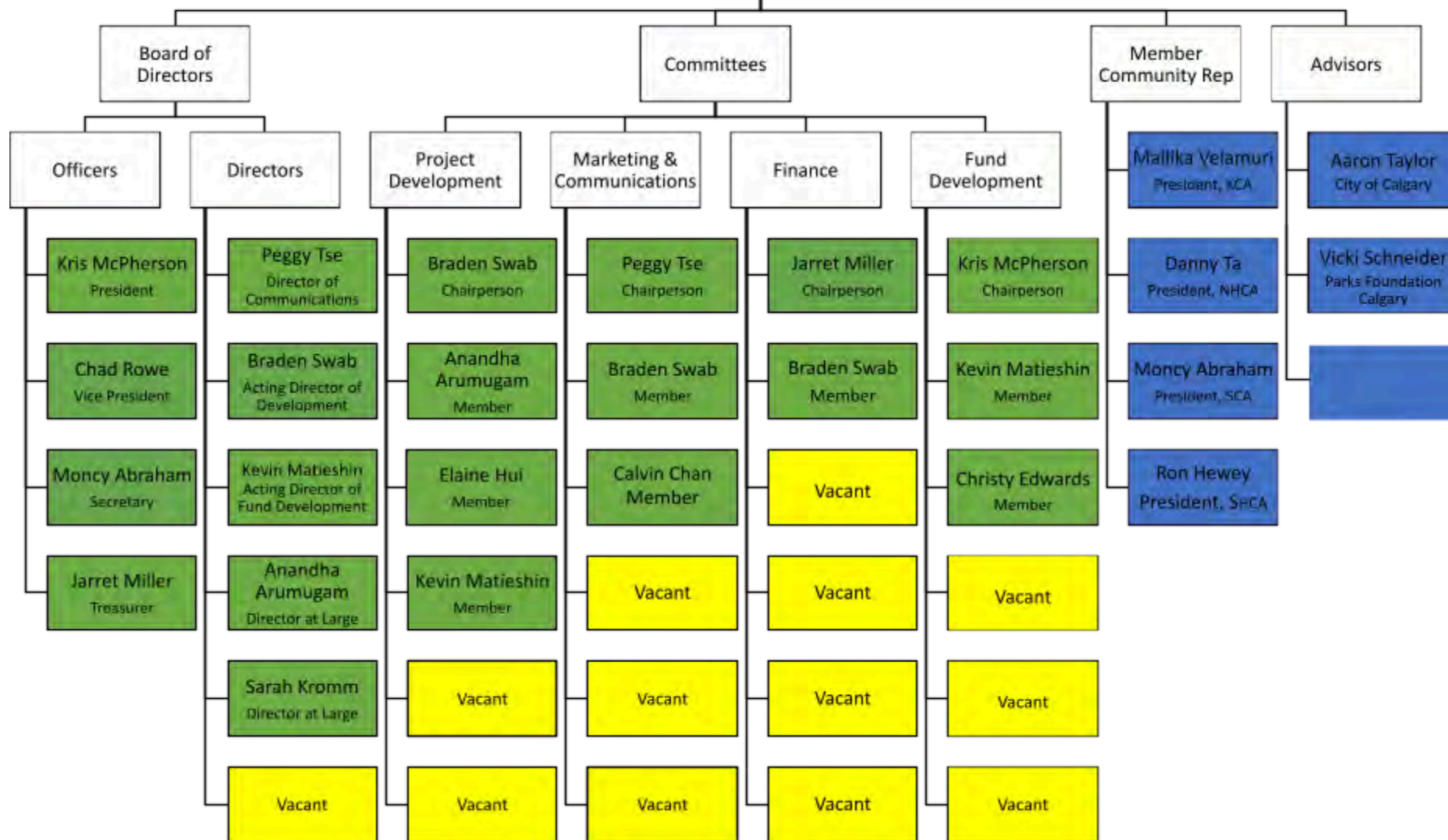
EC2025-0307
Attachment 3

Concept Plan

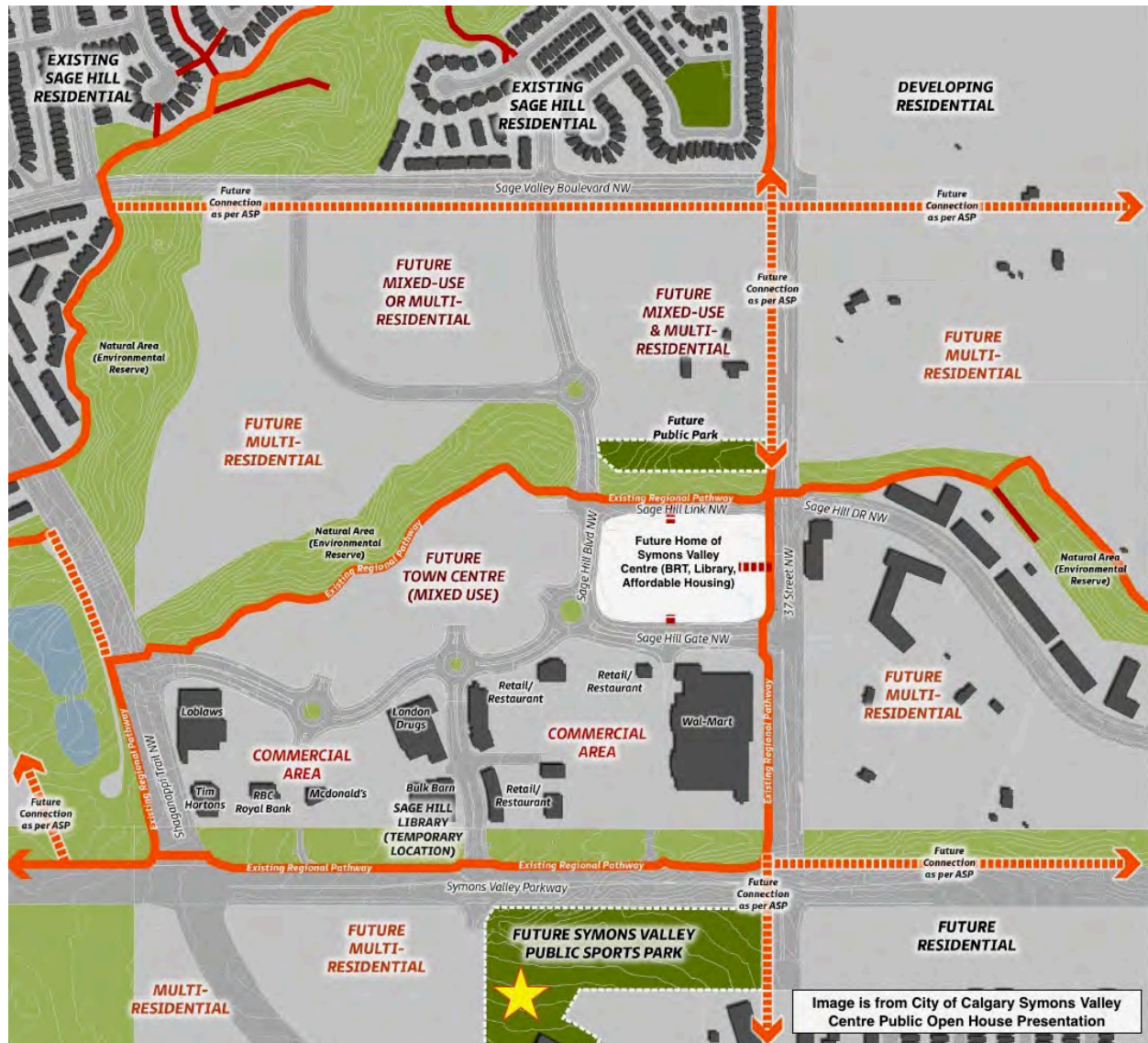
Phasing Approach:

- Establish vegetation
- Security/safety
- Costs
- Community feedback
- Useable park after each phase





Updated March 2025

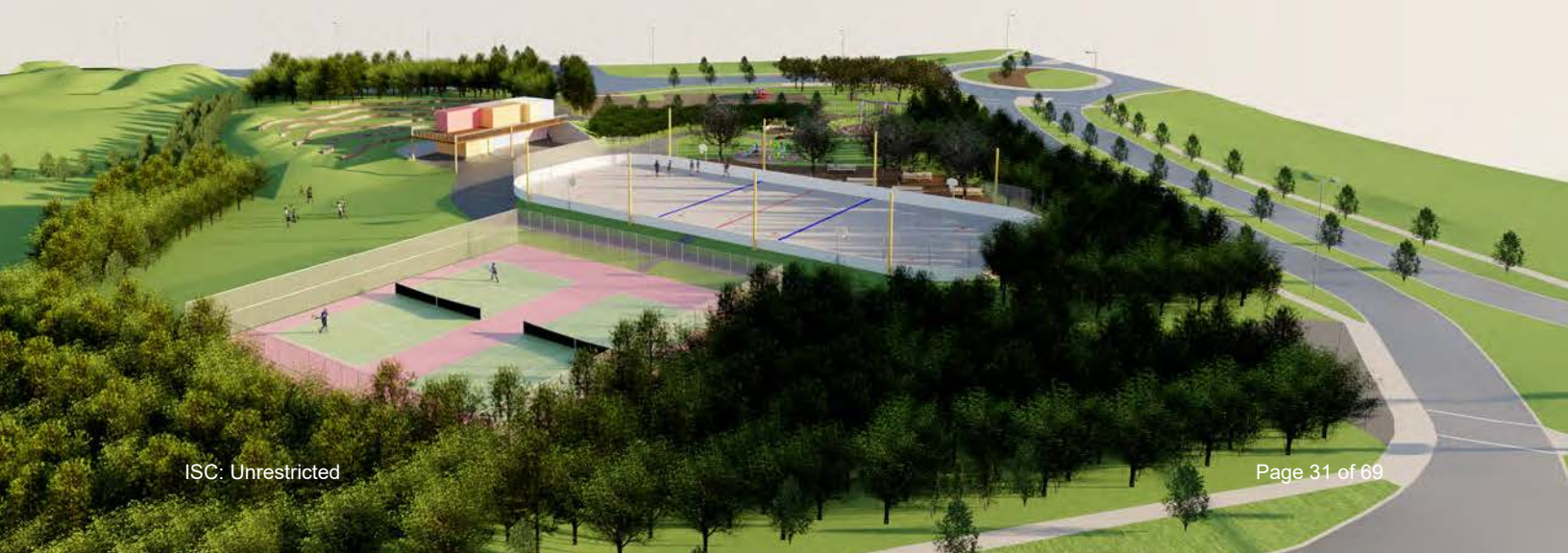




Your new destination to
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Business Plan 2024

symonsvalleypark.ca



EXECUTIVE SUMMARY

The Symons Valley Leisure and Amenities Society (SVLAS) was officially registered as a non-profit society in Alberta under the Societies Act and Regulation in February of 2017. The society is operated entirely by a volunteer Board of Directors and volunteers for approved committees, with no paid employees.

The primary purpose of SVLAS is to provide social and recreational amenities, and promote social and recreational activities, to members of the four communities in the Symons Valley residential area of Northwest Calgary: Nolan Hill, Sage Hill, Kincora, and Sherwood. With a lack of outdoor social and recreational amenities in the Symons Valley region, this purpose is set to be accomplished primarily in the design, construction, and operation of the future Symons Valley Park.

Therefore, the mission of SVLAS is to create community-accessible, all-season outdoor recreation and leisure amenities for our four Symons Valley area communities. We believe that the centralized Symons Valley Park is the best way to provide substantial public benefit to our communities as a whole, especially considering the current absence of such recreational amenities.

Through seven years of operation, SVLAS has cultivated key relationships and partnerships with our local communities and governments. We are partnered with the registered Community Associations from each of the aforementioned Symon Valley communities, with each as a Member Organization of the society.

We have worked closely with the City of Calgary through our Ward 2 Councillors, Neighbourhood Partnership Coordinator (NPC), City of Calgary Parks and Recreation, and other members of City administration. SVLAS is also partnered with Parks Foundation Calgary, who accept charitable donations on our behalf as an approved Parks Foundation project.

Finally, SVLAS has also received written support and encouragement from the Province of Alberta through our provincial MLA, Court Ellingson, and from the Government of Canada through our MP, Pat Kelly.

SVLAS has commissioned a conceptual design for the future Symons Valley Park, to be located on the empty parcel located south of Symons Valley Parkway NW, east of Kincora Gate NW, and north of Kincora Glen Road NW (eastern portion of Lot 3MR, Block 10, Plan 151 3271). This land has already been designated in the Symons Valley Community Plan as a Community Centre site, and is already zoned as "Special Purpose – School, Park and Community Reserve (S-SPR)".

The concept design for Symons Valley Park was prepared using input from many Symons Valley community members, as well as the SVLAS Board of Directors. The design includes amenities such as an outdoor rink, tennis courts, walking paths, BBQ/picnic areas, playgrounds, a bike skills park, and more. Features are specifically designed to be accessible to citizens of all abilities. The park is planned to be constructed in multiple phases, with the first phase construction beginning in the spring of 2026. After a thorough Request for Proposal (RFP) process, SVLAS has engaged TULA Projects as our Primary Consultant for the balance of the project.

The successful completion and sustainable operation of Symons Valley Park will provide immense value to the four Symons Valley communities as the primary outdoor recreational hub. In providing these amenities, this project accomplishes the SVLAS Objects while supporting the role and mandate of the City of Calgary Community Services.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Symons Valley Leisure and Amenities Society (SVLAS) Board of Directors in accordance with all applicable legislation, society bylaws, and organizational policies. It has been adopted and approved by the Board of Directors on July 30, 2024.

[Unanimously-approved motion to adopt this plan can be found in meeting minutes from the meeting of the Board of Directors on July 30, 2024.]



Kris McPherson
President, SVLAS Board of Directors



Chad Rowe
Vice President, SVLAS Board of Directors



PROJECT INFORMATION

LOCATION

The Symons Valley residential area is located in northwest Calgary. It is bordered by 144 Avenue NW to the north, 14 Street NW to the east, Stoney Trail NW to the south, and Sarcee Trail NW to the west.

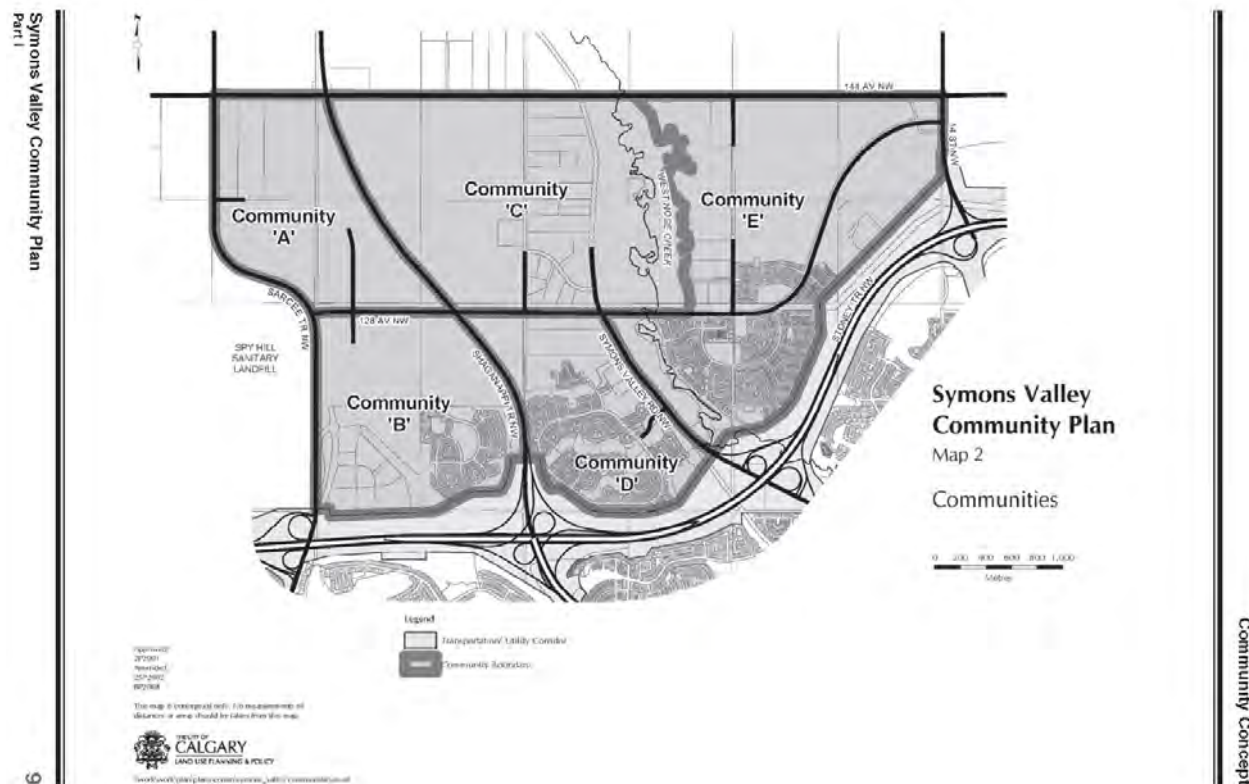


Figure 1. City of Calgary Symons Valley Community Plan (Part I) Map 2 - Communities

As shown in Figure 1 above from the Symons Valley Community Plan (City of Calgary Planning & Transportation, 2017), there are five communities contained in Symons Valley: Nolan Hill (Community 'A'), Sherwood (Community 'B'), Sage Hill (Community 'C'), Kincora (Community 'D'), and Evanston (Community 'E').

For the purposes of this Business Plan, the objects of SVLAS, and Symons Valley Park, Evanston and its community association is not included as a Member Organization or in this definition of "Symons Valley". Evanston was excluded at the onset of SVLAS due to its separation by distance, topography, and size (with 15,500 people and 403 Hectares). Evanston has also undertaken its own small park project as it has its own designated community centre space. Finally, it is notable that the Symons Valley Community Plan itself often treats Evanston as separate from the other four (Communities A-D).

Therefore, all references in this report to "Symons Valley" include only the four member communities of Nolan Hill, Sherwood, Sage Hill, and Kincora.

SVLAS maintains a close relationship with the Evanston Community Association, its representatives, and the volunteers directing its park project.

While not officially included, it is reasonable to assume that some Evanston residents may make use of amenities at Symons Valley Park that they do not have in their own community, as Symons Valley Park has more designated land and a more comprehensive scope.

POPULATION

The Symons Valley area contains a diverse population of over 32,000 people (Statistics Canada, 2021) that continues to grow, with multiple new single- and multi-family developments currently under construction. The Symons Valley Community Plan estimates a total population of around 38,000 for these four communities by 2024.

Some other highlights from the 2021 Statistics Canada Census Data include:

- **Relatively young communities:** almost 90% of the population is under 60 years of age, and roughly one third of the population is under 20.
- **Hub of taxpayers:** there are more than 11,000 private households, a number that is growing quickly, especially through new multi-family developments.
- **Young families:** with an average of three people per household, nearly one third of the population under 20, and nearly two thirds of the population under 40, it is clear that Symons Valley has a significant population of young families.

Table 1. 2021 Government of Canada Census Results

2021 GOVERNMENT OF CANADA CENSUS RESULTS							
CATEGORY	KINCORA	SHERWOOD	NOLAN HILL	SAGE HILL	TOTAL SYMONS VALLEY	PERCENTAGE	CUMULATIVE PERCENTAGE
POPULATION							
Age 0-9	1,000	895	1,605	1,725	5,225	16.0%	16.0%
Age 10-19	1,030	980	1,230	1,120	4,360	13.4%	29.4%
Age 20-39	2,035	1,975	2,845	3,760	10,615	32.5%	61.9%
Age 40-59	2,090	1,940	2,310	2,630	8,970	27.5%	89.3%
Age 60-79	910	670	555	960	3,095	9.5%	98.8%
Age 80+	220	65	25	65	375	1.1%	100.0%
TOTAL POPULATION	7,290	6,537	8,581	10,242	32,650		
HOUSING							
Single Detached	1,445	1,310	1,915	2,240	6,910	62.6%	62.6%
Semi-detached & Row	460	240	440	920	2,060	18.7%	81.3%
Apartment	575	490	330	660	2,055	18.6%	100.0%
1-Person Households	525	300	355	855	2,035	18.4%	18.4%
2-Person Households	690	475	675	1,140	2,980	27.0%	45.5%
3-Person Households	395	425	525	710	2,055	18.6%	64.1%
4-Person Households	525	460	655	720	2,360	21.4%	85.5%
5-Person Households	345	385	475	385	1,590	14.4%	99.9%
TOTAL HOUSEHOLDS	2,480	2,040	2,690	3,820	11,030		
Average Per-Household	2.94	3.20	3.19	2.68	2.96		
LAND							
Land Area (sq km)	2.23	1.95	2.03	4.06	10.27		
Population Density (per sq km)	3,269	3,352	4,227	2,523	3,179		

COMMUNITY PLAN

Symons Valley is an area rich with green spaces and natural beauty. Planners used the many ravines to their advantage. As a result, these four communities are relatively walkable and bike-able when staying inside the Symons Valley area. Foot and bike traffic become more challenging when travelling outside of the region, especially for younger residents, due to major roadways like Stoney Trail. This means that recreational amenities located outside of Symons Valley typically require a vehicle to access. For many Symons Valley residents, this challenge severely limits their engagement in outdoor activities.

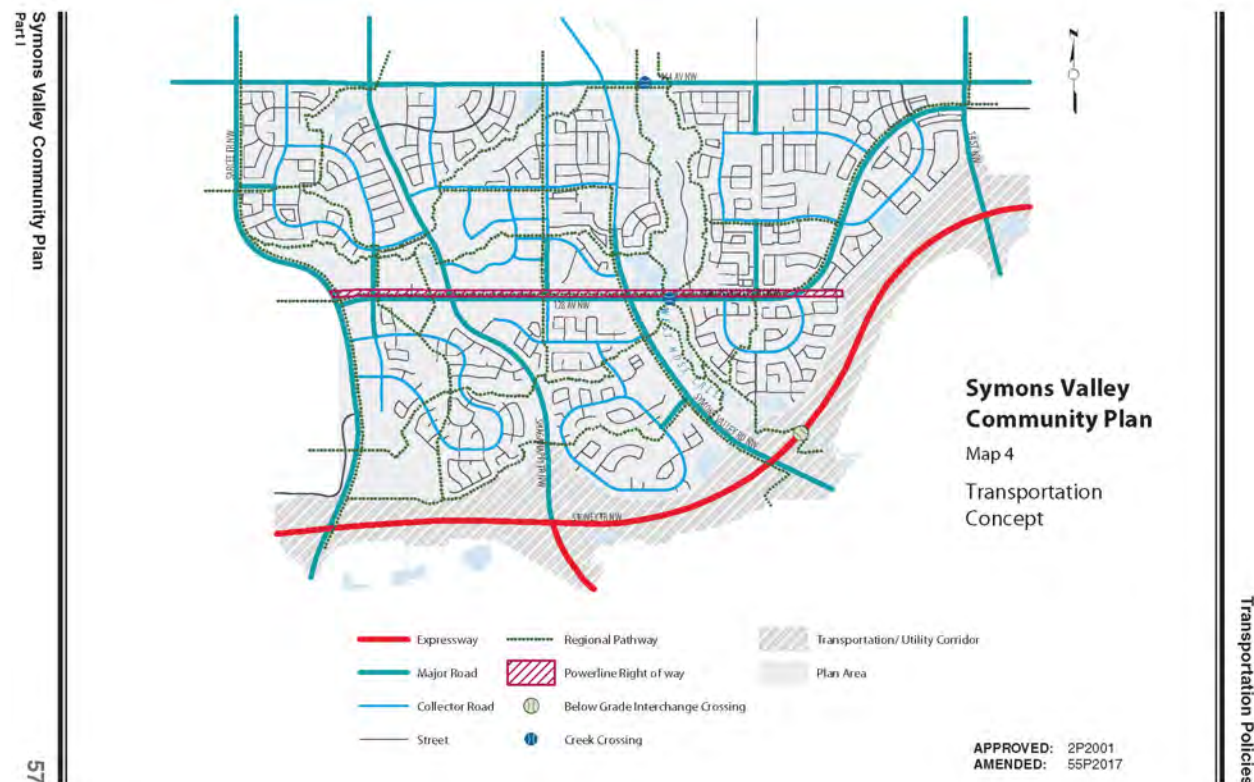


Figure 2. City of Calgary Symons Valley Community Plan (Part I) Map 4 - Transportation Concept

Symons Valley contains many commercial areas, making shopping, restaurants, and health services easily-accessible to residents. Beacon Hill, located in Sherwood, is the largest of these shopping centres. Creekside, located east of Symons Valley Boulevard across from Kincora, is also relatively large. Sage Hill Crossing is located north of Kincora and south of Sage Hill (directly north of the intended location of Symons Valley Park), is well-situated to serve all four communities. It is near a future transportation hub and many of the most densely-populated multi-family developments.

Other small commercial areas include: two in Nolan Hill, two in Sage Hill, and Symons Valley Ranch (north of 144 Avenue NW). A new business park is also being developed on the west side of Symons Valley (SW corner of Nolan Hill).

While these areas are convenient for shopping, eating, automotive services, and health services, they do not contain many social or recreational amenities. Indoor social and recreational amenities are limited to restaurants, pubs, coffee shops, and fitness centres – all of which are 'pay-to-play' private establishments.

Outdoor recreation in Symons Valley is currently limited to:

- Small playgrounds
- Empty soccer fields (primarily at Joint Use Sites)
- Small, minimalist baseball diamonds (primarily at Joint Use Sites)
- Walking/biking paths (grassland, with few trees or wind shelter)
- Small, temporary, community-organized outdoor rinks (skating only, no sports allowed)

Vehicular transportation is excellent due to the proximity of major roadways, especially Stoney Trail. Public transit is still very limited in many of the communities, though this is expected to improve with the future transit hub north of Sage Hill Crossing.

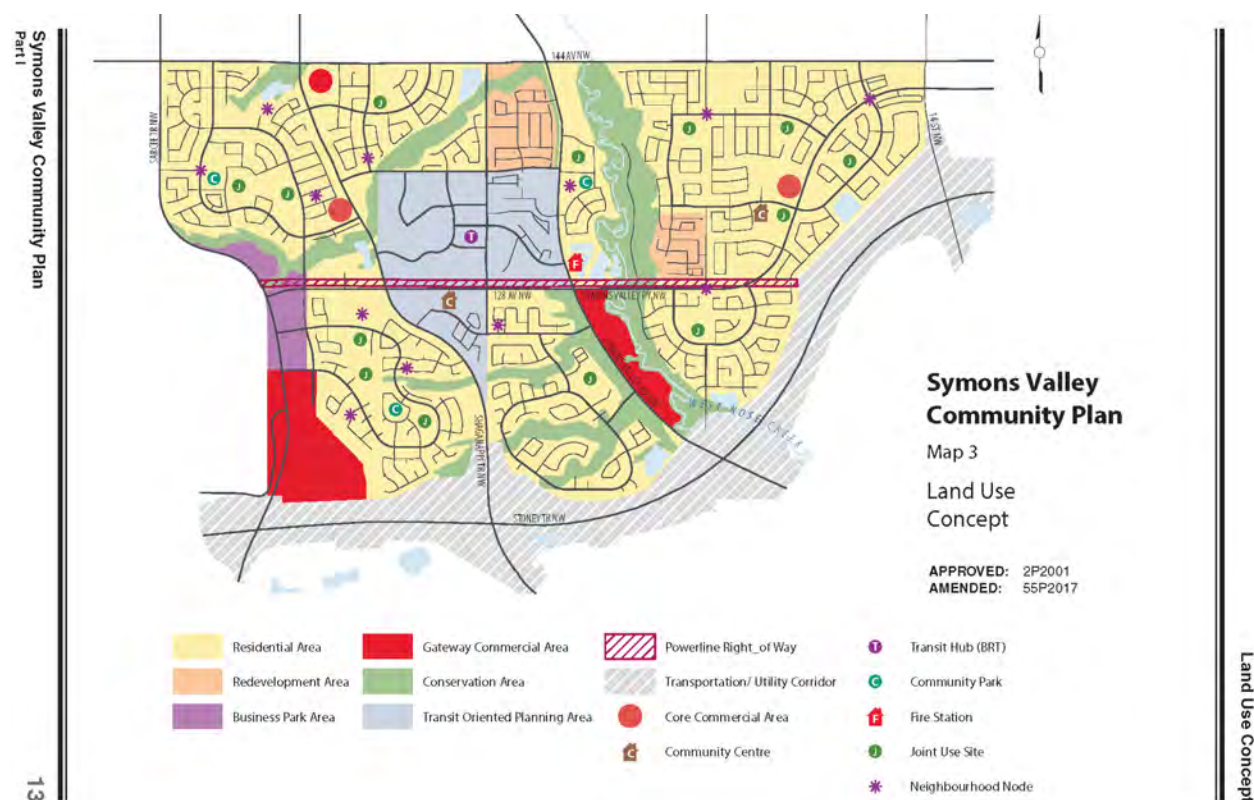


Figure 3. City of Calgary Symons Valley Community Plan (Part I) Map 3 - Land Use Concept

The four communities that make up Symons Valley have one designated Community Centre site between them, located south of Symons Valley Parkway NW, east of Kincora Gate NW, and north of Kincora Glen Road NW (Lot 3MR, Block 10, Plan 151 3271).



Figure 4. Map of Symons Valley Park site location



Figure 5. Aerial view of the park site, looking west, during an SVLAS Movie in the Park event

Roughly two thirds of this parcel, on its east side, contain City of Calgary soccer fields and a few plantings. As of the publication of this Business Plan, these fields have not been booked and are rarely used by residents. This is due to the busy nearby roadways and topography, making safety and lost soccer balls a concern. The City of Calgary recently installed a chain link fence around these two fields in an attempt to mitigate this problem.



Figure 6. View of adjacent soccer fields, looking south east from north west corner



Figure 7. View of adjacent soccer fields, looking east from south west corner

The western portion of the Community Centre site is currently empty, except for grass and weeds, and has been designated for use as a social and recreation amenity. **Specifically, this amenity is intended to be developed by a community-supported social and recreational organization, not by the City of Calgary Parks and Recreation department**



Figure 8. View of park land, looking south west from north east corner



Figure 9. View of park land, looking north west from south east corner

MISSING AMENITIES

While Symons Valley residents have convenient access to various indoor services like shopping, dining, and health services, space for recreation is sorely lacking both indoors and outdoors.

The closest indoor recreation centres are the Rocky Ridge YMCA (7.1 km drive from the nearest Symons Valley home, or a 1.5 hour walk) and Vivo (7.3km drive from the nearest Symons Valley resident, or a 1.25 hour walk).

Outdoor recreation is limited to the few activities mentioned in the section above. There are currently no permanent hard-surface sports courts of any kind (permanent outdoor rink, tennis court, basketball, etc.) in Symons Valley. All such amenities are located in communities south of Stoney Trail. As shown in Figure 2, there is only one regional pathway that crosses to the south of Stoney Trail, located along a major roadway (Symons Valley Boulevard). Therefore, access to these amenities is essentially limited to vehicular access, with each site at least a 10-minute drive from the centre point of Symons Valley.

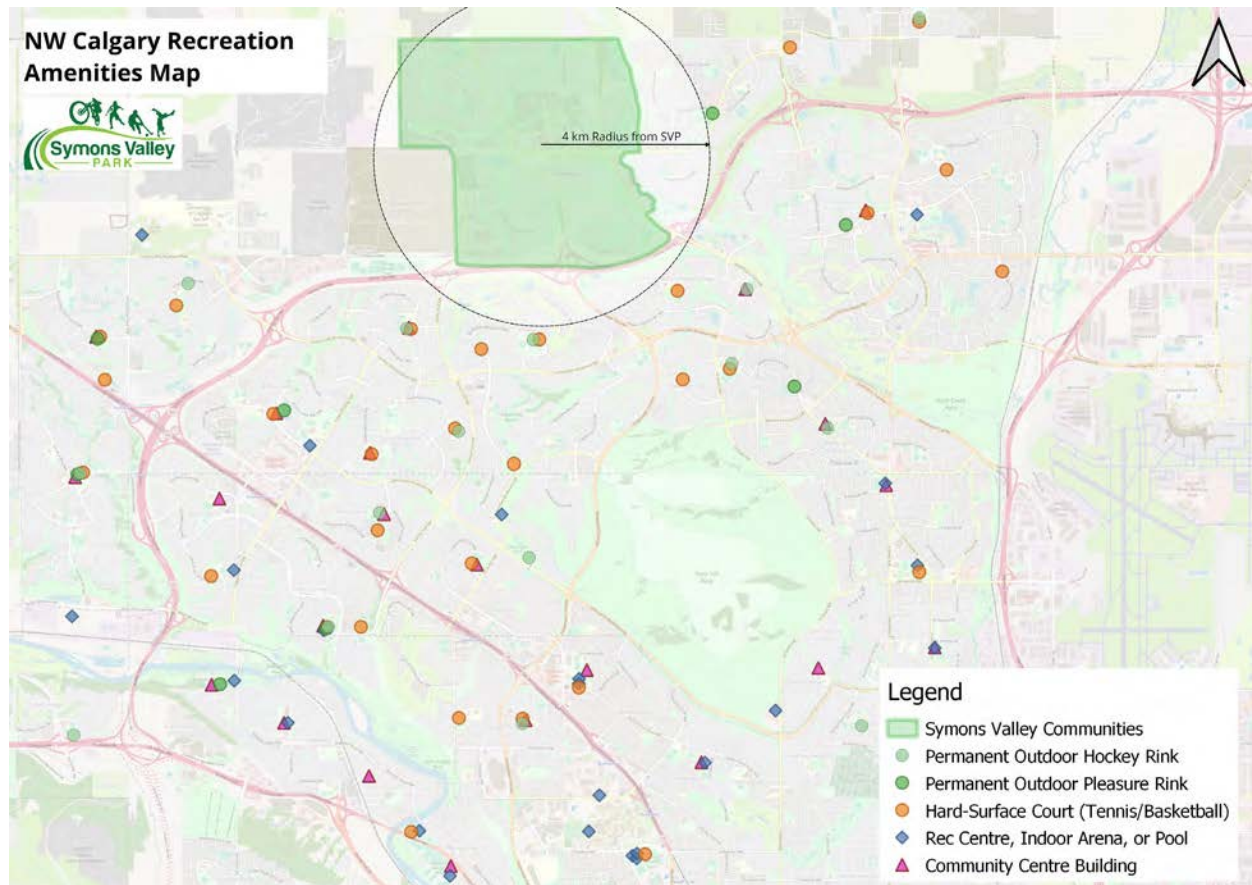


Figure 10. NW Calgary Recreation Amenities Map

Symons Valley is lightly treed, with most pathways located along roadways or through reserve grassland. While there are a number of well-located playgrounds, none of these are specifically designed to be accessible to residents with physical limitations. There are also no designated picnic/BBQ sites, and very limited space (indoor or outdoor) for the arts, community meetings, or community storage.

Some of the Symons Valley communities have attempted to develop small recreational amenities at Joint Use Sites that are unlikely to receive a public school, but have so far been denied permission.

Symons Valley communities, in some ways, seems specifically neglected for outdoor recreational amenities. While older communities can perhaps be expected to have more developed outdoor recreation opportunities, it should be noted that the new communities to the east of Symons Valley, Carrington and Livingston, already have significant amenities despite being much newer than the Symons Valley communities. Carrington has a community park that contains a skateboard park, gardens, picnic benches, a half-court basketball area, a large playground, and walking path (located 4.8 km, or a 1-hour walk, from the centre of Symons Valley). Livingston has a community facility that includes a community centre building, large playground, amphitheatre, outdoor rink, tennis courts, picnic/BBQ areas, walking paths, trees, and more (located 7.4 km, or a 1.5 hour walk, from the centre of Symons Valley).

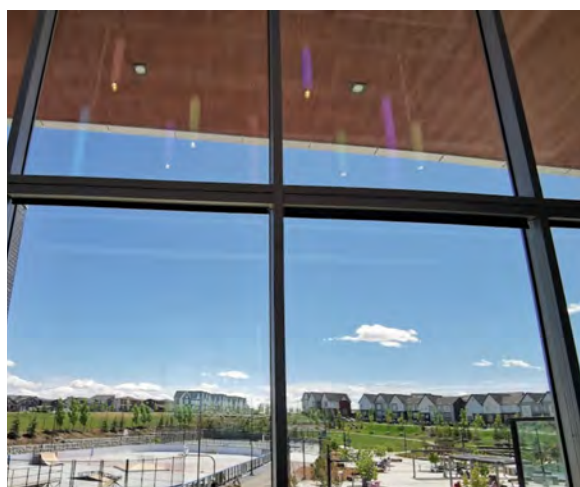


Figure 11. Livingston Hub in NW Calgary

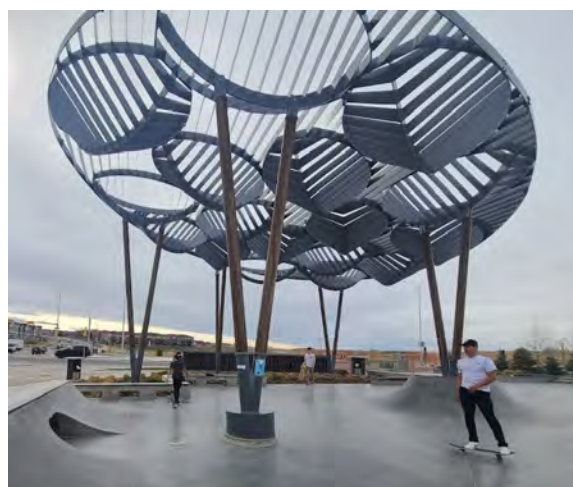


Figure 12. Carrington Skate Park in NW Calgary

LAND NEEDED

Due to the lack of land that isn't designated as a Joint Use Site, and the need for these amenities in all four Symons Valley communities, the most realistic and efficient option is to develop a centrally-located hub for outdoor social and recreational activities. As a result, the idea for Symons Valley Park was born and SVLAS created to bring the idea to fruition.

As the only designated Community Centre space in the Symons Valley area, the western 1.43 hectares of undeveloped land was the clear, and perhaps only, choice. This land is ideally located near the centre of Symons Valley, defined here as the intersection of Shaganappi Trail NW and Symons Valley Parkway NW. It is owned by the City of Calgary and is already zoned as Special Purpose – School, Park and Community Reserve (S-SPR). Refer to Figure 4 above for a map of this location.

In addition to being the only designated Community Centre site, this location carries many other benefits, which include (but are not limited to):

- Close to all four communities, with walks to the site ranging from 1 to 30 minutes for all Symons Valley residents, and most bike routes under 10 minutes.

- Close to the Sage Hill Shopping Centre, the core services area for many Symons Valley residents. The walk between the park location and the shopping centre requires one single, traffic-light-controlled crosswalk.
- Close to the majority of multi-family developments in all four communities. Apartment-style housing, which makes up most of these developments close to the park, have an enhanced need for outdoor recreational amenities since they do not have their own backyards or driveways.
- Close to transit, with a bus stop immediately adjacent to the site and a planned transit hub less than a 10-minute walk north.

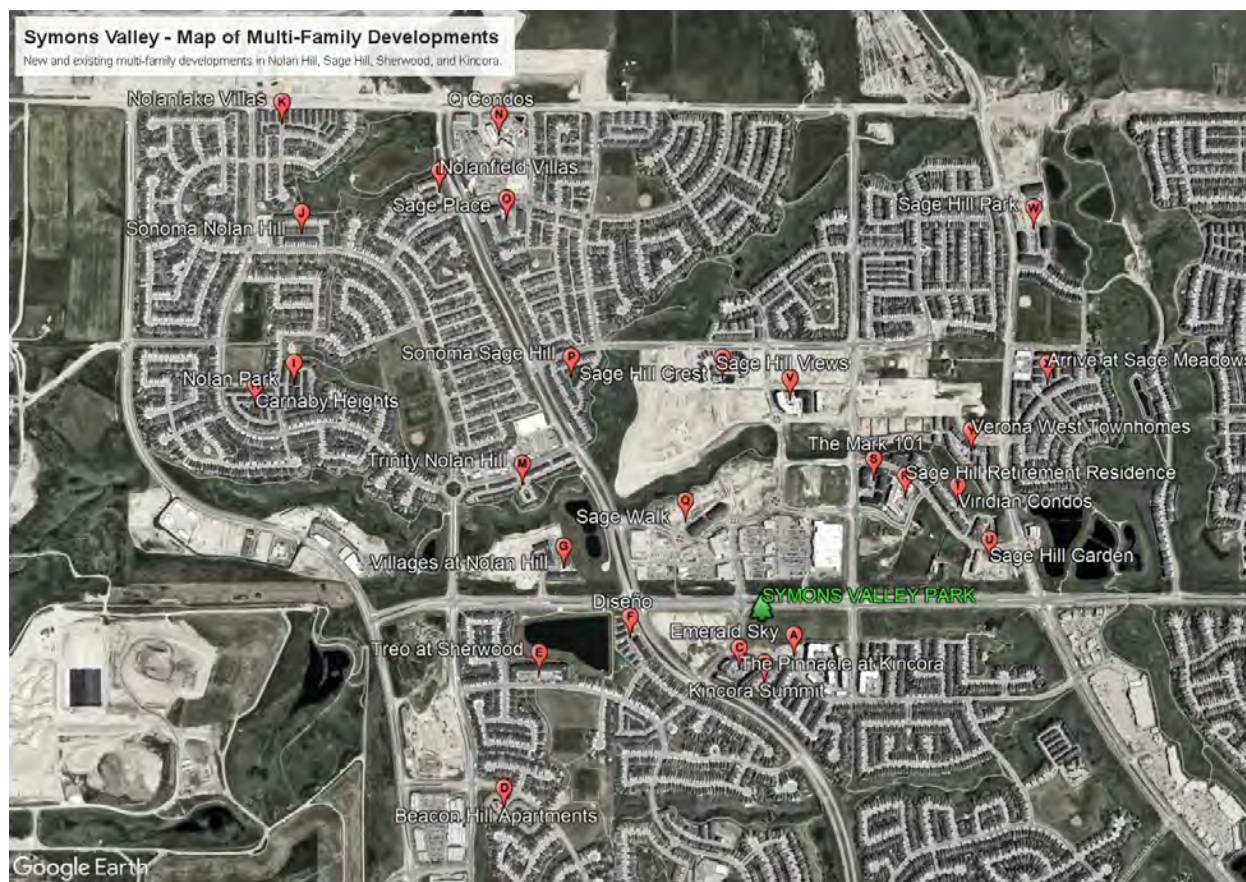


Figure 13. New and existing multi-family developments in Nolan Hill, Sage Hill, Sherwood, and Kincora.

While this land is the most logical choice, it does not come without challenges:

- Located near a busy road, with Symons Valley Parkway NW to the north. While this makes it accessible, it limits pedestrian and bike traffic slightly and poses a safety risk.
- The soccer fields on the adjoining land are rarely used and designed inefficiently. SVLAS would be excited to develop this space alongside the current Symons Valley Park design.
- Due to the major roadways of Symons Valley Parkway NW and Shaganappi Trail NW, this location is slightly more convenient and accessible for residents of Kincora than the other three communities.
- This site is located outside of all Residents Association boundaries. While this can be seen as a positive that makes the site more neutral, it limits the support (financial and otherwise) that Residents Associations of any of the communities can contribute.

A large group of people is sitting on the grass in a park at dusk. They are all looking towards a light source in the distance, possibly a stage or a fire. The scene is peaceful and communal. The text "COMMUNITY ENGAGEMENT" is overlaid in the center.

COMMUNITY ENGAGEMENT

To determine the best features to include in the future Symons Valley Park, and to encourage community buy-in and participation in the park design process, SVLAS prepared a community engagement process that included surveys, events, solicitation of volunteers, and support from local businesses.

PARK SURVEY

Through the social media channels of the four Community Associations, SVLAS sent out a short survey about the park project and the features it should include. This survey got an astonishingly strong response, with over 1,400 submissions: Sherwood (90), Kincora (426), Sage Hill (426), Nolan Hill (347), and Other (143).

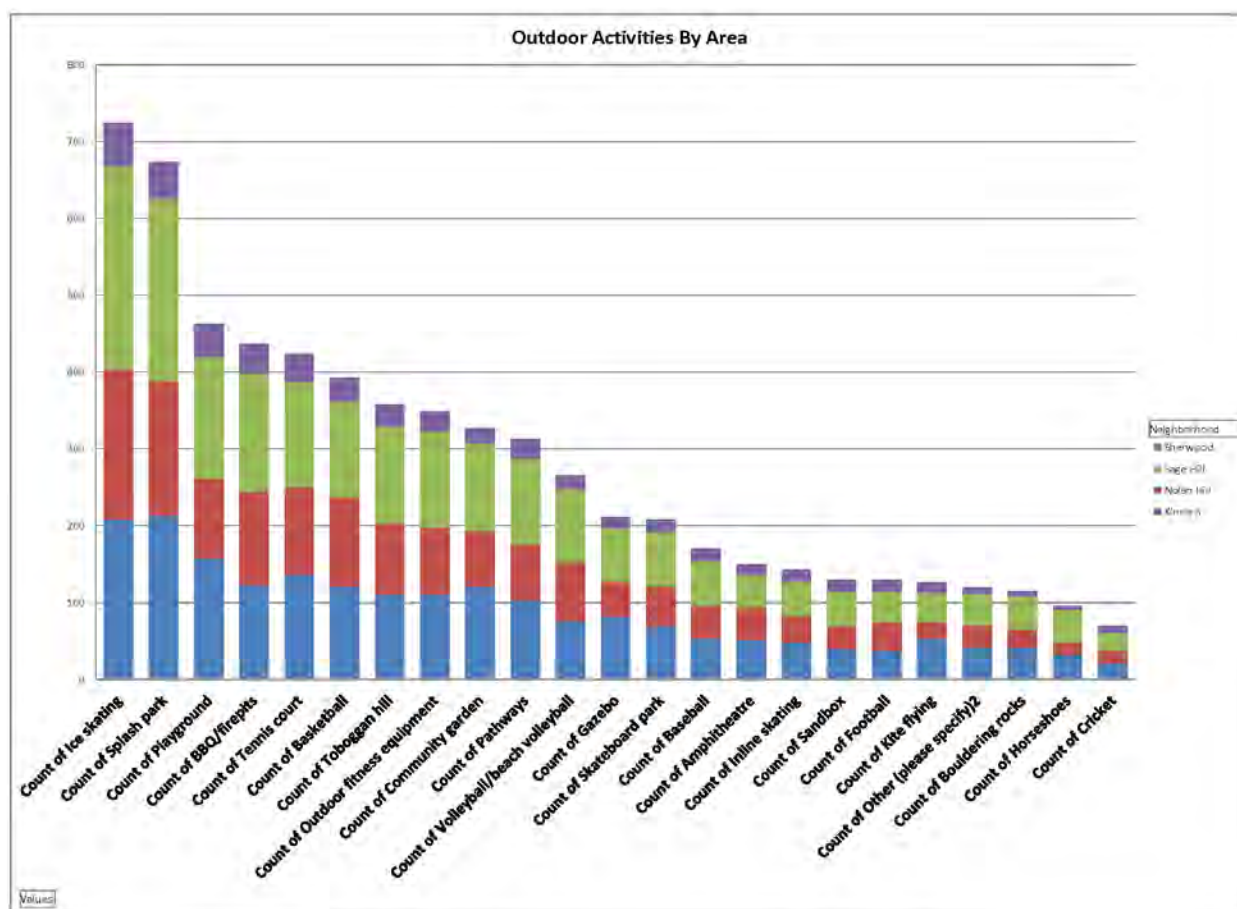


Figure 14. Outdoor Activities by Area survey results

The survey also gave choices for indoor activities. It was eventually decided, however, that due to the City of Calgary's reduced emphasis on building indoor community association buildings, the only indoor space on the park site would be for storage and washrooms. In lieu of this, some of the highest survey responses for indoor activities ("sports", "movies", "yoga", "arts", etc.) were incorporated into the design of outdoor spaces.

Respondents were also given the choice to express their opinion on the type/timeline of the project. The results, of this question were:

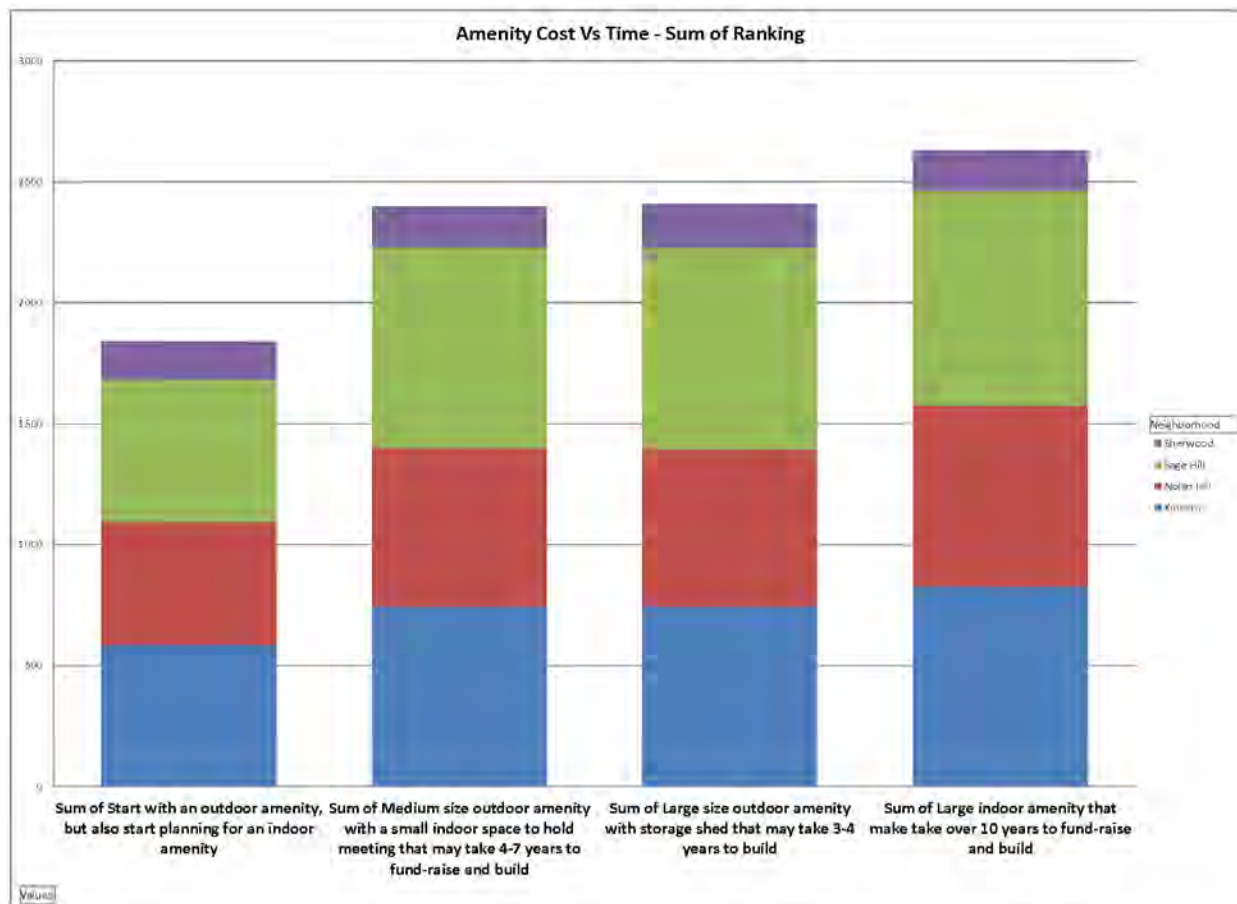


Figure 15. Amenity Cost vs Time survey results

EVENTS

As part of community engagement, SVLAS has organized and attended various public events for members of the Symons Valley communities, with the goal of relationship-building, awareness, and providing recreation event before a completing an amenity.

Some of these events include:

- Movie in the Park
- Family Fun Days
- City of Calgary Drop-In Play
- Holi Celebration of Colours



Figure 16. SVLAS Movie in the Park 2022

VOLUNTEERS

SVLAS is a society based primarily on the support of volunteers. The SVLAS Board of Director positions are all held by volunteer members of Symons Valley communities, as are the board members of the four community associations. Our organization has had various community members volunteer for events and specific tasks.

SVLAS also utilizes volunteers to fill our various committee positions, with each committee chaired by a member of the board. These committees include:

- Project Development Committee
- Marketing & Communications Committee
- Finance Committee
- Fund Development Committee

Finally, SVLAS has a few volunteer advisors – members of communities outside of Symons Valley that have experience with similar capital projects, board governance, and more.

SVLAS plans to continue to leverage volunteers as the primary contributors to planning, managing, and further developing our organization and our Symons Valley Park project. We anticipate increased volunteer interest as momentum towards the start of construction grows.

BUSINESS SUPPORT

SVLAS has done some limited exploration into partnerships with local businesses, as a means of both fundraising and community engagement. Partnerships with small businesses in the Symons Valley region provide both funding, and added awareness through business social media channels and word-of-mouth.

Examples of this so far include:

- Silent auction sponsorship from local businesses.
- Complimentary articles in community newsletters.
- Discounted pricing on graphic design services.
- Donation of rain barrels for fundraising sale.

SVLAS plans to further develop business partnerships for both seed funding and operational funding in the future, which is outlined further in the Fund Development section below.



PROJECT DEVELOPMENT

CONCEPT DESIGN

In 2018, SVLAS commissioned a concept design for the future Symons Valley Park through Ground Cubed Landscape Architects. Kelsi Hurlbut was the landscape architect who spent the most time working with the SVLAS board.

The concept design process utilized the community engagement data to identify the most-desired features of a centralized Symons Valley Park. Through discussion, certain features were deemed essential (like a multi-use outdoor rink), while some, though popular, were deemed infeasible (like a splash park, though a small water feature was included).

The final version of the concept design therefore addressed most of the most popular outdoor activity requests:

Table 2. Concept Design Features

Requested Activity	Concept Design Feature
Ice Skating	Hockey rink Ability to convert tennis courts to a pleasure skating rink in the winter
Splash Park	Water feature at amphitheatre
Playground	Two playgrounds design for different age groups
BBQ / Fire Pits	Picnic/BBQ area with outdoor grills, picnic tables, and fire pits
Tennis Court	Double tennis court
Basketball	Basketball hoops as part of the rink design for summer use

Features that also worked well with the site topography were also included, like an amphitheatre, bike skills park (or pump track – specifics to be decided), and a modest storage facility.

More natural features were also incorporated, like a forest with walking/biking pathways, apple orchard, and open lawn.

Finally, Symons Valley Park was designed to be as accessible as possible for people of all physical abilities. Some of these accessible features include:

- Accessible playground equipment
- Ramps and hard-surface pathways
- Accessible outdoor furniture
- Exploring the possibility of a fully-accessible rink design
- Exploring and open to other accessible possibilities

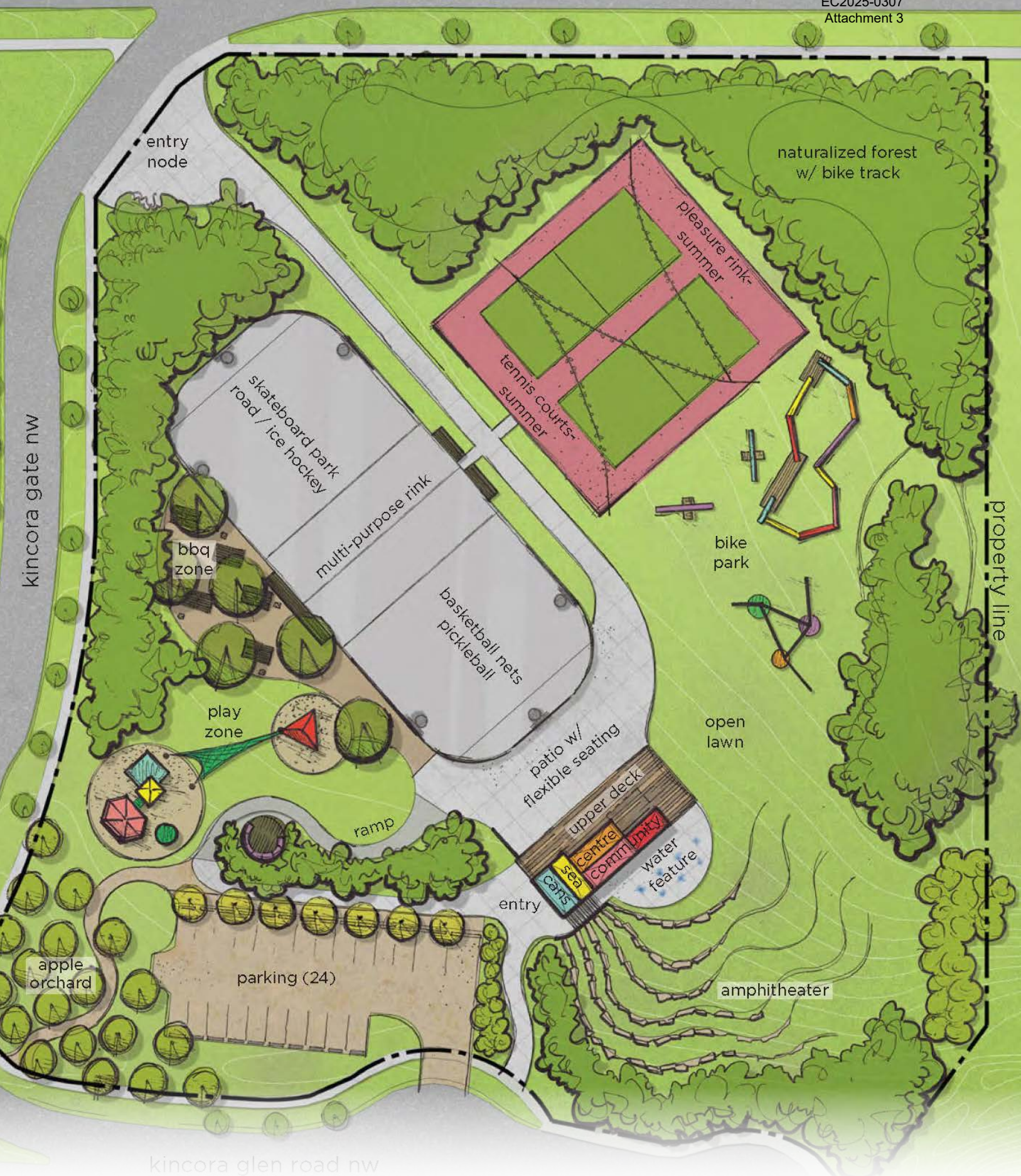


Figure 17. Symons Valley Park Concept Design (Ground Cubed, 2018)



Playgrounds

Kids of all ages will have limitless fun at two playgrounds, each designed for a different age group.



BBQ / Picnic Area

Bring together family and friends for a barbecue or a picnic with the on-site picnic tables and outdoor grills.



Multipurpose Rink

Lace up for a game of hockey or ringette with friends or your team in the winter. Play ball hockey, basketball, rollerblade, and more in the summer.



Tennis Courts

Play tennis or pickleball in the summer. Learn to skate on the pleasure rink in the winter.



Bike Skills Park

Meet up with friends or come with your family for endless hours of fun riding the tracks. *(Not shown in rendering)*

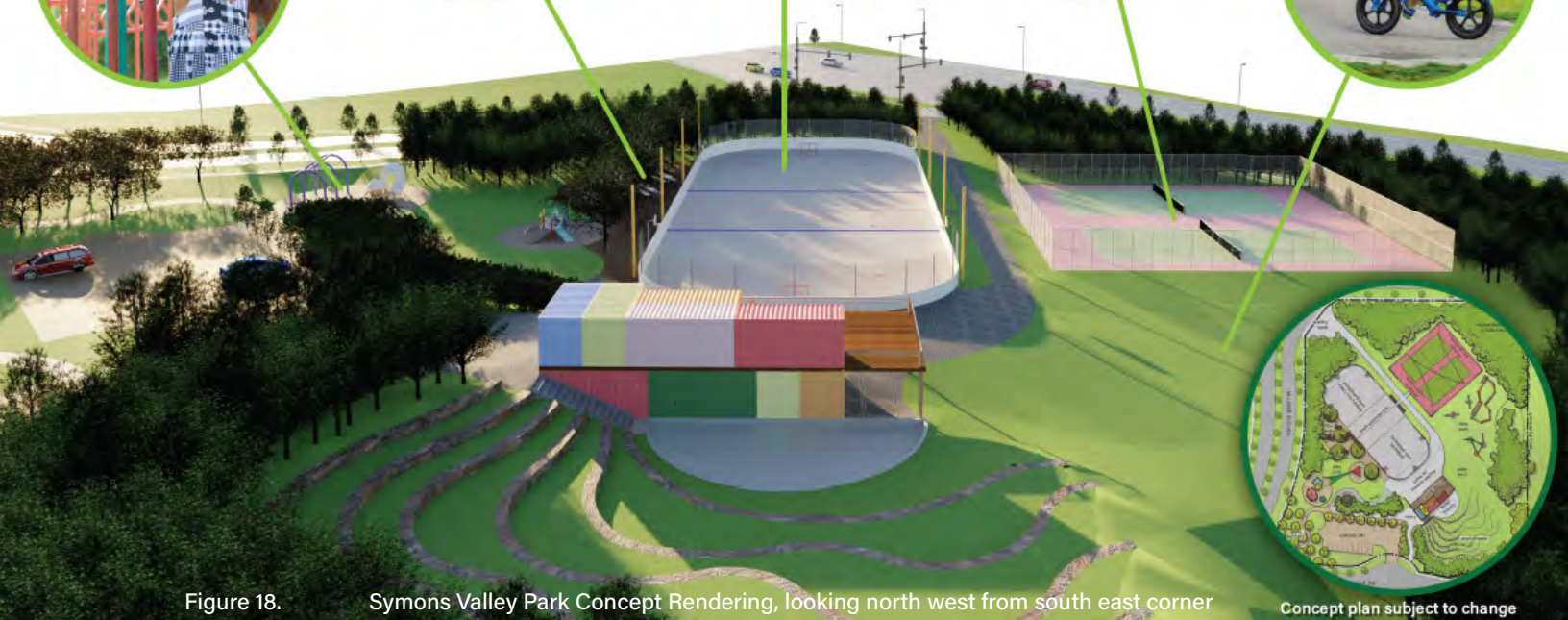


Figure 18. Symons Valley Park Concept Rendering, looking north west from south east corner

Concept plan subject to change



Figure 19. Symons Valley Park Concept Rendering, looking south from Symons Valley Parkway

ISC: Unrestricted

The design of Symons Valley Park ensures that most of its features will be available for free public use nearly 100% of the time. While some features like the rink or tennis courts may be rented out on occasion, all features will be available for free public use well above 50% of the time.

DESIGN DEVELOPMENT

In 2020, SVLAS released a Request For Proposals (RFP) to selected landscape architects in the Calgary region with the goal of choosing one as a Prime Consultant and Coordinating Registered Professional (CRP). Three proposals were received in response.

TULA Projects was chosen through a scoring system based on their proposal, qualifications, and familiarity with the project.

Design development work will commence when the necessary funds become available.

BUDGET

During concept development, Ground Cubed provided SVLAS with an "Opinion of Probable Cost" for the construction of Symons Valley Park. This estimate listed costs for site preparation, grading, servicing, earthwork, softscaping, hardscaping, site elements – all of which included both supply and install.

With a 15% contingency, and a projected 10% for design fees, the total park project cost was estimated at \$3,500,000 if built in one single phase.

Since this budget was prepared in May of 2019, much has changed in the world. Inflation, supply chain issues, and the rising costs of fuel especially are anticipated to add significant cost to this earlier estimate. Inflation alone has added at least 12% since 2019 (as per Bank of Canada's inflation calculator), but we know that fuel cost increases and reduced supply have outpaced inflation significantly.

Therefore, as a working number, SVLAS has added 25% on to 2019 costs (roughly double inflation), bringing the total estimated project cost to \$4,600,000 if built in one single phase.

If phased as described in the next section, an estimated 10% could be added to the costs, bringing the total project cost close to \$5,000,000. It should be noted that these costs do not include the costs of financing (if required), construction-related insurance, or operating costs.

More detailed, properly-updated cost estimates will be obtained once design development activities resume.

PHASING

As part of project planning activities, the SVLAS Board of Directors and Project Development committee has considered the feasibility and necessity of phasing the construction of Symons Valley Park.

Phasing construction does typically introduce additional costs and administration. Some examples include:

- The need for a tender/bid process at each phase
- Longer timelines (re-engaging trades, increases in material costs, inflation)
- Demolition or destruction of previous phases (ex. re-planting grass destroyed by heavy machinery)

- Board/volunteer/contractor turnover

When possible, completing all construction at one time is often preferable to reduce costs, administrative load, and time to completion. However, the nature of the funding for this project will limit the ability to compress the phasing.

First, the goal of close to \$5,000,000 is ambitious relative to other City of Calgary park projects. Most community-funded park projects in Calgary fall in the range of \$1,000,000 – \$1,500,000. Some communities struggle with this lower amount, while some thrive.

Second, it should also be noted that many capital grants that SVLAS may receive will come with deadlines for spending. These grants are also often matching grants that need to build on each other. These factors combined make it even less feasible to raise the full cost all at once.

Finally, due to the ambitious nature of this project, there is risk that the full scope of the concept plan will not be completed. Without a phased approach, this could result in an unfinished and potentially dangerous park site that would be unusable for community members.

To mitigate this risk, it was determined that each phase should result in a useable/viable park. In other words, the result at the end of each phase should be a park that is useable and advantageous to the surrounding communities, even if no further phases were to be completed.

Other considerations for phasing include:

- Vegetation (trees, grass, planters) need time to establish and grow, and thus need to be included early.
- While vegetation needs time to establish, it is also at risk of damage during subsequent phases. The location and timing of each area of plantings need to be arranged thoughtfully.
- Security/safety features, such as lighting, need to be included early to discourage unwanted activity and enhance user safety.
- Specific play/sporting structures (rink, playgrounds, tennis courts, etc.) may be eligible for specific grants. Therefore, while they are included in specific phases, the timing for constructing these elements may be flexible based on the receipt of such grants. In some respects, they may end up being considered as their own phase if necessary and feasible.
- The results of community engagement surveys can be used to gauge the importance of various site elements to the communities. This allows elements to be prioritized.
- Costs across phases should create reasonable and achievable phases, without becoming too granular or parsed out. It may be advantageous for costs to be relatively front-loaded to the first phase (or two), since this is when the project is likely to have the most funding momentum.

Given the above considerations, the proposed phasing is outlined below, subject to change during the design development process:

Pre-construction – Design development, tender drawings, contractor selection, permitting, etc.

Phase 1 – Site preparation, grading, servicing, retaining walls, multi-purpose rink, tennis courts, site lighting, hard-surface pathways

Phase 2 – Parking lot, playgrounds, bike skills park, shade structures, site furniture, softscaping (trees, planters, etc.), soft-surface pathways

Phase 3 – Community storage structure, wooden deck, water feature, amphitheatre.

ESTIMATED COST BY PHASE

Table 3. Estimated Costs by Phase

Phase	Elements Included	Estimated Cost
Concept Development	Concept plan Initiation planning	\$10,000
Pre-Construction	Design development Tender documents Contractor selection Development permit Site Survey	\$90,000
Phase 1	Phase 1 construction drawings Site preparation and servicing Basic earthwork and retaining structures Multi-purpose rink Tennis courts Hard-surface pathways Site lighting Permits	\$1,600,000
Phase 2	Phase 2 construction drawings Parking lot Playgrounds Bike skills park Shade structures Site furniture Softscaping (trees, planters, etc.) Soft-surface pathways	\$1,400,000
Phase 3	Phase 3 construction drawings Community storage structure Wooden deck Water feature Amphitheatre	\$1,400,000
PHASE 1-3 TOTAL		\$4,500,00
PHASING COSTS (10%)		\$ 450,000
FULL BUILD-OUT		\$4,950,000

SCHEDULE

The project schedule is dependent on assurance of obtaining funding for each Phase of the project. As conditions in 2022-2023 have been very difficult times for obtaining funds, it is assumed that the Phase 1 construction will not happen until the 2026 spring-to-fall construction period. This will provide time to further engage the City of Calgary as our key stakeholder & funder and access funding through other levels of government. The pre-construction work for engaging the landscape architect to update the project design & cost estimates, and obtain necessary construction permits will be initiated once funding is obtained.

Further Phase planning will commence after each Phase is complete, with potentially a one-to-three year lapse to learn from operating the existing phase. Opportunities will be looked at to combine Phases if new funding arises.

Table 4. Symons Valley Park Project Schedule (2024)

SVLAS- Symons Valley Park Project		15-Mar-24																											
★ Milestones																													
◆ Key Decisions																													
		2024				2025				2026				2027				2028				2028				2028			
Tasks for PHASE 1		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
LOC Application Development																													
LOC Approval																													
Fund Development Plan																													
Funding for Landscape Architect																													
Design development & Cost updates																													
Obtain funding for Phase 1																													
Permits																													
Phase 1 construction																													
Operate Phase 1																													
Start next Phase																													
Repeat above steps for future Phases																													

RISK MANAGEMENT

The risk registry shown in Table 5 will be updated once a Landscape Architect is hired. One of the SVLAS volunteers also has extensive experience in this area.

Table 5. Symons Valley Park Project Risk Register (2022)

	Project Name: Symons Valley Park					04-Jul-22	
	Sponsor Symons Valley Leisure & Amenities Society						
				BEFORE RISK RESPONSE			
Risk#	Risk Description	What Project Objective Does the Risk Impact?	Risk Category	Impact on Project Objective (Low=1, High=3)	Quality of Information (Unreliable=3, Incomplete=2, Reliable=1)	Priority Ranking	Risk Response & Action
1	Risk of the incorrect or changing Scope	Cost	Scope	3	2	2	Accept
2	Risk of weather impact	Environmental	Schedule	1	2	2	Accept
3	Risk of delays on schedule without PM discipline and safety incidents	Safety	Schedule	2	1	3	Mitigate. Strong PM plan, site coordinator management & strong contractor
4	Risk of material price increase due to the long duration of the project.	Cost	Cost	3	3	1	Avoid. Estimates to ensure include the possibility of the price escalation into the proposal.
5	Risk of labour increase rate due to the long duration of the project.	Cost	Cost	3	3	1	Avoid. Estimators to ensure include the possibility of the price escalation in to the proposal.
6	Bed quality of the provided service has a risk of poor quality supplied material.	Company	Quality	2	3	2	Mitigate. Quality Control to ensure of supplied material. If any wrong material came, reject or choice a new supplier.
7	Risk of not being able to fund the project.	Fund Development	Sponsor Credibility	3+	3	1	Transfer. Project Manager to ensure alignment with Fund Development plan and results
8	Risk of material delay	Profitability	Suppliers	2	3	2	Mitigate. Ensure a suitable supplier & PM plan.

A photograph of two children playing ice hockey on an outdoor rink. The child in the foreground is wearing a colorful, patterned jacket and a helmet, skating away from the camera. The child in the background is wearing a black jacket and a helmet, skating towards the camera. A hockey stick and puck are on the ice. A chain-link fence is on the left, and trees are in the background under a clear blue sky.

CAPITAL PLANNING STRATEGY

CURRENT SITUATION

We are currently actively searching for additional volunteers for the Fund Development committee and its activities. The following is a summary of the current situation:

- The 2021 focus was on trying to obtain significant funding (\$500k) from the City through the CIF as seed funding for the project for Phase 1. This was not successful.
- Need to refocus the strategy to obtain early funding for Park design work while continuing to cultivate relationship with the City, Parks Foundation & the community.
- Currently have applied for several other Government & Corporate Grants totalling approx. \$700k. We were not successful largely because our project is not "shovel-ready".
- We first need to complete a revisit of the conceptual design & conduct the detailed landscape architectural design, including the potential addition of some of the City land that has soccer fields on it that are not being utilized.
- Monitor the Kincora Community Association plan for possible "partnership" synergies.
- Currently \$4600 in Parks Foundation account. Small business partnerships have brought in some funding (rain barrels).
- Impressive marketing material has been developed that can be used as the foundation for a "business case" for approaches to Corporate sponsors

The following plan was approved by the SVLAS Board of Directors

2024 FUND DEVELOPMENT PLAN

- Build a "Business Case" or "Case for Support" focused on large non- government donors
 - » Include potential funding opportunities & recognition
- Complete a Q&A background document- draft developed
- Identify dollar requirements & timing, both "ideal" and minimum, to be able to start the detailed landscape plan & then construction for summer 2026.
 - » Future timing of hockey facility for approach to Flames Foundation
- Revise the Project Development Plan timing
- Continue applying for Government and Corporate Grants as they become available
- Continue to build the relationship with the City:
 - » Build a clear business case for the City to be our prime "stakeholder and shareholder"
 - » Look for opportunities for communication directly with our local Councillor
 - » Look for opportunities for communications with City Parks organization
 - » Maintain the strong relationship through our Neighbourhood Partnership Coordinator.
- Local Community relationship building: Look for opportunities to attend other community events &

have a SVLAS "booth" and use of the new banner.

- Identify potential "Large" donors that have a connection with this community:
 - » Land/Building Developers
 - » Financial Institutions
 - » Large Businesses
- Make approaches to above Large organizations with a face-to-face presentation, if at all possible
- Individual donations:
 - » Identify & approach Condo Associations at existing residential developments in the area
 - » Funding from small businesses

Sponsorship Levels

Supporter Level (\$50 - \$749):

- Thank you email or letter
- Name listed in the annual report

Friend Level (\$750 - \$1,999):

- All Supporter level benefits
- Personalized thank you note
- Invitation to any special event

Benefactor Level (\$2,000 - \$9,999):

- All Friend level benefits
- Recognition in event programs
- Exclusive updates from leadership
- Recognition on a donor wall

Champion Level (\$10,000 - \$49,999):

- All Benefactor level benefits
- Personal tour of the amenities
- Special recognition at events

Visionary Level (\$50,000+):

- All Champion level benefits
- Exclusive VIP access to events
- Naming opportunities



MARKETING & COMMUNICATIONS

The marketing and communications approaches taken to support the development of Symons Valley Park are aligned to the needs and objectives of the project as it progresses.

The key target audiences for each phase of the project and the primary marketing and communications approaches are outlined in the table below. These approaches are adjusted as the project progresses to ensure continued alignment with the project's needs.

CATEGORY	PROJECT DEVELOPMENT PHASES		
	Concept Development	Pre-Construction	Construction
Project Needs	Community awareness to generate interest and volunteers for project development, fund development, and Board management functions	Focus on supporting the volunteer resources needed for fund development efforts.	Once construction is underway, provide ongoing updates to funding partners and the community to build interest and excitement.
Targeted Audiences	Elected officials, community residents, area businesses	Elected officials, government representatives, large donors	Elected officials, government representatives, funding partners and donors, community residents, area businesses
Approaches	Generate community and volunteer interest through community events, newsletters, partnerships community associations, project website and social media posts.	Support fund development efforts by developing key talking points and marketing materials to facilitate grant applications and meetings with prospective funders. Provide regular updates to elected officials and community residents on project progress to maintain interest and volunteer support.	Use design renderings to generate interest and anticipation for new amenities while the site is under construction; Use photos, videos on project website and social media to show construction progress and to provide regular updates to build excitement. Help execute recognition for funding partners and sponsors.

A man with a beard and a young girl are on a tennis court. The man is wearing a grey polo shirt and white shorts, and the girl is wearing a blue t-shirt and white shorts. They are both smiling and pointing their right index fingers upwards. The background shows a green lawn and trees. A tennis net is visible in the foreground.

OPERATIONS

It is currently planned that the Park would be run by an Operating Committee under the Board of Directors and volunteers to maintain the ice making & maintenance, However, with the size of this Park any future content a contract with a park maintenance company may be required. We would look to the City of Calgary for assistance in this area, including possible operating grants.

The following is a high-level operating budget, which will be updated once the landscape architect is hired.

Table 6. Symons Valley Park Project Operations Budget (2024)

SYMONS VALLEY PARK- Op. Budget

	Phase 1: Site preparation, multi-purpose rink, tennis courts, site lighting, hard-surface pathways				Phase 2: Parking lot, playgrounds, bike skills park, shade structures, site furniture, water features		Phase 3: Community storage structure, wooden deck, water features, amphitheatre	
	2023	2024	2025	2026	2027	2027	2027	2027
Budgeted Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Community Association donations/Misc	\$ 2,000.00	\$ 2,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Donations for Events run by SVP: 1-2/year		\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Fundraising events- eg. Silent Auction, raffle-barrels, Park/Sub-area naming		\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Rink boards sponsorship			\$ 4,000.00	\$ 8,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Tennis courts sponsorship			\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Outside user fees			\$ 1,000.00	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Municipal Funding/Operating Grants								
Casino Funding (\$50k every 3 years)					\$ 15,000.00	\$ 17,000.00		
Yearly Revenues Total	\$ 2,000	\$ 8,500	\$ 20,500	\$ 35,500	\$ 54,500	\$ 55,500		
Budgeted Expenditure- including all operational, maintenance, and capital costs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
1. General & Admin								
Insurance	\$ 500.00	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Accounting/Audit			\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Bank fees	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
2. Marketing & Communications								
Web-site	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
General promotions/advertising	\$ 2,000.00	\$ 500.00	\$ 1,000.00	\$ 500.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
3. Events								
Event costs		\$ 4,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
4. General Landscape maintenance								
Landscape Company costs for:		\$ 2,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
*Truck watering & fertilization								
*Mowing, trimming								
*Spring & Fall clean-ups, garbage removal								
*Blow out subsurface drain pipes								
*Weed control								
Play equipment inspection					\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Snow removal		\$ 2,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
5. Utilities								
Water				\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Electrical			\$ 200.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
6. Rink								
Building ice & maintenance-Volunteers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ice equipment maintenance			\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Ice equipment replacement fund			\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
7. Tennis Courts								
Surface annual cleaning				\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Re-colour surfacing & crack repair- assume every 5 years								
Net replacement								
8. Building								
Yearly Expenditures Total	\$ 2,750	\$ 9,750	\$ 28,450	\$ 33,250	\$ 34,250	\$ 35,350		
(Deficiency*) Excess of Revenues over Expenditures	\$ (750)	\$ (1,250)	\$ (7,950)	\$ 2,250	\$ 20,250	\$ 20,150		

CONCLUSION

As we conclude our journey through the vision and potential of our park fundraising initiative, we stand at the precipice of transformation. “On Your Marks, Get Set, Grow” encapsulates not only the spirit of readiness and anticipation but also the collective energy and determination fueling our endeavor.

With each step forward, we’re inspired by the potential of our communities, the resilience of hope, and the boundless possibilities when we unite for a common cause. Together, we’ve painted a vivid picture of what our park could become—a vibrant hub of recreation, education, and connection for generations to come.

But our work is far from over. As we cross the finish line of this case for support, we embark on a new phase of our journey—one defined by action, momentum, and unwavering dedication. Now is the time to harness the enthusiasm and momentum generated by our collective vision and propel it into tangible change.

Every donation, every volunteer hour, and every voice raised in support brings us closer to our goal. Through our combined efforts, we have the power to not only revitalize a park but also enrich the lives of all who call our community home.

So, as we stand on the brink of possibility, let us remember that the true measure of our success lies not only in the funds raised or the structures built but in the lives touched and the memories made. Let us continue to champion the growth of our park and the flourishing of our community, knowing that together, we can turn dreams into reality.

On your marks, get set, grow—let’s make our park the heart and soul of our communities.

Thank you for your unwavering support.



APPENDICES



Council Community Fund Application Symons Valley Leisure and Amenities Society (SVLAS)

EC2025-0307

May 13, 2025

Previous Council Direction

- In 2019, Council introduced a new fund dedicated to community-driven projects called the Council Community Fund.
- The Terms of Reference were updated in 2024.



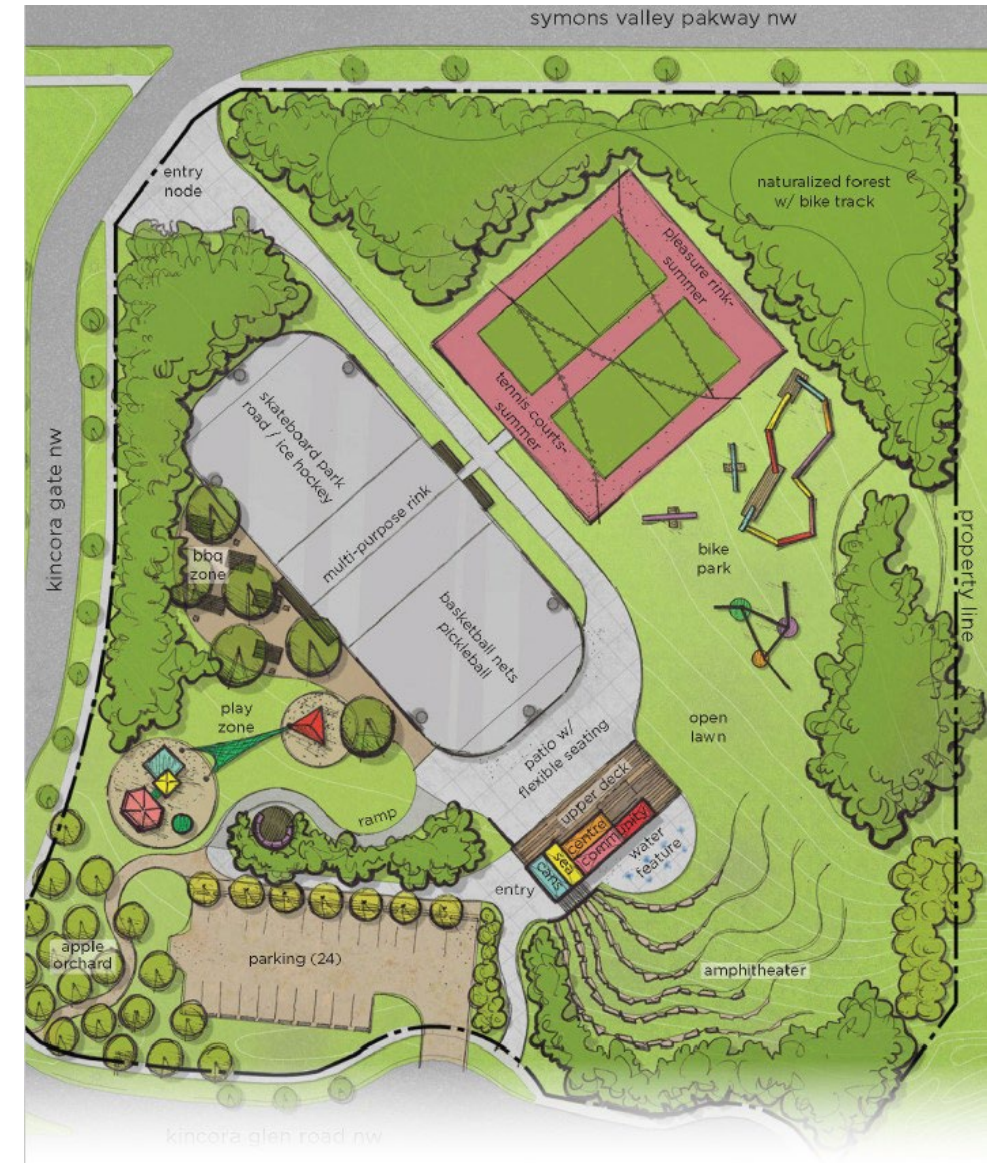
Recommendations

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application from the Symons Valley Leisure and Amenities Societies for Phase 1 of the Symons Valley Sport & Recreation Community Hub project as a one-time funding request in the amount of \$500,000; and
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

Highlights

- Applying for \$500,000 for Phase 1 of an outdoor recreation amenity project
- Installing an all-season rink, asphalt pathways, and parking lot in Phase 1 (\$2.8M total cost)
- Creating a year-round outdoor recreation space serving 21,000+ residents
- Aligns with the Terms of Reference for the Council Community Fund
- Advancing priorities in four approved plans



Shaped by Residents, backed by funders



- Engaging 1,500+ residents to shape amenities and build community buy-in
- Partnering with Parks Foundation to unlock \$500K in Council funding and leverage provincial and federal grants
- Targeting \$125 from Amateur Sport Grant and \$50K from Building Communities Grant

Creating space for connection and play



- Serving Nolan Hill, Sage Hill, Kincora, and Sherwood
- All-season, accessible outdoor recreation for 21,000+ residents
- Filling a regional gap in outdoor amenities

Recommendations

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application from the Symons Valley Leisure and Amenities Societies for Phase 1 of the Symons Valley Sport & Recreation Community Hub project as a one-time funding request in the amount of \$500,000; and
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

Calgary



Update on U.S. Tariffs and The City's Supply Chain

EC2025-0450
13 May 2025

Verbal Report C2025-0253:

- Update Council Executive Committee on tariffs, supply chain disruptions or any other proposed regulatory changes that would have a significant negative impact on The City of Calgary's supply chain and/or financial position.

Recommendation

That Executive Committee recommends that Council receive this presentation for the corporate record.

Tariff Situation as of Today

**Executive Committee
Update on
April 15, 2025**



April 15, 2025

- Canada announces they will allow the importing of U.S. manufactured vehicles without tariffs if auto manufacturers keep Canadian production



April 17, 2025

- Government of Canada announces tariff relief programs

April 17, 2025

- Government of Alberta pauses procurement policy response to U.S. tariffs



April 24, 2025

- Government of Canada announces \$2B strategic response fund

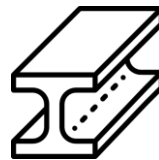


Into the Future

- Ongoing Canada-U.S. talks may shift tariffs or trade deals
- City adjusts procurement to reduce financial and operational risk



Tariffs still in effect, starting as early as March 4, 2025



U.S. imposed 25% tariff on all steel and aluminum



U.S. imposed 10% tariff on energy exports*



U.S. expanded tariffs with 25% on foreign-made passenger vehicles and auto parts*





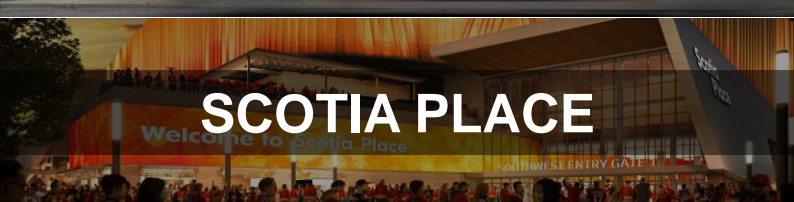


Canada retaliatory measures on U.S. goods estimated at \$59 billion + limited automotive

Impact on The City's contracts

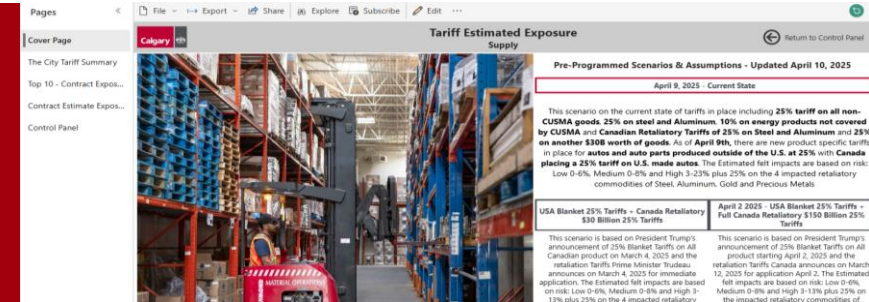


Spotlight on Key Capital Projects

	Tariff Risk Level			Project Summary
	Specialized Equipment	Construction Materials	Services	
 COMPOST FACILITY EXPANSION	Low Risk	Low Risk	Low Risk	Electrical components from the U.S, which represents less than 10% of the project cost, could be impacted. No project contingency available to offset tariff impact.
 FISH CREEK WASTEWATER TREATMENT PLANT UPGRADES	Medium Risk	Low Risk	Low Risk	No tariff impacts to date. Multi-year construction commencing this year. Potential impacts to costs of critical electrical components and large pumps are proactively monitored and managed.
 5A NETWORK	Low Risk	Low Risk	Low Risk	The only component sourced from the U.S. is a specialty metal sheet used for sidewalk ramps, valued at less than 1% of program budget.
 GREEN LINE LRT - SE	Medium Risk	Low Risk	Low Risk	Construction will ramp up in 2025/summer of 2026, providing time to find alternate markets and sources. There is a risk of inflated construction costs due to market conditions.
 SCOTIA PLACE	Medium Risk	Low Risk	Low Risk	Proactive measures taken to mitigate tariff impacts. Steel contract has already been awarded within budget, while concrete and excavation have been locally sourced.

Procurement in Practice: Driving Resilience and Collaboration with The City

We're continually improving our procurement processes to strengthen supply chain modelling and decision-making. Stay up to date on The City of Calgary's response to U.S. tariffs online: [Calgary.ca/tariffs](https://calgary.ca/tariffs)



We're working with Supply Chain Canada (SCC) and other governments to share best practices, exchange insights, and strengthen procurement resilience. At SCC's Calgary conference, we'll showcase our collaborative approach to building stronger, more adaptive supply chains.

Since the March 31 procurement enhancements went live, \$94M of City contracts had 10% Social Procurement Weighting to boost small business participation.



Closing and Recommendation

That Executive Committee recommends that Council receive this presentation for the corporate record.

**Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0415**

Year-over-year annual operating variance review

PURPOSE

This report provides a year-over-year comparison of The City's positive year-end operating variances as directed in the 2025 Mid-Cycle Adjustments. The information will be used to guide the ongoing budget discussions leading up to the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

PREVIOUS COUNCIL DIRECTION

On 2024 November 21, during the 2025 Mid-Cycle Adjustments deliberations, Council amended C2024-1097 requesting Administration to prepare a summary document. This document should detail the year-over-year comparison of positive year-end variances and the acceptable level of volatility, given that municipalities are required to avoid operating with a deficit.

RECOMMENDATION:

That the Executive Committee recommends that Council:

Receive this report for information and use it to guide the ongoing budget discussions leading up to the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Les Tochor, Chief Financial Officer and General Manager of Corporate Planning & Financial Services, concurs with this report.

HIGHLIGHTS

- The City's 10-year average year-end operating variance is \$158 million, driven primarily by higher-than-expected investment income (\$35 million) and lower corporate contingencies (\$77 million). Positive variance attributable to individual business units has arisen mainly due to the impacts of the COVID pandemic and cannot be considered ongoing in nature.
- Recognizing the impact of positive variances in previous years, Council approved additional on-going funding of \$108 million as of 2025 during the 2025 Mid-Cycle Adjustments, which will decrease the likelihood of high positive variances in the future.
- The City's acceptable level of volatility is supported by the Fiscal Stability Reserve as The City's contingency plan for covering budget shortfalls, which must maintain a minimum balance of five per cent of The City's tax-supported gross expenditures (net of recoveries) and a target balance of 15 per cent.

DISCUSSION

The City's year-over-year operating variance has grown significantly over the past 10 years, averaging \$158 million annually, and exceeding \$140 million annually since 2019. A detailed analysis of these variances is included in the report below.

**Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0415**

Year-over-year annual operating variance review

Investment Income

Higher than budgeted investment income contributed to \$35 million of The City's 10-year average operating variance. The variance originated from strategic asset allocation adjustments reflecting The City's updated risk profile. These modifications maintained acceptable risk exposure parameters while capitalizing on growing capital deposits and reserve balances.

Administration conducted a similar review of historical investment income favourability prior to the 2025 Mid-Cycle Adjustments, in which \$26 million in additional ongoing budgeted revenues was approved by Council for 2025.

Corporate Contingencies

Lower than budgeted corporate contingencies contributed to \$77 million of The City's 10-year average operating variance. Corporate contingencies are discretionary and are funds that are managed centrally in Corporate Programs and are structured and budgeted to mitigate exposure to unanticipated operational needs and risks from unforeseen circumstances. A substantial part of the \$77 million 10-year operating variance is attributable to the coverage held in corporate provisions.

During the 2025 Mid-Cycle Adjustments, Council approved a \$36 million budgeted reduction to corporate contingencies beginning in 2025 to reflect a higher risk tolerance. Further analysis and 2025 year-to-date variances (EC2025-0414) have identified another \$10 million in base budget available for redistribution.

Franchise Fees

Franchise fees, also known as municipal consent access fees or local access fees, are collected primarily from ATCO and ENMAX, and have exceeded budget on average \$38 million annually over the past 10 years. This variance has been driven by higher demand and historically higher electricity and natural gas prices.

Per the existing Franchise Fee policy (CFO003), any franchise fees received exceeding budget is to be contributed to the Reserve for Future Capital at year end. As a result, Council approved \$20 million in ongoing budgeted revenues for franchise fees beginning in 2025 during the 2025 Mid-Cycle Adjustments.

Business Unit Variance Attribution

The remaining \$38 million of The City's 10-year average operating variance is due to one-time savings varying across multiple Business Units, and in large part is impacted by savings seen during the pandemic due to reduced service levels and cannot be expected to reoccur consistently or the same level as in the future.

Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0415

Year-over-year annual operating variance review

Salary and Wage Budgeting

Lower salary and wage costs across various Business Units have also contributed to The City's year-over-year operating variance. The City follows a position-based budgeting model which will result in one-time savings when actuals are less than budgeted. Full year budgeting for vacant positions that are filled partway through the year and/or delays in hiring also results in further one-time savings.

During the 2025 Mid-Cycle Adjustments, Council approved a \$10 million budgeted reduction to salary and wages beginning in 2025 for efficiencies found through corporate management of vacancies. Administration will continue to monitor salary and wage variances regularly and strive to improve accuracy in our budgeting and reallocate one-time funds, if available, to The City's prioritized unfunded projects.

Other Considerations

In 2024, Council approved a transfer of up to \$134 million (or 75% of The City's year-end favourable operating variance) for Green Line. The City has committed the full \$134 million in the Fiscal Stability Reserve, from the uncommitted portion of The City's 2024 year-end operating variance.

Future Funding Capacity

Available ongoing funding for 2026 or for prioritizing unfunded projects will be driven by the combination of identifying longer term efficiencies within The City's existing base operating budgets and utilizing the projected year-end favourable operating variance for 2025. Further information can be found in the Financial and Economic Update Year-End 2024 and First Quarter 2025 (EC2025-0414).

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 |

Affected parties within Finance (Corporate Budget Office, Treasury) were engaged to contribute content and validate accuracy of the presented information.

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. Improved understanding of the availability of potential funding may help fulfill the stated priorities and enhance quality of life for Calgarians.

**Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0415**

Year-over-year annual operating variance review

Environmental

No immediate environmental implications.

Economic

No immediate economics implications.

Service and Financial Implications

Other:

There are direct financial and service-related implications resulting from this report. This is discussed as part of EC2025-0414 Financial and Economic Update Year-End 2024 and First Quarter 2025.

RISK

There are minor but acceptable implications on The City's ability to take on risk resulting from permanent budget adjustments for corporate contingencies and investment income. There is also a risk that the 2025 year-end operating variance is less than projected, and one-time projects committed will require funding from The City's corporate reserves.

ATTACHMENTS

1. Background and Previous Council Direction
2. Presentation – Year over year annual operating variance review

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Les Tochor, Chief Financial Officer and General Manager	Corporate Planning & Financial Services	Approve

Author: Corporate Budget Office

Background and Previous Council Direction

Background

On 2024 November 21, during the 2025 Mid-Cycle Adjustments deliberations, Council directed Administration to conduct a comparative analysis of year-over-year positive year-end variances, evaluate the acceptable level of volatility and undertake quarterly assessments of projected year-end variances to identify potential funding opportunities ahead of the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2024 November 21	C2024-1097	<p>Notice of Motion - 2025 Mid-Cycle Adjustments, C2024-1097</p> <p>That with respect to Report C2024-1097, the following amendment be accepted:</p> <p>That a new Recommendation be inserted, as follows, and that all Recommendations be renumbered accordingly if necessary:</p> <p>Direct Administration to:</p> <ol style="list-style-type: none">Prepare a summary document or Council before end of Q1 2025 that outlines how positive year-end variances have compared year over year, as well as the acceptable level of volatility for year-end variances given that municipalities cannot operate with deficit;



2025 May 13

Recommendation

That the Executive Committee recommends that Council:

Receive this report for information and use it to guide the ongoing budget discussions leading up to the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

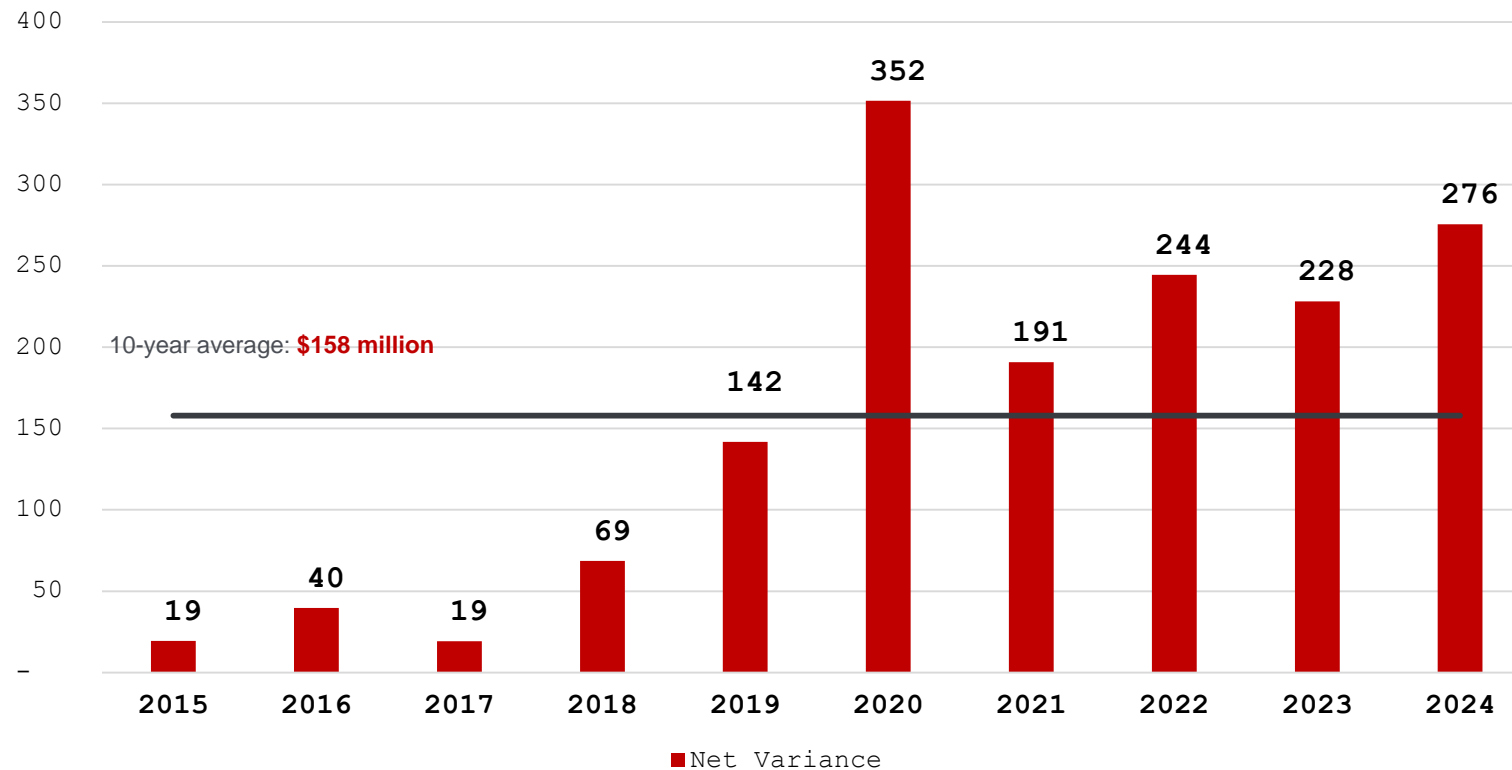
Previous Council Direction

On 2024 November 21, during the 2025 Mid-Cycle Adjustments deliberations, Council amended C2024-1097 requesting Administration to:

- Prepare a year-over-year comparison of positive year-end variances and the acceptable level of volatility, given that municipalities are required to avoid operating with a deficit.

Average 10-Year Operating Variance

2015 – 2024 Operating Budget Variance (\$ millions)



Annual operating variance has increased over recent years primarily due to favourable trends in investment income and lower required corporate contingencies.

Recent years were impacted by the COVID-19 pandemic and are one-time in nature, including provincial and federal grant funding received in 2020 – 2022.

Driving Factors of The City's Year-End Variances

Historically, there were a few main factors that drove The City's year-over-year positive operating variance:

Category (\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Average
Corporate	53,991	35,759	77,932	36,092	107,633	161,768	128,702	235,335	164,121	196,043	119,738
Investment Income*	9,776	6,894	21,702	16,930	88,389	-	18,437	27,699	51,364	107,196	34,839
Corporate Contingencies	103,617	100,568	111,650	59,277	59,676	49,206	106,215	54,139	72,730	57,403	77,448
Other	(59,402)	(71,703)	(55,420)	(40,116)	(40,432)	112,562	4,050	153,497	40,027	31,444	7,451
Business Unit	(34,631)	3,918	(58,689)	32,523	34,250	189,742	62,200	9,126	64,172	79,499	38,211
Net Variance	19,360	39,677	19,243	68,615	141,884	351,511	190,903	244,460	228,292	275,542	157,949

* Excludes impact of unrealized gains or losses

The City's acceptable level of volatility is supported by the Fiscal Stability Reserve as The City's contingency plan for covering budget shortfalls.

Recommendation

That the Executive Committee recommends that Council:

Receive this report for information and use it to guide the ongoing budget discussions leading up to the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

**Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0414**

Financial and Economic Update Year-End 2024 and First Quarter 2025

PURPOSE

Regular reporting on financial results is an essential part of good governance. This report provides an update on the progress made during 2024 and the first quarter of 2025 and completes the first quarter assessment of The City's 2025 year-end projected variances. The information is important for both accountability and as an input into the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

PREVIOUS COUNCIL DIRECTION

On 2019 April 19 (PFC2019-0401), Council approved an updated Multi-Year Business Planning and Budgeting Policy (CFO004) directing Administration to report on The City's performance to the service plans and budgets, including any adjustments to them. Furthermore, on November 21, 2024, during the 2025 Mid-Cycle Adjustments deliberations, Council amended C2024-1097 requesting Administration to conduct quarterly assessments of projected year-end variances and allocate funds to the prioritized unfunded project list throughout the year.

RECOMMENDATION(S):

That the Executive Committee recommends that Council:

Receive the Financial and Economic Update Year-End 2024 and First Quarter 2025 for information and use it to guide the ongoing budget discussions leading up to the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Les Tochor, Chief Financial Officer and General Manager of Corporate Planning & Financial Services, Michael Thompson, General Manager of Infrastructure Services, concur with this report.

HIGHLIGHTS

- The City had a favourable operating variance of \$276.3 million as of 2024 December 31, mainly due to the combined effect of higher revenue, lower-than-expected corporate expenditures and a favourable variance across several departments.
- As of 2025 March 31, The City had a favourable operating variance of \$77.7 million due to higher revenues in investment income and lower-than-expected expenditures across departments. The year-end operating variance is currently forecasted to be \$100.0 million favourable.
- 2024 saw \$1.9 billion in capital spending (92.4 per cent of the \$2.1 billion budget), up from 52.5 per cent in 2023. This is largely due to a comprehensive review of capital spending, including an in-year recast and the strategic reallocation of \$135.0 million to high priority capital needs.
- The first three months of 2025 saw 12 per cent of the \$2.6 billion capital budget spent. This spend rate is comparable to 2024 and reflects that most capital spending is aligned with the construction season starting in the second quarter of the year.

Financial and Economic Update Year-End 2024 and First Quarter 2025

DISCUSSION

Financial Highlights

The City maintained prudent financial stewardship aligned with best practices and Council policies, delivering outcomes that meet Calgarians' expectations. Operating variances are relatively common among Canadian municipalities, reflecting the inherent challenges of balancing fiscal plans, actual events and budget assumptions.

Operating budget overview

2024 year-end

As of 2024 December 31, The City had a favourable year-end operating variance of \$276.3 million (or 4.9 per cent of budgeted total expenditures net of recoveries) due to a variance in Corporate Programs of \$196.1 million, combined with one-time variances across other departments of \$80.2 million. Corporate Programs had a \$196.1 million favourable variance attributed to increased investment income (\$107.2 million) from higher interest on The City's bond portfolio and one-time realized gains earned on the equity portfolio and lower corporate contingencies required for unforeseen circumstances (\$64.9 million). The remaining variance is due to additional taxation revenue resulting from higher assessments, growth and fines and penalties and increased cost recoveries relating to employee benefits.

The remaining tax-supported favourable variance was across several departments and was primarily driven by \$61.1 million variance in Planning and Development Services related to the Downtown Conversion and Secondary Suite Initiatives that are now funded federally by the Housing Accelerator Fund and lower expenditures in salary and wages and contracted services. Another \$19.1 million variance was spread across various departments including People, Innovation and Collaboration Services and Corporate Planning and Financial Services, from lower expenditures in salary and wages and contracted services due to challenges in hiring and delays in program implementation.

2025 first quarter

As of 2025 March 31, The City had a favourable operating variance of \$77.7 million primarily due to a variance in Corporate Programs of \$42.3 million, and some one-time variances across other departments of \$35.4 million. The favourable operating variance of \$42.3 million in Corporate Programs is primarily attributed to higher investment income (\$30.0 million) due to one-time realized gains earned from rebalancing The City's bond portfolio and higher interest income from bond holdings and other corporate impacts (\$12.3 million) related to temporary timing differences that will be resolved in the second quarter of 2025.

The remaining tax-supported favourable variance was across several departments. Increased revenues can be attributable to higher admission revenues at City-operated facilities and timing of grant receipts and disbursements in Community Services. Lower-than-expected expenditures also contributed to the year-to-date variance and were due to lower than anticipated contracted services and winter operations costs in Operational Services, differences for one-time budgeted priorities in Planning and Development Services, and lower salary and wages in People, Innovation & Collaboration Services.

The City is forecasting a favourable year-end operating variance of \$100.0 million as of Q1 2025. This is due to higher investment income of \$55.0 million, savings from corporate contingencies

Financial and Economic Update Year-End 2024 and First Quarter 2025

not required and other manageable expenses of \$53.0 million, and lower than budgeted salary and wages of \$20.0 million. These one-time variances are partially offset by unfavourable fine revenue projected by Calgary Police Services of \$28.0 million. Additionally, The City is forecasting a favourable variance for franchise fees of \$4.0 million that will be contributed to the Reserve for Future Capital at year-end. Forecasted estimates are for The City's internal operations and are not reflective of the consolidated results presented in the financial statements. We will further revise these estimates quarterly.

As at the end of Q1, Administration recommends the allocation of 25 per cent or \$25.0 million of the 2025 forecasted positive variance. Additional work is underway to identify high priority projects that \$25.0 million of the projected year-end operating variance could be directed to in 2025.

Capital budget overview

2024 year-end

As of 2024 December 31, The City saw \$1.9 billion in capital spending (92.3 per cent of its \$2.1 billion budget). 2024 capital spend was up \$0.4 billion from the \$1.5 billion spent in 2023, a substantial increase in spending on key projects that provide services to Calgarians. This increase in capital spend, from 52.5 per cent in 2023, is primarily due to a comprehensive review of The City's capital spending, including an in-year recast to right size annual capital budgets to more accurately reflect expected spending projections and improved financial management delivering more value to our City. This work, along with the reallocation of \$135.0 million to high priority capital needs, highlights our commitment to intentional capital management and meeting the evolving infrastructure needs of our growing city. Ongoing challenges such as supply disruptions, inflation and labour shortages continue to impact certain capital projects. The City is actively addressing these systemic issues, which are expected to persist during this period of economic and political instability.

2025 first quarter

As of 2025 March 31, The City spent \$306.0 million, or 12 per cent, of its \$2.6 billion capital budget and continues to make progress on key infrastructure priorities including maintenance, critical repair, housing and community development, addressing cost escalations and more. The City is forecasting a year-end spend rate of 96%, recognizing that the capital spend rate begins increasing in the second quarter of the year due to the seasonality of the construction industry.

2025 first quarter economic overview

Our 2024 Fall Economic Outlook predicted slowing global inflation and steady economic growth, predicated on stable global markets boosting consumer confidence and spending. However, the current policy environment in the United States has increased uncertainty in global market. This can affect the local economy by reducing business investment, lowering consumer and business sentiment, and possibly contributing to higher inflation. While reciprocal tariffs have not yet affected inflation numbers, our forecast for economic growth for 2025 in Calgary is now 1.6 per cent, down from 2.6 per cent in the Fall Economic Outlook, while our 2025 forecasts for the inflation rate (3.0 per cent) and the unemployment rate (7.5 per cent) are higher. Our 2025 population is now forecasted to be 1.563 million, almost 30,000 higher than estimated in the fall.

Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0414

Financial and Economic Update Year-End 2024 and First Quarter 2025

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

All departments were engaged to contribute content and validate accuracy of the presented information.

IMPLICATIONS

Social

No immediate social implications

Environmental

No immediate environmental implications

Economic

No immediate economic implications

Service and Financial Implications

Existing operating funding - one-time

The City is projecting a 2025 year-end operating variance of \$100.0 million as of 2025 March 31. Additional work is underway to identify high priority requests that \$25.0M of the projected year-end operating variance could be directed to in 2025.

RISK

There is significant risk in the economic forecasts, due to the constantly evolving policy environment the United States. Economic performance may be significantly better or worse than currently forecasted, depending on the decisions in the coming months. The uncertainty created by constant changes is likely to have a significant negative impact on economic growth the longer it continues.

ATTACHMENTS

1. Background and Previous Council Direction
2. Financial and Economic Update Year-End 2024 and First Quarter 2025
3. Presentation – Financial and Economic Update Year-End 2024 and First Quarter 2025

Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0414

Financial and Economic Update Year-End 2024 and First Quarter 2025

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Les Tochor, Chief Financial Officer and General Manager	Corporate Planning & Financial Services	Approve
Michael Thompson, General Manager	Infrastructure Services	Approve

Author: Corporate Budget Office

Background and Previous Council Direction

Background

On 2024 November 21, during the 2025 Mid-Cycle Adjustments deliberations, Council directed Administration to conduct a comparative analysis of year-over-year positive year-end variances, evaluate the acceptable level of volatility and undertake quarterly assessments of projected year-end variances to identify potential funding opportunities ahead of the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2024 November 21	C2024-1097	<p>Notice of Motion - 2025 Mid-Cycle Adjustments, C2024-1097</p> <p>That with respect to Report C2024-1097, the following amendment be accepted:</p> <p>That a new Recommendation be inserted, as follows, and that all Recommendations be renumbered accordingly if necessary:</p> <p>Direct Administration to:</p> <p>b. Conduct a quarterly assessment of projected year-end variance and allocate funds to the prioritized unfunded project list throughout the year.</p>

Operating Budget Overview

Year-End 2024

Net Budget – comparison to Actuals For the year ended December 31 (in thousands)	2024 Budget	2024 Actual	Favourable/ (Unfavourable)
Operational Services	681,680	680,506	1,174
Community Services	532,287	523,724	8,563
Calgary Police Services	494,158	494,158	(0)
People, Innovation & Collaboration Services	179,726	175,226	4,500
Civic Partners	141,550	141,399	151
Planning and Development Services	135,349	74,264	61,084
Corp Planning and Financial Services	85,606	82,830	2,776
Law, Legislative Services & Security	62,593	62,593	(0)
Infrastructure Services	58,523	58,789	(265)
Council	14,644	13,004	1,639
Chief Administrative Officer	3,959	3,375	584
Corporate Programs	(2,390,075)	(2,586,145)	196,070
Total	-	(276,277)	276,277

As of 2024 December 31, The City had a favourable year-end operating variance of \$276.3 million (or 4.9 per cent of budgeted total expenditures net of recoveries) due to a variance in Corporate Programs of \$196.1 million, combined with one-time variances across other departments of \$80.2 million.

Corporate Programs had a \$196.1 million favourable variance attributed to increased investment income of \$107.2 million from higher interest on The City's bond portfolio and one-time realized gains earned on the equity portfolio and lower corporate contingencies required for unforeseen circumstances of \$64.9 million. The remaining variance of \$24.0 million is due to additional taxation revenue resulting from higher assessments, growth and fines and penalties and increased cost recoveries relating to employee benefits.

Planning and Development Services had a \$61.1 million variance related primarily due to the Downtown Conversion and Secondary Suite Initiatives that are now being funded federally by the Housing Accelerator Fund, along with lower expenditures in salary and wages and contracted services.

The remaining \$19.1 million variance was spread across **various departments** including Community Services, People, Innovation and Collaboration Services and Corporate Planning and Financial Services. The variance was due to lower expenditures in salary and wages and contracted services due to challenges in hiring and delays in program implementation and additional revenue in Recreation driven by post-pandemic recovery.

First Quarter 2025

Net Budget – comparison to Actuals For the period ended March 31 (in thousands)	Q1 2025 Budget	Q1 2025 Actual	Favourable/ (Unfavourable)	Year-End Forecast
Operational Services	158,399	145,318	13,081	-
Community Services	139,577	132,124	7,454	6,000
Calgary Police Services	131,998	133,412	(1,414)	(28,000)
People, Innovation & Collaboration Services	56,248	54,365	1,883	4,000
Civic Partners	41,924	41,898	27	-
Planning and Development Services	27,364	18,961	8,403	2,000
Law, Legislative Services & Security	26,760	21,921	4,839	-
Corp Planning and Financial Services	21,990	21,336	654	-
Infrastructure Services	14,153	14,590	(437)	-
Green Line	8,000	8,000	-	-
Council	3,600	2,920	681	-
Chief Administrative Officer	996	778	218	-
Corporate Programs	(61,045)	(103,325)	42,281	116,000
Total	569,964	492,296	77,668	100,000

As of 2025 March 31, The City had a favourable operating variance of \$77.7 million primarily due to a variance in Corporate Programs of \$42.3 million, and some one-time variances across other departments of \$35.4 million.

The favourable operating variance of \$42.3 million in **Corporate Programs** is primarily attributed to higher investment income of \$30.0 million due to one-time realized gains earned from rebalancing The City's bond portfolio and higher interest income from bond holdings and other corporate impacts of \$12.3 million related to temporary timing differences that will be resolved in the second quarter of 2025.

The \$35.4 million variance across other departments was due to the following:

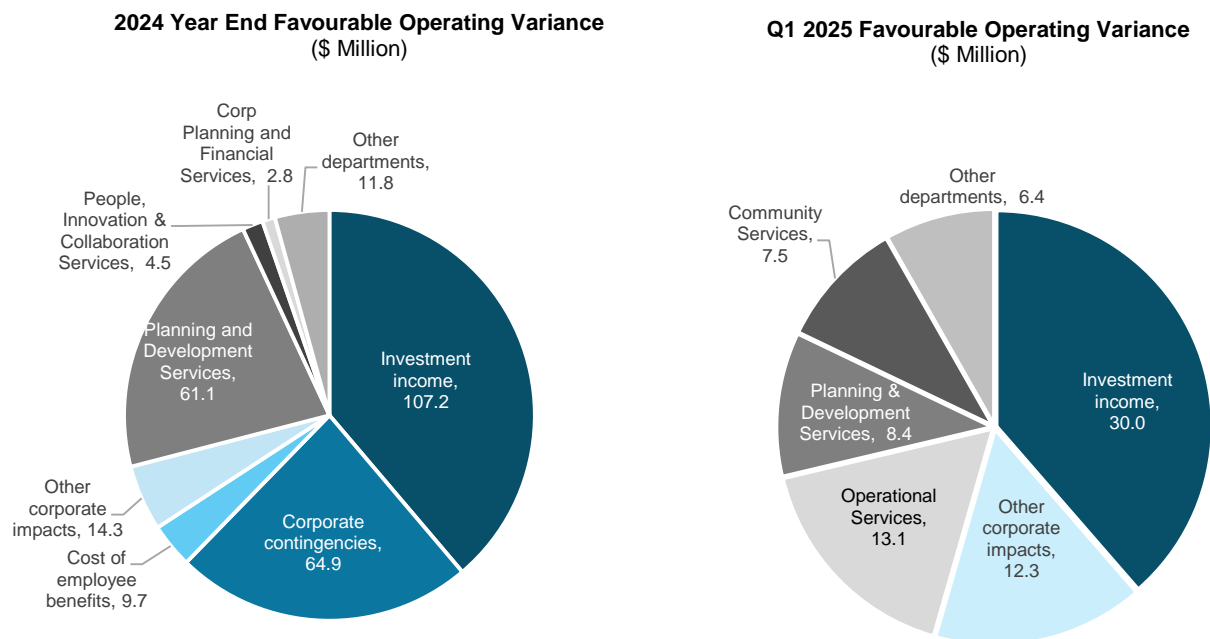
- Higher admissions at City-operated facilities and timing of grant receipts and disbursements in **Community Services**;
- Lower than anticipated contracted services and winter operations costs in **Operational Services**;
- Differences for one-time budgeted priorities in **Planning and Development Services**; and
- Lower salary and wages and higher revenues in **People, Innovation & Collaboration Services**.

Forecast

The City is forecasting a favourable year-end operating variance of \$100.0 million as of Q1 2025. This is due to higher investment income of \$55.0 million, savings from corporate contingencies not required and other manageable expenses of \$53.0 million, and lower than budgeted salary and wages of \$20.0 million. These one-time variances are partially offset by unfavourable fine revenue projected by Calgary Police Services of \$28.0 million. Additionally, The City is forecasting

a favourable variance for franchise fees of \$4.0 million that will be contributed to the Reserve for Future Capital at year-end. Forecasted estimates are for The City's internal operations and are not reflective of the consolidated results presented in the financial statements. We will further revise these estimates quarterly.

As at the end of Q1, Administration recommends the allocation of 25 per cent, or \$25.0 million of the 2025 forecasted positive variance. Additional work is underway to identify high priority projects that \$25.0 million of the projected year-end operating variance could be directed to in 2025.



Capital Budget Overview

Year-End 2024

Capital Budget – comparison to Actuals

For the year ended December 31 (in thousands)	2024 Budget	2024 Actual	Spend rate
Infrastructure Services	854,203	804,238	94.2%
Operational Services	478,044	542,421	113.5%
Green Line	393,349	327,897	83.4%
Community Services	96,212	78,269	81.4%
Civic Partners	68,075	68,161	100.1%
Planning and Development Services	49,978	26,481	53.0%
People, Innovation & Collaboration Services	58,782	53,142	90.4%
Calgary Police Services	71,312	18,571	26.0%
Law, Legislative Services & Security	14,413	8,876	61.6%
Corp Planning and Financial Services	7,280	4,382	60.2%
Total	2,091,647	1,932,438	92.4%

As of 2024 December 31, The City saw \$1.9 billion in capital spending (92.4 per cent of its \$2.1 billion budget). 2024 capital spend was up \$0.4 billion from the \$1.5 billion spent in 2023, a substantial increase in spending on key projects that provide services to Calgarians. This increase in capital spend, from 52.5 percent in 2023, is primarily due to a comprehensive review of The City's capital spending, including an in-year recast to right size annual capital budgets to more accurately reflect expected spending projections and improved financial management delivering more value to our City. This work, along with the reallocation of \$135.0 million to high priority capital needs, highlights our commitment to intentional capital management and meeting the evolving infrastructure needs of our growing city.

Ongoing challenges such as supply disruptions, inflation, and labor shortages continue to impact certain capital projects. The City is actively addressing these systemic issues, which are expected to persist during this period of economic and political instability. The Capital Cost Escalation Fund was used to mitigate some of the challenges and support timely delivery of Council-approved projects.

The unspent budget of \$159.0 million was carried forward into 2025 to complete approved capital initiatives. The Infrastructure Calgary Steering Committee regularly reviews the capital portfolio and identifies funding that can be reallocated to high priority, unfunded capital needs and will continue work on their 10-Year Capital Investment Plans. The City continues to look for third party funding and financing to advance capital initiatives.

First Quarter 2025

Capital Budget – comparison to Actuals For the period ended March 31 (in thousands)	2025 Budget	Q1 2025 Actual	Spend rate
Infrastructure Services	1,230,008	116,110	9.4%
Operational Services	507,815	73,226	14.4%
Green Line	384,661	25,222	6.6%
Community Services	133,705	46,275	34.6%
Civic Partners	72,472	5,643	7.8%
Planning and Development Services	71,638	5,215	7.3%
People, Innovation & Collaboration Services	67,206	22,690	33.8%
Calgary Police Services	63,989	8,047	12.6%
Law, Legislative Services & Security	14,897	2,892	19.4%
Corp Planning and Financial Services	10,124	658	6.5%
Total	2,556,517	305,978	12.0%

As of 2025 March 31, The City spent \$306 million, or 12.0 per cent, of its \$2.6 billion capital budget.

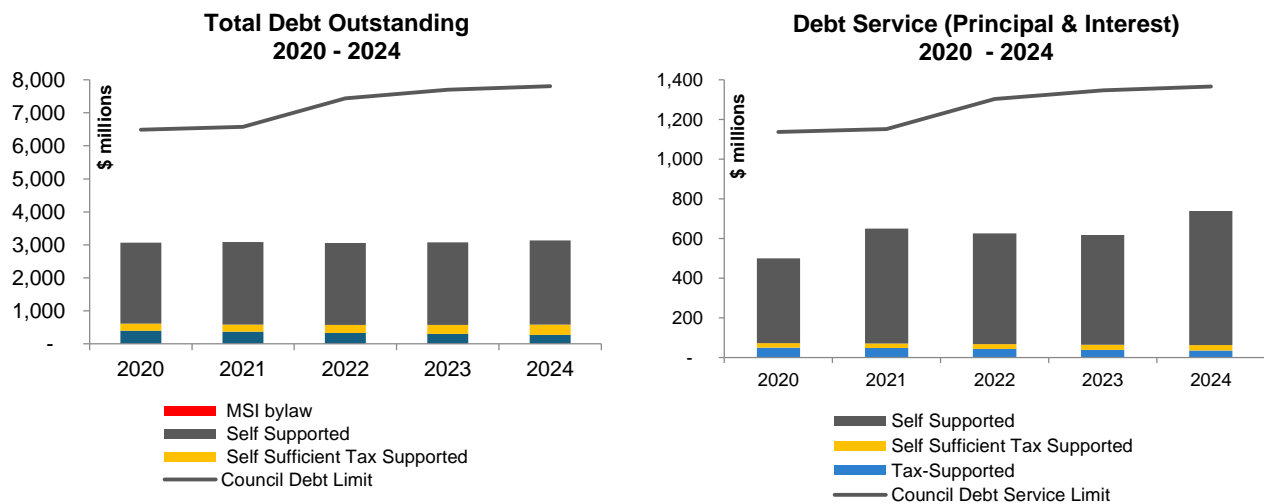
During the first quarter of 2025, The City launched the Sunalta Community Hub, providing community activities and diverse services to Calgarians to improve the local quality of life and offer residents a gathering place for shared connections. The City continues to make progress on key infrastructure priorities such as maintenance and critical repair, housing and community development, cost escalations and more. The Mission Bridge rehabilitation, Mount Pleasant Affordable Housing and Calgary Soccer Centre are all slated for completion this year. In addition, initial commissioning steps have been completed at both Water Treatment Plants for the re-introduction of fluoride into the drinking water and is expected to be completed in the second quarter of 2025.

The City is forecasting a year-end spend rate of 96%, recognizing that the capital spend rate begins increasing in the second quarter of the year due to the seasonality of the construction industry.

Debt Overview

The Council approved debt limits in The City's Debt Policy are more stringent limits than those set out for other local authorities in the Municipal Government Act. A long-term forecast of the Council approved debt limits is maintained by The City. This is used to assess the current and future impact on these limits on the use of debt for approved and prospective long-term capital plans of The City. Based on the analysis, the approved Debt Limit, Debt Service Limit and Tax-Supported Debt Service Limit set out in the Council Debt Policy have been sufficient to meet The City's borrowing requirements in past financial year's (including 2024) and anticipated in future.

As at the end of 2024, The City is well within the limit of total debt outstanding as well as the debt service limits.



Economic Overview

Our 2024 Fall Economic Outlook predicted that slowing global inflation and steady economic growth would facilitate a soft landing. The stability of global markets would boost consumer confidence and spending. At the same time, the U.S. economy would continue to thrive thanks to greater productivity and three significant pieces of legislation implemented by the Biden administration. Population increase was expected to moderate but continue to support the Canadian economy, while a more advantageous financing climate in 2025 would boost confidence in private investment, stimulate household spending, and aid exports. Canada's exchange rate was predicted to remain reasonably stable against the U.S. dollar as monetary policy adjustments in both countries remained consistent. This would boost trade since trading partners would benefit from more price certainty. Alberta's economic performance was expected to be much stronger, while The City would profit from the Province's improved financial status and robust growth.

Since the inauguration of the new U.S. Administration, rising tariff uncertainty and persistent market volatility have raised fears of stagnant economic growth. The current policy environment has increased uncertainty in global markets, which can affect the local economy by reducing business investment, lowering consumer and business sentiment, and possibly contributing to higher inflation. Reduced investment and consumer spending, and the potential for higher prices, can all reduce economic growth. Calgary's economy is projected to grow by 1.6 per cent in 2025, down from 3.5 per cent predicted in 2024.

In March 2025, the Calgary Census Metropolitan Area (CMA) Consumer Price Index (CPI) increased 3.0 per cent year-over-year (YoY). The March 4 reciprocal tariffs did not immediately affect inflation numbers. For consumers, the inflation rate in the CMA is forecast to fall from 3.4 per cent in 2024 to 3.0 per cent in 2025, although it will stay higher than inflation targets due to some of the price pressures expected this year.

Last year, Calgary experienced a 4.9 per cent increase in population. Exceptional population expansion has relieved some of the burden on industries experiencing acute labour shortages, and Calgary's population is projected to grow at 2.1 per cent in 2025. Although net migration is expected to cool off from its highs after this year, as the federal immigration programs start to end, it will remain Calgary's primary driver of population growth. However, Calgary's high unemployment rate creates substantial challenges for the local economy. The local economy isn't growing fast enough to generate enough employment opportunities, resulting in a higher unemployment rate. The unemployment rate in the Calgary Economic Region (CER) was estimated at 7.7 per cent in March 2025. Looking ahead, we expect Calgary's unemployment rate to remain high, at 7.5 per cent in 2025, while employment growth is predicted to slow to 2.2 per cent this year.

Table 1: Change in forecast for key economic indicators in Calgary

	Fall Economic Outlook		Revised Forecast		2025 YTD
	2024	2025	2024	2025	
Population ('000)	1,491.9	1,523.2	1,509.8	1,562.6	N/A
Real GDP growth	2.3%	2.6%	3.5%	1.6%	N/A
Inflation rate	3.2%	1.7%	3.4%	3.0%	2.8%
Unemployment rate	7.0%	6.9%	7.4%	7.5%	7.7%

Table 1 shows key indicators predicted in our 2024 Fall Economic Outlook compared to the revised forecast published in the 2025 Spring Economic Outlook. The main difference is the downward revision of real Gross Domestic Product (GDP) by forecasters¹ due to the impact of the imposed tariffs by the United States. Tariffs in Calgary, which relies mainly on exports, notably to the United States, are expected to impact real GDP, population growth, inflation, and unemployment. Tariffs are expected to slow economic growth, thereby raising the unemployment rate, and cause inflation to increase as import costs rise.

Despite high financing costs, Calgary's historically robust population growth has kept house demand stable. As a result, Calgary had the highest number of housing starts among Canadian municipalities in 2024. The City of Calgary has issued \$1.2 billion in residential building permits and \$483 million in non-residential building permits year-to-date. While tighter federal immigration rules are projected to dampen home demand, several government programs and falling interest rates are expected to support investment. Furthermore, increased building costs caused by tariffs may continue to boost permit values. Residential construction investment, which accounted for about 65 per cent of the total value in 2024, is expected to taper off this year but remain elevated, at approximately \$7.6 billion. In 2024, total housing starts exceeded 20,000 units for the first time. Calgary became the second municipality in Canada to achieve this milestone. This expansion was fueled mainly by apartment construction. Year-to-date, housing starts is estimated at 4,995 units and for 2025 housing starts are projected at 18,800 units.

¹ External forecasters include Stokes Economics, the Conference Board of Canada, Oxford Economics, the International Monetary Fund (IMF), and various commercial banks.

Calgary



Financial and Economic Update Year-End 2024 and First Quarter 2025

EC2025 - 0414

2025 May 13

Recommendation

That the Executive Committee recommends that Council:

- Receive the Financial and Economic Update Year-End 2024 and First Quarter 2025 for information and use it to guide the ongoing budget discussions leading up to the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

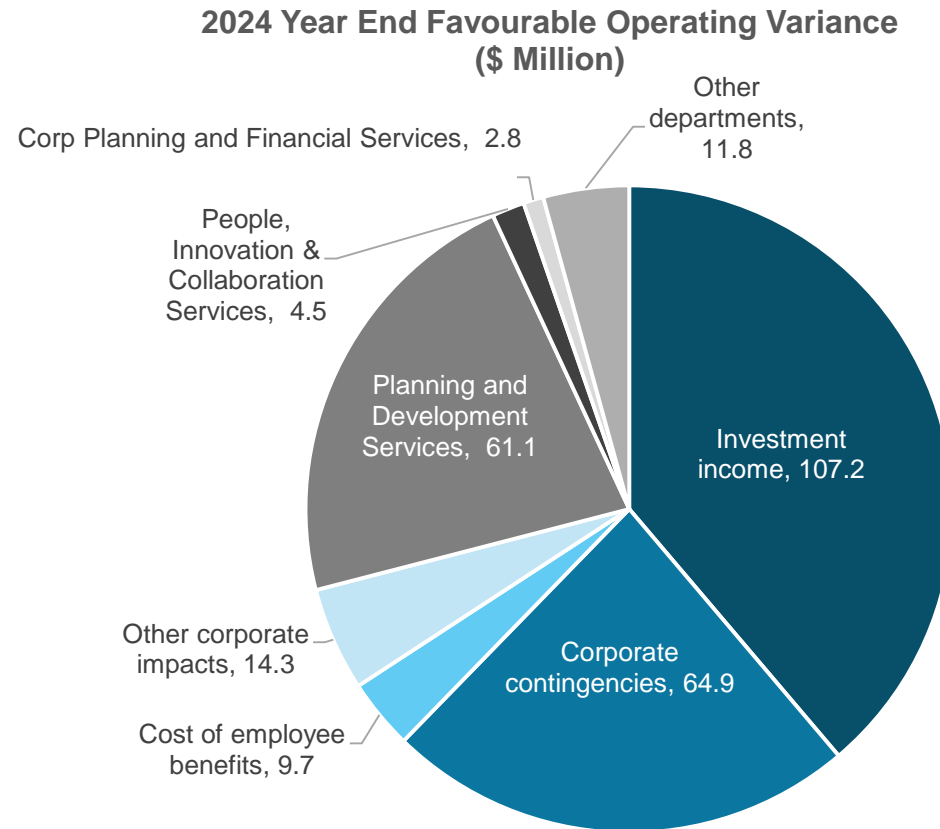
Previous Council Direction

On November 21, 2024, during the 2025 Mid-Cycle Adjustments deliberations, Council amended C2024-1097 requesting Administration to:

- Conduct quarterly assessments of projected year-end variances (EC2025-0414) and allocate funds to the prioritized unfunded project list throughout the year.

Operating Highlights: Year-End 2024

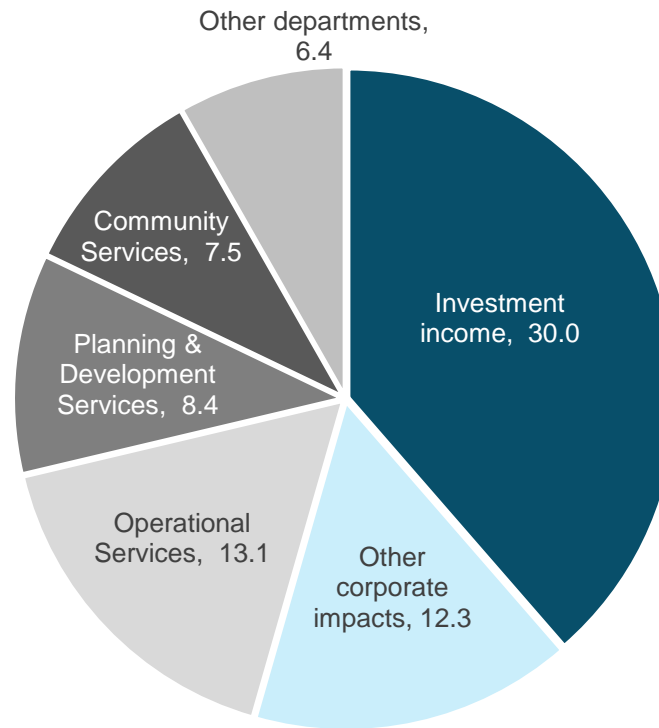
As at 2024 December 31, The City had a favourable year-end operating variance of \$276.3 million, as shown below in millions:



Operating Highlights: First Quarter 2025

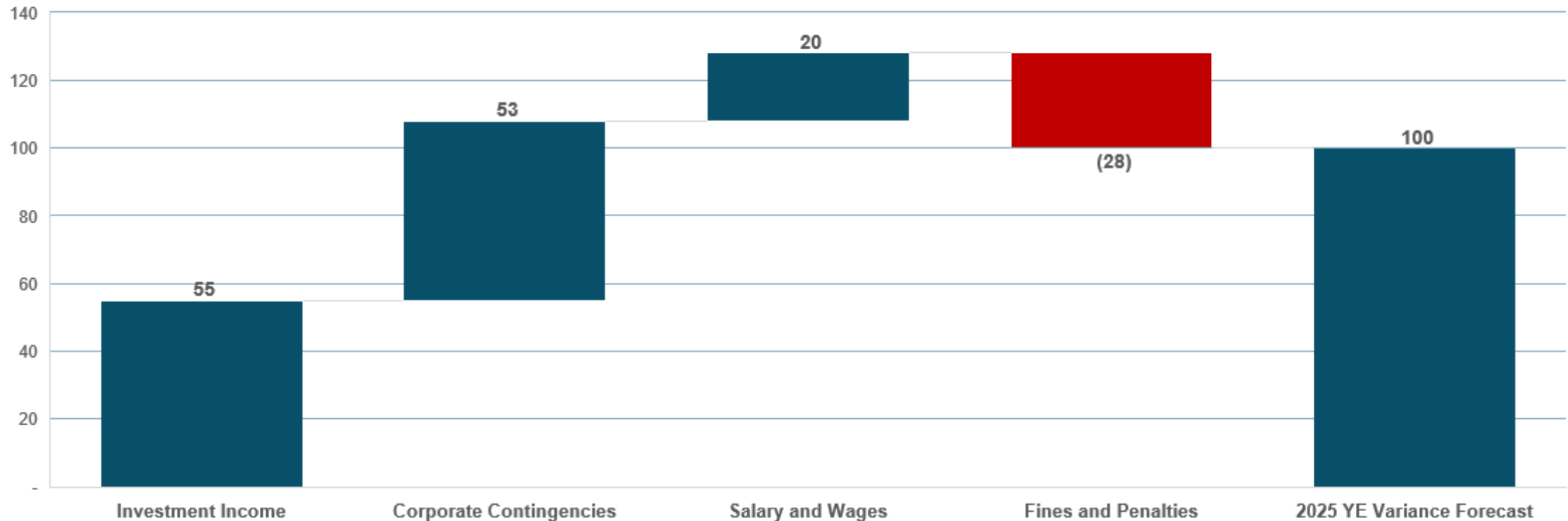
As of 2025 March 31, The City had a favourable year-to-date operating variance of \$77.7 million, as shown below in millions:

**Q1 2025 Favourable Operating Variance
(\$ Million)**



2025 Year-End Operating Forecast

The City is projecting a favourable year-end operating variance of \$100.0 million as of March 31, 2025:

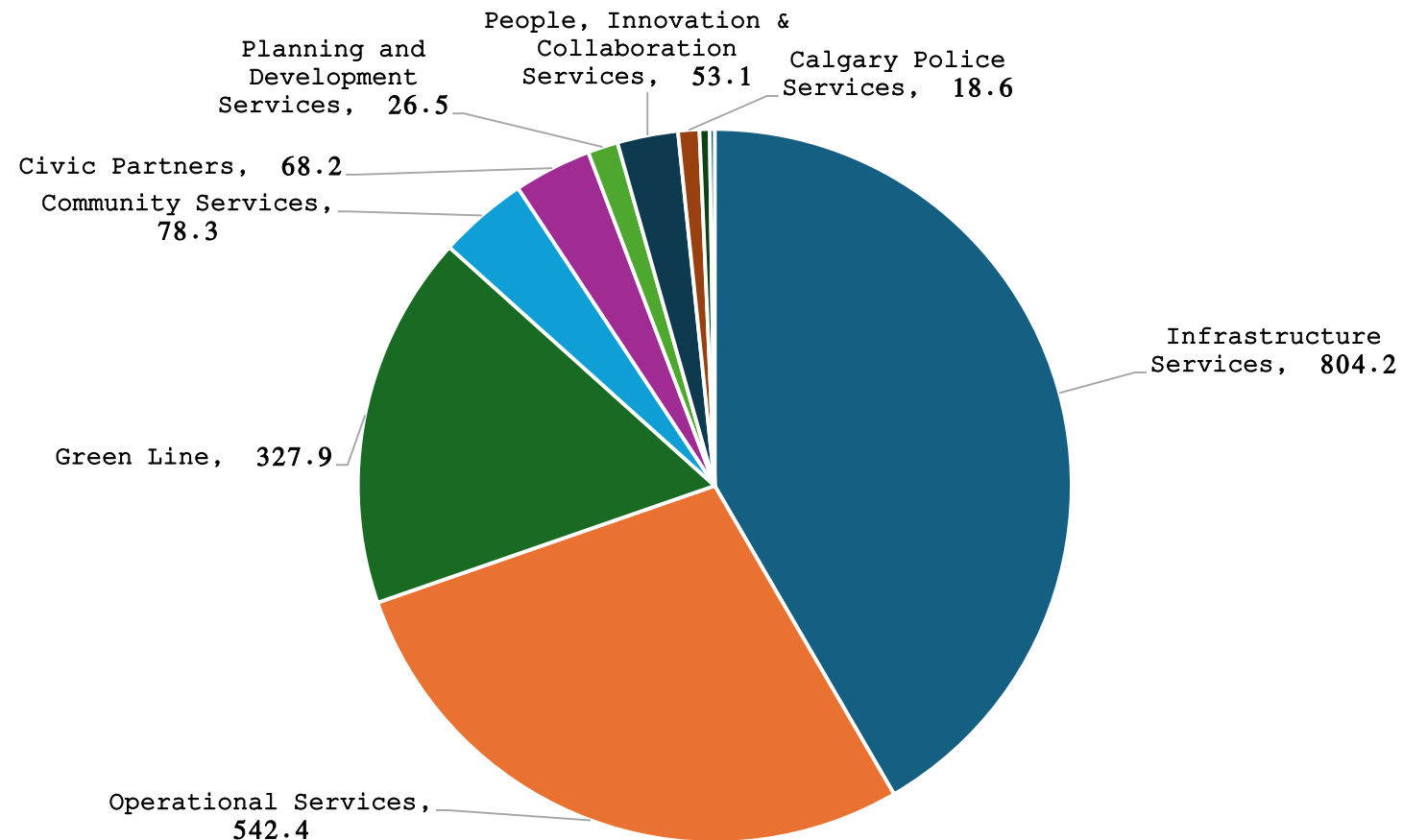


Franchise Fees are forecasted to have \$4M favourable variance. Franchise Fee variances are transferred to the Reserve for Future Capital (RFC).

Additional work is underway to identify high priority projects that \$25.0 million could be directed to in 2025.

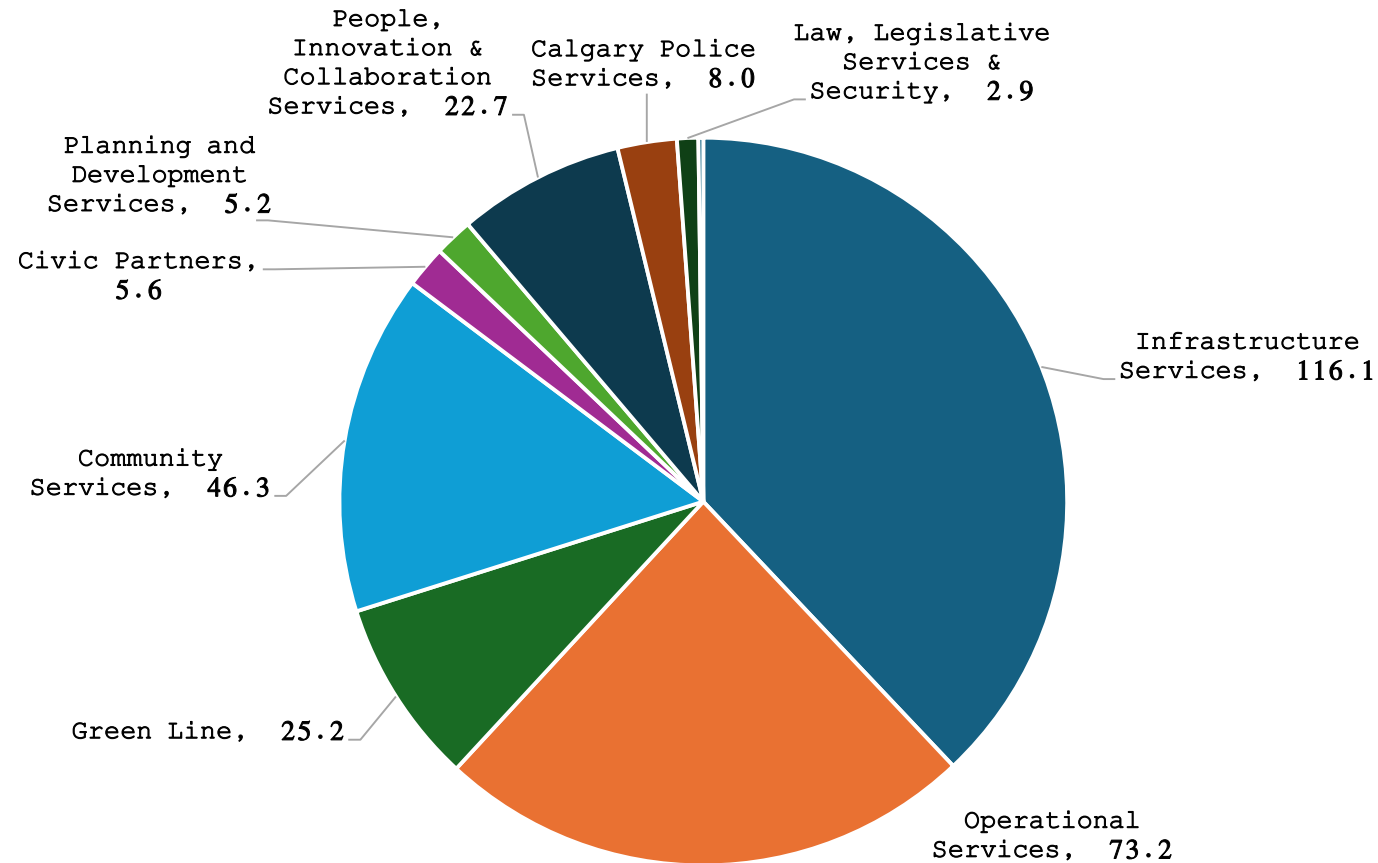
Capital Highlights: Year-End 2024

As of 2024 December 31, The City spent \$1.9 billion or 92.4 per cent of its \$2.1 billion capital budget, as shown below in millions:



Capital Highlights: First Quarter 2025

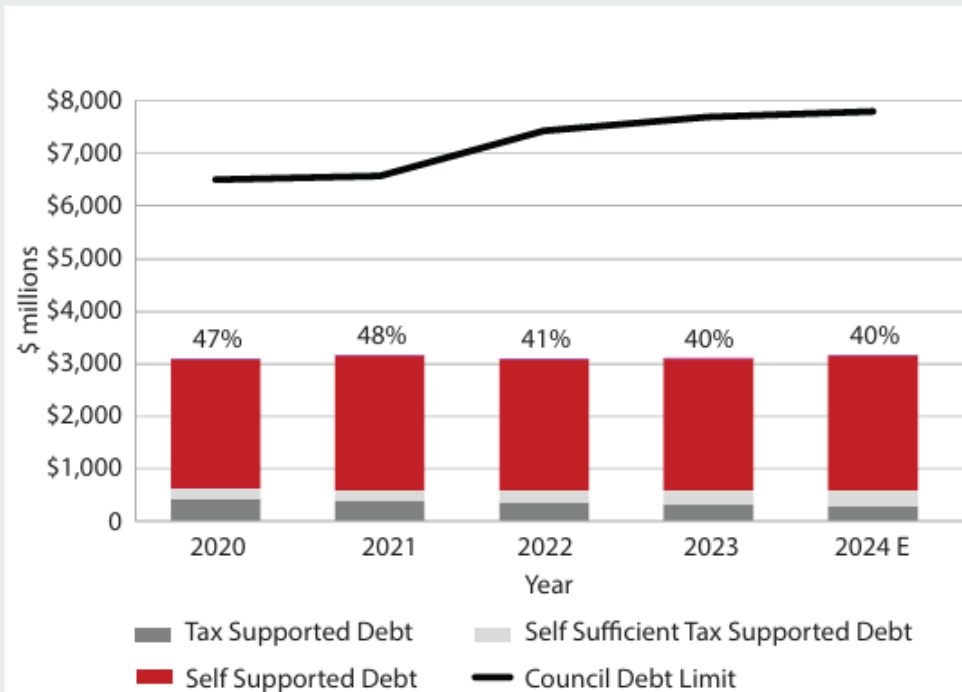
As of 2025 March 31, The City spent \$306.0 million or 12.0 percent of the \$2.6 billion capital budget, as shown below in millions:



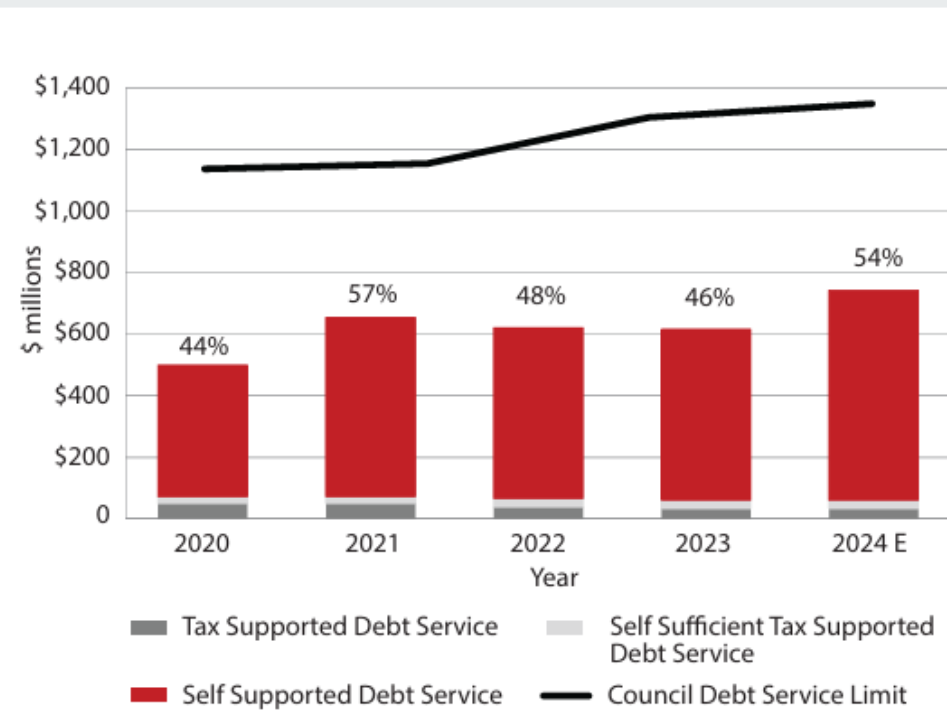
Debt Overview

The City continues to use debt prudently in accordance with best practice and remains comfortable within the legislated debt limits

Total debt outstanding as per cent of Council debt limit



Debt service (principal + interest) as per cent of Council debt service limit



- **Real GDP growth.** Calgary's economy is expected to grow at a slower rate (1.6 per cent) in 2025 than previously forecast.
- **Population.** In 2025, the population projection has increased due to higher than forecast growth in 2024 and continued strong growth in 2025.
- **Inflation rate.** Consumer prices will grow faster (3.0 per cent) in 2025 than previously forecasted as uncertainty and market volatility work their way through the economy.
- **Unemployment rate.** Calgary's unemployment rate will remain high, at 7.5 per cent in 2025, as the labour force grows faster than employment.

Recommendation

That the Executive Committee recommends that Council:

- Receive the Financial and Economic Update Year-End 2024 and First Quarter 2025 for information and use it to guide the ongoing budget discussions leading up to the 2025 November Adjustments to the 2023 – 2026 Service Plans and Budgets.

**Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0269**

Debt Policy

PURPOSE

The purpose of this report is to request that Council approve the recommendations supporting the adoption of an amended Debt Policy for The City of Calgary ("The City"). The proposed amended Debt Policy outlines objectives and procedures for the use and issuance of debt to ensure that The City is continuing to use debt prudently, transparently and efficiently.

PREVIOUS COUNCIL DIRECTION

The *Municipal Government Act*, RSA 2000, c. M-26, as amended by the *City of Calgary Charter, 2018 Regulation*, Alta Reg 40/2018, (the "MGA") requires Council to obtain an external credit rating and establish a debt limit and a debt servicing policy before The City is able to establish its own debt limit. This is an amendment of the existing Debt Policy which was adopted by Council on 2 November 2020, and which became effective on 1 January 2021.

RECOMMENDATION(S):

That the Executive Committee recommends that Council:

- 1) Approve the amended Debt Policy CP2020-05 in Attachment 2 following the public hearing; and
- 2) Direct that Attachment 5 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2027 April 15.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

Les Tochor, Chief Financial Officer and General Manager of Corporate Planning & Financial Services, concurs with this report.

HIGHLIGHTS

- Well-defined financial policies combined with The City's ability to enact these prudent fiscal policies are recognized externally as a measure of The City's strong governance and financial management practices.
- The current version of The City of Calgary Debt Policy was adopted by Council on 2 November 2020 and became effective on 1 January 2021.
- The Council Policy Program policy recommends that all Council policies undergo a formal review every four years and to provide strategic direction on governance, programs and services.
- The amended Debt Policy incorporates changes to the corporation's borrowing strategy while reaffirming the current Council Debt Limits.
- There is no change to the role of Council in the approval and administration of Debt.

**Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0269**

Debt Policy

- The proposed amended Debt Policy is intended to be implemented by Administration in conjunction with a new *Debt Management & Issuance Administration Standard* (the “Administration Standard”) which will address the more technical aspects of The City’s debt issuances.

DISCUSSION

Background

The City of Calgary Charter (AR 40/2018) requires Council to obtain an external credit rating and establish a debt limit and a debt servicing policy. On 2020 November 02, the existing Debt Policy was adopted by Council, and became effective on 2021 January 01. In accordance with the Council Policy Program policy, it is recommended that all Council policies undergo a formal review every four years.

During this period, significant changes occurred to the corporation’s borrowing strategy to diversify its financing sources, including the establishment of a Debt Capital Markets and Private Placement Program as per bylaw 10B2023 with an inaugural issuance in March 2024, and new financings with the Canada Infrastructure Bank (CIB) and Federation of Canadian Municipalities (FCM). These new types of conventional and alternative forms of debt represent opportunities for The City to secure lower cost financing for Calgarians.

Formal Review

The Debt Policy outlines objectives, standards and appropriate controls for the use and issuance of debt to ensure that The City utilizes debt prudently and efficiently. The policy reflects the existing legislative and regulatory framework and complements it with industry best practice recommendations. In writing this policy, the following resources were reviewed:

- debt policies of several comparable Canadian municipalities
- the Government Finance Officers Association’s best practice recommendations;
- credit rating agencies’ guidelines;
- discussions with investment dealers and other municipalities;
- provincial legislation and other relevant publications such as municipal annual reports;
- budget documents or other finance policies.

This periodic review of the Debt Policy provided an opportunity assess and potentially amend the Council debt limits. The debt limits in The City’s Debt Policy are more stringent limits than those set out for other local authorities in the MGA.

- Total Debt shall not exceed 1.6 times Revenue;
- Total Debt Service shall not exceed 0.28 times Revenue; and
- Tax-Supported Debt Service shall not exceed 10% of Tax-Supported Gross Expenditures (Net of Recoveries)

The City has remained within its debt limits utilizing an average of 43 per cent of its Total Debt limit capacity, and 50 per cent of its Total Debt Service limit capacity over the last 5-years. A long-term forecast of the Council debt limits is maintained by Treasury to assess the current and future impact on these limits of the use of debt for approved and prospective long-term capital plans of The City.

**Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0269**

Debt Policy

This financial capacity assessment was conducted as part of the formal review of the Debt Policy and concluded that there would be no proposed changes to the previously approved Council debt limits. Details to the financial analysis are included in Attachment 5.

Notable Updates

The introduction of a new Debt Management & Issuance Administration Standard is intended to address the changes to the corporation's borrowing strategy with debt issuance to be centrally managed by Treasury to improve communication, risk mitigation, compliance and efficiency. The Administration Standard will address the specific requirements associated with various financing sources as The City seeks to diversify its financing sources to improve its economic resiliency. The technical sections from the Debt Policy are now moved to the Administration Standards.

The amended Debt Policy provides transparency with respect to the establishment of a debt retirement account as referenced and approved in the New Capital Debt Borrowing Option report EC2023-067. A debt retirement account is common upon bond issuers, which typically requires all principal repayment to occur at debt maturity. This account accumulates funds each year to ensure sufficient funds to repay the bonds at maturity.

Next Steps

The Debt Policy will be open to comments through a public hearing process that will be advertised with all relevant information available to the public in accordance with the applicable provisions of the MGA. The proposed Debt Policy will be subject to further feedback arising through the public hearing process.

Approval of the proposed Debt Policy will allow The City to continue to set its own debt limit, separate and apart from requirements set out in the MGA.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

A public hearing on the proposed amended Debt Policy is required in accordance with section 216.4 of the MGA following the advertisement of the proposed amended Debt Policy pursuant to section 606 of the MGA and the expiry of the 60-day petition period set out in section 231(4) of the MGA.

The following internal interested parties have been engaged: Law, Finance and The City's Policy Review Committee.

IMPLICATIONS

Social

Not Applicable

Environmental

Not Applicable

Corporate Planning & Financial Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0269

Debt Policy

Economic

Not Applicable

Service and Financial Implications

No anticipated financial impact

The proposed Debt Policy seeks to provide greater efficiency through clarity of roles and responsibilities as The City diversifies financing sources.

RISK

Significant changes occurred to the corporation's borrowing strategy to diversify its financing sources, including the establishment of a Municipal Bond and Private Placement Program, and new financings with the Canada Infrastructure Bank (CIB) and Federation of Canadian Municipalities (FCM). While these new types of conventional and alternative forms of debt represent opportunities for The City to secure lower cost financing for Calgarians, they present different risks to The City.

The amended Debt Policy and new Administration Standards will address recent changes to the corporation's borrowing strategy and improve collaboration, risk management, and provide clarity to the roles and responsibilities between the Business Units, Law, Treasury and other Finance teams. The debt retirement account contemplated in the proposed Debt Policy is one risk mitigation strategy to ensure that The City is continually setting aside funds to repay the principal amount of any bond issuances due at the date of maturity. It is important for any investments made using the funds in the Debt Retirement Account to be of sufficient quality to minimize the risk of investment losses. Administration has drafted a *Debt Retirement Account Portfolio Policy* that contains investment guidelines intended to address this risk.

ATTACHMENTS

1. Previous Council Direction, Background
2. Proposed Debt Policy
3. Debt Management & Issuance Administration Standard
4. Amendments to the Debt Policy
5. Confidential - Debt Metrics and Forecasts.
6. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Les Tochor	CFPS	Approve

Author: Jacky Lai, Senior Leader, Corporate Finance, Treasury

Background

The City of Calgary's current debt limits are prescribed in the Municipal Government Act, RSA 2000, c M-26, as amended by the City of Calgary Charter, 2018 Regulation, Alta Reg 40/2018 (collectively, the "MGA"), the Debt Limit Regulation, Alta Reg 255/2000 and the City of Calgary Debt Service Limit Exception Regulation, Alta Reg 165/2011. The foregoing legislation allows The City to establish its own debt limit, provided The City of Calgary has obtained an external credit rating and established a debt limit policy and debt servicing policy pursuant to section 244.1 of the MGA. The MGA requires that a public hearing be held prior to establishing and approving such policies.

Context

Administration made changes to the existing Debt Policy to align it with new policies and standards, to clarify roles and responsibilities between Council and Administration as the complexity for debt management increases, and to demonstrate the creation of a Debt Retirement Account per council report New Capital Debt Borrowing Option EC2023-0673.

Previous Council Direction

Council approvals of debt policy elements

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2/25/2002	FB2002-11	Tax-Supported Capital Financing Review This report contained several debt-related policies including the establishment of a maximum debt servicing target for tax supported debt of 10% of gross expenditures net of recoveries.
11/20/2006	FCS2006-42	Debt Financing Review This report outlined the categories of debt including the establishment and evaluation of self-sufficient tax-supported debt and further outlined the use of debt.
10/13/2020	PFC2020-1028	The City of Calgary Debt Policy A Debt Policy as required by the City of Calgary Charter that encapsulated previous Council approvals and debt processes was approved.



Council Policy

Policy Title: Debt Policy
Policy Number: CP2020-05
Report Number: EC2025-0269
Adopted by/Date: Council / 2025 September
Effective Date: 2025 XX September
Last Amended: N/A
Policy Owner: Corporate Planning & Financial Services

1. POLICY STATEMENT

- 1.1 The City of Calgary ("The City") will use Debt as an ongoing component of its capital financing structure and incorporate it into The City's long-term plans and strategies.
- 1.2 The City will use Debt in a flexible, sustainable and fiscally prudent manner to finance ongoing needs for capital infrastructure and for loans approved by The City's municipal Council to non-profit organizations and controlled corporations.
- 1.3 The City will structure Debt in a way that can reasonably be considered fair and equitable to those who ultimately pay for and benefit from the underlying assets over time.
- 1.4 The City will strive to use consistent approaches and processes to govern The City's borrowing.

2. PURPOSE

- 2.1 The purpose of this Debt Policy is to:
 - a) Establish objectives and procedures for The City's use and issuance of Debt;
 - b) Ensure that The City uses Debt prudently and efficiently in accordance with industry best practices as applied in the context of municipal fiscal policy and treasury management; and
 - c) Ensure that The City maintains a sustainable debt position in accordance with the Debt Management & Issuance Administrative Standard, as may be amended, restated or replaced from time to time.

3. DEFINITIONS

- 3.1 In this Council policy the following terms, when capitalized, have the following meanings:

- a) **“Credit Rating”** means quantitative and qualitative evaluation of a borrower's ability to meet current and future debt obligations, conducted by reputable agencies like Standard & Poor's, Moody's, Morningstar DBRS, or Fitch Ratings. For municipalities, this annual assessment typically covers economic structure, fiscal management, financial governance, and relationships with other levels of government. A higher credit rating indicates greater efficiency in issuing debt.
- b) **“Debt”** means money borrowed by The City from a third party under terms that require repayment including principal, interest, and fees within an agreed upon timeframe. It is primarily used when other funding sources are unavailable or less flexible in the period that funds are required for capital expenditures. For clarity, a third party may include the Canada Infrastructure Bank, Canada Mortgage and Housing Corporation, Federation of Canadian Municipalities, other financial institutions, the Province of Alberta, the debt capital markets and any other capital funding source that is not internal to The City.
- c) **“Debt Limit”** means
 - a. Total Debt shall not exceed 1.6 times Revenue;
 - b. Total Debt Service shall not exceed 0.28 times Revenue; and
 - c. Tax-Supported Debt Service shall not exceed 10% of Tax-Supported Gross Expenditures (Net of Recoveries).
- d) **“Debt Retirement Account”** means an account to hold and invest funds specifically for Debt repayment. The only permitted use of funds held in a Debt Retirement Account will be for repayment of principal, interest and fees associated with The City's Debt Capital Markets and Private Placement Program. The account must be in a form acceptable to the City Treasurer.
- e) **“MGA”** means the *Municipal Government Act*, RSA 2000, c. M-26, as amended from time to time.
- f) **“Revenue”** means total revenue reported in The City's latest audited annual financial statement, net of any revenues from government transfers and contributed or donated tangible capital assets. Sources include, but are not limited to, property taxes, business taxes, levies, sales of goods and services, investment income, fines, licenses, permits, fees, and other miscellaneous income.
- g) **“Self-Sufficient Tax-Supported Debt”** means Debt issued to fund non-utility capital expenditures, operations, programs or activities whose operating costs, including Debt servicing, are completely self-funded by Tax Revenues.
- h) **“Short-Term Debt”** means the issue and sale of commercial paper in the form of short-term, unsecured promissory notes to raise funds in order to manage The City's cash flow needs, bridging gaps between inflows and

outflows, with a maximum term of 365 days. Short-Term Debt cannot be used to finance capital projects or capital asset purchases.

- i) **“Tax Revenues”** means revenues generated to pay for Tax-Supported Operations, including, but not limited to, property taxes, business taxes, non-utility user fees, levies, investment income, fines, permits and other miscellaneous fees;
- j) **“Tax-Supported Debt”** means Debt issued for capital expenditures that is repaid in whole or in part from Tax Revenues.
- k) **“Tax-Supported Debt Service”** means all principal, interest and fees The City must pay on Tax-Supported Debt and Self-Sufficient Tax-Supported Debt within a calendar year, including guaranteed obligations.
- l) **“Tax-Supported Gross Expenditures (Net of Recoveries)”** means expenditures funded in whole or in part from Tax Revenues, calculated as total City expenditures (net of recoveries) less City fee-funded expenditures (net of recoveries).
- m) **“Tax-Supported Operations”** means City programs and services that are funded through Tax Revenues, including but not limited to, roads, transit and parks.
- n) **“Total Debt”** means all outstanding principal on The City’s borrowings or guarantees. Debt may be in a form of a debenture, bond, commercial paper, promissory note, lease of capital property, financial liabilities associated with entering a Public Private Partnership (PPP), loan, guarantee or other form of contractual long-term financial commitment. Debt of ENMAX Corporation, a wholly owned subsidiary of The City, is excluded from Debt Limit calculations. Other organizations that have fiscal relationships with The City but are not included in The City’s consolidated financial statements, such as City and civic partners, are also excluded from The City’s Debt Limit calculations.
- o) **“Total Debt Service”** means all principal, interest and fees The City must pay on Total Debt within a calendar year, including guaranteed obligations.

4. **APPLICABILITY**

- 4.1 This Council policy applies to all members of Council and City Administration. It does not apply to The City’s subsidiaries.

5. **LEGISLATIVE AUTHORITY**

- 5.1 Pursuant to the MGA, as amended by the *City of Calgary Charter, 2018 Regulation*, Alta Reg 40/2018, Council must obtain an external Credit Rating and then establish a debt

limit policy and debt servicing policy in order for The City to be able to establish its own debt limit.

- 5.2 The Debt Policy is to be aligned with other pertinent sections of the MGA, such as those related to borrowing (sections 241, 251 to 263) and loans and guarantees (sections 264 – 268), all as may be subsequently amended.
- 5.3 The Debt Policy should be read in conjunction with Council's Budget Reporting Policies (CFO006) that sets forth procedures on reporting of budget variances, adjustments and spending.

6. PROCEDURE

6.1 Council is responsible for:

- a) Approving Debt in accordance with the MGA;
- b) Adhering to the Debt Limit when approving Debt;
- c) Adhering to the following Debt terms when approving Debt:
 - i. The term of any Debt for capital assets shall not exceed the probable lifetime of the asset being financed; and
 - ii. Short-Term Debt shall not exceed a term of 365 days.
- d) Ensuring The City maintains a Credit Rating of, at a minimum, investment grade when approving Debt.

6.2 Administration is responsible for:

- a) Preparing a report and seeking Council approval with respect to any new Debt that has not otherwise been approved in accordance with the MGA;
- b) Reporting Debt levels to Council;
- c) Reporting on the Debt Retirement Account, at a minimum annually;
- d) Preparing and seeking Council approval for a plan to return to the approved Debt Limit if such Debt Limit is exceeded through a drop in Revenue subsequent to issuing Debt; and
- e) Maintaining a minimum of two Credit Ratings and reporting to Council on The City's Credit Rating.

7. SCHEDULE(S) (Optional)

None.

8. **AMENDMENT(S)** (Mandatory)

Date of Council Decision	Report/By-Law	Description
2025/05/06	EC2025-0269	Amendment* <i>*For certainty, any Bylaws of The City of Calgary that currently refer to Debt Policy CP 2020-05, which was adopted on November 2, 2020 and became effective on January 1, 2021, shall hereafter be deemed to refer to such Debt Policy as hereby amended</i>
2020/11/2	TT2020-1191	Policy Created

9. **REVIEW(S)** (Mandatory)

Date of Policy Owner's Review	Description

Administration Standard

Title:	Debt Management & Issuance
Approved by:	Executive Leadership Team
Effective Date:	Completed by Governance and Policy team.
Last Updated:	Completed by Governance and Policy team
Responsible Service(s):	Treasury, Finance

1. ASSOCIATED GOVERNANCE

- 1.1 This Administration standard outlines requirements in support of Council's Debt Policy.
- 1.2 The Debt Management & Issuance standard aligns with the sections of Municipal Governance Act, RSA 2000, c. M-26 related to "Borrowing" (sections 251 to 263) and "Loans and Guarantees" (sections 264 to 268).

2. PURPOSE

- 2.1 This standard will be followed when:
- a) Planning for the use of Debt;
 - b) Issuing of any form of Debt; and
 - c) Management of Debt.
- 2.2 Following this standard will:
- a) Mitigate financial risk;
 - b) Improve The City's effectiveness in complying with applicable laws and contracts; and
 - c) Ensure central management, by Treasury, of all Debt issued by The City.

3. DEFINITIONS

- 3.1 In this Administration Standard:

- a) "**Credit Rating**" means quantitative and qualitative evaluation of a borrower's ability to meet current and future Debt obligations, conducted by reputable agencies like Standard & Poor's, Moody's, Morningstar DBRS, or Fitch Ratings. For municipalities, this annual assessment typically covers economic structure, fiscal management, financial governance, and relationships with higher levels of government. A higher credit rating indicates greater efficiency in issuing Debt.
- b) "**Debt**" means money borrowed by The City from a third party under terms that require repayment including principal, interest, and fees within an agreed upon timeframe. It is primarily used when other funding sources are unavailable or less flexible in the period that funds are required for capital expenditures. For clarity, a third party may include the Canada Infrastructure Bank, Canada Mortgage and Housing Corporation, Federation of Canadian Municipalities, other financial

institutions, the Province of Alberta, the debt capital markets and any other capital funding source that is not internal to The City.

- c) **"Debt Limit"** means
 - a. Total Debt shall not exceed 1.6 times Revenue;
 - b. Total Debt Service shall not exceed 0.28 times Revenue; and
 - c. Tax-Supported Debt service shall not exceed 10% of Tax-Supported Gross Expenditures (Net of Recoveries).
- d) **"Debt Retirement Account"** means an account to hold and invest funds specifically for Debt repayment. The only permitted use of funds held in a Debt Retirement Account will be for repayment of principal, interest and fees associated with The City's Debt Capital Markets and Private Placement Program. The account must be in a form acceptable to the City Treasurer.
- e) **"Debt Structure"** means a structure of debt repayment agreed upon between the lender and the borrower upon issuance of Debt. Specifically, it may refer to the time pattern (e.g., amount, duration and timing) of principal and interest payments, interest rate calculation (e.g., fixed or variable rate), credit and liquidity enhancements, use of Derivatives, and potentially other tools available to structure debt. In general, Debt should be structured to achieve the lowest possible cost of funds, subject to constraints of available funding, debt maturity, the capital asset being financed and any borrowing bylaws, capital market conditions and the objectives of the *Debt Policy*.
- f) **"Derivatives"** means a financial security (a contract) whose price is derived from changes in value of the underlying asset. In municipal Debt context, derivatives are primarily utilized for risk management purposes (hedging) by allowing the Debt issuer (The City) to transfer certain kinds of risk to a counterparty in the transaction. Prudent use of derivatives may increase The City's financial flexibility and provide the opportunity for cost savings.
- g) **"Employee"** means any person employed by The City and reporting to a City of Calgary business unit, department, the Office of the Chief Administrative Officer, the Office of the Chief Operating Officer, the Office of The Mayor, The City Auditor's Office, Calhomes Properties Ltd., operating as Calgary Housing, and the Calgary Police Service, including those working under an employment contract with The City.
- h) **"Financial Capacity"** means the financial resources available to The City to pursue multiple capital projects concurrently, and the coinciding impact on key financial capacity metrics. Financial capacity will be measured against metrics, including but not limited to The City's Debt Limits, and Credit Rating agency metrics.
- i) **"Funding Source"** means financial / monetary resources earmarked for project expenditures or repay Debt, either capital or operating in nature. This may refer to a variety of resources such as proceeds investment income, operations (sales of goods and services), user fees and levies, tax revenue, grants, reserves, or other revenue sources.
- j) **"Revenue"** means total revenue reported in The City's latest audited annual financial statement, net of any revenues from government transfers and contributed or donated tangible capital assets. Sources include, but are not

- limited to, property taxes, business taxes, levies, sales of goods and services, investment income, fines, licenses, permits, fees, and other miscellaneous income.
- k) **“Self-Sufficient Tax-Supported Debt”** means Debt issued to fund non-utility capital expenditures, operations, programs or activities whose operating costs, including Debt servicing, are completely self-funded by Tax Revenues.
 - l) **“Structured Debt”** means a form of Debt “tailored” to the borrower’s needs. May be used in instances where traditional forms of Amortizing Debt are considered insufficient to address the scale of a project, and/or related implications on risk, credit or liquidity management need to be addressed either through the use of Derivatives or additional structure-enhancing mechanisms.
 - m) **“Tax-supported Debt”** means Debt issued for capital expenditures that is funded in whole or in part from tax revenues.
 - n) **“Tax-supported Debt Service”** means all principal, interest and, and fees The City must pay on Tax-supported Debt and Self-Sufficient Tax-Supported Debt within a calendar year, including guaranteed obligations, less any funds held within the Debt Retirement Account, specifically for debt repayment within that same calendar year.
 - o) **“Total Debt”** means all outstanding principal on The City’s borrowings or guarantees. Debt may be in a form of a debenture, bond, commercial paper, promissory note, lease of capital property, financial liabilities associated with entering a Public Private Partnership (PPP), loan, guarantee or other form of contractual long-term financial commitment. Debt of ENMAX Corporation, a wholly owned subsidiary of The City, is excluded from Debt Limit calculations. Other organizations that have fiscal relationships with The City but are not included in The City’s consolidated financial statements, such as City and civic partners, are also excluded from The City’s Debt Limit calculations.
 - p) **“Total Debt Service”** means all principal, interest and fees The City must pay on Total Debt within a calendar year, including guaranteed obligations.

4. APPLICABILITY

This Administration Standard applies to all City of Calgary Employees but it does not include those employed by Calhomes Properties Ltd., operating as Calgary Housing.

5. STANDARD

5.1 Treasury will utilize Debt prudently and efficiently in accordance with industry best practice as applied in the context of municipal fiscal policy and treasury management. This includes, but is not limited to the following considerations:

- a) Ensuring appropriate guidelines and controls are in place for both the use and issuance of Debt.
- b) Directing the use of Debt within The City’s planning and budgeting process and aligning with longer-term financial considerations

- c) Considering the use of Debt in the context of other forms of funding, generally as the last applied when financially prudent.
 - d) Ensuring that The City has sufficient debt capacity available for current and future commitments to provide for financial flexibility.
 - e) Striving to maintain or improve The City's Credit Rating in the context of municipalities of a similar size.
 - f) Identifying sources of funding for Debt principal and interest repayment before Debt is issued.
 - g) Minimizing the long-term cost of financing subject to The City's risk tolerance levels as well as any relevant constraints and considerations to maintain financial flexibility.
 - h) Limiting financial risk exposure and applying appropriate risk mitigation strategies.
 - i) Fulfilling all relevant provincial and federal legislative requirements.
 - j) Adhering to transparent and reasonable reporting requirements.
 - k) Designating the relevant authority and responsibilities to qualified personnel and following the appropriate reporting structure in alignment with other municipal finance policies.
 - l) Formally enforcing ethical conduct and mitigating potential conflicts of interest for staff involved in Debt issuance activities.
 - m) Ensuring that The City has sufficient debt capacity available for current and future commitments to provide for financial flexibility by appropriately managing the timing of cash flows in both short term as well as longer time horizon.
 - n) Establish and maintain a Debt Retirement Account. The funds within the Debt Retirement Account will be invested in accordance with *Debt Retirement Account Portfolio Policy*.
- 5.2** Treasury must be engaged prior to the use of Debt in the capital planning, prioritization and budget processes or any ad-hoc approval with Debt as a potential Funding Source.
- 5.3** Treasury will consider Debt to finance all or a portion of capital expenditures, including but not limited to:
- a) large projects with long-term benefits;
 - b) projects with benefits to the community at large (Tax-Supported Debt);
 - c) emerging needs to support corporate priorities and approved strategic plans;
 - d) major rehabilitation of existing assets as a short-term strategy to eliminate a significant infrastructure renewal backlog; and
 - e) borrowing to finance The City's climate and environmental objectives along with social and governance initiatives.
- 5.4** Treasury will evaluate all Debt in the context of the corporation's Financial Capacity.
- Treasury will complete a financial capacity assessment and other financial analysis on The City's capital plan including the amount of Debt that will be required for each project and year of the plan.
- 5.5** Portfolio Finance Manager will:

- a) Conduct planning and prioritization of capital assets that may require Debt.
- b) Engage Treasury prior to the use of Debt in the capital planning, prioritization and budget processes or any ad-hoc project approval with Debt as a potential Funding Source.
- c) Identify Funding Sources for capital projects, including the repayment source of the capital financing before the approval of Debt.
- d) Support the development and negotiation of commercial terms to procure the capital assets with capital financing.
- e) Provide Debt forecasts or updated financial information on projects and capital spends and share with Treasury and corporate budget office, no more frequent than monthly.
- f) Obtain approval from the service director for any Debt requests prior to seeking Council's approval.

5.6 Treasury, Corporate Finance, Project Development (CFP) will:

- a) Direct the use of Debt within the capital planning, prioritization, and budget processes or any ad-hoc project approval with Debt.
- b) Determine the optimal capital structure that includes Debt and other sources.
- c) Determine the most efficient form, structure, and terms of Debt.
- d) Evaluate all forms of Debt, including alternative financing options and Structured Debt in the planning of the use of Debt.
- e) Assess whether The City has sufficient debt capacity available for current and future commitments as part of a Financial Capacity assessment.
- f) Prepare and present a financial capacity assessment and other financial analysis prior to the use of Debt as part of the capital planning, prioritization and budget processes or any ad-hoc project approval.
- g) Maintain The City's long-term forecast of Total Debt and debt servicing limits.
- h) Negotiate the terms of the capital financing from external sources.
- i) Execute financings by seeking corporate authority and documenting on the capital financing, including credit agreements and all related/ ancillary documents.
- j) Advise on the commercial agreements for the capital asset that requires Debt.
- k) Draft Council reports and direct Law on drafting of borrowing bylaw

5.7 Treasury, Corporate Finance, Credit (CFC) will:

- a) Determine the procedures required to issue different types of Debt in the debt capital markets i.e. general obligation bonds, sustainability bonds and private placements.
- b) Provide insight to CFP on cashflows and risks associated with debentures issued to internal and external parties to determine the most efficient form, structure, and terms of Debt.
- c) Act as principal corporate liaison for borrowing from the debt capital markets including corresponding and managing relationships with investors, dealers and Credit Rating agencies.

- d) Act as principal corporate liaison for syndicate creation and syndicate review when issuing into the debt capital markets.
- e) Negotiate terms of borrowing from the debt capital markets.
- f) Execute on the issuance of Debt in the debt capital markets, including credit agreements and all related/ ancillary documents.
- g) Act as principal corporate liaison with the communications team and act as the investor relations function.
- h) Monitor compliance of external lenders in the debt capital markets.
- i) Obtain compliance reporting requirements from business units for the debt capital markets.
- j) Act as principal corporate liaison to all non-profit organizations or controlled corporations seeking debt.
- k) Assess and evaluate borrowing requests from non-profit organizations or controlled corporations for capital purposes.
- l) Develop Capital Debt Borrowing & Accounting Procedures.

5.8 Law will:

- a) Advise The City from a legal perspective on all forms of Debt issuance.
- b) Draft bylaws as directed by Treasury and in accordance with applicable legislation.
- c) Engage external counsel to support Treasury as needed.
- d) Lead drafting and execution of documents for debt capital market issuances.
- e) Lead drafting and execution of all alternative financing agreements.

5.9 Treasury Manager will:

- a) Ensure the appropriate procedures, guidelines and controls are in place for both the use and issuance of Debt.
- b) Ensure systems, staffing, and training are in place to effectively manage the debt issuance process and mitigate the risks associated with the use of debt at The City.
- c) Plan, negotiate, execute, administer, and manage all Debt issued by The City.
- d) Act as the principal corporate liaison with all external lenders or assign a delegate from treasury.
- e) Manage Debt levels to limit financial risk exposure and achieve the lowest cost of funds given the determined level of risk exposure.
- f) Determine the Debt Structure of financing for each capital asset with a view to minimizing The City's overall long-term cost of financing.
- g) Seek Council's and Chief Financial Officer's approval for authorizing bylaws to issue new Debt.
- h) Draft Council Reports to support issuance of Debt.
- i) Negotiate and execute commercial agreements for Debt, reflecting The City's risk tolerances.

- j) Ensure Debt is managed in a manner consistent with other long-term planning, financial and management objectives.
- k) Approve the year-end debt reporting.
- l) Determine the use of Derivatives as they facilitate achieving a specific financial objective consistent with the *Debt Policy*, and if deemed prudent and in The City's best interest, as approved by The City Treasurer.

5.10 Treasury, Operations and Investments will:

- a) Provide lending rates to business units and external parties on an ad hoc basis.
- b) Provide insight to CFP and CFC on cashflows and risks associated with debentures issued to internal and external parties to determine the most efficient form, structure, and terms of Debt.
- c) Monitor and track all internal and external principal and interest payments, interest accruals, and amounts outstanding.
- d) Complete journal entries for all external Debt.
- e) Manage, record, and document the debentures issued to internal and external parties.
- f) Manage the investment of the Debt Retirement Account
- g) Regularly report and monitor the Debt Retirement Account.
- h) Complete the year-end debt reporting requirements.

6. CONSEQUENCES OF NON-COMPLIANCE

Employees who fail to adhere to this Administration standard and any associated policies and procedures may be subject to corrective action, including dismissal from employment, in accordance with the Labour Relations policy, the Exempt Staff policy, or the specified terms outlined in their employment contract.

7. HISTORY

Action	Date	Report Number	Description
To be completed by Governance and Policy Team			

PFC2020-1028
EC2025-0269
ATTACHMENT 4



Council Policy

Policy Title: Debt Policy
Policy Number: Assigned by the City Clerk's Office CP2020-05
Report Number: Report(s) going to Committee/Council EC2025-0269
Adopted by/Date: Council / 2020 November 2 or 2020 December 14 2025 July
Effective Date: 2021 January 4 2025 XX July
Last Amended: N/A
Policy Owner: Chief Corporate Planning & Financial Officer's Department Services

1. POLICY STATEMENT

1.1 The City of Calgary ("The City") utilizes debt in will use Debt as an ongoing component of its capital financing structure and incorporate it into The City's long-term plans and strategies.

4.1.1.2 The commitment to manage its fiscal position City will use Debt in a prudent and flexible, sustainable and fiscally prudent manner, as well as balance the need to finance ongoing needs for Capital Infrastructure and Calgary's ability capital infrastructure and for loans approved by The City's municipal Council to pay for non-profit organizations and controlled corporations.

4.2.1.3 The City will structure Debt must be structured in a way that can reasonably be considered fair and equitable to those who ultimately pay for and benefit from the underlying assets over time.

4.3.1.4 The Debt Policy guides the rationale The City will strive to use consistent approaches and processes that to govern The City's borrowing as it pertains to the overall levels of indebtedness, the structure of the debt, as well as the annual debt servicing limits.

4.4 The issuance of new debt must be approved by Council and authorized by adopting a borrowing bylaw.

2. PURPOSE

2.1 The purpose of the this Debt Policy is to outline:

a) Establish objectives, standards and appropriate controls procedures for the The City's use and issuance of debt, and to ensure Debt;

Ensure that The City's financial conduct is governed by the following principle:

b) 2.1.1 The City utilizes debt uses Debt prudently and efficiently in accordance with industry best practice practices as applied in the context of municipal fiscal policy and treasury management. This includes, but is not limited to the following

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PFC2020-1028-Attachment 2
ISC: UNRESTRICTED

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considerations; and

- 2.1.1.1 Identifying sources of funding for debt repayment when debt is issued
- 2.1.1.2 Aligning with The City's planning and budgeting process and longer term financial considerations
- 2.1.1.3 Ensuring appropriate guidelines and controls are in place for both the issuance and use of debt
- 2.1.1.4 Minimizing the long-term cost of financing
- 2.1.1.5 Striving to maintain or improve The City's credit rating
- 2.1.1.6 Considering the use of debt in the context of other forms of financing, generally as the last applied form of financing.
- 2.1.1.7 Limiting financial risk exposure and applying appropriate risk mitigation strategies
- 2.1.1.8 Fulfilling all relevant provincial and federal legislative requirements
- 2.1.1.9 Adhering to transparent and reasonable reporting requirements
- 2.1.1.10 Designating the relevant authority and responsibilities to qualified personnel and following the appropriate reporting structure in alignment with other City Finance policies
- 2.1.1.11 Formally enforcing ethical conduct and mitigating potential conflicts of interest for staff involved in debt issuance activities
- 2.1.1.12 Ensuring that the City has sufficient debt capacity available to provide for financial flexibility by appropriately managing the timing of cash flows in both short term as well as longer time horizon.

c) Ensure that The City maintains a sustainable debt position in accordance with the Debt Management & Issuance Administrative Standard, as may be amended, restated or replaced from time to time.

3. DEFINITIONS

3.1 The In this Council policy the following definitions apply; terms, when capitalized, have the following meanings:

3.1.1 Amortizing Debt

Refers to repayment of debt according to a predetermined amortization schedule that is generally composed of fixed payments paid in regular installments. Each payment is composed of a principal and an interest component so that the debt is repaid in full at the maturity date.

a) 3.1.2 Bullet "Credit Rating" means quantitative and qualitative evaluation of a borrower's ability to meet current and future debt obligations, conducted by reputable agencies like Standard & Poor's, Moody's, Morningstar DBRS, or Fitch Ratings. For municipalities, this annual assessment typically covers economic

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structure, fiscal management, financial governance, and relationships with other levels of government. A higher credit rating indicates greater efficiency in issuing debt.

b) **"Debt"** means money borrowed by The City from a third party under terms that require repayment including principal, interest, and fees within an agreed upon timeframe. It is primarily used when other funding sources are unavailable or less flexible in the period that funds are required for capital expenditures. For clarity, a third party may include the Canada Infrastructure Bank, Canada Mortgage and Housing Corporation, Federation of Canadian Municipalities, other financial institutions, the Province of Alberta, the debt capital markets and any other capital funding source that is not internal to The City.

c) **"Debt Limit"** means

A debt structure whereby a large portion (or the full amount) of principal is repaid at a specified date, usually at maturity. Regular installments between inception and maturity cover the interest portion of the debt only.

3.1.3 Credit Rating

Quantitative and qualitative assessment of borrower's creditworthiness (as it pertains to the ability to honour existing and potential debt obligations) conducted by a reputable credit rating agency (such as Standard and Poor's, Moody's Investors Service, Inc., DBRS Morningstar or Fitch Ratings) that is based on past indicators as well as estimates of future metrics. In a municipal context, at this time, the following areas are generally subject to a due diligence process by the credit rating agency: economic structure, fiscal and financial management, as well as relations with senior levels of government. Additional factors may include ownership of municipal corporations and municipal governance. The higher the credit rating score, the greater the ability to issue debt efficiently.

3.1.4 Debt

Money borrowed from a counterparty in exchange for compensation in the form of interest payment. It represents an obligation that must be repaid within a predetermined time horizon under conditions that both parties to the transaction agree upon. Debt is utilized primarily when other sources of financing are not available or are considered less efficient.

3.1.5 Debt Structure

The structure of debt repayment agreed upon between the lender and the borrower upon issuance of debt. Specifically, it may refer to the time pattern (e.g., duration and timing) of principal and interest payments, interest rate calculation (e.g., fixed or variable rate), credit and liquidity enhancements, use of derivatives, and potentially other

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~~tools available to structure debt. In general, debt should be structured to achieve the lowest possible cost of funds, subject to constraints of debt maturity, the capital asset being financed, capital market conditions and the objectives of the *Debt Policy*.~~

~~3.1.6—Debt Term~~

~~The period of time during which debt payments are made. At the end of the debt term, the debt must be paid in full.~~

~~3.1.7—Derivatives~~

~~Financial security (a contract) whose price is derived from changes in value of the underlying asset. In municipal debt context, derivatives are primarily utilized for risk management purposes (hedging) by allowing the debt issuer (The City) to transfer certain kinds of risk to a counterparty in the transaction. Prudent use of derivatives may increase the City's financial flexibility and provide opportunity for cost savings.~~

~~3.1.8—Financing Method~~

~~Method of financing a project or initiative either from own or borrowed sources. Examples include earmarking of a specific funding source, issuing debt, entering into a derivatives contract or lease financing.~~

~~3.1.9—Funding Source~~

~~Sources of funds earmarked to repay debt, either capital or operating in nature. May refer to a variety of tools such as proceeds from the City's investment portfolio, operations (sales of goods and services), user fees and levies, tax revenue, grants, reserves or other revenue sources.~~

~~3.1.10—Long-term Debt~~

~~Debt with maturity over one year generally issued to finance a capital project or a capital asset purchase.~~

~~3.1.11—Revenue~~

- ~~a. The Total Debt shall not exceed 1.6 times Revenue;~~
- ~~b. Total Debt Service shall not exceed 0.28 times Revenue; and~~
- ~~c. Tax-Supported Debt Service shall not exceed 10% of Tax-Supported Gross Expenditures (Net of Recoveries).~~
- ~~d) "Debt Retirement Account" means an account to hold and invest funds specifically for Debt repayment. The only permitted use of funds held in a Debt Retirement Account will be for repayment of principal, interest and fees associated with The~~

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City's Debt Capital Markets and Private Placement Program. The account must be in a form acceptable to the City Treasurer.

e) "MGA" means the *Municipal Government Act, RSA 2000, c. M-26*, as amended from time to time.

f) "Revenue" means total revenue reported in the City's last available latest audited annual financial statement, net of any transfers, revenues from other levels of government reported as revenue, transfers and not of contributed or donated tangible capital assets reported as revenue. Sources of revenue include, but are not limited to the following: property taxes, revitalization and improvement levies, business taxes, levies, sales of goods and services, investment income, fines and penalties, licenses, permits, fees, and other miscellaneous revenue income.

Revenue of authorities over which the City has direct control (Calgary Parking Authority, Calgary Public Library Board, Calhome Properties Ltd. (operating as Calgary Housing Company), Calgary Municipal Land Corporation, Attainable Homes Calgary Corporation, The Calgary Convention Centre Authority (operating as Calgary TELUS Convention Centre), Calgary Economic Development Ltd., Calgary Arts Development Authority Ltd.) is included in this calculation.

ENMAX Corporation, a wholly owned subsidiary of The City, is excluded from the debt limit calculation. Other organizations that have fiscal relationships with the City but are not included in City's consolidated financial statements, such as City and Civic partners, are also excluded from debt limit and debt servicing limit calculations.

3.1.12 "Self-sufficient/Sufficient Tax-supported

g) "Supported Debt for" means Debt issued to fund non-utility capital expenditures, operations, programs or activities, whose operating costs, including debt servicing, are completely self-funded by revenues or cash flows from a dedicated funding source. Self-sufficient tax-supported debt has also included short term debt that was funded from future grant receipts from the Alberta Government's Municipal Sustainability Initiative (MSI). Tax Revenues.

3.1.13 Self-supported Debt

Debt mainly for City Utility services which is not funded by tax revenues but by revenues generated by the Utility, including rates charged directly to users and other cash flows generated from operations.

3.1.14 "Short-term/Term Debt

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h) Short-term debt issued in means the formissue and sale of commercial paper erin the form of short-term, unsecured promissory notes issued to raise funds in order to manage cash flows of The City. The primary purpose is to bridge the gapThe City's cash flow needs, bridging gaps between cashinflows and outflows and cash inflows. Short-term debt is limited in its term to, with a maximum term of 365 days and is not issued as a financing source for any. Short-Term Debt cannot be used to finance capital projects and/or capital asset purchases.

3.1.15 Structured Debt

A form of debt "tailored" to borrower's needs. May be used in instances where traditional forms of amortizing debt are considered insufficient to address the scale of a project, and/or related implications on risk, credit or liquidity management need to be addressed either through the use of derivatives or additional structure-enhancing mechanisms.

i) 3.1.16 Tax-supported "Tax Revenues" means revenues generated to pay for Tax-Supported Operations, including, but not limited to, property taxes, business taxes, non-utility user fees, levies, investment income, fines, permits and other miscellaneous fees;

"Tax-Supported Debt

j) " means Debt issued for capital expenditures that is funded repaid in whole or in part from tax revenuesTax Revenues.

3.1.17 Tax-supported Gross Expenditures (Net of Recoveries)

k) "Tax-Supported Debt Service" means all principal, interest and fees The City must pay on Tax-Supported Debt and Self-Sufficient Tax-Supported Debt within a calendar year, including guaranteed obligations.

l) "Tax-Supported Gross Expenditures (Net of Recoveries)" means expenditures funded in whole or in part from tax revenuesTax Revenues, calculated as total City expenditures (net of recoveries) less City utilitiesfee-funded expenditures (net of recoveries-).

3.1.18 Taxable Assessment

Total residential, commercial, industrial, and farm value assessed for property tax purposes as reported by the City of Calgary in accordance with the Municipal Government Act.

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m) 3.1.19 — “**Tax-Supported Operations**” means City programs and services that are funded through Tax Revenues, including but not limited to, roads, transit and parks.

“Total Debt

n) ~~Includes~~ means all principal that is outstanding at the calculation time principal on all The City’s borrowings made or guaranteed by the municipality, less any principal the City is entitled to recover at the calculation time guarantees. Debt may be in a form of a debenture, bond, commercial paper, promissory note, lease of capital property, participation in financial liabilities associated with entering a Public Private Partnership (PPP), loan, ~~loan~~ guarantee or other form of contractual long-term financial commitment ~~or guarantee~~. Debt of ENMAX Corporation, a wholly owned subsidiary of The City, is excluded from Debt Limit calculations. Other organizations that have fiscal relationships with The City but are not included in The City’s consolidated financial statements, such as City and civic partners, are also excluded from The City’s Debt Limit calculations.

3.1.20 — “Total Debt Service

All means all principal and interest payments with respect to debt as defined above that the and fees The City is required to must pay in a 12 month period after the calculation time, or that the City is liable to pay as a result of guarantees made by the City, less any principal and interest amounts to be recovered on Total Debt within that period.

o) 3.2 — Furthermore, this Council Policy applies the definitions related to pertinent sections of MGA, namely those related to “Borrowing” (section 251 to 263) and “Loans and Guarantees” (section 264 — 268) a calendar year, including any subsequent amendments guaranteed obligations.

4. APPLICABILITY

4.1 This Council policy applies to all members of Council and City departments, business units and services Administration. It does not apply to The City’s subsidiaries.

5. LEGISLATIVE AUTHORITY

~~that are consolidated~~ 5.1 Pursuant to the MGA, as amended by the *City of Calgary Charter, 2018 Regulation*, Alta Reg 40/2018, Council must obtain an external Credit Rating and then establish a debt limit policy and debt servicing policy in order for The City’s financial statements City to be able to establish its own debt limit.

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4.2

5.2 The Debt Policy is to be aligned with other pertinent sections of the MGA, such as those related to borrowing (sections 241, 251 to 263) and loans and guarantees (sections 264 – 268), all as may be subsequently amended.

5.3 The Debt Policy should be read in conjunction with Council's Budget Reporting Policies (CFO006) that sets forth procedures on reporting of budget variances, adjustments and spending.

5. LEGISLATIVE AUTHORITY

5.1 Pursuant to The City of Calgary Charter (Alberta Regulation 40/2018), Council must obtain an external credit rating and then establish a debt limit policy and a debt servicing policy. Before establishing a debt limit policy and a debt servicing policy, Council must hold a public hearing with respect to those policies in accordance with section 230 after giving notice of it in accordance with section 606 of MGA.

5.2 Furthermore, the Debt Policy is to be aligned with other pertinent sections of MGA, namely those related to "Borrowing" (section 261 to 263) and "Loans and Guarantees" (section 264 – 268), including any subsequent amendments.

5.3 This Council Policy is in compliance with applicable provincial and federal laws and regulations.

6. PROCEDURE

6.1 Categories of Council is responsible for:

a) Approving Debt in accordance with the MGA;

6.1.1 All Adhering to the Debt will be categorized as either:

- a) Tax supported;
- b) Self sufficient tax supported; or
- c) Self supported.

b) 6.1.2 Limit when approving Debt limits for Tax-supported Debt are to include Self sufficient Tax-supported Debt.

6.1.3 No Debt will be approved or originated without an identified Funding Source for repayment of all principal and interest to the satisfaction of the Treasurer.

6.1.4 All use of Debt will be considered in the context of other forms of financing

6.2 Debt Limits

6.2.1 Total Debt shall not exceed 1.6 times Revenue.

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~~6.2.2 Total Debt service shall not exceed 0.28 times Revenue.~~

~~6.2.3 The limit for the City Tax Supported Debt service is a maximum of 10% City Tax Supported Gross Expenditures (net of recoveries).~~

~~6.2.4 If any Debt Limits are exceeded, Administration will prepare a recommended plan for returning to the limit or below within the next budget cycle.~~

~~6.2.5 The City will also report the level of indebtedness as measured by the following:~~
~~a) Tax supported Debt per capita;~~
~~b) Tax supported Debt as a percentage of Taxable Assessment~~

~~6.3 Debt Terms~~

~~c) 6.3.1 Adhering to the following Debt terms when approving Debt:~~

~~i. The term of any Debt for capital assets shall not exceed the useful lifeprobable lifetime of the asset being financed; and~~

~~6.3.2 The term of any Debt shall not exceed 20 years unless approved by Council.~~

~~6.3.3 Procedures shall be developed to review and consider cost saving opportunities through prepayment or refinancing of existing Debt.~~

~~ii. 6.3.4 Short-termTerm Debt issued for cash management purposes shall not exceed a term of 365 days.~~

~~6.4 Debt Structure~~

~~6.4.1 In order to minimize the cost of Debt, Amortizing Debt will be used in most circumstances.~~

~~6.4.2 Structured Debt, including Bullet Debt, may be considered for Short-term Debt or only when the cash flows of the funding source support a structure other than Amortizing Debt.~~

~~6.5 Ensuring The City maintains a Credit Rating~~

~~6.5.1 The City will strive to maintain or improve its current Credit Rating ("AA (high)" according to DBRS Morningstar and "AA+" according to Standard & Poor's Global Ratings) for long term debt in order to minimize the cost of debt and be able to access capital markets in an efficient manner. The of, at a minimum Credit Rating required for The City to maintain in order to issue debt is, investment grade.~~

~~6.6 Policy Review~~

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6.6.1 The Director of Finance (City Treasurer), Corporate Budget Office Manager and Treasury Manager will formally review the Debt Policy at least once in every five years. Any changes or revisions to legislation which affect the policy will apply when they come into force. The Debt Policy will be updated to reflect such changes at the time of formal review.

6.7 Use of Derivatives

d) 6.7.1 Derivatives may be used insofar as they facilitate achieving a specific financial objective consistent with the *Debt Policy*, and if deemed prudent and in The City's best interest as determined by the City Treasurer. They are to be considered as an interest rate management tool in instances when they could facilitate the hedging of risk or achieving significant cost savings as compared to a non derivative financial instrument. For instance, in certain cases The City may wish to consider issuing Debt with variable interest rate. To mitigate associated interest rate risk, The City may consider entering into an interest rate exchange agreement that would effectively alter the pattern of Debt service payments or cap the variable rate at a predetermined level. Alternatively, were the City to issue Debt denominated in a foreign currency, entering into a foreign currency exchange agreement should be considered to convert the obligation to Canadian currency approving Debt.

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6.2 Administration is responsible for:

- a) Preparing a report and seeking Council approval with respect to any new Debt that has not otherwise been approved in accordance with the MGA;
- b) Reporting Debt levels to Council;
- c) Reporting on the Debt Retirement Account, a minimum annually;
- d) Preparing and seeking Council approval for a plan to return to the approved Debt Limit if such Debt Limit is exceeded; and
- e) Maintaining a minimum of two Credit Ratings and reporting to Council on The City's Credit Rating.

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7. SCHEDULE(S) (Optional)

None.

8. AMENDMENT(S) (Mandatory)

Date of Council Decision	Report/By-Law	Description
2025/05/06	EC2025-0269	Amendment*



		<i>*For certainty, any Bylaws of The City of Calgary that currently refer to Debt Policy CP 2020-05, which was adopted on November 2, 2020 and became effective on January 1, 2021, shall hereafter be deemed to refer to such Debt Policy as hereby amended.</i>
2020/11/2	TT2020-1191	Policy Created

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9. **REVIEW(S)** (Mandatory)

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Date of Policy Owner's Review	Description

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Calgary



Debt Policy

EC2025 – 0269

2025 May 13

Recommendations

That the Executive Committee recommends that Council:

1. Approve the amended Debt Policy CP2020-05 in Attachment 2 following the public hearing; and
2. Direct that Attachment 5 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act, to be reviewed no later than 2027 April 15.

What's New



Debt Policy Revisions

- Incorporates The City's Governance and Policies best practices.
- Alignment with previously approved Corporate Borrowing Strategy



New Debt Management & Issuance Administration Standard

- Clarity to roles and responsibilities
- Changes to accommodate other forms of financing

What's Not New



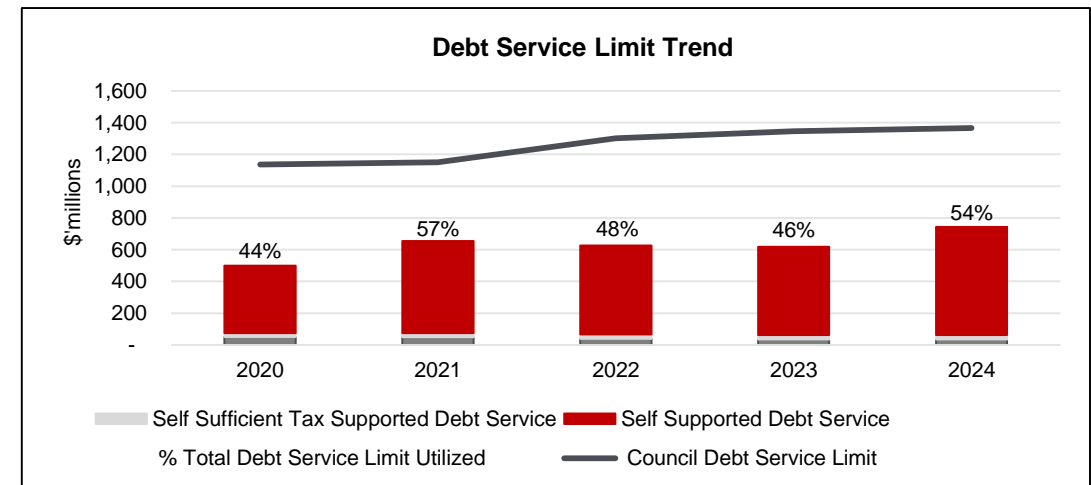
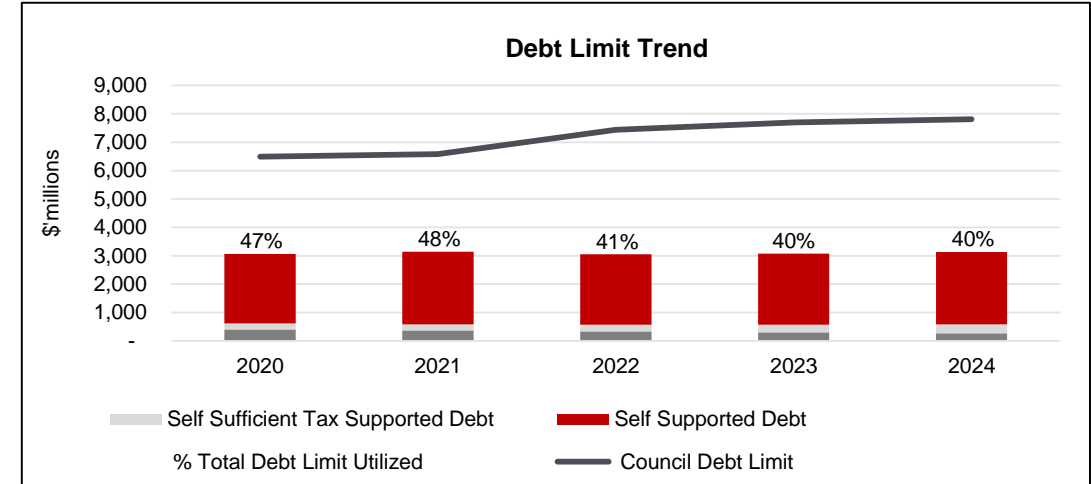
Debt Policy is legally required per The City of Calgary Charter with a public hearing component.



No change to Council's role in the approval and administration of debt.



No change to The City's debt limits.



Recommendations

That the Executive Committee recommends that Council:

1. Approve the amended Debt Policy CP2020-05 in Attachment 2 following the public hearing; and
2. Direct that Attachment 5 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act, to be reviewed no later than 2027 April 15.

**Planning & Development Services Report to
Executive Committee
2025 May 13**

**ISC: UNRESTRICTED
EC2025-0478**

Limiting Short Term Rental Licences in Incentivized Secondary Suites

PURPOSE

The purpose of this Report is to inform Council of upcoming changes to the Secondary Suite Incentive Program Terms of Reference that restricts suites that received incentive funding to be granted short-term rental licences.

PREVIOUS COUNCIL DIRECTION

Notice of Motion: Restricting Short-Term Rentals for Secondary Suites Developed through Grant Funding (EC2025-0207), directed Administration to develop and implement a policy that:

1. A registered secondary suite which received incentive funding, will not be eligible for a Short-Term Rental license for 2 years after the funds were delivered
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;

RECOMMENDATION:

That Executive Committee recommend that Council receive the Report for the Corporate Record.

GENERAL MANAGER COMMENTS

General Manager Debra Hamilton concurs with this report. The changes will ensure that Secondary Suites Incentive funds are used to develop long-term rental units, supporting the immediate needs of more homes for Calgarians.

HIGHLIGHTS

- Secondary suites provide an important source of affordable, long-term housing for Calgarians.
- The Secondary Suites Incentive Program provides qualifying homeowners with up to \$10,000 to build and register a secondary suite.
- Administration is updating the Terms of Reference for the Program to prohibit incentivized secondary suites from being used as short-term rentals for a period of two years.
- This ensures that incentivised suites will be used as long-term housing options for Calgarians.
- This restriction will go into effect 2025 June 3 for all new applications.

DISCUSSION

To restrict incentivized suites from being used as short-term rentals, the following clause has been added to the Terms of Reference:

Limiting Short Term Rental Licences in Incentivized Secondary Suites

Conditions of Use

A registered secondary suite that received incentive funding, will not be eligible for a Short-Term Rental license for 2 years after the funds were received. If at any time within the 2-year period all incentive funds received are repaid, then limitations on a Short-Term Rental license will be removed. This is in effect for any incentive application applied for on or after June 3, 2025.

In addition, the following changes to operational procedures will be implemented:

- An acknowledgement will be added to the secondary suite incentive application form informing the homeowner that receiving the incentive funds will limit their ability to use the suite as a Short-Term Rental for two years.
- Administration will perform a review of all applications for Short-Term Rentals to determine eligibility based on the receipt of the secondary suite incentive.

Applications made prior to the change are exempt from this restriction.

A review of other suite incentive programs showed incentive recipients were held to their obligations of their respective programs for 12-months per \$5,000 - \$8,000 of earned funding. Administration has concluded that a period of two years is appropriate as the maximum amount given to any applicant of the Incentive Program is \$10,000.

Internal research shows that 3.4 per cent of applications to the Secondary Suite Incentive Program had applications for Short-Term Rental licenses. As such, Administration sees little risk that application volumes will be significantly impacted by this change.

The changes to the Terms of Reference were made using the authority granted to Administration through Council approval 2024 May and will be in effect 2025 June 3.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

IMPLICATIONS

Social

The adjusted Terms of Reference protect the investment of the incentive program to be focused on long term-rental units. Supporting the immediate needs of more homes for Calgarians.

Environmental

Not Applicable

Economic

Not Applicable

Planning & Development Services Report to
Executive Committee
2025 May 13

ISC: UNRESTRICTED
EC2025-0478

Limiting Short Term Rental Licences in Incentivized Secondary Suites

Service and Financial Implications

No anticipated financial impact

This report has no financial implications.

RISK

1. Risk associated to perceived fairness: over 5000 applications have already been processed through the incentive and cannot be restricted. Restrictions only apply to new applications from the date of implementation.
2. Lack of flexibility for homeowners to use their spaces as they desire may lead to reduced interest in the program.
3. Imposing restrictions for the incentive program may cause some homeowners to choose the illegal suite path, seeing the restriction as not worth receiving the incentive funds.

ATTACHMENTS

1. Background and Previous Council Direction
2. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Debra Hamilton	Planning & Development Services	Approve
Brenda Desjardins	Planning & Development Services	Approve

Author: Joshua Howes, Development, Business and Building Services

Background and Previous Council Direction

Background

The Secondary Suite Incentive Program is a crucial component of Home is Here: The City of Calgary's Housing Strategy 2024 – 2030 (CD2023-0749). The Program aims to increase the supply of housing to address affordability challenges in Calgary.

Since the spring of 2018, The City of Calgary has been adjusting the regulatory environment and pioneering initiatives to encourage the development of safe secondary suites. Administration has leveraged the Council-approved Secondary Suite Amnesty Program to encourage the registration of safe legal suites. Rather than The City searching for illegal suites, a program was developed that encouraged property owners to approach The City voluntarily.

An Advisory Bulletin on the building code interpretation for existing secondary suites was also developed in the spring of 2018 and communicated to the public. Suites that were built prior to 2018 March must comply with the building code and are considered existing. The primary focus is to meet four minimum life safety requirements:

- Proper egress window from bedrooms
- Interconnected, hard-wired smoke alarms
- Proper smoke separations between suites and common areas
- Proper egress to the exterior (stairwells with smoke separation, protection of exterior exit stairs, etc.)

The amnesty program centered on an education first approach, included the waived development permit and registry fee, and partnered with the building code interpretation.

Council approved the Terms of Reference for the Secondary Suite Incentive Program in 2024 May, and the program launched 2024 June 3rd. Since launch the program has processed over 5,000 applications, seeing over 1,500 suites registered with an additional 2,500 in progress. The Incentive Program is supported through both municipal and federal funding and is expected to continue into 2026.

Previous Council Direction

Secondary Suite Program Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2024 May 28	CD2024-0661	Secondary Suite Incentive Program Council approved the Secondary Suite Program Incentive Program Terms of Reference.
2023 September 16	CD2023-0749	Home is Here – The City of Calgary’s Housing Strategy 2024 – 2030 Action 1.C.8. Create incentives for more affordable non-market and market units: i. Establish an incentive program of at least \$10,000 per unit for secondary suites, to produce at least 400 net new secondary suites each year.
2023 June 08	CD2023-0585	Housing Accelerator Fund Action Plan The Secondary Suite Incentive Program, through initiative 4 “Incentivize legal secondary suites,” is approved for funding by Council through the endorsement of the application to the Federal Housing Accelerator Fund.
2023 November 28	IP2023-1177	Secondary Suite Amnesty Extension Extended the amnesty to 31 December 2026
2021 December 01	IP2021-1614	Extension of Secondary Suite Amnesty Extended the amnesty to 31 December 2023
2020 April 06	PUD2020-0407	Secondary Suites Amnesty Period Extension Extended the amnesty to 31 December 2021
2018 March 12	C2018-0128	Secondary Suite Process Reform Council approved the mandatory registration of a secondary suite as per the Suite Registry Bylaw 11M2018. Council also approved the Amnesty Program which focuses on education and removes development and registry fees.



Limiting Short Term Rental Licences in Incentivized Secondary Suites

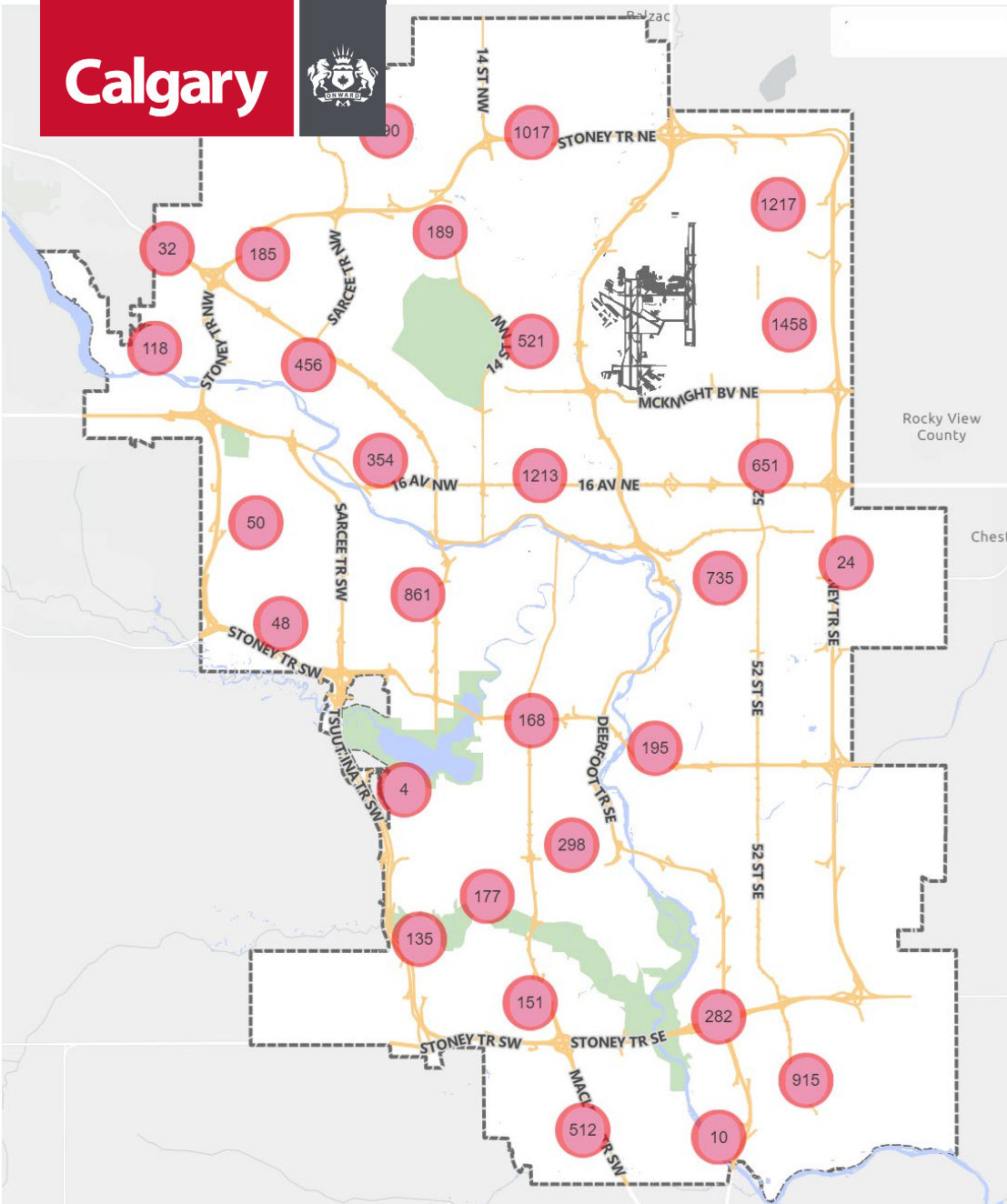
Executive Committee
2025 May 13

Incentive Program Recommendation

RECOMMENDATION:

That Executive Committee recommend that Council receive the Report for the Corporate Record.

Calgary



ISC: Unrestricted

Limiting Short Term Rental Licences in Incentivized Secondary Suites

Previous Direction

- Council approved Terms of Reference
- Administration has the authority to revise
- Notice of Motion directed, limiting Short Term Rentals

Purpose

- The incentive increases the supply of secondary suites
- Secondary suites provide housing for Calgarians
- Short Term Rentals can reduce the housing stock



Incentive Amendment

- Effective June 3rd, 2025
- Customers acknowledge restriction at application
- Active for 2 years
- Check on Short Term Rental application



Incentive Program Recommendation

RECOMMENDATION:

That Executive Committee recommend that Council receive the Report for the Corporate Record.



Report Number: EC2025-0509

Meeting: Executive Committee

Meeting Date: 2025 May 13

NOTICE OF MOTION

RE: Implementing 10 Year Capital Planning and Budgeting

Sponsoring Councillor(s): Councillor Jennifer Wyness

WHEREAS The City's current capital planning and budgeting processes have been formalized around Council's 4-year budget cycle. And while this approach has been beneficial for administration to focus on priorities and projects that have been approved by Council, there is a need for aligned, long-term capital project planning and budgeting across the organization.

WHEREAS To be fiscally prudent, city infrastructure and services need to be right-sized and ideally timed to meet the needs of Calgarians. Capital planning and budgets also need to be flexible and nimble to adjust to changing factors such as population growth, inflation, and global, national, provincial and local issues and priorities. Further, long term planning improves The City's ability to maximize opportunities for advocating and securing funding with federal and provincial governments.

WHEREAS Over the last number of years, The City has been working to better align long term strategies, planning and budgeting, including capital planning in the four areas of Maintenance and Replacement, Service Enhancement, Growth, and Transformative investment needs.

AND WHEREAS A dynamic, long-term capital plan encompassing all service areas will better position future Councils and City Administration to appropriately prioritize and strategically invest in projects that will meet the needs and expectations of Calgarians.

NOW THEREFORE BE IT RESOLVED That Council Direct administration to:

- a) a. Begin work to formalize a rolling 10-year capital plan with the goal of improving the long-term planning and visibility of capital needs and required funding, across the organization.
- b) b. Prepare to bring a preliminary 10-year capital plan in advance of the 2026 Mid-Cycle Budget Adjustments reflecting the highest capital needs to be considered by the next Council.
- c) c. Prepare for full implementation of a rolling 10-year capital plan by Q2 2026 and share the 10 -year plan with Council on an annual basis prior to budget adjustments each year

Attachment:

1. Notice of Motion Checklist

NOTICE OF MOTION CHECKLIST

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The checklist is therefore an opportunity for the sponsor(s) to:

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Title of the Motion: Implementing 10 Year Capital Planning and Budgeting

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
Sent to finance for review – no comments
Legal / Legislative
Sent to law for review – pending at time of submission
Technical Content

Capital Planning and Business Services and City & Regional Planning provided input and have reviewed.
Procedural (Including reasons for confidentiality)
Other Considerations
Urgency Rationale



Report Number: EC2025-0527

Meeting: Executive Committee

Meeting Date: 2025 May 13

NOTICE OF MOTION

RE: Transportation Network Driver Supply Management Feasibility Review

Sponsoring Member(s) of Council: Cllr Raj Dhaliwal

WHEREAS...

1. Under Vehicle for Hire Bylaw 20M2021, the City licences Transportation Network Companies (TNCs) and Transportation Network Drivers (TNDLs) on an open-entry, unlimited basis;
2. The same by-law sets a fixed number of Taxi Plate Licences (TPLs), while no numerical limit currently applies to TNDLs;
3. City records show more than 16,581 active TNDLs in 2024—approximately one for every 82 residents;
4. Toronto's 2024 *Transportation Impacts of Vehicle-for-Hire* study found that rapid TNC growth increased downtown vehicle-kilometres-travelled by 14 %, raised collision rates, and lengthened wheelchair-accessible wait times, leading Toronto staff to explore caps and population-based ratios;
5. Calgary's Climate Strategy – Pathways to 2050 and Calgary Transportation Plan commit the City to reducing congestion, emissions and road injuries;
6. Stakeholders, including taxi drivers and many TNDLs, have noted that ongoing growth in TNDLs intensifies curb-space competition and may affect overall service quality;
7. Vehicle for Hire (VFH) Administration is currently implementing the Council-approved 2024 Transitional Strategy, including a fee review conducted on a cost-recovery basis; any additional regulatory work must be integrated with that plan and consider resource and budget implications; and
8. Driver-testing standards and provincial licence classes are established by the Government of Alberta, while municipalities determine the number, renewal schedule and conditions of vehicle-for-hire licences.

NOW THEREFORE BE IT RESOLVED THAT COUNCIL DIRECT ADMINISTRATION TO:

- 1) Prepare a fact-finding report by Q3 2026 that:
 - a) Evaluates the feasibility, benefits, risks and resource implications of supply-management mechanisms, such as a fixed or population-based cap or other tools to manage future growth in TNDLs;
 - b) Analyses potential legal, economic and service impacts, including effects on outer-urban service, wheelchair-accessible service, market competition, existing service-level contracts (e.g., Calgary International Airport, major event venues) and any risk of unlicensed operations or litigation; and;

- c) Integrates these findings with the ongoing VFH fee review and Transitional Strategy work-plan, identifying any required budget or staffing adjustments.
- 2) Include in that report an assessment of administrative-efficiency options, such as:
 - a) Aligning renewal dates for all TNC and taxi plates and driver licences (noting work already underway in the online-licensing project); and
 - b) Evaluating the feasibility and cost implications of extending both TNDL and Taxi Driver Licence (TDL) terms to two years while retaining annual safety requirements (police information check, driver abstract, mechanical inspection, photo verification).
- 3) Draft a letter requesting that the Province review Class 4 licensing standards for all vehicle-for-hire drivers, and include the Province's response in the Q3 2026 update.

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Title of the Motion Transportation Network Driver Supply Management Feasibility Review

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
VFH operates on a cost-recovery model; changes could impact the business unit.
Legal/Legislative
Any future cap on Transportation Network Drivers could face litigation risk.
Technical Content
Not Applicable
Procedural (Include reasons for confidentiality)
Not Applicable
Other Considerations

Not Applicable
Urgency Rationale –



Report Number: EC2025-0525

Meeting: Executive Committee

Meeting Date: 2025 May 13

NOTICE OF MOTION

RE: Exploring an Alternate Delivery Model for Community-Level Amenities

Sponsoring Member(s) of Council: Cllr. Raj Dhaliwal

WHEREAS Calgary is experiencing significant growth in soccer participation, with over 30,000 children registered to play in 2024, reflecting a year-over-year increase of more than 10%;

AND WHEREAS the Calgary Minor Soccer Association (CMSA) has launched the "Fields for Our Future" campaign to address the urgent need for additional indoor and outdoor recreational facilities to accommodate this growing demand;

AND WHEREAS there is an identified need and strong community interest in developing additional multi-sport turf facilities to support sports such as soccer, cricket, football, and field hockey;

AND WHEREAS developers in newly developing communities have shown willingness to front-load funding and delivery of community-level amenities, provided there is a future mechanism for whole or partial cost recovery from the City, which would encourage developers to invest in additional amenities in the community;

AND WHEREAS there is an opportunity to explore a city-wide alternate model for delivering community-level amenities in developing areas, provided an agreement is in place with the City, where private partners fund and construct amenities in advance, and the City establishes a framework for equitable and transparent participation and reimbursement;

AND WHEREAS this model could support the delivery of community-level amenities over and above what is typically funded through offsite levies, offering a potential approach to address infrastructure gaps while maintaining equity and transparency;

NOW THEREFORE BE IT RESOLVED THAT Council direct Administration to prepare options for a pilot program exploring how to fund and deliver community-level amenities through an alternate delivery model, where external partners front-load project funding and delivery;

AND FURTHER BE IT RESOLVED THAT this work include recommendations on:

- Funding mechanisms and constraints , including financial capacity and debt policy and limits;
- Budget and resource requirements, including capital and operating costs;
- Scope and eligibility criteria for the pilot program;
- Application and selection process;
- Alignment with existing City policies and processes;
- Legal and contractual, considerations including; ownership, liability, risk management, operational and maintenance requirements

AND FURTHER BE IT RESOLVED THAT Administration report back with recommendations through the Infrastructure and Planning Committee no later than end of Q3 2025.

Attachment:

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Title of the Motion Exploring an Alternate Delivery Model for Community-Level Amenities

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
Not Applicable
Procedural (Include reasons for confidentiality)
Not Applicable
Other Considerations

Not Applicable
Urgency Rationale –



Report Number: EC2025-0524

Meeting: Executive Committee

Meeting Date: 2025 May 13

NOTICE OF MOTION

RE: Reviewing Density Bonusing Options for Affordable Housing

Sponsoring Member(s) of Council: Councillor Courtney Walcott

WHEREAS Council provided direction through *Home is Here: The City of Calgary's Housing Strategy (2024-2030)* to increase housing supply at a rate of "3,000 new non-market homes per year;"

AND WHEREAS through *Home is Here*, Council approved the creation of the Housing Land Fund and approved its \$20M recurring budget alongside the development of a strategy to increase this fund to \$100M;

AND WHEREAS the Housing Land Fund sits within the Corporate Housing Reserve that was created in 1999 to support the development of affordable rental, social, and special needs housing, including infrastructure and operating costs associated with affordable housing initiatives;

AND WHEREAS The City recently received an additional \$22.8 million in federal funding for exceeding housing targets through the Housing Accelerator Fund (HAF), and part of the new funding will be allocated to support a new Downtown Density Bonusing Offset Incentive Program for projects that contribute to a Council-approved fund;

AND WHEREAS density bonusing is a voluntary mechanism that may be used to exchange additional density (measured by floor area ratio; FAR) for additional public benefits and amenities, including conservation of heritage resources, public spaces, public art, and affordable housing;

AND WHEREAS there have only been three approved developments to date, which have engaged in density bonusing to provide affordable housing units in exchange for additional FAR; resulting in a total of 18 housing units out of 820 residential units across all three projects;

AND WHEREAS provisions are available in the Land Use Bylaw 1P2007, and may only apply to identified lands in the communities of Downtown Core, Chinatown, and Beltline; and the *Beltline Area Redevelopment Plan* (Parts 1 and 2), and *Chinatown Area Redevelopment Plan* include policies to further guide density bonusing options outlined in the Land Use Bylaw;

AND WHEREAS the negotiation, monitoring, and enforcement of the necessary Special Development Agreements and Housing Agreements place significant administrative burden on the City;¹

AND WHEREAS the funds used to create these Affordable Housing units could be leveraged to a greater extent city-wide than they are in the creation of units in the Greater Downtown;

¹ Administration estimates that approximately 100 hours of staff time across Housing Solutions and Planning and Development Services were required to negotiate the Special Development Agreements and Housing Agreements for a recent development permit, which provided three affordable housing units in exchange for density bonusing. This estimate does not include staff time for the Law Department.

NOW THEREFORE BE IT RESOLVED that Council direct Administration to return to Infrastructure and Planning Committee by Q3 2026 with a report and recommendations that:

1. Evaluates the existing Density Bonusing provisions intended to incentivize the creation of “Affordable Housing Units” in the Greater Downtown and any other communities where it has been used, including but not limited to the:
 - a. Processes through which the City and development proponents negotiate density bonusing items, costs, and terms for approval and for the life of the housing units;
 - b. Type(s) of affordable housing provided;
 - c. Number of affordable housing units achieved to date;
 - d. Number of years that units are maintained as affordable units;
 - e. Amount of rental subsidy provided to tenants, if any;
 - f. Amount of staff time and administrative resources required to negotiate Development Agreements and Housing Agreements, and continued monitoring and enforcement to ensure compliance with the agreements; and
 - g. A jurisdictional scan of density bonusing programs, including the methods and outcomes of density bonusing in exchange for affordable housing units, or cash in lieu for affordable housing units;
2. Identifies opportunities to be more strategic, effective and efficient with public resources required to support the delivery of affordable housing units through density bonusing options, including but not limited to:
 - a. Removing the density bonusing option of “Affordable Housing Units;”
 - b. Adding the density bonusing option for “Contribution to Affordable Housing Fund” or “cash in lieu contributions for Affordable Housing Units;”
 - c. Exploring the opportunity for Density Bonusing funds provided through “Contribution to Affordable Housing Fund” or “cash in lieu contributions for Affordable Housing Units” to be used city-wide, through the following mechanisms:
 - i. Corporate Housing Reserve; or
 - ii. Another fund, as deemed appropriate by the Chief Housing Officer; and
3. Proposes necessary amendments to relevant City policies, the Land Use Bylaw, and terms of reference for City funding sources, funds, or reserves, including but not limited to the *Beltline Area Redevelopment Plan* (Parts 1 and 2), *Chinatown Area Redevelopment Plan*, *East Village Area Redevelopment Plan*, the terms of reference for the *Corporate Housing Reserve*, and the terms of reference for the *Incentive Density Funds of the Commercial Residential District*.

Attachment:

1. Notice of Motion Checklist

Notice of Motion Checklist

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Title of the Motion: Attach 1 - Notice of Motion Checklist, EC2025-0524.docx

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
No financial or resource capacity challenges identified.
Legal/Legislative
The item was reviewed extensively by Law due to the implications of density bonusing rule changes. The language was changed significantly to allow Administration to explore the adjustment in density bonusing provisions as outlined in a few ARPs, and propose changes following review. Law has no issue with the NoM as presented.
Technical Content
N/A

Procedural (Include reasons for confidentiality)
N/A
Other Considerations
N/A
Urgency Rationale
N/A



Report Number: EC2025-0529

Meeting: Executive Committee

Meeting Date: 2025 May 13

NOTICE OF MOTION

RE: *Combatting Misinformation, Disinformation, and Malinformation in Local Government*

Sponsoring Member(s) of Council: Councillor Courtney Walcott

WHEREAS...

Misinformation refers to false information that is not intended to cause harm.

Disinformation involves the deliberate creation and dissemination of false information designed to manipulate, damage, or mislead individuals, organizations, or countries. Disinformation is crafted with the explicit goal of deceiving its audience to achieve a specific agenda

Malinformation refers to information that stems from the truth but it is often overexaggerated in a way that misleads and causes potential harm.ⁱ

AND WHEREAS...

With the growing threat and impact of misinformation, disinformation, and malinformation on democracy at the local, provincial, national, and international level, the need to protect well-informed democratic decision making at the local level is paramount to ensuring the City of Calgary is a leading municipality protecting itself from the growing threat misinformation, disinformation, and malinformation has on our local democracy and decision-making processes.

AND WHEREAS...

In a 2024 poll by Abacus Data, 84% of Canadians expressed concerns about the spread of misinformation and disinformation in Canada, this issue was second only to cost of living concerns.ⁱⁱ Following the 2025 Canadian Federal Election, a survey found 77% of Canadians think believe misinformation had an impact on the outcome.ⁱⁱⁱ

AND WHEREAS...

The Code of Conduct for Elected Officials Bylaw (26M2018) states that Councillors must “act in the best interests of the City taking into account the interests of the City as a whole, and without regard to the Member’s personal interests.”^{iv} Councillors are required to not act in a way that “in the eyes of a reasonable Calgarian, undermines, or has the potential to undermine, public confidence in City governance.”^v It is often under this provision that allegations of a Councillor spreading MDM are reviewed by the City of Calgary’s Integrity Commissioner.

AND WHEREAS...

Spreading misinformation, disinformation, and malinformation is a violation of the City of Calgary’s Code of Conduct for Elected Officials Bylaw (26M2018) as it actively undermines public trust in government^{vi}, and is widely perceived as being a threat to our democratic institutions nationwide^{vii}.

Instances of local government officials spreading misinformation that have been validated by either internal or external Integrity Commissioners can be seen in, but are not limited to, Calgary AB,^{viii} Edmonton AB,^{ix} Pickering ON,^x and Hanwell NS.^{xi}

The Alberta Government has proposed the removal of local codes of conduct with Bill 50, the Municipal Affairs Statutes Amendment Act.^{xii}

AND WHEREAS...

Public discourse influenced by misinformation, disinformation, and malinformation (MDM) can create undue pressure on elected officials, including Councillors, by politically swaying their voting decisions through the amplification of false or exaggerated narratives. This would ultimately undermine principles of evidence-based decision-making and public trust in municipal governance.

And there's broad recognition that the world we live in, how we get information, who creates that information and shares it, is distorting our sense of reality, our ability to solve problems collectively and ultimately might be influencing at some level the kind of democracy we end up having.^{xiii}

THEREFORE BE IT RESOLVED that Council direct administration to:

1. Scope, develop and release a Request for Proposals seeking third-party consultant(s), by the end of Q4 2025 to:
 - a) Develop a misinformation, disinformation, and malinformation (MDM) review for the City of Calgary to be presented to Council by Q2 2026 that could include, but is not limited to:
 - I. The role of Administration in relation to identifying and correcting MDM and in educating the public on media literacy;
 - II. An assessment of the current Administration processes, procedures and structures in place to assess and respond to MDM key trends, and any opportunities for improvement;
 - III. A summary of key trends in MDM e.g. the role of artificial intelligence (in both creating and identifying and/or addressing), the efficacy of current strategies and the resources required to see success given the global nature of MDM;
 - IV. Exploring the feasibility of a reporting framework to support future assessments of the state of MDM and associated impact on The City of Calgary;
 - V. Conduct an analysis of a recent issue in retrospect, as an example that supports strategy development, that identifies the use of MDM by elected officials, Administration, members of the public, and other groups (e.g. Non-profit organizations, Community Associations, Think Tanks, media) in Council and committee meetings or when participating in public discourse or advocacy (on line or in person), and an analysis of the impact of this MDM on the democratic decision making process related to the issue.
2. Authorize funding of a resource in Customer Service & Communications to complete the scope of a Request for Proposal and include required a funding request to complete the RFP as part of the 2026 budget.

ⁱ [How to identify misinformation, disinformation, and malinformation \(ITSAP.00.300\) - Canadian Centre for Cyber Security](#)

ⁱⁱ [Majority of Canadians concerned about spread of disinformation and its impact on democracy | CPAC.ca](#)

ⁱⁱⁱ [Canada election: 3 in 4 Canadians say misinformation affected race](#)

^{iv} <https://publicaccess.calgary.ca/ldm01/livelink.exe?func=ccpa.general&msgID=WTTccKKcyqF&msgAction=Download>

^v <https://publicaccess.calgary.ca/ldm01/livelink.exe?func=ccpa.general&msgID=WTTccKKcyqF&msgAction=Download>

^{vi} [Calgary councillor refuses to apologize after breaching code of conduct with misleading Facebook post | CBC News](#)

^{vii} [Canadian elections are threatened by disinformation](#)

^{viii} [Calgary councillor refuses to apologize after breaching code of conduct with misleading Facebook post | CBC News](#)

^{ix} [filestream.ashx](#)

^x [OPP investigating after Pickering mayor, council file criminal harassment complaint against fellow councillor | CBC News](#)

^{xi} [Hanwell councillor suspended for 3 months over accusations of spreading misinformation | CBC News](#)

^{xii} [Alberta government moves to eliminate municipal codes of conduct | CBC News](#)

^{xiii} [Majority of Canadians concerned about spread of disinformation and its impact on democracy | CPAC.ca](#)

Attachment:

1. Notice of Motion Checklist

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Title of the Motion: NoM Checklist - Combatting MDM.docx

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
No financial resource required upon approval of NoM, a budget ask will be developed for the upcoming budget cycle. If approved at budget, the work would proceed.
Legal/Legislative
The item was reviewed extensively by administration. No legal issues are present in the NoM.
Technical Content
N/A
Procedural (Include reasons for confidentiality)
N/A
Other Considerations
Urgency Rationale –



Report Number: EC2025-0523

Meeting: Executive Committee

Meeting Date: 2025 May 13

NOTICE OF MOTION

RE: REQUEST TO ENSURE INNOVATION IN THE APPROVED NEIGHBOURHOOD OF NOSTALGIA

Sponsoring Member(s) of Council: Gian-Carlo Carra

WHEREAS The Nostalgia Outline Plan and Land Use Amendment was approved by Council on September 10, 2024 (LOC2023-0207 / CPC2024-0835);

AND WHEREAS the Subject Site is comprised of 217.62 hectares within the Ricard Ranch ASP area;

AND WHEREAS the plan is an excellent example of suburban innovation by providing unique housing forms, a high-density town centre, designing more compact streets, a fishing village adjacent to the Bow River and an anticipated density of 15.2 upa (5825 residential units), almost double a typical suburban community;

AND WHEREAS the plan proposes a number of distinctive design elements which foster a great neighborhood, including 9 housing forms to meet all lifecycle needs including Rental apartments, Entry level town homes, Semi-Detached homes, Executive townhomes, Single detached homes, Estate homes, Apartment condos, Adult only, and Seniors to Memory Care, a 12,000 sq ft HOA facility, a high density mixed use village centre containing over 70,000 sq ft of commercial space, a \$6.5M public art / clock tower, a public square for community activities and gatherings, enhanced street aesthetics including the use of pavers in roadways and extended sidewalks for an greater pedestrian experience, a 400,000 sq ft sport and social centre, sustainable and innovative infrastructure that mitigates the impacts of climate change including solar on every built form, Nautilus Pond, Net-Zero home options, a fishing village, slope adaptive homes, slope adaptive commercial uses and open pedestrian tunnels, comprehensive pedestrian pathway system;

AND WHEREAS the neighborhood specifically proposes a new and unique wide shallow housing form, through custom Direct Control, that accommodates a housing product (approximately 700 homes, and +/- 30% of the development area) with reduced front setbacks and driveway lengths that shift houses closer to the streets, within 0.6 metres of the street;

AND WHEREAS in accomplishing this design element, requires an adjustment to the typical 16.0 metre residential cross-section to relocate shallow utilities from the private property easement to under the sidewalk for all phases with wide-shallow detached homes, including surface features (such as pull boxes or vault access points);

NOW THEREFORE BE IT RESOLVED that Council direct Administration to permit the accommodate of shallow utilities under the sidewalk as per Residential "M" Street (Cross-section R) on the approved Outline Plan (LOC2023-0207 / CPC2024-0835) including surface features (such as pull boxes or vault access points) throughout the entire neighborhood. And that Administration work with the Developer on future neighborhood elements that may require relaxations to our standards to ensure the vision is fulfilled.

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Title of the Motion: REQUEST TO ENSURE INNOVATION IN THE APPROVED NEIGHBOURHOOD OF NOSTALGIA

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
There are no additional budgetary costs associated to do this work and no changes to workplans.
Legal / Legislative
Law was not consulted directly in the creation of this NoM.

Technical Content
Adminstration (Planning) was made aware of this NoM.
Procedural (Including reasons for confidentiality)
The Nostalgia Outline Plan and Land Use Amendment was approved by Council on September 10, 2024 (LOC2023-0207 / CPC2024-0835);
Other Considerations
n/a
Urgency Rationale
n/a



NOTICE OF MOTION

RE: Upholding Reporting and Accountability of Council

Sponsoring Councillor(s): Penner

WHEREAS Bill 50 introduced by the Minister of Municipal Affairs will repeal section 146.1 of the MGA (Municipal Government Act), removing the ability for councils to have a code of conduct bylaw for elected officials;

AND WHEREAS Bylaw 26M2018 (Code of Conduct for Elected Officials) would be repealed when Bill 50 comes into force;

AND WHEREAS Bylaw 26M2018 includes more than behaviour between elected officials and outlines the requirements for reporting of gifts; spending of ward budget; and meetings taken and events attended;

AND WHEREAS disclosure and reporting of gifts and benefits, spending of ward budget; meetings taken, and events attended are currently posted on the City of Calgary website quarterly;

AND WHEREAS Bylaw 26M2018 further includes rules for use of City owned assets and election activities for those holding office and without policy there is no regulation or accountability;

AND WHEREAS Bylaw 26M2018 defines the role and scope of the Ethics advisor who supports council for required disclosure and declaration of pecuniary interest under the MGA (sections 169-173), and confidentiality under the MGA (section 153e);

AND WHEREAS Bylaw 26M2018 defines the role and scope of the Integrity Commissioner, and without policy that position would be eliminated, removing neutral third party evaluation of public grievances of council members with respect to policy or bylaws;

AND WHEREAS Bylaw 26M2018 is referenced in other council policies and bylaws which will be impact by the repeal of the Code of Conduct;

AND WHEREAS Bylaw 26M2018 also pertained to councillors' staff as contractors to each councillors and without would have no policy or guidelines specific to conduct;

NOW THEREFORE BE IT RESOLVED that Council directs Administration to:

1. Amend respective council policies or bylaws which reference 26M2018 and to ensure they align and are compliant with the MGA with respect to reporting of spending of public funds through ward budgets; and
2. Retain a process for councillors to opt into public reporting of gifts or personal benefits, meetings taken, and events attended; and

3. Create a respectful workplace policy for councillor staff which councillors may chose to use individually upon signing contracts; and
4. Return to Executive Committee 17 June 2025 with any completed actions where possible and scope of work and timelines for completion for outstanding items.

Attachment:

1. Notice of Motion Checklist

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Title of the Motion: **Upholding Reporting and Accountability of Council**

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
Bills 50, 51, and 54 are additional work not anticipated by administration (in particular clerks and law) thus adds onto other items they've been tasked, hence the open ended timeline for administration to return.
There is no financial need to execute on this work.
Legal/Legislative
Its imperative that we are compliant with provincial legislation.

Technical Content
Procedural (Include reasons for confidentiality)
Other Considerations
There was no provincial consultation on the repeal of code of conducts.
Urgency Rationale



Report Number: EC2025-0526

Meeting: Executive Committee

Meeting Date: 2025 May 13

NOTICE OF MOTION

RE: Increasing Funding for Alberta's Libraries

Sponsoring Member(s) of Council: Councillor Kourtney Penner

WHEREAS Libraries are community hubs that offer free resources, programming, education, and community gathering space, impacting all Albertans.

AND WHEREAS Libraries' ability to meet both basic and expanding range of needs for Alberta's growing population is increasingly constrained by outdated funding levels.

AND WHEREAS the annual per capita Public Library Operating Grant of \$5.60 per person has increased by only \$0.05 or under a one per cent increase since 2016, while inflation, according to Statistics Canada's Consumer Price Index in Alberta, has increased by 25 per cent.

AND WHEREAS if indexed to inflation alone, per capita funding in 2024 would have been \$6.94 per person.

AND WHEREAS the per capita funding grant for Alberta's libraries is currently based on 2019 population data. Alberta's population has grown by 15 per cent or over 635,000 people between 2019 to 2025.

AND WHEREAS a funding increase would directly strengthen Albertan libraries' ability to address the growing demand for job-seeking and language-learning services; assist newcomers to Alberta; improve digital access province-wide especially for remote and rural Albertans; create opportunities for Reconciliation and Indigenous learnings; and expand literacy and learning supports for children.

NOW THEREFORE BE IT RESOLVED that Council second the Town of Stettler's accompanying resolution to be submitted for inclusion at the 2025 November annual Alberta Municipalities conference, requesting that:

"Alberta Municipalities advocate for the Government of Alberta to update the per capita rate to \$6.94 per person, an increase of \$1.34 per person to reflect inflationary increases and commit to indexing the population-based grant using the rate of inflation and the most recent population statistics of the Alberta Municipal Affairs Population Estimate List."

Attachment:

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: **AB Munis Resolution Library 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
No impact.
Legal/Legislative
No impact.
Technical Content
Procedural (Include reasons for confidentiality)
Seconder to Stettler per ABMunis policy on resolutions.

Other Considerations
Supported by the Library board and CPL leadership.
Urgency Rationale

**Report Number:** EC2025-0520**Meeting:** Executive Committee**Meeting Date:** 2025 May 13

NOTICE OF MOTION

RE: PRIORITIZING INFRASTRUCTURE REINVESTMENT & PROTECTING SERVICE LEVELS**Sponsoring Member(s) of Council:** Councillor Spencer

WHEREAS The City of Calgary's infrastructure is critical to delivering essential services, supporting economic growth, and enhancing the quality of life for its citizens;

AND WHEREAS the 2020 Infrastructure Status Report identifies a significant and growing percentage of infrastructure assets that are in poor or very poor condition, requiring reinvestment to maintain safety, functionality, and service standards;

AND WHEREAS the report outlines an estimated \$7.73 billion infrastructure gap, including over \$500 million of unfunded annual maintenance and operating investments needed over the next 10 years;

AND WHEREAS Calgary's infrastructure funding gap has continued to grow due to rapid population growth, aging assets, and escalating costs driven by inflation, with liabilities projected to increase substantially;

AND WHEREAS decreasing levels of inter-governmental transfers, earmarked for reinvestment, have further added strain to municipal infrastructure gaps;

AND WHEREAS growth and economic development pressures historically outcompete reinvestment priorities when Council allocates one-time funding through the budget process;

AND WHEREAS revenue fundamentals in City taxation have necessitated a more than 20-year tax shift from non-residential to residential property taxpayers, with no immediate end in sight, creating high resistance to sizeable year-over-year tax increases leading to decades of incremental strain on infrastructure reinvestment funding;

AND WHEREAS the lack of prioritization of infrastructure reinvestment risks compounding the financial burden over time, leading to service disruptions, safety concerns, and higher long-term costs;

AND WHEREAS maintaining our existing infrastructure is not optional, with its neglect compounding liabilities for future generations and its proper prioritization critical for the long-term health of our communities;

NOW THEREFORE BE IT RESOLVED that Council direct Administration to develop an Infrastructure Reinvestment Program specifically positioned to address the growing infrastructure service gap, with the following considerations:

1. Identifying and consolidating stable and sustainable funding sources, including but not limited to utility rates, grants, property taxes, project reprioritization, and user fees;

2. Reviewing current funds, such as the Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged account, and the attached funding sources, against programs in other jurisdictions, such as the Dedicated Renewal Fund in Edmonton;
3. Solidifying clear criteria for prioritizing infrastructure reinvestment projects based on factors such as condition, risk, service levels, impacts on growth and alignment with strategic objectives;
4. Matching reinvestment work with redevelopment opportunities and infrastructure upgrades with public infrastructure owners to minimize cumulative costs of lifecycle capital outlays;
5. Ensuring transparency and accountability through regular reporting on program performance, expenditures, and outcomes;
6. Exploring potential contributions from other orders of government to share risks and costs associated with infrastructure reinvestment, including intergovernmental communications, which estimate the economic benefit related to properly maintaining key City infrastructure;
7. Providing recommendations for implementation, including timelines, resource requirements, and governance structures;
8. Preparing a Council-mandated report, to be embedded in all future budgets, which outlines historic and forecasted reinvestment rates, future reinvestment rate recommendations, historic funding rates compared to inflation and connected outcomes to the Infrastructure Status Report.

AND FURTHER BE IT RESOLVED that Council direct Administration to prepare an amendment to the Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged terms of reference, to increase the 2.6 per cent annual property tax funding to 5 per cent, and return to the 2025 July 22nd Executive Committee;

AND FURTHER BE IT RESOLVED that Administration report back to Council with the proposed Infrastructure Reinvestment Program no later than Q3, 2026, to be considered as part of the 2027-30 four-year budget.

Attachment:

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.

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- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion:

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

☐

Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
No financial concerns for this Notice of Motion. As the request is to bring back a revised LMUR terms of reference with a funding proposal for consideration by Council, financial capacity impacts and constraints will be analyzed and included at that time.
Legal / Legislative
No legal concerns for this Notice of Motion.

Technical Content
See Reserves and long term liabilities for the Terms of Reference for the Reserve for Future Capital and Lifecycle Maintenance and Upgrade Merged. (Page 80 of the downloadable 2023 report)
Procedural (Including reasons for confidentiality)
Other Considerations
Urgency Rationale

Community Services Briefing to

Executive Committee

2025 May 13

ISC: UNRESTRICTED

EC2025-0308

Council Community Fund Update: Sandstone MacEwan Community Association

PURPOSE OF BRIEFING

The purpose of this report is to share outcomes of the Sandstone MacEwan Community Association for the redevelopment of the outdoor rink in their community and detail the expenditure of the Council Community Fund.

SUPPORTING INFORMATION

On 2024, February 27, Council approved the Council Community Fund application for the Sandstone MacEwan Community Association's Outdoor Rink Redevelopment Project as a one time funding request in the amount of \$300,000. Council also directed Administration to report back to the Executive Committee within 12 months of project completion. The briefing aligns with the Council Community Fund Terms of Reference outlined in Attachment 1.

The Sandstone MacEwan Community Association successfully completed the Outdoor Rink Redevelopment Project on time and within budget. Construction began in 2024 July, and the certificate of substantial completion was issued in October 2024. The project was completed at a total cost of \$928,580. Remaining costs beyond the Council Community Fund contribution, were covered by the Community Facility Enhancement Program, Calgary Foundation grants, Alberta Gaming, Liquor and Cannabis casino funds, and donations.

The outdoor rink re-opened in January 2025. Since redevelopment, it has become a well-utilized, multi-use, free space for residents of Sandstone Valley and MacEwan Glen, and neighbouring communities. Utilization and rentals have increased compared to previous years.

The project's success is attributed to the dedication and hard work of a group of volunteers who demonstrated perseverance, commitment and passion for their community. Their efforts, combined with overwhelming community support, achieved the main goal of bringing people together and enabling outdoor sports. The Sandstone MacEwan Community Association volunteer board is proud to provide this outdoor facility for continued community use. Supporting documentation on the project's success and details are outlined in Attachment 2.

ATTACHMENTS

1. Council Community Fund Terms of Reference
2. Sandstone MacEwan Community Association Project Summary

Author: Angela Williams, Partnerships

General Manager Katie Black concurs with the information in this Briefing.

TERMS OF REFERENCE FOR THE COUNCIL COMMUNITY FUND

Purpose of the Council Community Fund

The Council Community Fund (CCF) provides non-repayable financial support for **community-based** projects that improve quality of life in Calgary.

Community-based Definition

For the purposes of the CCF, **community-based** is defined as:

A project that is organized locally, takes place locally and benefits the local community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) New project grant (up to \$500,000).
- b) Project completion grant (up to \$500,000).

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **community-based** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CCF grant.

Funding applications that demonstrate local community fundraising and leveraging of other funding sources and support will receive additional consideration.

3. Process for Funding Applications

All applications will follow this process.

- a) Registered charities or non-profit organizations in good standing may work with relevant City business units to prepare applications for the CCF grant, which must be sponsored by a member of Council prior to submission to the Chief Financial Office.
 - Alternatively, a member of Council may work with the relevant City business unit directly to prepare and sponsor an application, prior to submission to the Chief Financial Office.
- b) The City business unit must ensure the application is aligned with the Terms of Reference and use of funds.
- c) The City business unit must obtain written Councillor support for the project.

- d) The City business unit will advise the Sr. Executive Advisor to the CFO of their intent to write a report and enquire about available funding. Should requests exceed available funding it would be Council who determines how much a project is funded and or if a project is funded.
- e) The City business unit will write a cover report detailing the project and request for funds.
 - Reports are sent to the CFO (through the Sr. Executive Advisor) for review and approval at least 6 weeks in advance of the preferred Executive Committee meeting.
 - The attachments to the cover report must include the completed [application form](#) and a detailed project budget outline and any other relevant or associated documents.
- f) The City business unit will be responsible for requesting that the item be added to the Executive Committee agenda, obtaining all business unit and General Manager sign offs for the report, and notifying the Sr. Executive Advisor to the CFO of the Committee date.

4. Application Outcome

If Approved:

If the application is approved by Council, the City business unit will develop a funding agreement with the applicant, outlining expectations and reporting requirements, and directing that any unused monies are returned back to the fund.

Once the agreement is executed, a copy is provided to the Chief Financial Officer's area (Sr. Executive Advisor) and the Finance team supporting the Community Services department.

If Not Approved:

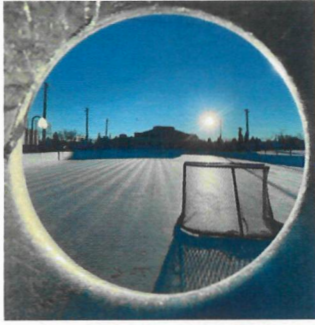
If the application is not approved by Council, The City business unit will notify the applicant accordingly.

5. Reporting Back to Council on Use of Funds

- a) Within 12 months of project completion, or as otherwise directed by Council, the supporting City business unit must report back to Executive Committee on how the funds were used and highlight the various aspects of the project (e.g., outcomes, success, challenges).
 - Unless otherwise directed by Council, the report back will be through a Briefing Report.
- a) The City business unit will be responsible for adding the report to the agenda for Executive Committee and then will advise the Sr. Executive Advisor to the CFO of this date.
- b) Once the report is finalized The City business unit obtains appropriate business unit and Department approvals. The report then proceeds through Executive Committee.

6. Annual Reporting and Fund Replenishment

- a) The Finance team supporting the Community Services Department will annually prepare a Briefing Report that provides the financial update of the Council Innovation Fund and Council Community Fund as of year-end and provides an overview of the Council approved projects.
- b) The report is approved by Finance and the Chief Financial Officer.
- c) Council may review the financial status of the CCF and direct that additional funding be allocated during The City's four-year service plans and budget or adjustments processes.



SANDSTONE MACEWAN *Community Association*

Report Authenticity Statement

To whom it may concern,

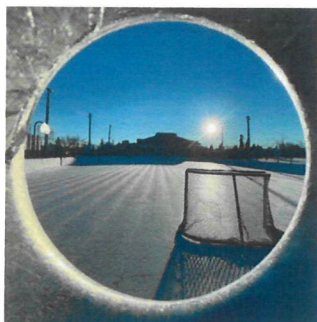
Please find within a written report provided by the SMCA Rink Build Committee detailing the timeline, budget, background, photographic evidence and other matters pertaining to the rebuild of the SMCA Hockey Rink, as completed in the Summer of 2024.

This report has been read, reviewed, and is presented to be as accurate to the best of our knowledge,

Signed on behalf of the SMCA Board –

Jennifer Schraeder March 13, 2025 Director At Large
Name, Date & SMCA Title Rink Co-Chair

S/K March 13/25 PRESIDENT
Name, Date & SMCA Title



SANDSTONE MACEWAN *Community Association*

Project: SMCA Outdoor Hockey Rink

Colin May & Jennifer Bidlake-Schroeder

- Co-Chairs, SMCA Rink Rebuild Committee

- Contact: colin@myfi.org / jeffjen@telus.net

- Alternative: SMCA Rink Committee – rinkbuild@sandstonemacewan.com

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*SMCA Hockey Rink (New) – Jan 2025
Photo taken by Mike MacLean*

Executive Project Summary

After concluding the 2024-25 winter hockey season, and seeing the uptake in the rinks usage, how it was flooded, the volunteers who came out, the SMCA board is simply amazed at the success of the build. The new facility in Sandstone Valley & MacEwan Glen is ready to be adopted by so many local families, community groups and volunteers for basketball, hockey, lacross, ball hockey, and more. Our projects goal of bringing people together and enable outdoor sports has certainly been met.

Like all projects of this nature, things didn't go as planned – but through new partnerships with the contractor, consultant, community groups, and the community as a whole, this rink was brought together. We faced unexpected cost increase, but through management of change control and community outreach, we overcame it. We built a strong partnership with Parks Foundation Calgary and their team, without whom there would have been no rink.

Put simply – this is what happens when an amazing group of community members, the city, its teams, partners, and volunteers can accomplish when they come together.

Timelines – the project from start to finish

The SMCA committee has been engaged on the project since July 2021 and continues to work with the City, fundraising partners & other groups to make the rink rebuild a reality.

A summary timeline of our project can be found as follows:



Project Budget – Summary of Funding & Spend

The following data was generated using the Parks Foundation Calgary General Ledger & internal budget trackers. All SMCA committed funds were transferred to Parks Foundation Calgarys Project Support Program at the commencement of the build. A copy of the Parks Foundation Calgary ledger can be found in Appendix F of this report.

	Source	Total (\$)	Notes
Funding, Grants & Donations	LCG Rebates	257,750	Per the Approval note, June 25 2024
	CCF Grant	300,000	Kept separately to general funds, see notes.
	Donations	4,469	Processed through Parks Foundation online donation portal
	SMCA Deposits	69,817	Approved by board vote
	CFEP #1 & #2	245,000	April 2024 & June 2022 awards
	Other Grants	80,000	Doc Seaman / Calgary Foundation & NWU
	Total	957,036	
Outgoing spend, invoices etc Note: Outgoing costs include GST payment	Westcor Construction	922,532	
	Expense Reimbursement	1,613	Reimbursement to Colin May (with receipts)
	Big Hill Services	2,660	New rink nets
	DCM Promo Materials	1,408	Grand opening expenses
	Zamboni Rental	367	Grand opening expenses
	Total	928,580	

Notes:

- The budget listed above does not include costs associated to the ECP program, paid for using CCG/LCG allocation.
- LCG rebates were **not requested** when an invoice was paid using CCF funds, hence the initial need to separate the funding.
- After LCG rebates were exhausted, funds were no longer considered separate, and the remaining invoices (including the 10% holdback) were paid using available funding irrelevant of ledger location or invoice line item category.

Project Budget – Overage & Contingency Spend/Remaining

- Original contract with Westcor: \$865,193 + GST - \$908,452
- Final revised amount: \$878,602 + GST – \$922,532
- Contingency used: \$13,409 + GST - \$14,079 – approx. 1.5%

Remaining balance (based on the unused contingency) currently being held by Parks Foundation Calgary: approx. \$28,454

To avoid losing this funding per the agreement with PFC, the SMCA board intends to carry this unused contingency forward, along with the award of \$60,000 from the Calgary Flames / Parks Foundation Calgary, for the purpose rebuilding of the maintenance building located within the SMCA License of Occupation boundary at the hockey rink.

At the time of writing, this “Phase 2” objective is being defined, planned, budget and communicated to PFC. No CCG/LCG funding is currently anticipated to be used in the replacement of the building.

Project Photographs – Demo, Build, Usage & Grand Opening

Here is a sample of the photographs during the demo, the build, the 2024/25 hockey season and our grand opening event. More can be found at the SMCA website or the SMCA Facebook page.



Ready to go



Boards gone



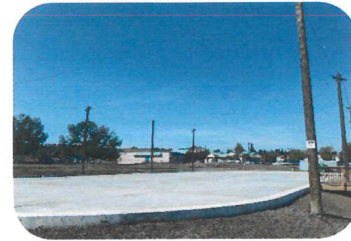
Flattened to
the ground



Ready for the
concrete pour



Prepping the
deck



Concretes
done



Court lines
painted



Fencing going in



Deck and fencing
being finished

And the finished rink!



And from the SMCA grand opening ...



SMCA Board, Cllr, PFC
opening the rink



Out on the rink at the
opening (photo thanks to
Darren Krause/Livewire)



Community coming
together for the opening

Media – Grand Opening

In addition to the photographs shown on prior pages, we are pleased to have received some media responses to the build of the rink – these can be found as follows:

- **Livewire Calgary Article by Darren Krause**
- <https://livewirecalgary.com/2025/01/26/after-years-of-delay-sandstone-macewan-finally-gets-its-outdoor-rink/>
- **Sandstone skating rink | The Homestretch | On Demand | CBC Listen**
- <https://www.cbc.ca/listen/live-radio/1-97-the-homestretch/clip/16124341-sandstone-skating-rink>
- **Sandstone MacEwan Outdoor Rink Opens! — Ward 3 Councillor Jasmine Mian**
- <https://www.jasminemian.com/news/sandstone-macewan-outdoor-rink-opens>
- **Sandstone MacEwan community rink | Calgary Eyeopener | On Demand | CBC Listen**
- <https://www.cbc.ca/listen/live-radio/1-5-calgary-eyeopener/clip/16121750-sandstone-macewan-community-rink>

APPENDIX – PROJECT BACKGROUND & SUPPORTING MATERIAL

Appendix A : About the project – July 2021 onwards



The SMCA Hockey Rink (old) – taken during the period 2020-202

Per our Community Association partnership with the City of Calgary, our License of Occupation requires regular review of all physical assets with the LOC as part of a Lifecycle Report.

This report naturally includes the SMCA Outdoor Hockey Rink and has concluded that the rink is at the end of its useful life.

This is backed by the physical and visual inspection of the rink, whereby the team of volunteers have identified failures starting to occur, including rink boards, fencing, screw heads, metal fatigue, crumbling asphalt and so on.

To resolve and respond to this issue, the SMCA board of directors formed a sub-committee & was given the mandate to engage the City of Calgary through its Engineering Consultancy Program and Capital Conservation Grant mechanism.

Faced with either rebuilding the rink or demolishing it, the benefit of rebuilding the rink was clear to the committee, the board, and the community – the facility offers a space for families within Sandstone and MacEwan (and beyond) to come together and participate in outdoor activities.

On any given night, the benefit of the rink extends out to other communities – such as Beddington, Huntington, Hidden Valley, Sage Hill, Thorncliffe, Kincora and others.

We have seen the rink used by our friends at both the adjacent elementary schools – the CA is proud to play its part in enabling the kids to have physical education classes during winter in the

form of skating lessons. We believe that it is important to encourage our next generation of community members to maintain a healthy lifestyle and active living.



SMCA Rink Rat volunteers flooding the old SMCA Hockey Rink – taken during 2020-2023

As a part of our community engagement, we also have a pool of dedicated “rink rat” volunteers, who regularly venture out throughout the winter months – building the ice, reflooding, smoothing and maintaining the rink late into the evening; this allows the community to skate on good, clear ice the next day.

The rink rats will do throughout the winter season, but it is especially important to do it close to Christmas Eve, Christmas Day, New Year's Eve, New Year's Day, and Family Day weekends - where we often see families come out and spend time together ... assuming Calgary weather is willing to be kind on the day!

Appendix B - Project Design Documentation

The following is a subset of the design documentation & blueprints that were submitted to the City of Calgary development permit process, which can be independently verified at <https://dmap.calgary.ca/?find=DP2023-02337> –

ISSUED FOR TENDER

REV.0 APRIL 3, 2023



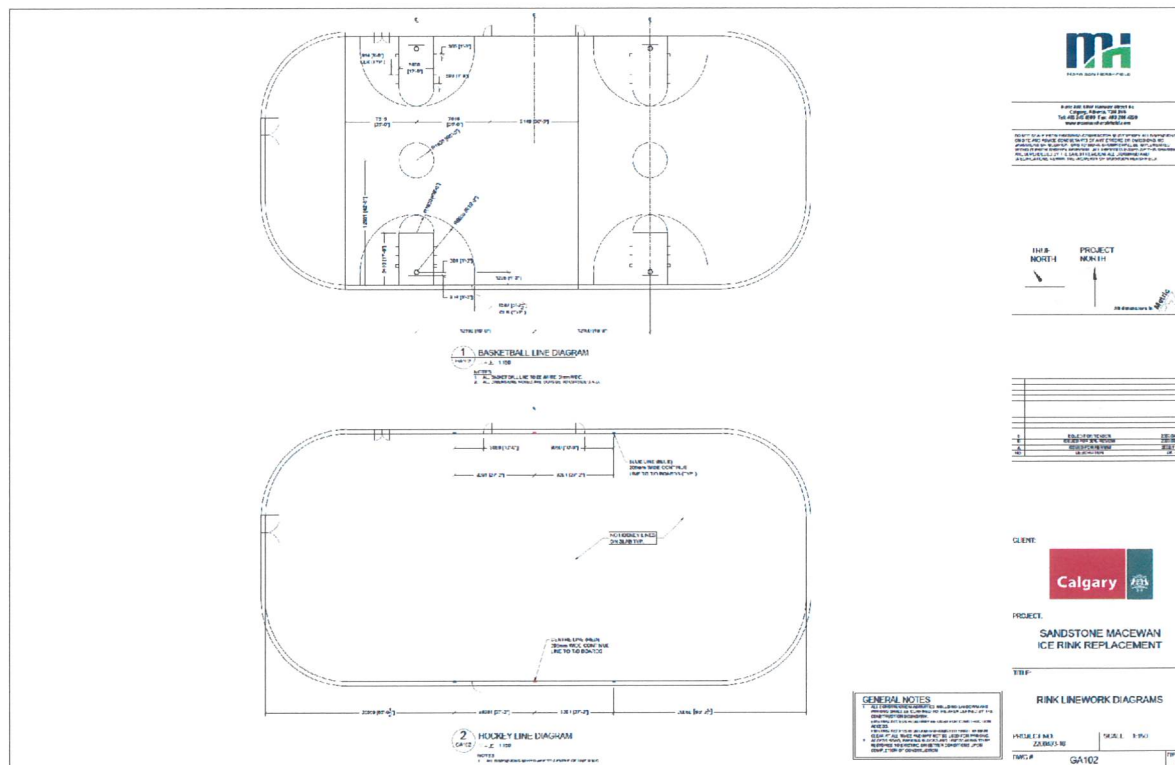
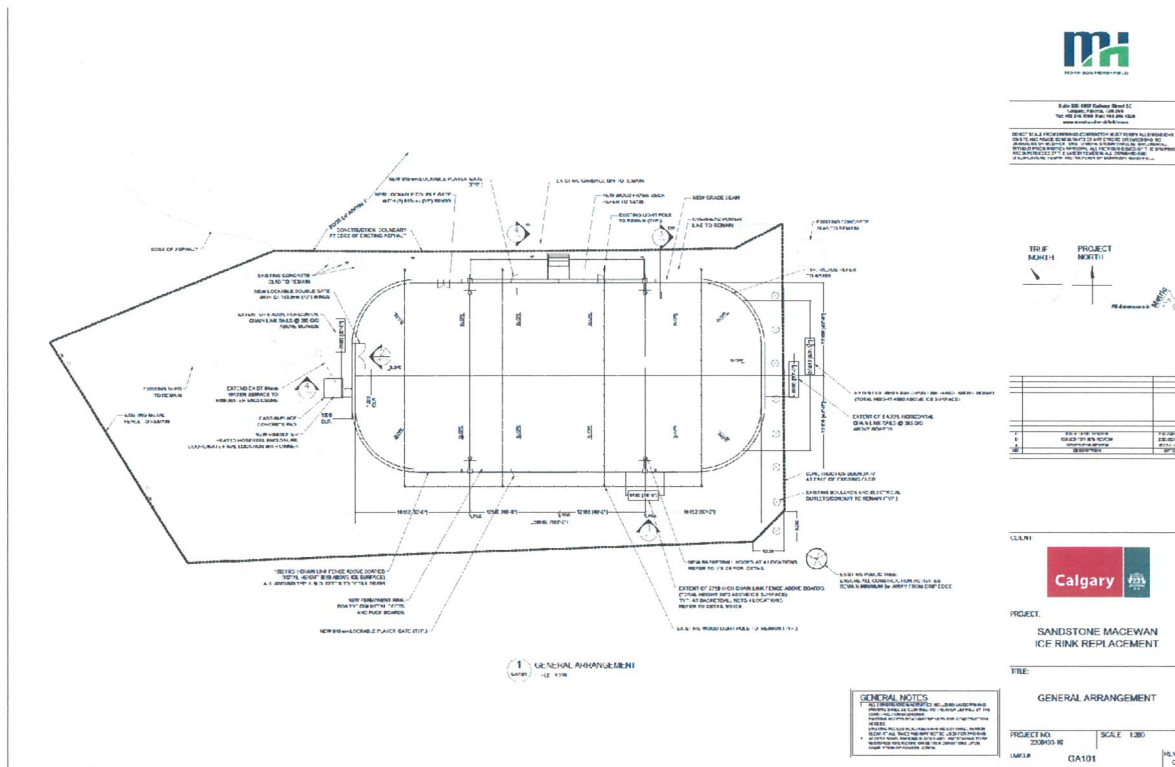
SANDSTONE MACEWAN ICE RINK REPLACEMENT

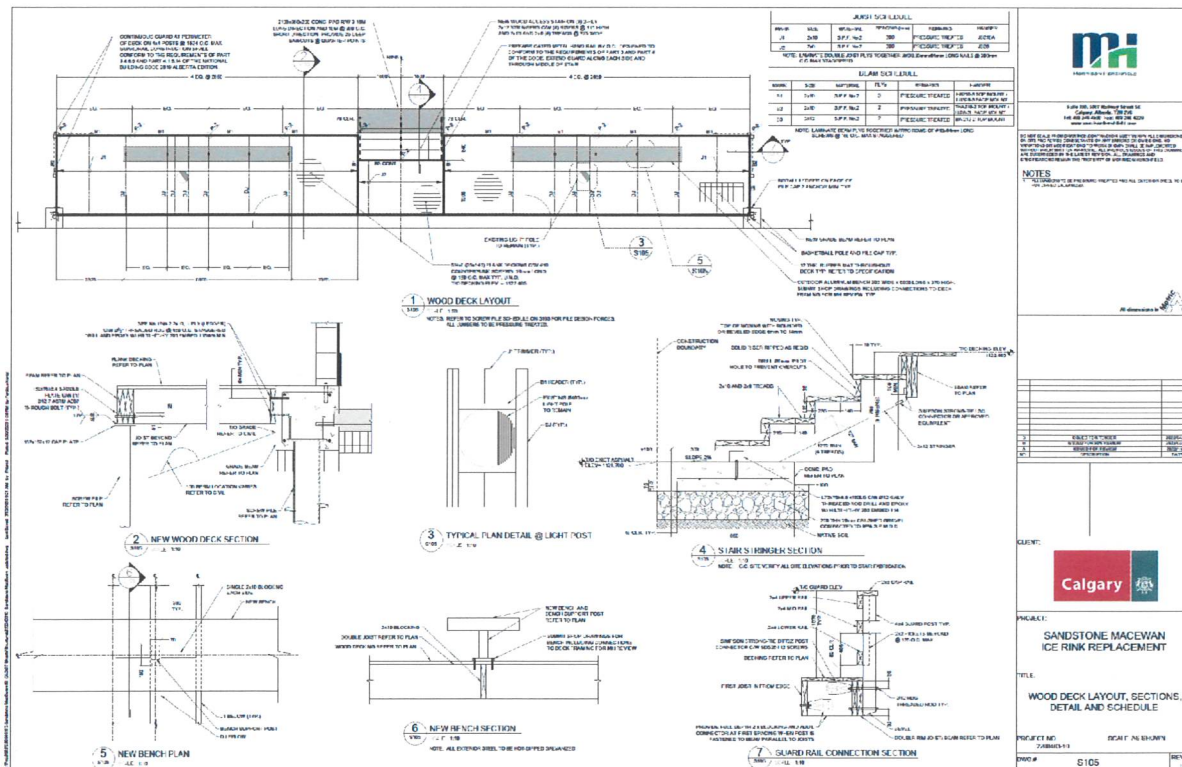
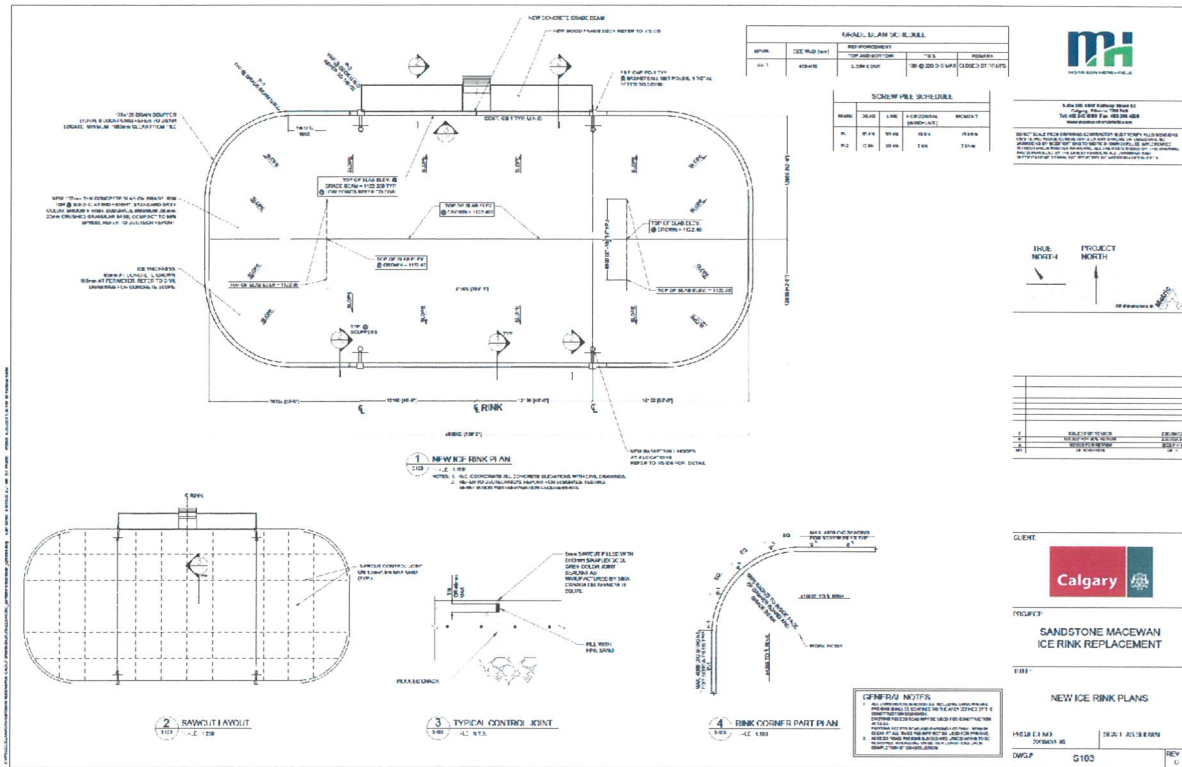
Project Number. 2200403.10

DRAWING LIST

CA100	SPECIFICATIONS
CA101	GENERAL ARRANGEMENT
CA102	TRUCK INFORMATION DIAGRAMS
CA103	BARNET, RAIL AND FENCE ELEVATIONS
S100	STRUCTURAL GENERAL NOTES
S101	STRUCTURAL GENERAL NOTES CONTD
S102	CONSTRUCTION PLAN
S103	NEW ICE RINK PLANS
S104	SECTION AND ELEVATION
S105	WOOD DECK LAYOUT, SECTION, DETAIL AND SCHEDULES
S106	BARNET RAIL, MOOR AND SHOWER BOARD DETAIL
C101	SITE SERVING REG
C102	GRADING AND SURFACE FEATURES
E100	ELECTRICAL GENERAL NOTES AND SPECIFIC DAY DRG
E101	ELECTRICAL SINGLE LINE DIAGRAM
P100	PICTURE LAYOUT







Appendix C - Media Coverage (before the rebuild)

Throughout our hockey rink rebuild project and day-to-day use of our rink, we have been fortunate to receive coverage of our rink and its use, and the following is a sample of these articles.

"SMCA Hockey Rink Project Rebuild Blog"

- <https://sandstonemacewan.com/rinkrebuild>
- SMCAs own newsletter & blog to the community tracking the progress and news of the project

"Cherished Calgary rink rebuild is postponed for the third time"

- <https://livewirecalgary.com/2023/07/17/cherished-calgary-rink-rebuild-is-postponed-for-the-third-time/>
- An interview was held between Livewire Calgary magazine and our committee co-chair, Jennifer Bidlake-Schroeder, on progress so far, including the references to the deferral decision made by the committee.

"This Calgary youth basketball coach is helping more kids experience sport."

- <https://www.cbc.ca/news/canada/calgary/calgary-youth-basketball-coach-helping-costs-1.6522908>
- <https://www.cbc.ca/player/play/2054192195968>
- An article in the CBC Calgary about a local community member, Angel Martinez, whom the SMCA were proud to support through the use of the rink, social media and other support, who in turn was able to help our local community kids with free basketball coaching.

"How it's done: Making and maintaining the ODR."

- <https://calgaryjournal.ca/2023/02/09/how-its-done-making-and-maintaining-the-odr/>
- An online article (including video) between Calgary Journal and the SMCA volunteers on how the rink rats maintain the ice, the challenges faced, and the next steps for the rink.

Appendix D - September 2023 - Letters of reference & support

As part of the overall application process, the SMCA invited community members to provide their feedback, and the following is a sample based on the responses given. Email addresses are kept confidential for privacy reasons – here is a sample of the community feedback seen earlier in our journey.

From: COLIN ALEXANDER
Date: September 2, 2023 at 11:04:31 MDT
To: SMCA Info
Subject: Hockey Rink Rebuild Donation

Hello,

I have made a donation (\$1000) through the Parks Foundation Calgary and want to make sure the funds have been received.

I am currently a scout with the Pittsburgh Penguins and grew up skating on my local community outdoor rink when I was a young boy. Those opportunities were some of the best days of my youth and I want to help ensure that future youth have the opportunity to skate with their friends and family for years to come.

Please confirm that you have received the donation through PFC.

Thank you.

Colin Alexander

From: Dale Struksnes
Date: September 18, 2023 at 12:01:34 MDT
To: SMCA Info; Colin May; Willa Wu
Subject: Support for Sandstone MacEwan Rink Rebuild Project

To Whom it May Concern:

As a long time resident and volunteer in the Sandstone MacEwan community, I would like to provide my support for the proposed Sandstone MacEwan Rink Rebuild project. This facility has been extremely well used by the community over its lifecycle, and is desperately in need of an upgrade. We received a substantial increase in usage during the initial 2020 Covid year, as families were looking for a safe and cheap outdoor

pursuit to keep their families healthy and engaged. It was very gratifying to see this increase in usage, which has continued to this day.

The facility is showing its age, with the uneven/undulating rink surface making it difficult to flood, and causing premature exposure of high spots in the spring which accelerates the melting of the entire ice surface, shortening the effective season for ice skating. The boards are in a state of disrepair, and need to be fixed or replaced in order to minimize water melting and draining out of the rink. The excessive melt water due to the deteriorating boards and uneven rink surface causes significant additional water usage in order to keep the rink properly flooded. With water consumption coming under increased scrutiny, future rinks need to be designed to minimize water usage. Further, the boards, if left to deteriorate, may provide a safety hazard in the future which necessitates additional ongoing expenditures for patchwork fixes.

To summarize, the facility is well utilized for both winter and summer sports, and needs to be upgraded in order to provide a better quality experience for users. A new rink surface and boards that are well designed will provide a more reliable and efficient rink operation as well.

Thanks,
Dale Struksnes
Sandstone MacEwan Rink Maintenance Volunteer
(403) 835-XXXX (cell)

From: R S
Date: September 18, 2023 at 17:43:07 MDT
To: SMCA Info
Subject: Sandstone Rink

As a coach within the McKnight hockey association, I understand the importance of having an outdoor facility that our players can play on. This enhances a love of the game through unstructured play. It also helps our children learn a level of responsibility is supporting and maintaining this type of outdoor facility. It has become apparent that this facility is used extensively throughout the entire year and due to that pressure, impacts to maintaining the facility become greater.

It is my hope that the Sandstone community association is successful in their grant applications, and fundraising efforts, to assist with the maintenance of this outdoor facility.

Sincerely,

Robb Shewchuk

From: Lili Law
Sent: Sunday, September 17, 2023 11:45 AM
To: SMCA Info
Subject: Letter of recommendation

Hi there,
My name is Lili and I've lived in Sandstone now for 6 years. I have 2 young girls. We try our best to spend our evenings outside. Revitalizing the rink would not only enhance the safety of our community members, but will provide a vital space for recreation and exercise in the winter and summer for many years to come.

Thank you.

Lili Law

From: Gina Fryer
Sent: Saturday, September 16, 2023 2:09 PM
To: SMCA Info
Subject: Letter of Support

I have three kids that grew up in this community, all skaters and though short, frequently also basketball players. We have spent COUNTLESS hours enjoying the rink, and I just had to let you know how much I appreciate that our community has a rink to go to! I would love to be able to enjoy an updated rink for years to come. I also know that Beddington residents come to Sandstone to use the rink.

Thank you, and good luck with the funding!
Gina Fryer

From: Shelly Bruce
Sent: Fri, September 15, 2023 at 8:18 PM
To: SMCA Info
Subject: Rink Building support

I am happy to show my support for the rink building initiative as needed from the community association. The rink has been a staple part of this community. It is a very important facility that it is needed. The rebuild is needed as the rink has deteriorated.

Personally, my family and I used the rink throughout the years as they grew up. The

schools used the rink to give skating lessons, there were tons of pickup shinny games. As I drive by the rink, even now, I see the rink being used regardless of seasons. As a community, we all benefit as people are using it to exercise, to meet each other for friendship and good times.

Shelly Bruce

From: lora risk
Date: September 17, 2023 at 19:00:15 MDT
To: SMCA Info
Subject: Support letter

September 17, 2023

To whom it may concern,

As a member of the sandstone neighborhood, I would like to share how valuable the community rink on sandarac drive is. Through all the seasons the rink is constantly being used by children, teens, and adults. As a parent of a now 14 year old, I have seen him grow up on that rink. From barely able to stand on skates to now playing shinny with adults. He's also used it for skateboarding, basketball and street hockey. I'm hoping for improvements to the rink so children, teens, and adults can continue to safely enjoy these recreational activities.

Thank you,
Lora Risk-Ronak

From: Joanne Meyer
Date: September 18, 2023 at 14:21:35 MDT
To: SMCA Info
Subject: Sandstone outdoor rink

Dear Sandstone MacEwan Community Association,

We have heard that community is looking to build a new outdoor arena. We think this is a wonderful and much needed project!

We have used the current arena to get our son and his friends out to play some lacrosse during the spring and summer. They also utilize the rink a lot during the winter to play some shinny & we consider it an important meeting place for the boys to congregate and enjoy their sports.

Thank you,
David and Joanne Meyer
(403)990-XXXX

Appendix E – Westcor Construction - Substantial Completion Certificate



403.663.8677 T
mail@westcor.net E
2420 - 39th Ave NE
Calgary, AB T2E 6X1
westcor.net

Substantial Performance	
Project Name:	Sandstone MacEwan Community Rink Replacement
Project Number:	2458
Project Address:	355 Sandarac Drive NW, Calgary
Date:	October 11, 2024

CERTIFICATE OF SUBSTANTIAL PERFORMANCE OF PRIME CONTRACT

(pursuant to Builder's Lien Act)

In accordance with the contract dated MM/DD/YYYY between OWNER (the "owner") and Westcor Construction Ltd. (the "contractor"), the Contractor hereby certifies that, with the exception of the items listed on the attached page

1. (a) The work on a substantial part of the work is ready for use
(b) The work is being used for the purpose intended

AND

2. The work to be done under the contract is capable of completion or correction at a cost of not more than: \$150,000.00

The Contractor and Subcontracts shall continue to work towards Total Completion. Holdback monies withheld under the Contract are due and payable in accordance with the given time period as laid down by Alberta Builder's Lien Act.

The owner is to assume at responsibility for Property and Building Insurance and all Municipal and/or City Utilities from this date forward. It is the Owner's responsibility to make application to the appropriate authorities for all required utilities (ie Gas, Electricity, Water, Telephone, etc).

As of this date the Owner resumes responsibility as Prime Contractor for this site unless noted otherwise.

Contractor – Project Manager Name

October 11, 2024

Posted Date

Distribution: Owner/Client
Prime Consultant
Jobsite Posting
Contract File
Westcor AR Coordinator

Appendix F – Parks Foundation Calgary - General Ledger for the SMCA Hockey Rink Rebuild

Please find a copy (imported into this report) of the General Ledger from Parks Foundation Calgary, as generated on Feb 24th 2025. This report was created by Cindy Li – cli@parksfdn.com as part of their Project Support Program. SMCAs prime contact was Vicki Schneider – vickis@parksfdn.com

Project Support Program - <https://www.parksfdn.com/project-support-program>

Account Number/ Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
109900-422029 2023			Sandstone MacEwan Community Association						0.00
01	GL-01	1/23/2023	Sandstone MacEwan Community Association	14095	14697-11	5,000.00			
			Sandstone MacEwan Community Association 1						
			Net Change and Ending Balance for Fiscal Period 01:						
02	GL-01	2/3/2023	SMCA Hockey Rink	14117	14721-3	486.75		5,000.00	5,000.00
			Colin May						
02	GL-01	2/3/2023	SMCA Hockey Rink	14117	14721-3	486.75			
			Gael MacLeod						
02	GL-01	2/21/2023	SMCA Hockey Rink	14129	14734-3	145.84			
			Elmien Wingert						
			Net Change and Ending Balance for Fiscal Period 02:						
05	GL-01	5/31/2023	SMCA Hockey Rink	14274	14889-5	48.44		1,119.34	6,119.34
			Brent Rawlings						
			Net Change and Ending Balance for Fiscal Period 05:						
08	GL-01	8/22/2023	SMCA Hockey Rink	14406	15035-4	973.76		48.44	6,167.78
			Colin Alexander						
08	GL-01	8/29/2023	SMCA Hockey Rink	14418	15043-3	486.75			
			Andy Schneider						
08	GL-01	8/29/2023	SMCA Hockey Rink	14418	15043-3	97.14			
			Mark Spencer						
			Net Change and Ending Balance for Fiscal Period 08:					1,557.65	7,725.43
10	GL-01	10/5/2023	SMCA Hockey Rink	14480	15108-4	48.44			

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
10	GL-01	10/12/2023	Virginia Newton SMCA Hockey Rink Lisa Schneider	14487	15118-6	48.44			
Net Change and Ending Balance for Fiscal Period 10:									
Totals: Sandstone MacEwan Community Association - Bank 2023						7,822.31	0.00	7,822.31	7,822.31
2024									
01	GL-01	1/22/2024	SMCA Hockey Rink Isabelle Blanchette	14638	15297-2	48.30			
Net Change and Ending Balance for Fiscal Period 01:									
						48.30		48.30	7,870.61
02	GL-01	2/28/2024	SMCA Hockey Rink Laurie Lee	14686	15351-4	48.31			
Net Change and Ending Balance for Fiscal Period 02:									
03	GL-01	3/18/2024	SMCA Hockey Rink	14719	15384-3	96.91		48.31	7,918.92
03	GL-01	3/19/2024	Margo Hergenhein SMCA Hockey Rink	14721	15388-5	60,000.00			
03	GL-01	3/21/2024	Calgary Foundation direct deposit SMCA Hockey Rink	14723	15391-7	28.85			
03	GL-01	3/21/2024	Victoria Veldhoen SMCA Hockey Rink	14723	15391-7	58.02			
03	GL-01	3/21/2024	Kelly Johnson SMCA Hockey Rink	14723	15391-7	48.31			
03	GL-01	3/21/2024	Dale Henwood SMCA Hockey Rink	14723	15391-7	28.86			
03	GL-01	3/21/2024	Merrill Foster SMCA Hockey Rink	14723	15391-7	28.86			
03	GL-01	3/21/2024	Danny Wu SMCA Hockey Rink	14723	15391-7	28.86			
03	GL-01	3/21/2024	Francine Michaud SMCA Hockey Rink	14723	15391-7	28.86			
03	GL-01	3/21/2024	Heather Ross-Easton SMCA Hockey Rink	14723	15391-7	28.86			
03	GL-01	3/21/2024	Annette Koelwyn SMCA Hockey Rink	14723	15391-7	48.31			
03	GL-01	3/28/2024	Mohammed Waked SMCA Hockey Rink Glenda Szpecht	14726	15396-7	96.91			

ISC: Unrestricted

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7	194.12			
			Brad Seamans						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7	96.91			
			Thomas Hartley						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7	48.31			
			Cameron Engen						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7	48.31			
			Marieh Klumpenhower						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7	28.86			
			Kyle Hubka						
04	GL-01	4/11/2024	Net Change and Ending Balance for Fiscal Period 03:					60,938.12	68,857.04
			SMCA Hockey Rink	14760	15426-4	485.74			
			Sharon Mazurkewich						
04	GL-01	4/11/2024	SMCA Hockey Rink	14760	15426-4	48.31			
			Sven Stuwe						
04	GL-01	4/11/2024	SMCA Hockey Rink	14760	15426-4	48.30			
			Lisa Tonellato						
06	GL-01	6/13/2024	Net Change and Ending Balance for Fiscal Period 04:					582.35	69,439.39
			SMCA Hockey Rink	14841	15518-4	48.31			
			R Hart						
06	GL-01	6/25/2024	SMCA Hockey Rink	14868	15547-1	309,799.00			
			Sandstone MacEwan Community Association 0						
06	GL-01	6/25/2024	SMCA Hockey Rink	14868	15547-1	20,000.00			
			Sandstone MacEwan Community Association 0						
07	AP-PY	7/10/2024	Net Change and Ending Balance for Fiscal Period 06:					329,847.31	399,286.70
			Westcor	14895	15569-20		1,417.50		
			00000000000306678-PY000014601						
08	AP-PY	8/14/2024	Net Change and Ending Balance for Fiscal Period 07:					-1,417.50	397,869.20
			Westcor	14952	15634-2		225,034.55		
			00000000000306716-PY000014685						
09	AP-PY	9/16/2024	Net Change and Ending Balance for Fiscal Period 08:					-225,034.55	172,834.65
			Westcor	14997	15690-2		218,686.41		
			00000000000306800-PY000014818						
09	GL-01	9/18/2024	SMCA Hockey Rink	15011	15693-4	169,839.00			
			Sandstone MacEwan Community Association 0						
10	AP-PY	10/16/2024	Net Change and Ending Balance for Fiscal Period 09:					-48,847.41	123,987.24
			Westcor	15049	15739-7		12,827.43		

ISC: Unrestricted

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
10	GL-01	10/24/2024	00000000000306847-PY000014897 SMCA Hockey Rink Sandstone MacEwan Community Association 0 Net Change and Ending Balance for Fiscal Period 10:	15064	15750-6	87,910.96			
11	AP-PY	11/5/2024	Big Hill Services Ltd. 000000000000306879-PY000014948	15074	15768-14		2,660.52	75,083.53	199,070.77
11	AP-PY	11/20/2024	Westcor 000000000000306896-PY000014982	15096	15794-3		91,938.21		
11	AP-PY	11/20/2024	Westcor 000000000000306897-PY000014983	15096	15794-4		99,829.78		
11	AP-PY	11/20/2024	Colin May 000000000000306898-PY000014984	15096	15794-5		1,613.20		
Net Change and Ending Balance for Fiscal Period 11:						-196,041.71			3,029.06
Totals: Sandstone MacEwan Community Association - Bank 2024						649,214.35	654,007.60	-4,793.25	3,029.06
2025									
02	AP-PY	2/19/2025	DCM 000000000000307014-PY000015218	15261	15975-9		1,408.17		
02	AP-PY	2/19/2025	Porta Ice Ltd 000000000000307016-PY000015220	15261	15975-11		367.50		
Net Change and Ending Balance for Fiscal Period 02:								-1,775.67	1,253.39
Totals: Sandstone MacEwan Community Association - Bank 2025						0.00	1,775.67	-1,775.67	1,253.39
109905-422029									0.00
2024									
07	GL-01	7/30/2024	SMCA Hockey Rink -City of Calgary CCF City of Calgary 000455	14921	15604-3	300,000.00			
08	AP-PY	8/14/2024	Westcor 000000000000306715-PY000014684	14952	15634-1		67,057.68	300,000.00	300,000.00
09	AP-PY	9/16/2024	Westcor 000000000000306799-PY000014817	14997	15690-1		123,255.32	-67,057.68	232,942.32
10	AP-PY	10/16/2024	Westcor 000000000000306846-PY000014896	15049	15739-6		27,390.07	-123,255.32	109,687.00
Net Change and Ending Balance for Fiscal Period 10:								-27,390.07	82,296.93

ISC: Unrestricted

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
11	AP-PY	11/20/2024	Westcor 000000000000306899-PY000014985	15096	15794-6		51,945.15		
			Net Change and Ending Balance for Fiscal Period 11:						30,351.78
2025			Totals: SMCA Rink City of Calgary CCF -Bank 2024			300,000.00	269,648.22	30,351.78	30,351.78
01	AP-PY	1/24/2025	Westcor 000000000000306988-PY000015163	15215	15927-3		3,150.00		
			Net Change and Ending Balance for Fiscal Period 01:						27,201.78
			Totals: SMCA Rink City of Calgary CCF -Bank 2025			0.00	3,150.00	-3,150.00	27,201.78
300000-422029			Sandstone MacEwan Community Association						0.00
2023	CLS	12/31/2023	CLOSING ENTRY 422029	14601	15249-61		7,900.00		
CLS	GL-CL	12/31/2023	CLOSING ENTRY 422029	14601	15249-473	158.00			
CLS	GL-CL	12/31/2023	CLOSING ENTRY 422029	14601	15249-566		158.00		
CLS	GL-CL	12/31/2023	CLOSING ENTRY 422029	14601	15249-698	77.69			
			Net Change and Ending Balance for Fiscal Period CLS:						-7,822.31
			Totals: Sandstone MacEwan Community Association -R/E 2023			235.69	8,058.00	-7,822.31	-7,822.31
2024	CLS	12/31/2024	CLOSING ENTRY 422029	15162	15872-33		949,268.96		
CLS	GL-CL	12/31/2024	CLOSING ENTRY 422029	15162	15872-295	654,007.60			
CLS	GL-CL	12/31/2024	CLOSING ENTRY 422029	15162	15872-338	269,648.22			
CLS	GL-CL	12/31/2024	CLOSING ENTRY 422029	15162	15872-417	18,985.38			
CLS	GL-CL	12/31/2024	CLOSING ENTRY 422029	15162	15872-495		18,985.38		
CLS	GL-CL	12/31/2024	CLOSING ENTRY	15162	15872-642	54.61			

422029

2024

01	GL-01	1/22/2024	SMCA Hockey Rink	14638	15297-2	50.00
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ISC: Unrestricted

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
02	GL-01	2/28/2024	Isabelle Blanchette Net Change and Ending Balance for Fiscal Period 01: SMCA Hockey Rink	14686	15351-4		50.00	-50.00	-50.00
			Laurie Lee						
03	GL-01	3/18/2024	Net Change and Ending Balance for Fiscal Period 02: SMCA Hockey Rink	14719	15384-3		100.00	-50.00	-100.00
			Margo Hergenhein						
03	GL-01	3/19/2024	SMCA Hockey Rink	14721	15388-5		60,000.00		
			Calgary Foundation direct deposit						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		30.00		
			Victoria Veldhoen						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		60.00		
			Kelly Johnson						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		50.00		
			Dale Henwood						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		30.00		
			Merrill Foster						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		30.00		
			Danny Wu						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		30.00		
			Francine Michaud						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		30.00		
			Heather Ross-Easton						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		30.00		
			Annette Koelwyn						
03	GL-01	3/21/2024	SMCA Hockey Rink	14723	15391-7		50.00		
			Mohammed Waked						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7		100.00		
			Glenda Szepecht						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7		200.00		
			Brad Seamans						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7		100.00		
			Thomas Hartley						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7		50.00		
			Cameron Engen						
03	GL-01	3/28/2024	SMCA Hockey Rink	14726	15396-7		50.00		
			Marieh Klumpenhower						

ISC: Unrestricted

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Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
03	GL-01	3/28/2024	SMCA Hockey Rink Kyle Hubka	14726	15396-7		30.00		
			Net Change and Ending Balance for Fiscal Period 03:						
								-60,970.00	-61,070.00
04	GL-01	4/11/2024	SMCA Hockey Rink Sharon Mazurkewich	14760	15426-4		500.00		
04	GL-01	4/11/2024	SMCA Hockey Rink Sven Stuwe	14760	15426-4		50.00		
04	GL-01	4/11/2024	SMCA Hockey Rink Lisa Tonellato	14760	15426-4		50.00		
			Net Change and Ending Balance for Fiscal Period 04:						
06	GL-01	6/13/2024	SMCA Hockey Rink R Hart	14841	15518-4		50.00	-600.00	-61,670.00
06	GL-01	6/25/2024	SMCA Hockey Rink Sandstone MacEwan Community Association 0	14868	15547-1		309,799.00		
06	GL-01	6/25/2024	SMCA Hockey Rink Sandstone MacEwan Community Association 0	14868	15547-1		20,000.00		
			Net Change and Ending Balance for Fiscal Period 06:						
07	GL-01	7/30/2024	SMCA Hockey Rink City of Calgary 000455	14921	15604-3		300,000.00	-329,849.00	-391,519.00
			Net Change and Ending Balance for Fiscal Period 07:						
09	GL-01	9/18/2024	SMCA Hockey Rink Sandstone MacEwan Community Association 0	15011	15693-4		169,839.00	-300,000.00	-691,519.00
			Net Change and Ending Balance for Fiscal Period 09:						
10	GL-01	10/24/2024	SMCA Hockey Rink Sandstone MacEwan Community Association 0	15064	15750-6		87,910.96	-169,839.00	-861,358.00
			Net Change and Ending Balance for Fiscal Period 10:						
CLS	GL-CL	12/31/2024	CLOSING ENTRY 422029	15162	15872-33	949,268.96		-87,910.96	-949,268.96
			Net Change and Ending Balance for Fiscal Period CLS:						
						949,268.96		949,268.96	0.00
			Totals: Sandstone MacEwan Community Association -Revenue 2024						
						949,268.96	949,268.96	0.00	0.00
611200-422029 2024			Sandstone MacEwan Community Association						
07	AP-PY	7/10/2024	Sandstone MacEwan Community Association-W 0000000000306678-PY000014601	14895	15569-20	1,417.50			
			Net Change and Ending Balance for Fiscal Period 07:						
08	AP-PY	8/14/2024	Sandstone MacEwan Community Association-W	14952	15634-2	225,034.55		1,417.50	1,417.50

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
			00000000000306716-PY000014685						
			Net Change and Ending Balance for Fiscal Period 08:						
09	AP-PY	9/16/2024	Sandstone MacEwan Community Association-W 14997		15690-2	218,686.41		225,034.55	226,452.05
			00000000000306800-PY000014818						
			Net Change and Ending Balance for Fiscal Period 09:						
10	AP-PY	10/16/2024	Sandstone MacEwan Community Association-W 15049		15739-7	12,827.43		218,686.41	445,138.46
			00000000000306847-PY000014897						
			Net Change and Ending Balance for Fiscal Period 10:						
11	AP-PY	11/5/2024	Sandstone MacEwan Community Association-B 15074		15768-14	2,660.52		12,827.43	457,965.89
			00000000000306879-PY000014948						
11	AP-PY	11/20/2024	Sandstone MacEwan Community Association-W 15096		15794-3	91,938.21			
			00000000000306896-PY000014982						
11	AP-PY	11/20/2024	Sandstone MacEwan Community Association-W 15096		15794-4	99,829.78			
			00000000000306897-PY000014983						
11	AP-PY	11/20/2024	Sandstone MacEwan Community Association-C 15096		15794-5	1,613.20			
			00000000000306898-PY000014984						
			Net Change and Ending Balance for Fiscal Period 11:						
CLS	GL-CL	12/31/2024	CLOSING ENTRY 422029	15162	15872-295		654,007.60	196,041.71	654,007.60
			Net Change and Ending Balance for Fiscal Period CLS:					-654,007.60	0.00
			Totals: Sandstone MacEwan Community Association -Disbursements 2024			654,007.60	654,007.60	0.00	0.00
2025									
01	AP-PY	1/24/2025	Sandstone MacEwan Community Association-W 15215		15927-3	3,150.00			
			00000000000306988-PY000015163						
			Net Change and Ending Balance for Fiscal Period 01:						
02	AP-PY	2/19/2025	Sandstone MacEwan Community Association-D 15261		15975-9	1,408.17		3,150.00	3,150.00
			00000000000307014-PY000015218						
02	AP-PY	2/19/2025	Sandstone MacEwan Community Association-P 15261		15975-11	367.50			
			00000000000307016-PY000015220						
			Net Change and Ending Balance for Fiscal Period 02:					1,775.67	4,925.67
			Totals: Sandstone MacEwan Community Association -Disbursements 2025			4,925.67	0.00	4,925.67	4,925.67
611201-422029 2024			SMCA Rink CoC CCF Funding Disb.						0.00

08	AP-PY	8/14/2024	Sandstone MacEwan Community Association-W 14952 000000000000306715-PY000014684	15634-1	67,057.68
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Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
09	AP-PY	9/16/2024	Net Change and Ending Balance for Fiscal Period 08: Sandstone MacEwan Community Association-W 14997 00000000000306799-PY000014817		15690-1	123,255.32		67,057.68	67,057.68
10	AP-PY	10/16/2024	Net Change and Ending Balance for Fiscal Period 09: Sandstone MacEwan Community Association-W 15049 00000000000306846-PY000014896		15739-6	27,390.07		123,255.32	190,313.00
11	AP-PY	11/20/2024	Net Change and Ending Balance for Fiscal Period 10: Sandstone MacEwan Community Association-W 15096 00000000000306899-PY000014985		15794-6	51,945.15		27,390.07	217,703.07
CLS	GL-CL	12/31/2024	Net Change and Ending Balance for Fiscal Period 11: CLOSING ENTRY 422029	15162	15872-338		269,648.22	51,945.15	269,648.22
			Net Change and Ending Balance for Fiscal Period CLS:					-269,648.22	0.00
611341-422029			Totals: SMCA Rink CoC CCF Funding Disb. 2024			269,648.22	269,648.22	0.00	0.00
2023			Sandstone MacEwan Community Association						0.00
01	GL-01	1/31/2023	Jan 2023 Administration Allocation	14115	14716-1	100.00			
			Jan 2023 Administration Allocation						
02	GL-01	2/28/2023	Net Change and Ending Balance for Fiscal Period 01: Feb 2023 Administration Allocation	14156	14751-1	23.00		100.00	100.00
			Feb 2023 Administration Allocation						
05	GL-01	5/30/2023	Net Change and Ending Balance for Fiscal Period 02: May 2023 PParks Administration Allocation	14279	14894-1	1.00		23.00	123.00
			May 2023 PParks Administration Allocation						
08	GL-01	8/31/2023	Net Change and Ending Balance for Fiscal Period 05: August 2023 PParks Administration Allocation	14423	15050-9	32.00		1.00	124.00
			August 2023 PParks Administration Allocation						
10	GL-01	10/31/2023	Net Change and Ending Balance for Fiscal Period 08: Oct 2023 PParks Administration Allocation	14513	15143-1	2.00		32.00	156.00
			Oct 2023 PParks Administration Allocation						
CLS	GL-CL	12/31/2023	Net Change and Ending Balance for Fiscal Period 10: CLOSING ENTRY 422029	14601	15249-473		158.00	2.00	158.00
			Net Change and Ending Balance for Fiscal Period CLS:					-158.00	0.00

Totals: Sandstone MacEwan Community Association -Admin Exp. 2023

158.00	158.00	0.00	0.00
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ISC: Unrestricted

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
2024									
01	GL-01	1/31/2024	Jan 2024 PParks Administration Allocation	14671	15331-1	1.00			
			Jan 2024 PParks Administration Allocation						
02	GL-01	2/29/2024	Net Change and Ending Balance for Fiscal Period 01: Feb 2024 PParks Administration Allocation	14704	15363-1	1.00		1.00	1.00
			Feb 2024 PParks Administration Allocation						
03	GL-01	3/29/2024	Net Change and Ending Balance for Fiscal Period 02: March 2024 PParks Administration	14750	15410-1	1,219.40		1.00	2.00
			March 2024 PParks Administration						
05	GL-01	5/7/2024	Net Change and Ending Balance for Fiscal Period 03: April 2024 PParks Administration	14812	15473-1	12.00		1,219.40	1,221.40
			April 2024 PParks Administration						
06	GL-01	6/30/2024	Net Change and Ending Balance for Fiscal Period 05: June 2024 PParks Administration	14882	15560-1	6,596.98		12.00	1,233.40
			June 2024 PParks Administration						
07	GL-01	7/31/2024	Net Change and Ending Balance for Fiscal Period 06: July 2024 PParks Admin fee	14938	15616-1	6,000.00		6,596.98	7,830.38
			July 2024 PParks Admin fee						
09	GL-01	9/30/2024	Net Change and Ending Balance for Fiscal Period 07: Sept 2024 PParks Admin Fee	15035	15723-1	3,396.78		6,000.00	13,830.38
			Sept 2024 PParks Admin Fee						
10	GL-01	10/31/2024	Net Change and Ending Balance for Fiscal Period 09: Oct PParks admin fee	15071	15774-1	1,758.22		3,396.78	17,227.16
			Oct PParks admin fee						
CLS	GL-CL	12/31/2024	Net Change and Ending Balance for Fiscal Period 10: CLOSING ENTRY 422029	15162	15872-417		18,985.38	1,758.22	18,985.38
			Net Change and Ending Balance for Fiscal Period CLS:						0.00
			Totals: Sandstone MacEwan Community Association -Admin Exp. 2024			18,985.38	18,985.38	-18,985.38	0.00
611342-422029			Sandstone MacEwan Community Association						0.00
2023									
01	GL-01	1/31/2023	Jan 2023 Administration Allocation	14115	14716-1		100.00		
			Jan 2023 Administration Allocation						
02	GL-01	2/28/2023	Net Change and Ending Balance for Fiscal Period 01: Feb 2023 Administration Allocation	14156	14751-1		23.00	-100.00	-100.00
			Feb 2023 Administration Allocation						

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
05	GL-01	5/30/2023	Net Change and Ending Balance for Fiscal Period 02: May 2023 PParks Administration Allocation	14279	14894-1		1.00	-23.00	-123.00
			May 2023 PParks Administration Allocation						
08	GL-01	8/31/2023	Net Change and Ending Balance for Fiscal Period 05: August 2023 PParks Administration Allocation	14423	15050-9		32.00	-1.00	-124.00
			August 2023 PParks Administration Allocation						
10	GL-01	10/31/2023	Net Change and Ending Balance for Fiscal Period 08: Oct 2023 PParks Administration Allocation	14513	15143-1		2.00	-32.00	-156.00
			Oct 2023 PParks Administration Allocation						
			Net Change and Ending Balance for Fiscal Period 10:					-2.00	-158.00
CLS	GL-CL	12/31/2023	CLOSING ENTRY 422029	14601	15249-566	158.00			
			Net Change and Ending Balance for Fiscal Period CLS:					158.00	0.00
2024			Totals: Sandstone MacEwan Community Association -PParks Admin Gran			158.00	158.00	0.00	0.00
01	GL-01	1/31/2024	Jan 2024 PParks Administration Allocation	14671	15331-1		1.00		
			Jan 2024 PParks Administration Allocation						
02	GL-01	2/29/2024	Net Change and Ending Balance for Fiscal Period 01: Feb 2024 PParks Administration Allocation	14704	15363-1		1.00	-1.00	-1.00
			Feb 2024 PParks Administration Allocation						
03	GL-01	3/29/2024	Net Change and Ending Balance for Fiscal Period 02: March 2024 PParks Administration	14765	15436-1		1,219.40	-1.00	-2.00
			March 2024 PParks Administration						
05	GL-01	5/7/2024	Net Change and Ending Balance for Fiscal Period 03: April 2024 PParks Administration	14812	15473-1		12.00	-1,219.40	-1,221.40
			April 2024 PParks Administration						
06	GL-01	6/30/2024	Net Change and Ending Balance for Fiscal Period 05: June 2024 PParks Administration	14882	15560-1		6,596.98	-12.00	-1,233.40
			June 2024 PParks Administration						
07	GL-01	7/31/2024	Net Change and Ending Balance for Fiscal Period 06: July 2024 PParks Admin fee	14938	15616-1		6,000.00	-6,596.98	-7,830.38
			July 2024 PParks Admin fee						
09	GL-01	9/30/2024	Net Change and Ending Balance for Fiscal Period 07: Sept 2024 PParks Admin Fee	15035	15723-1		3,396.78	-6,000.00	-13,830.38
			Sept 2024 PParks Admin Fee						
			Net Change and Ending Balance for Fiscal Period 09:					-3,396.78	-17,227.16

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
10	GL-01	10/31/2024	Oct PParks admin fee	15071	15774-1		1,758.22		
			Oct PParks admin fee						
CLS	GL-CL	12/31/2024	Net Change and Ending Balance for Fiscal Period 10:						
			CLOSING ENTRY	15162	15872-495	18,985.38		-1,758.22	-18,985.38
			422029						
			Net Change and Ending Balance for Fiscal Period CLS:					18,985.38	0.00
			Totals: Sandstone MacEwan Community Association -PParks Admin Gran			18,985.38	18,985.38	0.00	0.00
700650-422029			Sandstone MacEwan Community Association						0.00
2023									
02	GL-01	2/3/2023	SMCA Hockey Rink	14117	14721-3	13.25			
			Colin May						
02	GL-01	2/3/2023	SMCA Hockey Rink	14117	14721-3	13.25			
			Gael MacLeod						
02	GL-01	2/21/2023	SMCA Hockey Rink	14129	14734-3	4.16			
			Elmien Wingert						
			Net Change and Ending Balance for Fiscal Period 02:					30.66	30.66
05	GL-01	5/31/2023	SMCA Hockey Rink	14274	14889-5	1.56		1.56	
			Brent Rawlings						
			Net Change and Ending Balance for Fiscal Period 05:					1.56	32.22
08	GL-01	8/22/2023	SMCA Hockey Rink	14406	15035-4	26.24			
			Colin Alexander						
08	GL-01	8/29/2023	SMCA Hockey Rink	14418	15043-3	13.25			
			Andy Schneider						
08	GL-01	8/29/2023	SMCA Hockey Rink	14418	15043-3	2.86			
			Mark Spencer						
			Net Change and Ending Balance for Fiscal Period 08:					42.35	74.57
10	GL-01	10/5/2023	SMCA Hockey Rink	14480	15108-4	1.56			
			Virginia Newton						
10	GL-01	10/12/2023	SMCA Hockey Rink	14487	15118-6	1.56			
			Lisa Schneider						
CLS	GL-CL	12/31/2023	Net Change and Ending Balance for Fiscal Period 10:					3.12	77.69
			CLOSING ENTRY	14601	15249-698		77.69		
			422029						
			Net Change and Ending Balance for Fiscal Period CLS:					-77.69	0.00
			Totals: Sandstone MacEwan Community Association-Bank Charges 2023			77.69	77.69	0.00	0.00

ISC: Unrestricted

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
2024									
01	GL-01	1/22/2024	SMCA Hockey Rink Isabelle Blanchette	14638	15297-2	1.70			
			Net Change and Ending Balance for Fiscal Period 01:						
02	GL-01	2/28/2024	SMCA Hockey Rink Laurie Lee	14686	15351-4	1.69		1.70	1.70
			Net Change and Ending Balance for Fiscal Period 02:						
03	GL-01	3/18/2024	SMCA Hockey Rink Margo Hergenhein	14719	15384-3	3.09			
03	GL-01	3/21/2024	SMCA Hockey Rink Victoria Veldhoen	14723	15391-7	1.15			
03	GL-01	3/21/2024	SMCA Hockey Rink Kelly Johnson	14723	15391-7	1.98			
03	GL-01	3/21/2024	SMCA Hockey Rink Dale Henwood	14723	15391-7	1.69			
03	GL-01	3/21/2024	SMCA Hockey Rink Merrill Foster	14723	15391-7	1.14		1.69	3.39
03	GL-01	3/21/2024	SMCA Hockey Rink Danny Wu	14723	15391-7	1.14			
03	GL-01	3/21/2024	SMCA Hockey Rink Francine Michaud	14723	15391-7	1.14			
03	GL-01	3/21/2024	SMCA Hockey Rink Heather Ross-Easton	14723	15391-7	1.14			
03	GL-01	3/21/2024	SMCA Hockey Rink Annette Koelwyn	14723	15391-7	1.69			
03	GL-01	3/28/2024	SMCA Hockey Rink Mohammed Waked	14726	15396-7	3.09			
03	GL-01	3/28/2024	SMCA Hockey Rink Glenda Szepecht	14726	15396-7	5.88			
03	GL-01	3/28/2024	SMCA Hockey Rink Brad Seamans	14726	15396-7	3.09			
03	GL-01	3/28/2024	SMCA Hockey Rink Thomas Hartley	14726	15396-7	1.69			
03	GL-01	3/28/2024	SMCA Hockey Rink Cameron Engen	14726	15396-7	1.69			
03	GL-01	3/28/2024	SMCA Hockey Rink Marieh Klumpenhower	14726	15396-7	1.69			

Year/ Prd.	Source	Doc. Date	Description/ Reference	Posting Seq.	Batch-Entry	Debits	Credits	Net Change	Balance
03	GL-01	3/28/2024	SMCA Hockey Rink Kyle Hubka	14726	15396-7	1.14			
Net Change and Ending Balance for Fiscal Period 03:									35.27

04	GL-01	4/11/2024	SMCA Hockey Rink	14760	15426-4	14.26	
04	GL-01	4/11/2024	Sharon Mazurkewich				
04	GL-01	4/11/2024	SMCA Hockey Rink	14760	15426-4	1.69	
			Sven Stuwe				
04	GL-01	4/11/2024	SMCA Hockey Rink	14760	15426-4	1.70	
			Lisa Tonellato				
06	GL-01	6/13/2024	Net Change and Ending Balance for Fiscal Period 04:				
			SMCA Hockey Rink	14841	15518-4	1.69	17.65
			R Hart				
CLS	GL-CL	12/31/2024	Net Change and Ending Balance for Fiscal Period 06:				
			CLOSING ENTRY	15162	15872-642	54.61	1.69
			422029				
			Net Change and Ending Balance for Fiscal Period CLS:				
			Totals: Sandstone MacEwan Community Association-Bank Charges 2024				
						54.61	0.00
			Report Totals:				
						3,824,137.67	0.00

9 accounts printed

Community Services Briefing to

Executive Committee

2025 May 13

ISC: UNRESTRICTED

EC2025-0490

Calgary Economic Development – Economic Strategy Update

PURPOSE OF BRIEFING

This briefing provides an annual progress update on Calgary's economic strategy, *Uplook: An Action Plan for Calgary's Economy*, stewarded by Calgary Economic Development (CED). The last progress update to Executive Committee was in 2024 May (EC2024-0305).

SUPPORTING INFORMATION

CED is a wholly-owned subsidiary of The City of Calgary and a Civic Partner under The City's *Investing in Partnerships Policy* (CP2017-01). The organization stewards Calgary's Council-approved economic strategy, *Uplook: An Action Plan for Calgary's Economy* and collaborates with community organizations to implement the initiatives and achieve the goals and outcomes set out in the Strategy. The Strategy is driven by five interconnected economic drivers: Talent, Livability, Business Environment, Innovation and Brand. These drivers are collectively supported by diverse partnerships that connect businesses, educators, municipalities, entrepreneurs and innovators together to build prosperity for Calgarians.

As directed by Council, this briefing provides an annual progress update on the implementation and impact of the Strategy annually every May (Attachment 1). The City continues to work with CED and cross-corporately, including through an internal working group, to identify opportunities to align City process and initiatives with the Strategy. As part of this work, The City provides annual metrics from various business units to demonstrate how City operations are contributing to the Strategy's implementation.

2024 was a year of transformation and progress for Calgary. The city attracted new talent and investment across key sectors, enhanced public spaces and events and advanced critical infrastructure projects. Calgary deepened its commitment to fostering a vibrant downtown and building safe, inclusive and livable communities. The year also saw the launch of Calgary's new civic brand, "Blue Sky City" which reflects a future-focused vision centered on innovation and collaboration. Guided by strategic priorities, meaningful progress was made over the last year despite ongoing challenges experienced related to inflation, affordability and housing pressures. Highlights from the year include:

Talent: Home to bright minds with big ideas. At the core of opportunity is the need to develop, recruit and retain talent to fuel growth in key sectors such as technology, artificial intelligence (AI), and automation, complementing Calgary's existing economic strengths while ensuring the city is future ready.

- The Opportunity Calgary Investment Fund (OCIF) generated \$800 million in economic activity, created close to 3,000 jobs and supported 875 companies, driving economic growth and innovation across Calgary.
- Calgary ranked in the top 50 emerging startup ecosystems and as North America's fastest-growing tech talent hub, supported by the work of the Platform Innovation Centre.

- TalentED YYC, championed by CED, the Calgary Chamber of Commerce and the Nonprofit Chamber, helped create 2,900 opportunities for student, engaged 1,300 employers and contributed an estimated \$14 million to Alberta's GDP during its pilot.
- SkillUp training programs equipped 80 newcomers with in-demand skills in trades, achieving a 90% employment rate within six months of completion and addressing labour gaps in Calgary.

Livability: The Best place to build a life. Enhancing livability remains central to attracting talent, investment and innovation. In 2024, The City and its partners took action to advance house affordability, civic infrastructure and mobility.

- Downtown investments advanced Calgary's cultural and economic prominence with construction of the 170,000 square foot Arts Commons Transformation, the opening of the BMO Centre expansion and redevelopment of Eau Claire Plaza, amplifying Calgary's status as North America's most livable city.
- Scotia Place, Calgary's new event centre, broke ground in July 2024, marking a key milestone in the transformation of Calgary's East Victoria Park. The project will create thousands of jobs, programmable community spaces and boost the local economy.
- Collaboration across all three levels of government resulted in combined funding of \$23 million through the Rapid Housing Initiative to support the development of 64 new affordable housing units.
- The City committed \$1 billion to expand Bearspaw Water Treatment Plant, an investment that will support continued growth in the northwest by delivering 100 million litres of water per day to existing and future communities and businesses.

Business Environment: Top location for business. An agile and resilient business climate is supported by clustered economic nodes across the city that leverage purposeful policy to build strategic investment.

- The new Invest Greater Calgary initiative brings together eight municipalities in a unified and competitive regional economic hub capable of attracting investment, creating jobs and supporting industry development through regional research development, investor support and workforce attraction.
- Calgary's 5G Discovery Zone launched, establishing Canada's first downtown 5G test environment. The initiative will attract researchers, developers and companies to leverage existing infrastructure to test innovative solutions in transportation and mobility, public safety and climate and environment.
- CED helped create or retain nearly 7,500 jobs and attract over \$719 million in investment, advancing economic diversification across Calgary's key sectors.
- Direct flights increased by 22 per cent since 2021, improving global connectivity and market access for Calgary businesses. Air cargo volumes rebounded in 2024 driven by e-commerce demand, reinforcing Calgary's role as a trade and commerce hub.

Innovation: A creative hub. Calgary's continued commitment to innovation is a shared passion as partnerships with business and academic institutes supports continued change and is exemplified by a thriving startup ecosystem now valued at approximately \$8.2 billion.

- CED's Trade Accelerator Program (TAP) secured more than 42 trade deals across North America, Europe and the Indo-Pacific region, generating over \$11 million in revenue in 2024. TAP alumni have created more than 400 local Alberta jobs since 2022.

- Platform Calgary supported 1,450 founders and engaged 140,000 visitors in 2024 with members generating \$235 million in revenue from 6,750 jobs.
- The City approved the development permit for Future Energy Park, a project that will showcase innovation in waste-to-energy as North America's largest carbon-negative renewable natural gas and ethanol facility. The project will create 800 jobs during construction and generate \$150 million annually, contributing to the municipal tax base.
- In partnership with the University of Calgary, The City invested \$9 million to convert a downtown office tower into a 180,000 square foot academic space. This conversion will support 1,200 students in the downtown and bolster innovative learning.

Brand: An iconic city. The Blue Sky City brand was launched following engagement with 129 organizations in 26 sectors including Indigenous communities, youth and civic groups. The brand showcases the city's distinct character and supports work to attract investment and strengthen Calgary's global competitiveness. Related activities included:

- The Calgary Stampede attracted an all-time attendance record with over 1.4 million visitors from across Canada and the world coming to the city, reinforcing Calgary's reputation as a premier destination for tourism and events.
- Chinook Blast featured over 1,700 artists, business and community organizations with over 200 events held and over 400 thousand people in attendance.
- The success of Calgary's film and television industry recorded 140 productions and 750 film permits, generating \$372 million in economic impact, solidifying Calgary as a vibrant hub for creativity and entertainment.

Over the past year, the Strategy continued to integrate **equity, diversity, inclusion and accessibility** and **Truth and Reconciliation** throughout each key driver. This integrated approach ensures that every initiative contributes to a more inclusive, equitable and accessible Calgary. For example:

- The City's creation of an Indigenous Procurement Program will enhance opportunities for Indigenous-owned businesses to sell their products to The City. The economic outcomes will shape the development of an inclusive economy, building resilience for all communities.
- The former Fort Calgary site embraced a new identity as The Confluence Historic Site & Parkland, marking a significant step toward greater inclusivity.
- Calgary was chosen to host the 2025 Rotary International Convention that will bring over 30 thousand attendees from over 100 countries to Calgary in June, the largest convention in Calgary's history.

The next annual progress update will occur in May 2026.

ATTACHMENTS

1. 2025 Annual Progress Report Summary
2. 2025 Annual Progress Report

Author: Partnerships

General Manager Katie Black concurs with the information in this Briefing.



2025 Annual Progress Report Summary

2024: A year in review

In 2024, Calgary showed resilience in the face of global economic challenges including inflation, housing affordability and labour market volatility.

The city's strong population growth, continued economic diversification and targeted initiative, – such as strategic talent development, the establishment of innovative environments for real-life testing of ideas and products, and community-focused growth measures – helped position Calgary as a national leader in innovation, business environment and economic adaptability. Key milestones included the launch of the Blue Sky City brand, reinforcing Calgary's reputation as a dynamic city of opportunity alongside initiatives that supported growth in Calgary's economy and community.

Looking ahead to 2025 and beyond

Calgary is navigating a shifting economic landscape, shaped by geopolitical uncertainty and the risk of slowing growth.

To remain resilient, the city must continue expanding trade and foreign direct investment, addressing affordability and investing in infrastructure. By prioritizing innovation and cross-sector collaboration in areas such as clean energy, technology, aerospace, logistics and data centers, Calgary is well-positioned to stay competitive — a city where businesses can thrive and talent can make both a living and a life.



Data sources are available
in the Uplook 2025 Annual
Progress Report. **Scan or
click to access the full report**

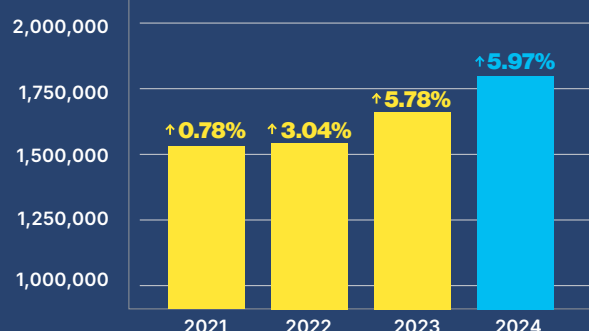
Progress on Key Drivers

Talent

Home to bright minds

In 2024, Calgary's growing population and the strategic investments in skills development programs strengthened Calgary's talent pool and helped drive long-term economic growth. These programs help people find jobs, employers find workers they need and support economic inclusion of newcomers to thrive in a rapidly evolving job market.

Calgary's growing population expanded its workforce and continued to support diversification of the economy.



Case Study: Bridging Education & Industry

TalentED YYC connected 2,900 students with 1,300 employers, generating up to \$14 million in economic impact. Over 45 per cent of placements supported equity-deserving students, helping businesses access fresh talent while fostering a more inclusive workforce.



Investing in Workforce Readiness

Initiatives like The Knowledge Society (TKS) and SkillUp prepared Calgarians for emerging industries, with TKS launching its global HQ in Calgary and SkillUp training newcomers in trades with a 90 per cent employment success rate.

Livability

The best place to build a life

Calgary reclaimed its position as the most livable city in North America in 2024. Despite rising affordability pressures that have challenged quality-of-life perception, strategic investments in community infrastructure and inclusive cultural programming ensured Calgary remained an attractive and vibrant place to live and work with business leaders in key external markets continuing to see Calgary as a place of possibility.



Case Study: Arts Driving Connection

Organizations funded by Calgary Arts Development hosted over 37,000 arts events citywide, creating 12,000 opportunities for artists and employing more than 800 staff. Public art reached 63 neighborhoods, fostering a deeper sense of belonging and reinforcing Calgary's cultural vibrancy.



Investing in Culture & Community Spaces

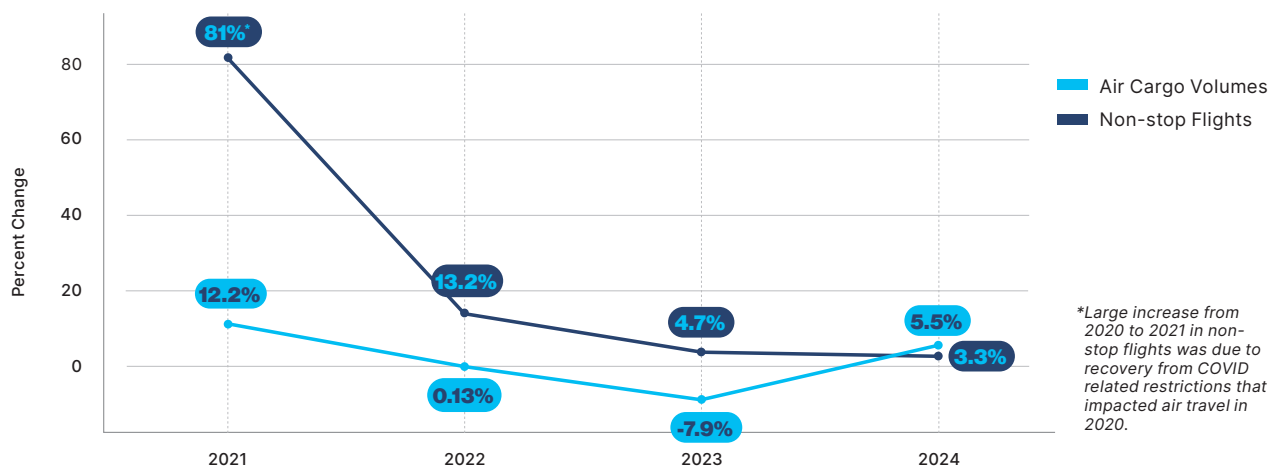
Major projects are reshaping Calgary's cultural landscape — with the BMO Centre expansion now complete and work underway on Scotia Place and the Arts Commons transformation. At the same time, events such as the Chinatown Street Festival and the Lantern Festival are bringing Calgarians together.

Business Environment

Top location for business

In 2024, Calgary reaffirmed its status as a top business destination through streamlined city-business processes, targeted R&D investments, and innovative initiatives like the Living Labs program and the 5G Discovery Zone. A 22% surge in direct flights and rebounding air cargo volumes further bolstered global connectivity. Calgary Economic Development created or retained nearly 7,500 jobs and attracted over \$719 million in investment, while emerging regional partnerships such as Invest Greater Calgary are poised to advance a dynamic business ecosystem.

Calgary's expanding air connections support business growth and global trade.



Case Study: Strengthening Regional Collaboration

Invest Greater Calgary launched a three-year pilot with eight municipalities to position the region as a leading investment hub. Focused on job creation, investor support and workforce attraction, the initiative strengthens Calgary's appeal as a cohesive and competitive economic center.



Innovation Driving Connectivity

The 5G Discovery Zone, Canada's first downtown 5G test environment, launched in 2024. A collaboration between Rogers, Platform Calgary, Calgary Economic Development and the City of Calgary, the zone allows innovators to explore next-generation connectivity, enhancing business and technological advancement.

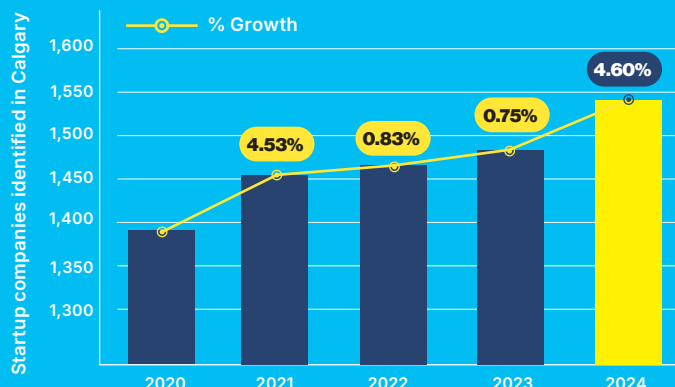


Innovation

A creative hub

Calgary's innovation ecosystem gained momentum in 2024, with a 4.6 per cent increase in the number of startups and steady venture capital backing. The city also earned recognition among the top 50 emerging startup ecosystems and as North America's fastest growing center for tech talent, reinforcing its position as a key location for emerging industries and business growth.

Calgary's expanding startup ecosystem fuels innovation and entrepreneurship.



Case Study: OCIF Advancing Innovation

The Opportunity Calgary Investment Fund (OCIF) made six major funding announcements, supporting initiatives like TECHNATION, which created 250 work-integrated learning opportunities. Investments in aerospace, construction and the National Bank Investor Hub strengthened Calgary's role as a leader in talent development and inclusive growth.



Fueling Investment & Entrepreneurship

Calgary maintained strong venture capital investment despite national headwinds in the tech sector — a clear sign of the city's momentum and growing potential to be Canada's innovation capital.

Brand An iconic city

Calgary's reputation as a hub for innovation and opportunity flourished in 2024, with 74 per cent overall favourability. Events like the record-setting Calgary Stampede, Chinook Blast and the thriving film and television industry reinforced Calgary's appeal as a culturally vibrant destination for business, investment and creativity.



Case Study: Blue Sky City — A Brand for the Future

Calgary introduced the Blue Sky City brand to celebrate innovation, diversity and possibility. Rooted in the values that define our community, it brings Calgarians' stories together under a bold, inclusive identity that embodies our shared vision for the future.



Bringing the Brand to Life

In 2024, civic partners embraced the Blue Sky City brand. Tourism Calgary launched a comprehensive campaign, Sport Calgary unveiled a refreshed identity celebrating a thriving sports culture, and activations — from the Calgary Pride Parade to the First Flip Pancake Breakfast — amplified Calgary's dynamic, inclusive identity.

2025

Annual
Progress
Report



uplook AN ACTION
PLAN FOR
OUR ECONOMY



2025 Annual Progress Report

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Land

Acknowledgment

The Blue Sky City inspires, connects and calls for a deeper understanding of our past and our future.

As we come together to share a new collective story of Calgary, we pay respect to the people of the Treaty 7 region in southern Alberta, who are original creators in our community.

We acknowledge that we gather in the home of the Blackfoot Confederacy, comprising the Siksika, Kainai and Piikani Nations. The îethka Nakoda, comprising the Bearspaw, Chiniki and Goodstoney Nations, and the Tsuut'ina Nation.

Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Nose Hill Métis District 5 and Elbow Métis District 6.

We acknowledge all Indigenous People who have made Calgary their home.

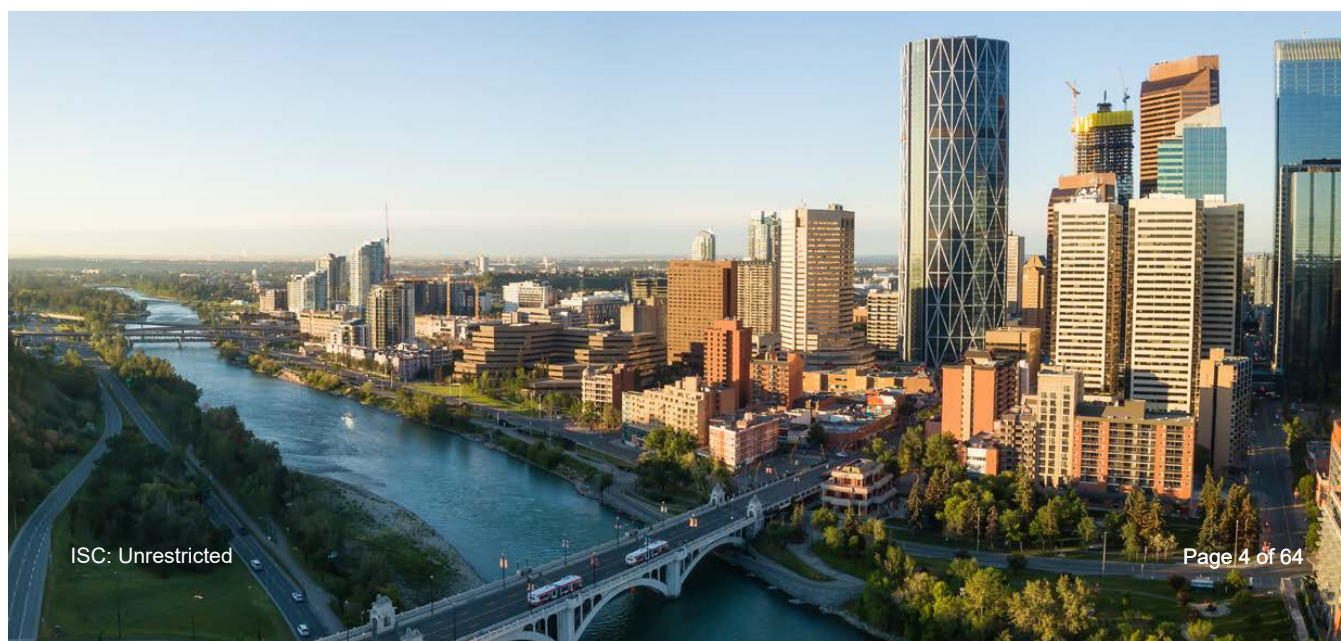
Under the blue hues of promising skies, our new story is built on fostering a better relationship with First Peoples and taking pride in a place of real possibilities.



Thank You to Our Partners

Uplink: An Action Plan for our Economy is Calgary's economic strategy — crafted collaboratively by and for our community. At Calgary Economic Development, our mission is to ensure this strategy remains resilient and relevant, both now and into the future. We coordinate with our community partners to achieve the strategy's vision and priorities, and report annually on our collective progress.

This report is made possible through the support of various community partners, including both publicly available data and specific contributions from community partners. The following partners have collaborated directly with Calgary Economic Development, providing valuable insights, metrics, data and stories for this year's report:



A Message from

The Uplook Advisory Board

Welcome to this year's report on the progress we made towards Calgary's economic action plan, Uplook, in 2024. As the newly formed Advisory Board for *Uplook: An Action Plan for Our Economy*, we're excited to share this year's progress — and what a year it was. A year in which we took control of our narrative — launching Calgary's civic brand as the Blue Sky City platform—and made significant progress on our key economic drivers.

Calgary is proud to be one of a handful of cities in the world with its own economic strategy. Uplook is more than just a plan; it's a living strategy for our entire community to rally around, to chart our path forward. It's a reflection of the bold steps we're taking to build a city that's future-focused and resilient in the near-term and the long-term.

As an Advisory Board, we are community champions of Uplook. We meet regularly to provide guidance and direction on Uplook and share perspectives from our respective communities to ensure there are community voices in everything we do around Uplook. A highlight from 2024 was participating in a Strategic Foresight workshop, where we used different possible future scenarios to identify risks and opportunities across the five drivers of Uplook. This session allowed us to understand where we might need to focus efforts to achieve the future outcomes we want for Calgary.

From providing students with essential work experience with local businesses through initiatives

like TalentED YYC to public-private partnerships like Calgary's 5G Discovery Zone, Calgary is proving we're a city where ambition meets action. We're creating spaces where businesses can thrive, ideas can grow, and people — from all walks of life — can realize limitless opportunities.

In light of the economic uncertainty we all face in 2025, we are reminded that Blue Sky City isn't just a brand for Calgary; it's who we are as a community. It's about more than those open skies and sunny days that keep us looking up. It's about thinking big, staying optimistic, and always pushing forward without leaving anyone behind. It's about being open to ideas, opportunities and welcoming everyone who calls Calgary home. And that's exactly what this year's report celebrates.

This year's progress didn't happen by accident. It's driven by partnerships, hard work and a shared belief in what's possible.

So, here's to Calgary — a city that looks up, dreams big, and makes it all happen under those endless blue skies. This report is your guide to how far we've come, and how you can contribute to a bright shared future. Together, let's keep the momentum going.

Sincerely,

The Advisory Board,
Uplook: An Action Plan for Our Economy

Kate Koplovich

Director, Strategy
Calgary Economic Development

Kay Choi

Director of Partnerships
The City of Calgary

D'Andre Wilson-Ihejirika

Executive Director, TalentED YYC
Calgary Economic Development
Executive Board Member
LearningCITY

Erin Chrusch

Leader, Business & Local Economy
The City of Calgary

Geraldine Anderson

Vice President, External Relations,
Marketing and Communications,
Calgary Economic Development

Jill Dewes

Partner | Chief Growth Officer
Daughter Creative

Jon Yee

Vice President, External Relations
Centre for Newcomers

Meaghan Reid

Executive Director
Vibrant Communities Calgary

Shawna Morning Bull

Manager, Business Development
Community Futures Treaty Seven

Executive Summary

In 2024, Calgary continued to advance the priorities laid out in *Uplook: An Action Plan for Our Economy* with a focus on our five economic drivers: Talent, Livability, Business Environment, Innovation and Brand. Uplook goes beyond traditional economic indicators by evaluating the health of Calgary's economy holistically, considering its impact on the businesses that operate here and the people who call Calgary home. By taking an integrated approach, the strategy helps Calgary navigate opportunities and challenges while fostering resilience, innovation, and inclusivity.

This work is not done in isolation, as community building and economic development are a team sport. Civic organizations, community groups, small business and large enterprises in Calgary all play an important role in advancing *Uplook's* vision. By collaborating across sectors and leveraging diverse perspectives we shape a stronger economic future for Calgary.

Principles of Equity, Diversity, Inclusion and Accessibility (EDIA) are integrated throughout *Uplook* with examples highlighted throughout the report. This integrated approach ensures all the initiatives contribute to building a more inclusive and equitable community, driving sustainable growth and prosperity for all Calgarians, today and tomorrow.



Talent

Significant population growth is testament to Calgary's appeal to people looking to build a career and a life. The city continued to attract skilled workers through targeted campaigns, while a need for initiatives to support newcomer economic integration persists. Skills development programs, such as TalentED YYC, enhanced employability and drove economic growth. TalentED YYC connected students with employers by creating over 2,900 work-integrated learning opportunities and significantly contributed to Alberta's GDP during its pilot phase.



Livability

Enhancing livability continues to be an area of focus to develop inclusive communities and year-round experiences in the city. However, affordability challenges persisted. The disparity between the living wage and minimum wage highlights the need for continued attention through initiatives like affordable housing programs and equitable wage policies. Perceptions research showed leaders and talent from other markets continued to view Calgary as a great place to live. Significant arts and culture investments in 2024 included Scotia Place, Arts Commons, Olympic Plaza, and the BMO Centre expansion, enriching Calgary's downtown vibrancy.



Business Environment

Investors and participants of Calgary's business environment recognize the vibrancy and diversity of economic activity as the city's advantages. Growth in direct flights and air cargo volumes strengthened Calgary's position as a business and trade destination. The city continued to hold the highest number of head offices per capita in Canada, showcasing Calgary as the city of decision makers and commerce. Stable business perceptions and increased belief in Calgary's diverse economy enhanced its appeal. A new regional initiative uniting eight municipalities is expected to position the Calgary Metropolitan Region as a top destination for investment and growth, highlighting the unique possibilities for collaboration and innovation.



Innovation

Calgary's innovation scene has seen significant growth. The number of startups continued to grow and venture capital investments remained strong, demonstrating investor confidence in the city's tech sector. The Opportunity Calgary Investment Fund (OCIF) has generated nearly \$800 million in economic activity and supported over 875 companies. Major initiatives in 2024 included scholarships, work-integrated learning opportunities, and investments in the aerospace and construction ecosystems.



Brand

After research and engagement found that Calgary's former brand didn't resonate with Calgarians, Calgary's new civic brand, as the Blue Sky City, was launched to authentically reflect Calgary's identity as a place of innovation, diversity and opportunity. Organizations like Tourism Calgary, Sport Calgary and Calgary Arts Development (CADA) have already adopted the new identity, showcasing the city as a place of unexpected possibilities and a place of confluence. Annual perceptions studies showed stable favourable impressions of Calgary, with perceptions expected to improve as awareness and recognition of the Blue Sky City brand increases.



Truth & Reconciliation

While there is still much work to be done, Calgary is making progress honouring the Indigenous voices and contributions through programs like the Indigenous Procurement Program at The City of Calgary and ongoing research into the economic contributions of Indigenous communities. These efforts have led to some advancements in Truth and Reconciliation, yet metrics show that areas such as Indigenous leadership within organizations remains low, which highlights the need for continued efforts to address systemic barriers and promote inclusivity. Collaboration between businesses, governments and wider communities is essential to advance Indigenous Economic Reconciliation and build a more equitable future.

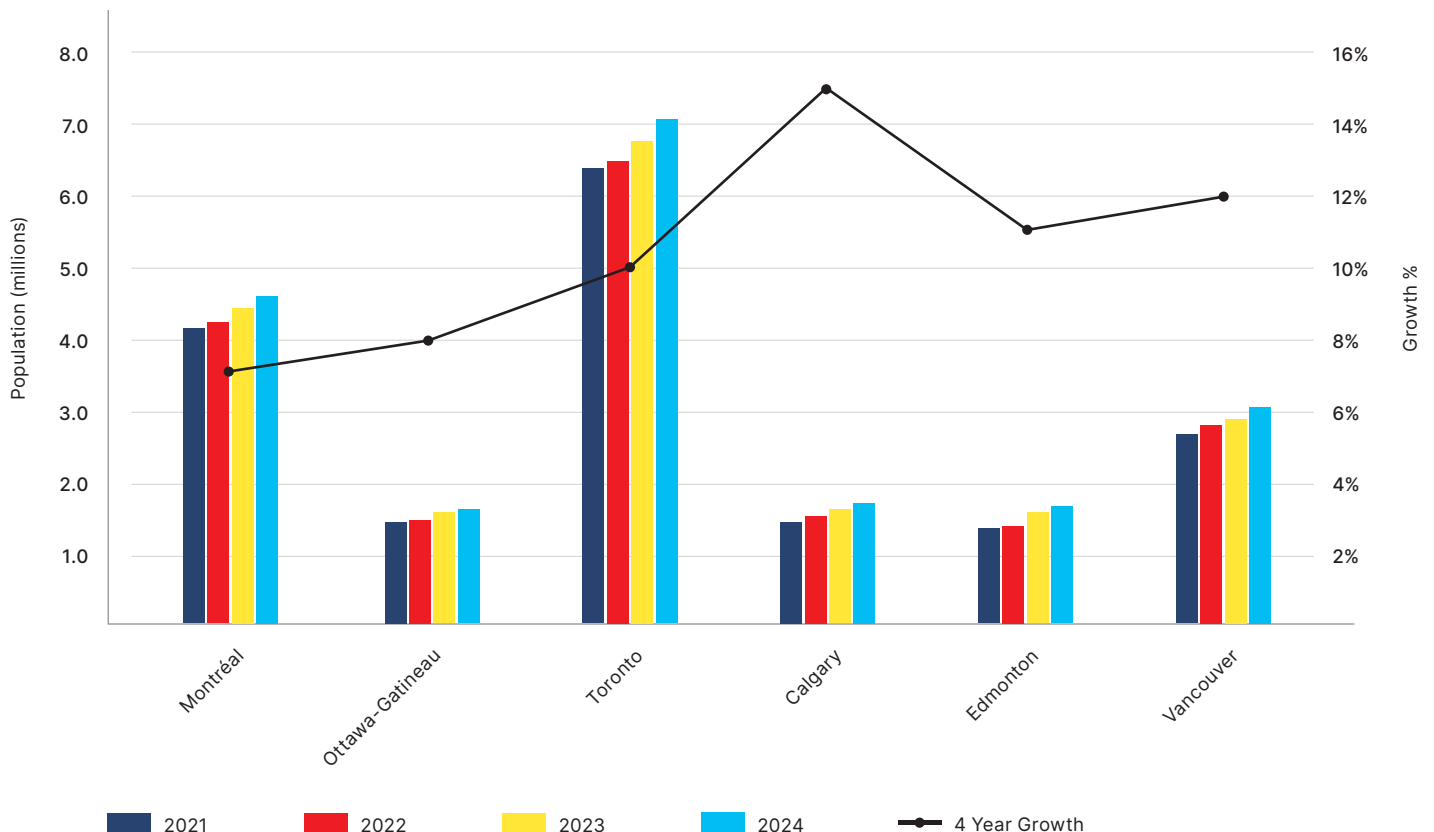
2024 at a glance

Economic Landscape

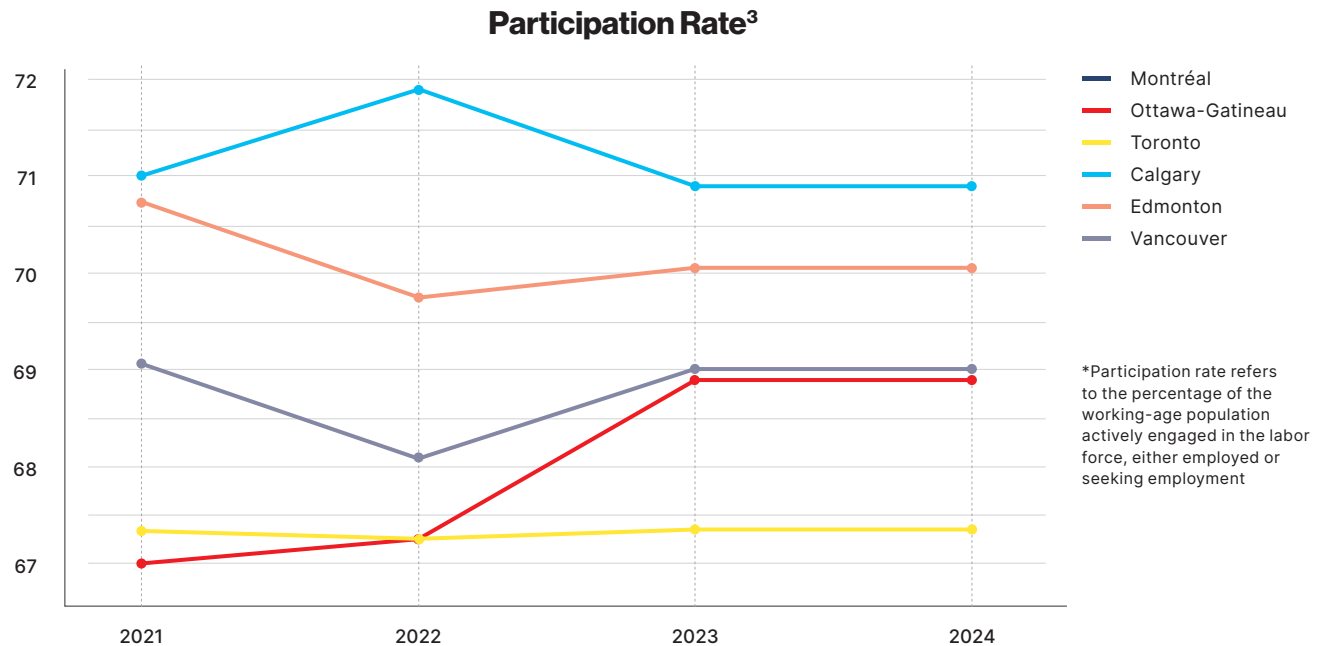
In 2024, Calgary's economy mirrored both national and global economic trends. Despite facing shared challenges such as inflation, a fluctuating labour market and rising housing costs, Calgary performed better than its national peers and demonstrated resilience bolstered by economic diversification and strong population growth.

Canada's average inflation in 2024 was 2.4 per cent¹. In response, the Bank of Canada initiated an interest rate easing cycle to balance the risks of runaway inflation and economic stagnation. Calgary, along with other cities, faced rising housing costs and a growing demand for affordable housing due to population growth. Despite challenges, Calgary's housing market is primed for innovative and sustainable solutions. Key initiatives aimed to streamline approvals, diversify housing options and included grants for energy efficiency and accessibility improvements. An example of this was the Cornerstone project, part of the Downtown Office-to-Residential program.

Population estimates for major Canadian cities²



The labour market in Calgary remained robust, with a labour force participation rate of 71.2 per cent, reflecting strong workforce engagement compared to the rest of Canada. However, the city faced an unemployment rate of 7.2 per cent, highlighting ongoing challenges in job availability and economic stability due to population growth. High-value sectors such as energy, technology, manufacturing and professional services continued to drive employment opportunities. Despite the economy experiencing significant wage growth nationally, this contributed to persistent inflation and increasing living costs, which intensified concerns about affordability. As a result, there have been calls for targeted policies to enhance affordability and improve the quality of life for residents of Calgary.



Economic growth across sectors presented a complex picture. Calgary's GDP growth was one of the strongest among major Canadian cities from 2021 to 2024, ranking second behind Vancouver, supported by diversification into emerging industries such as technology, film and renewable energy. Energy production — both traditional and renewable — remained the primary driver of economic growth in Alberta, as the sector responded to global changes in demand for sustainable energy sources. The province experienced consistent growth in oil demand and production in 2024, driven by the Trans Mountain Expansion (TMX) pipeline coming online.

GDP—All Industries, Basic prices (millions)⁴

CITY	2021	2022	2023	2024	GDP GROWTH (4-YEAR)	PERCENTAGE OF NATIONAL GDP
Calgary	121,261	125,281	125,799	128,782	6.20%	6%
Edmonton	99,746	102,460	103,403	105,119	5.39%	5%
Vancouver	171,291	177,136	180,219	183,500	7.13%	8%
Ottawa	90,767	92,783	94,022	95,698	5.43%	4%
Toronto	424,810	431,903	437,105	446,220	5.04%	20%
Montréal	236,210	239,989	240,171	243,466	3.07%	11%

Talent

Home to bright minds with big ideas

Priorities

Be a welcoming city where everyone can grow their careers.

01

Provide adaptive, future-focused learning opportunities that empower life-long skills development.

02

Attract people who want to make a difference, create solutions and change the world.

03

Measuring progress

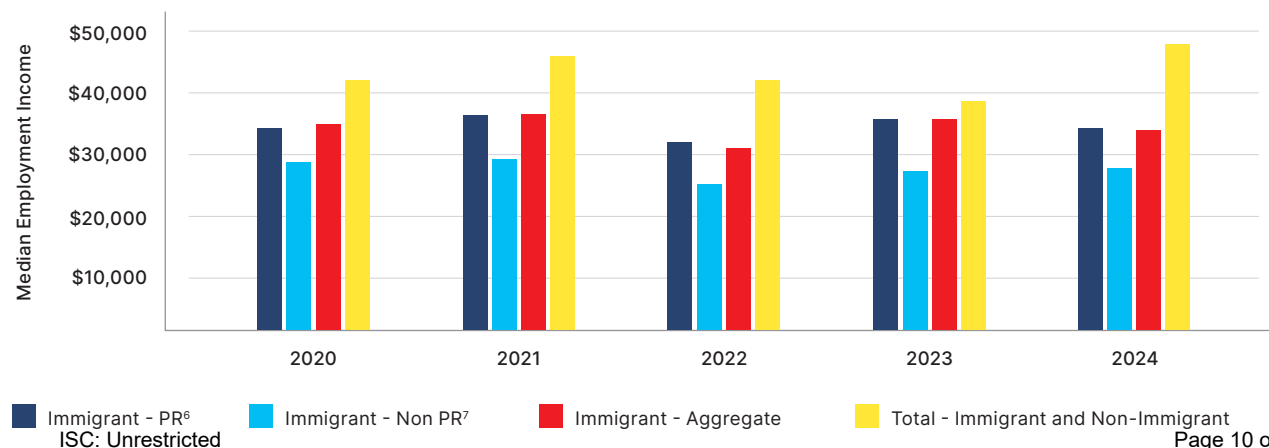
Having access to the right talent is important to Calgary's economic prosperity, shaping workforce capabilities and driving innovation across industries. Skilled workers fuel key sectors, ensuring that the industries remain competitive and adapt to evolving market demands. By tracking trends in technology, AI, automation and talent mobility — while investing in skills development and targeted recruitment — Calgary is building a strong workforce to drive key sectors and sustain growth.

Economic inclusion of newcomers EDIA

Comparing immigrant median income to the overall median helps accurately assess economic inclusion and participation of newcomers. This comparison can identify potential gaps in income equality, access to opportunities and overall economic contribution.

The data shows progress yet highlights a persistent earnings gap between immigrant and non-immigrant workers. This gap can be influenced by many factors including recognition of foreign credentials, limited professional networks, language barriers and systemic biases in hiring processes. While overall income growth indicates a strengthening economy and improving opportunities for all workers, this disparity highlights the need for targeted initiatives to support economic integration and ensure equitable opportunities for newcomers. Addressing this gap will enhance Calgary's appeal to skilled immigrants.

Economic integration (income-based measure) of immigrants⁵

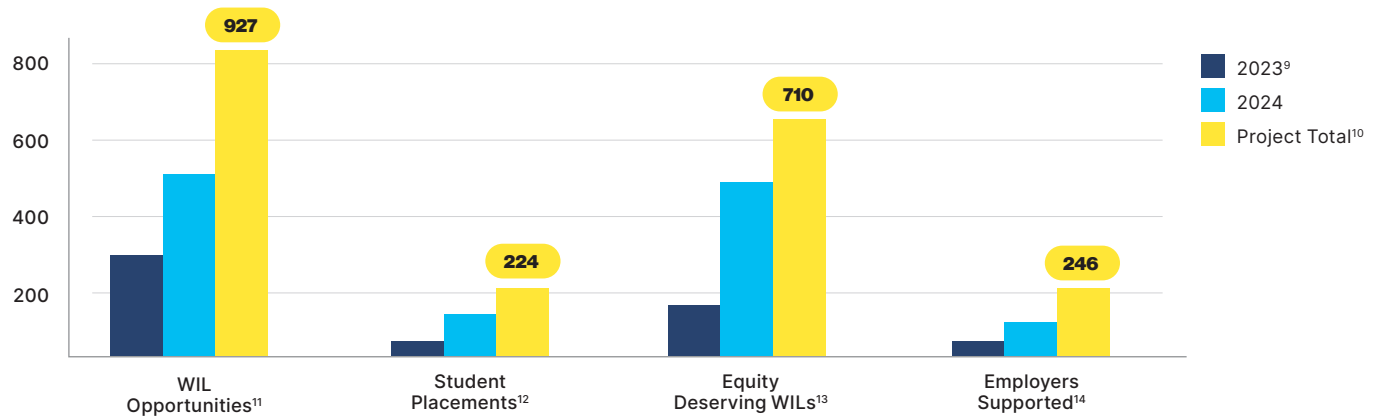


Skills development programs

Skills development programs, like work-integrated learning, provide talent with non-traditional learning opportunities to develop essential skills in real-world settings. These programs bridge the gap between academic knowledge and practical experience, making participants more employable and adaptable in a rapidly changing job market. By tracking participation rates and outcomes, we can assess the effectiveness of these programs in preparing a skilled and ready workforce.

The increase in participation signifies a growing recognition of the value these programs bring, which in turn fosters economic growth, innovation, and social mobility within the community.

Enrollment in traditional work-integrated learning (WIL) offerings through TalentED YYC⁸

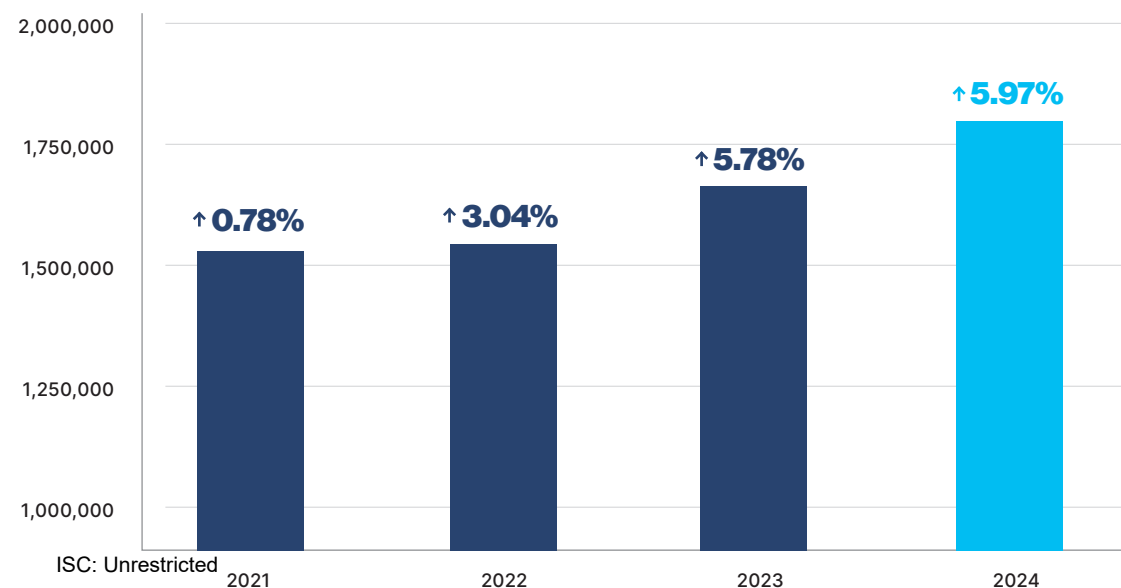


Population growth

Measuring population growth is essential for understanding demographics, planning services and ensuring the city can effectively support and attract a diverse workforce.

Calgary's significant population is a testament to its appeal as a place to live and work. The arrival of new residents fosters a dynamic and diverse community, which in turn drives innovation and economic prosperity. This continued growth strengthens Calgary's talent pool, supports learning opportunities and bolsters Calgary's role as a centre for innovation, business activity and economic growth.

Population growth (percent increase from previous year)¹⁵



Case Study

Bridging education and industry: TalentED YYC

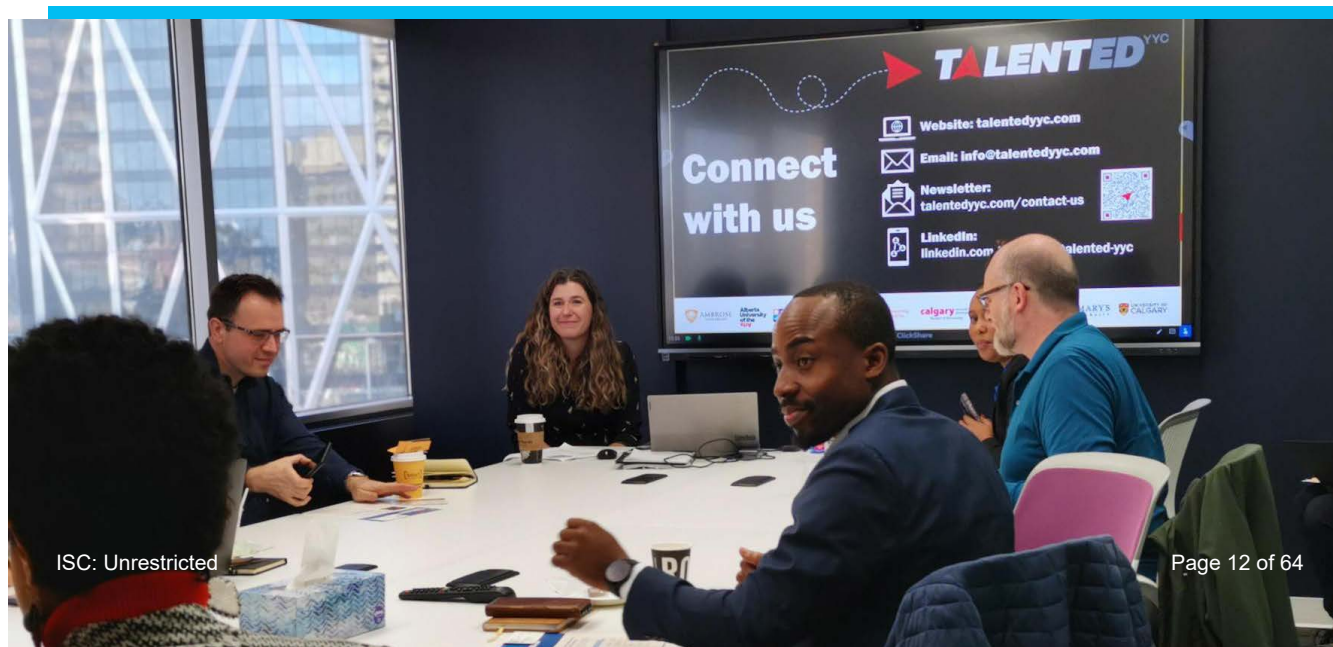
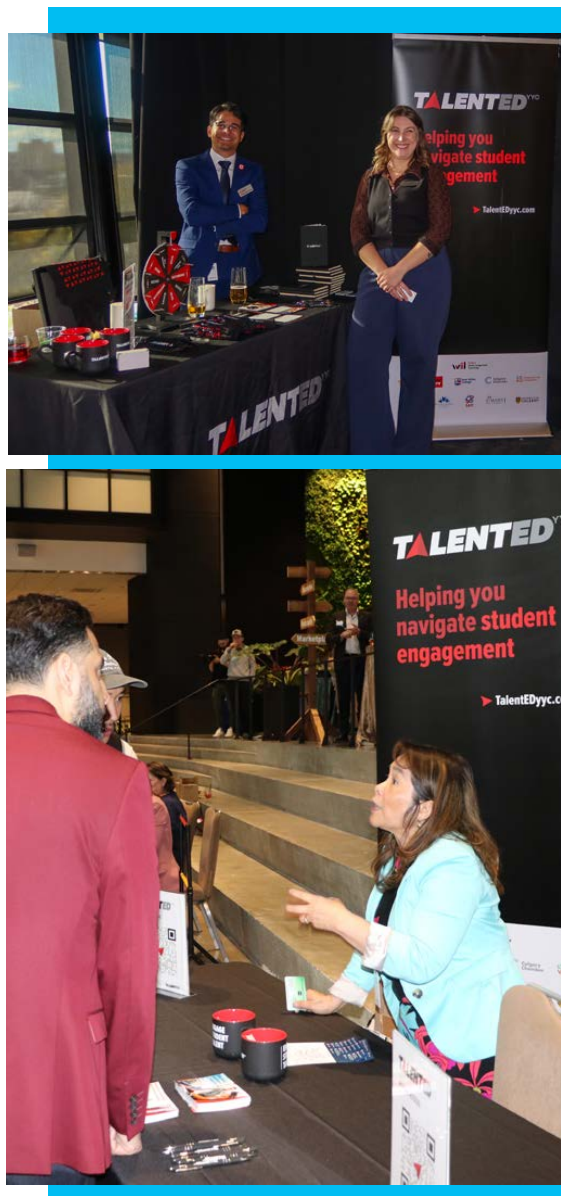
Launched in 2023, TalentED YYC streamlined the process for employers to offer work-integrated learning opportunities — such as internships, practicums and classroom projects — to post-secondary students in Calgary. This free service helped organizations access funding, create opportunities and find student talent to help their businesses thrive.

Championed by Calgary Economic Development and connected to all seven post-secondary institutions in Calgary, TalentED YYC was supported by the Calgary Chamber of Commerce and the Nonprofit Chamber. It was a locally developed solution that made a positive impact.

In under two years, TalentED YYC generated over 2,900 opportunities for Calgary students and established connections with over 1,300 local employers. Notably, more than 45 per cent of the work-integrated learning opportunities created were for equity deserving students. Between February 2023 and December 2024, TalentED YYC is estimated to have contributed up to \$14 million to Alberta's GDP.

The benefits of work-integrated learning are clear. Expanding the opportunities available during a student's education helps retain talent in Calgary post-graduation and provides significant advantages for local businesses. Work-integrated learning positions can fill skills gaps on small teams, bring fresh perspectives and serve as a pipeline for future talent.

The pilot project concluded in March 2025.



Skills development programs: Building pathways to success

Investing in skills development programs is essential to strengthening Calgary's talent pool and driving long-term economic growth. These initiatives provide future-focused learning opportunities, support economic inclusion and provide real-world experiences. By creating adaptable pathways for Calgarians these programs are empowering individuals to thrive in a rapidly evolving job market. Highlights from 2024 include:



LearningCITY is a volunteer-driven initiative focused on scaling innovation in skills development through collaboration among learners, educators and employers. In 2024, the eight-month Open Learning Lab pilot hosted 41 community partner events with 3,800 attendees, showcasing the importance of system-level learning to prepare Calgarians for a rapidly changing workforce and drive economic growth.



SkillUp is a 20-week training program focused on equipping newcomers in Calgary and Edmonton with the skills to enter in-demand trades like construction and mechanical insulation. In 2024, 80 newcomers participated — and 90 per cent found employment within six months. By filling critical labour gaps and lowering hiring costs for employers, the program contributes to workforce development, economic inclusion and Calgary's overall economic growth.



Backed by a \$256,000 investment by the Opportunity Calgary Investment Fund (OCIF), TKS offers a 10-month skills accelerator program for 80 Calgary high school students, focusing on emerging technologies, real-world problem-solving and mentorship. With 70 per cent of students receiving tuition support and Calgary now home to TKS's global HQ, the program is building a new generation of innovators, entrepreneurs and leaders. This initiative strengthens youth skill development, enhances talent retention and solidifies Calgary's reputation as a global hub for innovation and economic growth.



With \$862,500 in OCIF support, this initiative is creating 250 work-integrated learning opportunities in Calgary's tech sector, with over 80 per cent of placements in small and medium-sized enterprises. By prioritizing underrepresented groups and emphasizing hands-on experience in areas like AI and cybersecurity, the program bolsters Calgary's talent pipeline, supports industry growth and drives economic diversification.

ISC: Unrestricted



Credit: LearningCity



Credit: Centre for Newcomers SkillUp

Livability

The best place to build a life

Priorities

Build a city with a net zero economy.

01

Create a city where everyone is welcome, safe and able to build a meaningful life.

02

Build vibrant, healthy and accessible communities.

03

Be known as an inviting city with year-round experiences for everyone to enjoy.

04

Measuring progress

Calgary is North America's most livable city and ranks fifth place worldwide¹⁶. Even so, ongoing efforts are essential to sustain and enhance key aspects of our city's livability.

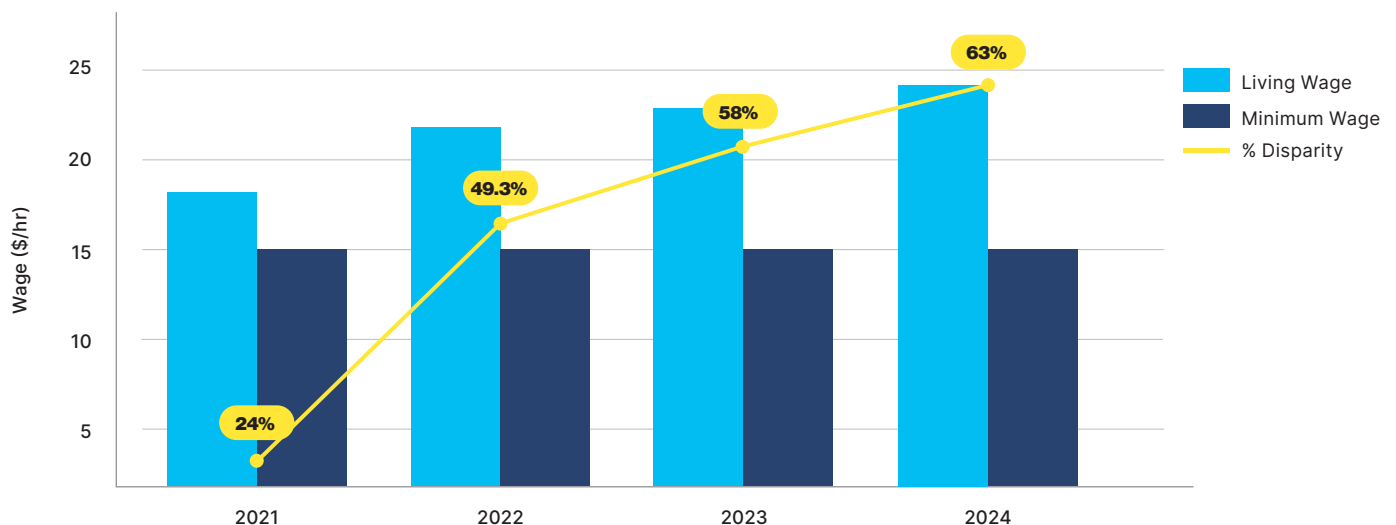
Affordability and living wage

EDIA

Affordability — measured by the difference between income and cost of living — is a key aspect of livability. In Alberta, the minimum wage remains \$15 per hour¹⁷, while the rising cost of living has widened the gap between minimum wage and a livable income.

In 2024, the living wage increased by 3.2 per cent from 2023 to \$24.45 per hour — 63 per cent higher than the minimum wage. This growing disparity increases financial stress, deepens social inequalities and limits economic mobility for Calgarians and their families.

Living Wage vs Minimum Wage (2021 - 2024)¹⁸



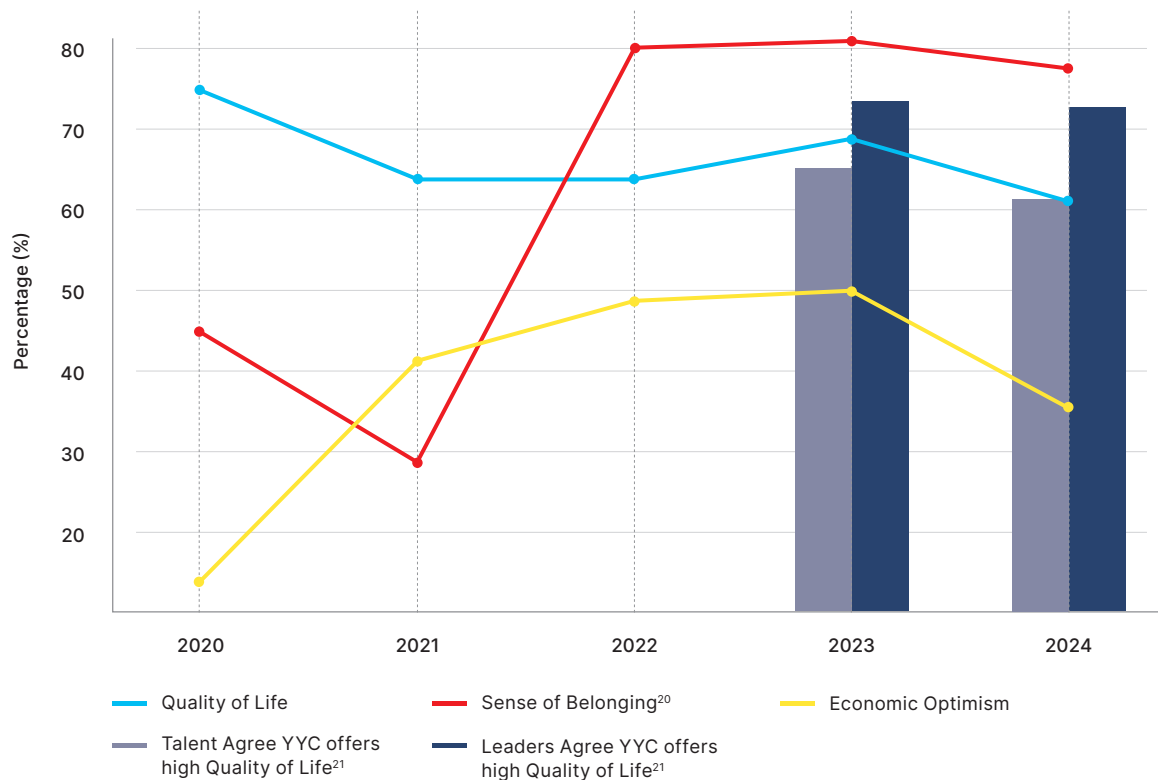
A living wage is the hourly rate required for an individual or family to cover their basic needs such as housing, food, childcare, transportation and other essentials. It ensures more than just survival; it supports a modest quality of life, enables participation in the community. It is calculated using the Canadian Living Wage Framework and the Ontario Living Wage Network, based on a weighted average of three different household types.

Quality of life

Understanding residents' perceptions of quality of life and belonging is key to understanding their experiences and connection to their community. A strong sense of belonging and high quality of life drives local engagement, support of local businesses and contributes to Calgary's vibrancy and economic resilience.

However, affordability challenges are fuelling anxiety among Calgarians. The Calgary Foundation's Quality of Life report found economic optimism dropped from 50 per cent to 35 per cent in 2024, reflecting a decline in quality-of-life perceptions. Despite this, perceptions data show that leaders and talent from key national and international markets continue to see Calgary as an attractive place to live and work.

Citizen's perceptions: Quality of life, belonging, and economic optimism¹⁹



Case Study

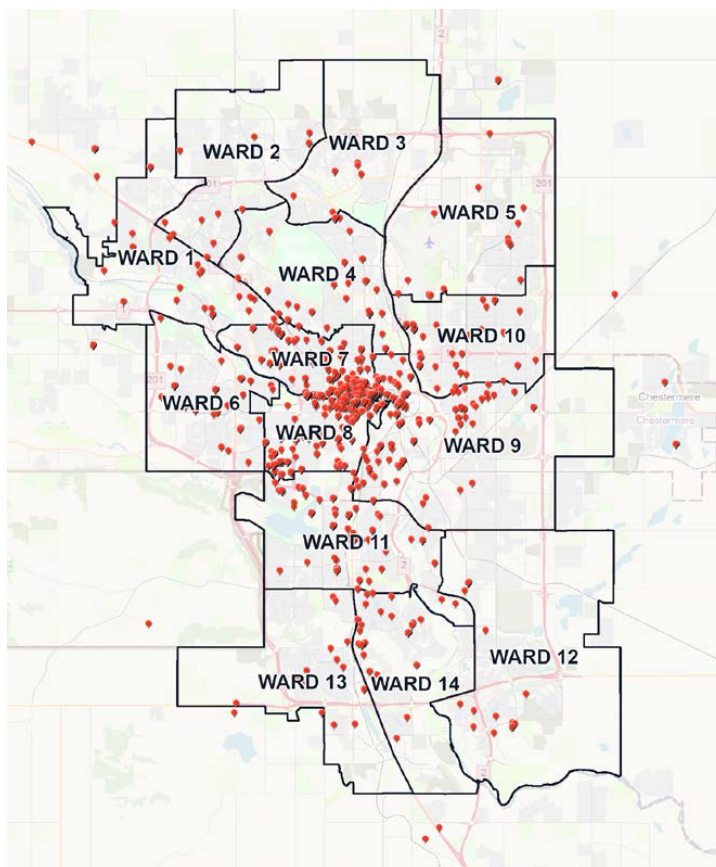
Building belonging: Year-round arts experiences in Calgary²²

Calgary Arts Development (CADA) plays a vital role in empowering Calgarians to lead a creative life, which contributes to building vibrant communities and supporting diverse voices. In 2023, organizations who received operating funding from CADA produced over 37,000 events, delivering arts programming in every ward in the city, every month of the year. Through these events, over 800 full-time staff members were able to call Calgary home and 12,000 opportunities for artists were created.

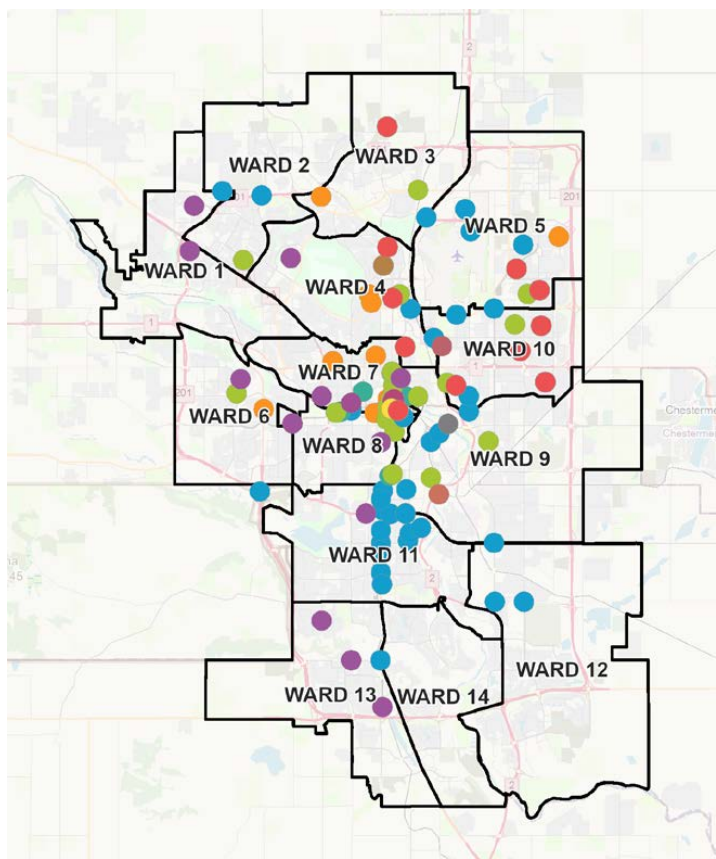
Ninety per cent of Calgarians enjoy Calgary's public art²³, recognizing the role it plays in supporting the local arts community and enhancing everyday spaces. Public art fosters a sense of community, boosts local economies, and contributes to the cultural identity of the city. In 2023, over 63 neighborhoods benefited from new public art initiatives.

Furthermore, 92 per cent of Calgarians believe access to arts education experiences makes the city a better place to live²⁴ and over 17,000 educational activities for both youth and adults exist across the city.

Investing in local artists, arts organizations and accessible experiences throughout Calgary is essential for promoting livability and fostering healthy, vibrant communities. The community's strong belief in the importance of arts and culture scene, supported by 72 per cent of Calgarians²⁵, highlights the significance of these investments for the city's future.



This map shows the locations where in-person arts programming produced by funded organizations took place in 2023. The number of activities at each location varies.



This map shows the locations of current CADA supported public art projects.

Entertainment and culture: Amenities for everyone

Investing in entertainment and culture amenities is essential to Calgary's growth. These investments not only attract visitors and locals, driving economic activity through spending on events, dining and other related activities, but also enrich the city's cultural landscape and quality of life. By creating vibrant spaces for social interaction and community engagement, these spaces help foster a more dynamic and connected city. Highlights from 2024 include:

- **Scotia Place** broke ground in July 2024. Influenced by Indigenous voices, it reflects Calgary and Alberta's natural environment while focusing on accessibility, climate action and visitor experience to create a dynamic hub for all Calgarians. Supporting infrastructure includes the 6 Street S.E. underpass, connecting 9 Avenue to 12 Avenue S.E., and public realm investments.
- The **BMO Centre** expansion opened as Western Canada's largest convention centre.
- Early site preparation and pre-construction work got underway for the new **Stephen Avenue**.
- **8th Street S.W.** is being transformed into a vibrant urban destination and community connector, as a direct north-south link between the Beltline and downtown Calgary. The revitalized street will feature more spaces for pedestrians and active mode users with new trees, planters and public seating.
- Expansion and modernization of **Arts Commons** and redesign of **Olympic Plaza** aim to create an inclusive, accessible arts-focused gathering space. The 170,000 square foot Arts Commons Transformation Expansion started construction, while the Arts Commons Transformation Modernization and Olympic Plaza Transformation were in design.
- The **Eau Claire Plaza** Redevelopment project got underway and will be a premier public event space, supporting social and cultural gatherings at all scales throughout the year.
- The **Chinatown BIA** activated the community through events including the Chinatown Street Festival, an expanded Lantern Festival and public art works like the Qing Ming Festival mural by local artists Rawry and Pohly.
- The **Calgary Stampede** welcomed 1.48 million attendees, setting new revenue records and reinforcing Calgary's status as a premier destination for tourism and entertainment.



Business Environment

Top location for business

Priorities

Build a globally and digitally connected city.

Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.

Champion efficient and effective policies support business practices.

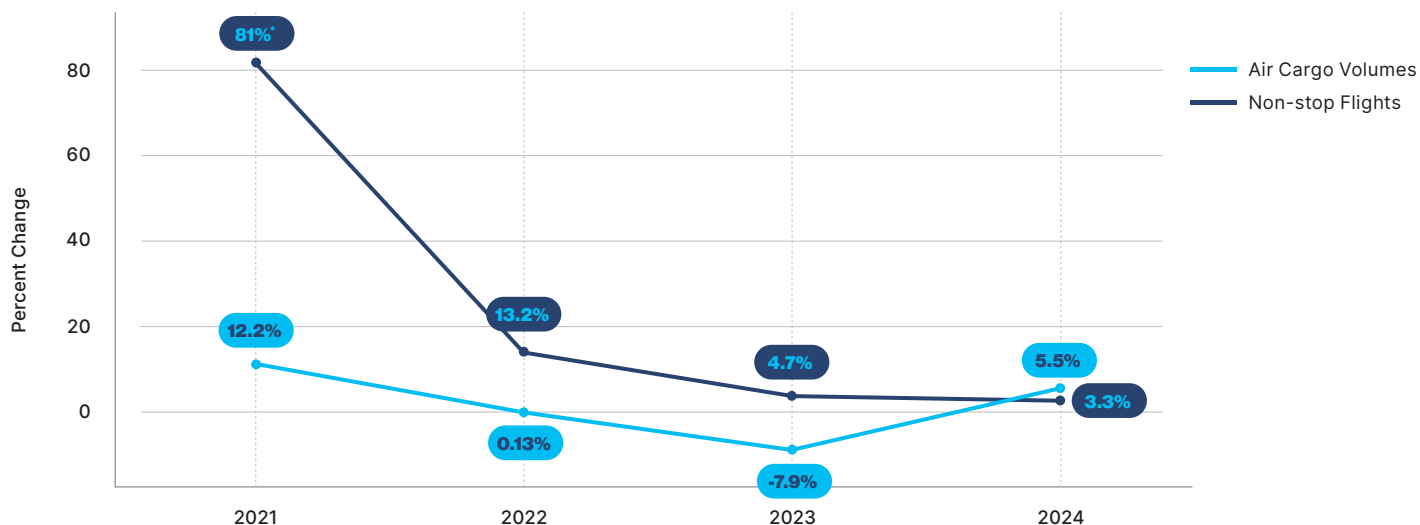
Measuring progress

Business environment refers to both the ease of conducting business and the amount of business activity in Calgary. Factors such as regulatory efficiency, policy changes and infrastructure investments play a key role in supporting business growth in the city.

Connectivity

Tracking the number of direct flights and air cargo volumes offers valuable insight into Calgary's accessibility and market reach. Since 2021, direct flights have increased by 22 per cent, demonstrating steady growth and reinforcing the city's expanding global accessibility for business. While air cargo volumes saw a dip in 2023 following a post-pandemic surge in flights, 2024 saw unexpected growth driven by e-commerce demand. These trends highlight Calgary's role as a trade and commerce hub, with opportunities to address barriers and drive future growth.

Physical connectivity, percent year over year change



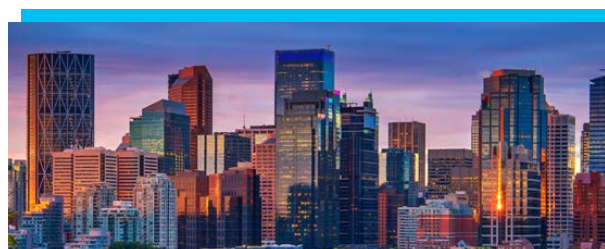
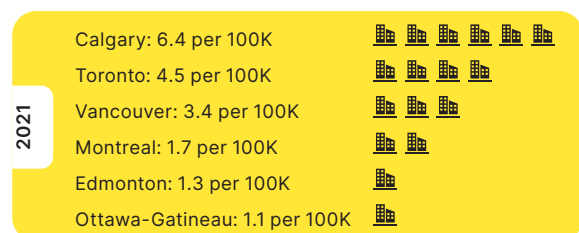
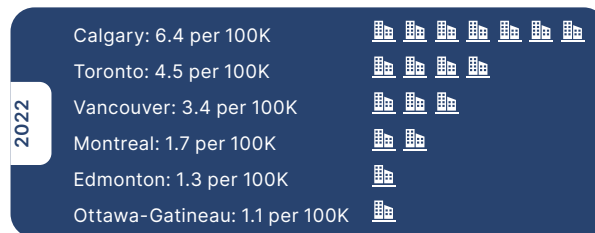
*Large increase from 2020 to 2021 in non-stop flights was due to recovery from COVID related restrictions that impacted air travel in 2020.

ISC: Unrestricted

Head offices

Tracking the concentration of head offices in Calgary highlights the commitment top companies make when choosing to establish and grow their company here, reinforcing Calgary's status as a hub for decision-makers. For the last three years, Calgary has had the highest number of head offices per capita in Canada.

Number of headquarters per capita²⁶

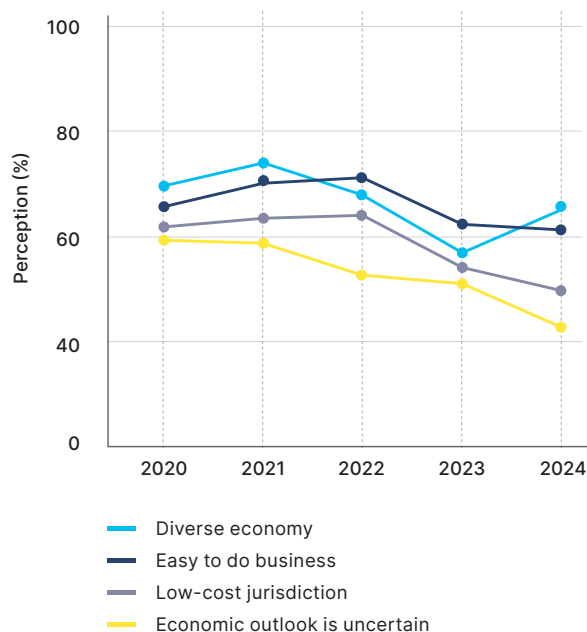


Business perceptions

Understanding how leaders in key national and international markets perceive Calgary as a business destination is key to understanding the factors we can influence to attract, expand and retain businesses. These perceptions shape Calgary's reputation and influence investment decisions.

Recent perceptions data shows stable results with some fluctuations in sentiment. Notably, perceptions of Calgary's economic diversity have improved, and there is a reduced concern about economic uncertainty. These shifts reinforce Calgary's reputation as a strong and business-friendly environment.

External perceptions²⁷



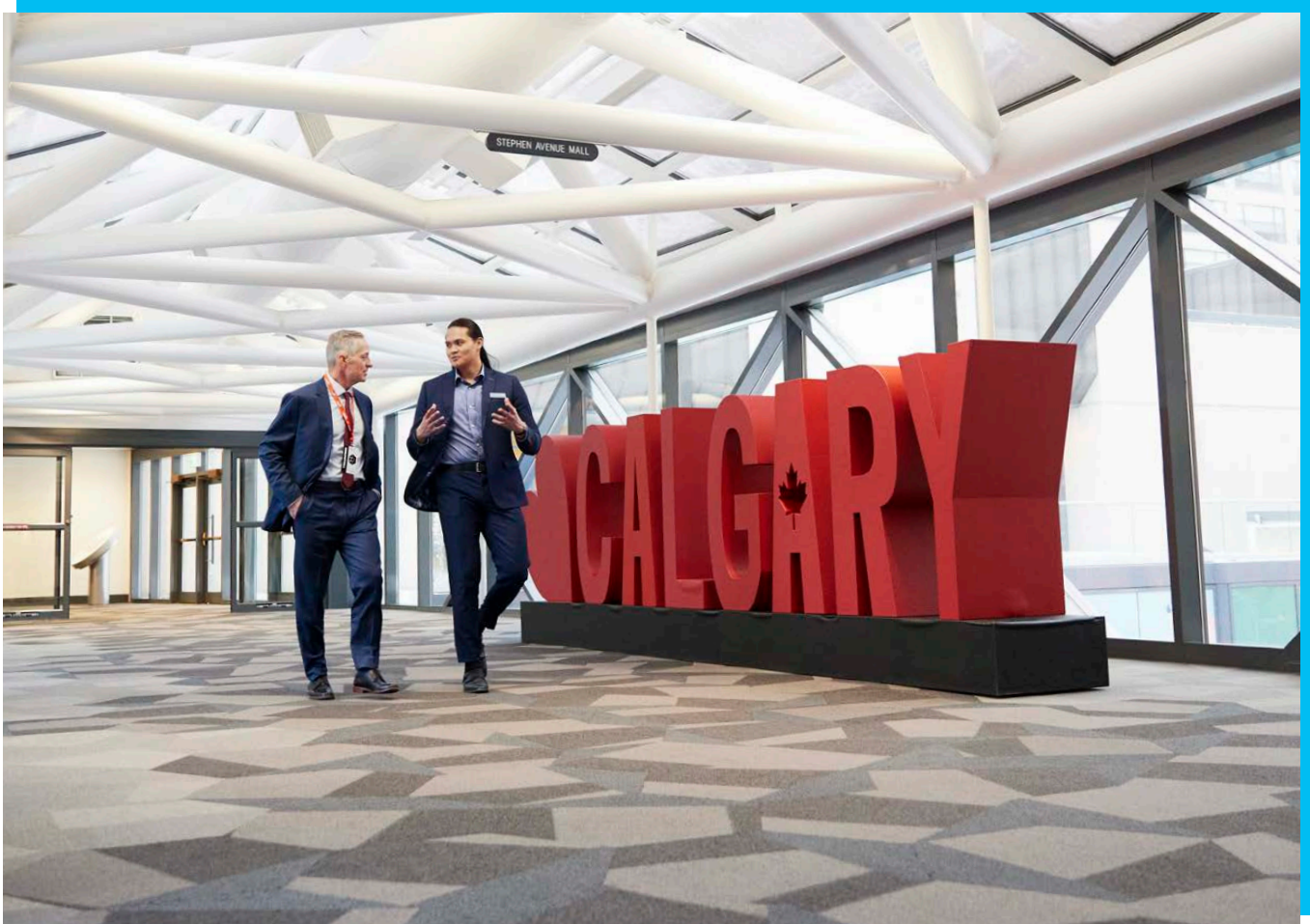
Case Study

Uniting for growth: A regional approach to drive business attraction

Eight municipalities in the Calgary Metropolitan Region — Airdrie, Calgary, Chestermere, Cochrane, Foothills County, High River, Okotoks and Rockyview County — have joined forces in a regional economic development initiative aimed at positioning the region as North America's top destination for investment and business growth in our regionally significant sectors.

Now known as Invest Greater Calgary, the consortium has committed to a three-year pilot Secretariat, hosted by Calgary Economic Development. The consortium will develop up to five regionally significant projects focused on job creation, investment attraction and industry development. Key priorities areas of focus include regional research development, marketing and promotion of the region, investor supports and shared workforce attraction and development initiatives.

A regional approach to economic development strengthens Calgary's global reputation by presenting the region as a unified and competitive economic hub. Collaboration among municipalities allows Calgary to showcase a diverse and resilient economy, broadens the talent pool and expands opportunities — making the region more attractive to investors, businesses and skilled talent seeking growth potential.





Case Study

Connecting Calgary: 5G Discovery Zone

Calgary's 5G Discovery Zone launched in 2024. This collaboration with Rogers, Platform Calgary, Calgary Economic Development and The City of Calgary provides a test environment for collaborators to explore the potential of 5G connectivity and enhance their products and services.

The 5G Discovery Zone will focus on developing innovative solutions in the areas of transportation and mobility, public safety and climate and environment through three programs:

- **Connect & Test Program:** Applications opened in 2024 encouraging applicants to submit their proposed experiments for the 5G Discovery Zone which will equip participants with essential tools for independent testing. A local company was selected to test and integrate their technology in the 5G Discovery Zone in 2025.
- **Themed Challenges Program:** Launching in 2025 with the Network Application Interface (API) Challenge, will invite applicants to submit proposed solutions using Network APIs.
- **Connect & Test Plus:** An extension of applicants from the Connect & Test program will be offered mentorship and engineering support from Rogers and its partners, designed to accelerate the development of applicants' 5G use cases within the 5G Discovery Zone. Resources include monthly support hours, webinars, and more.

The creation of Calgary's 5G Discovery Zone was a significant milestone in the city's journey toward becoming a globally recognized technology and innovation hub and connected city. As Canada's first downtown 5G test environment, researchers, developers, and companies are encouraged to develop, refine and test new applications and technologies to start, grow and thrive.

Innovation

A creative hub

Priorities

Build an environment where Calgary companies can accelerate and scale to compete globally. 01

Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities. 02

Accelerate real-world application of research and development through corporate investment and Post-Secondary Institute (PSI) collaboration. 03

Measuring progress

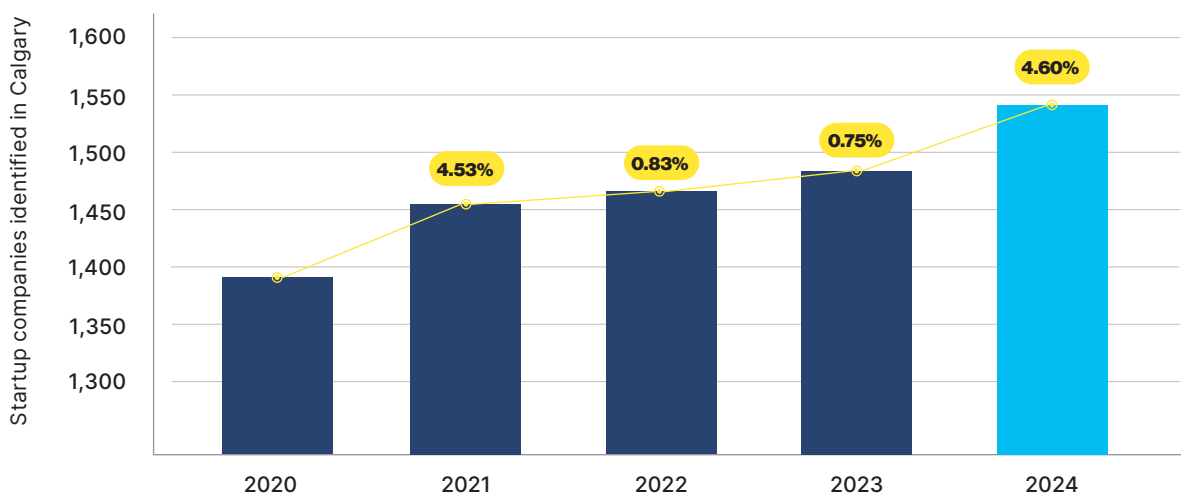
Innovation is a key driver of economic progress for any city, fueling growth, competitiveness and sustainability. In Calgary, we are quickly becoming a city underpinned by innovation to have a diverse, resilient economy. In recent years, the city's technology and innovation sectors have seen significant expansion, reinforcing Calgary's role as a hub for forward-thinking industries and investment.

Startups in Calgary

Tracking the number of startups in Calgary reveals the health of the city's entrepreneurial ecosystem and its ability to foster innovation. While year-over-year growth has been steady, the 4.6 per cent increase in 2024 marks a significant milestone, highlighting the city's rising momentum in supporting entrepreneurship.

To sustain this progress, we must continue to foster, attract and retain startups, ensuring Calgary remains a thriving hub for innovation and business growth – we must build on this momentum.

Startup companies identified in Calgary²⁹

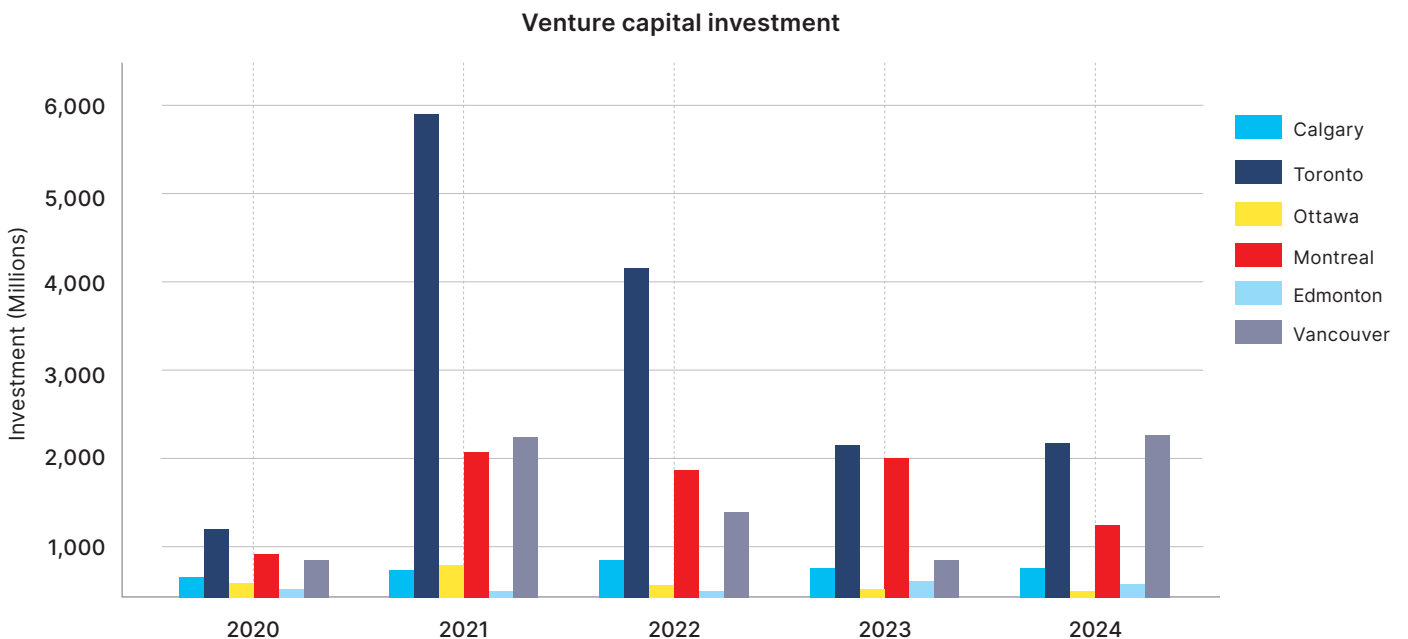
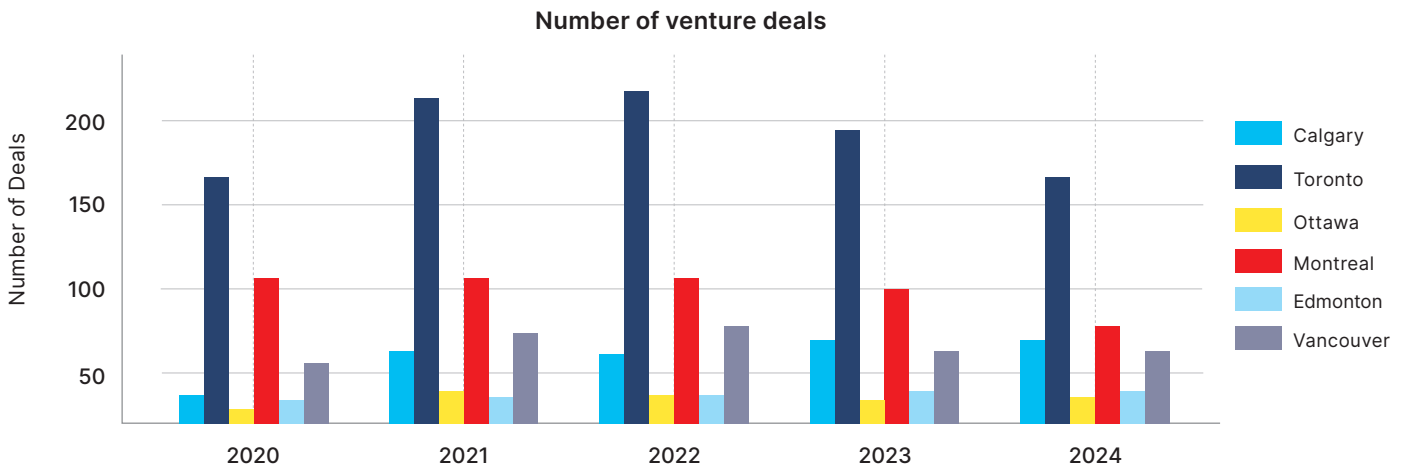


Venture capital investment

Tracking both investment levels and the number of startups, is key to gauging the health and attractiveness of Calgary's innovation ecosystem. Year-over-year data shows consistent growth in venture capital deals, reflecting strong investor confidence and optimism in Calgary ventures.

It is important to note, however, that investment dollars can fluctuate significantly due to large funding rounds secured by a small number of startups. This was evident in 2024 with over 200 per cent growth in venture capital investment but no change in total number of deals from 2023 in Vancouver. While other cities have seen declines, Calgary maintained its ability to secure venture capital, highlighting the resilience of its innovation ecosystem.

CVCA venture capital investment³⁰



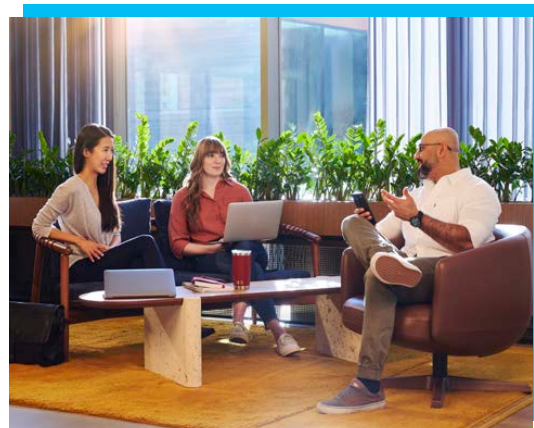
Diversity of leadership EDIA

Tracking diversity in leadership within Calgary's startup ecosystem is important for fostering inclusive growth and innovation. A representative leadership landscape ensures the ecosystem reflects Calgary's diverse communities, bringing fresh perspectives that drive creativity, innovation and business success. This data is crucial for identifying disparities, promoting inclusivity and driving equitable growth by ensuring all diverse voices are represented. However, consistent and comprehensive data collection remains a challenge.

Data from Platform Calgary's member organizations show small but consistent improvements in leadership diversity, but this represents only a snapshot of the broader startup ecosystem. Based on the federal census from 2021, the CBRE Scoring Tech Talent report highlights that 56 per cent of Calgary's tech workforce is non-White, aligning more closely with the city's overall diversity. While future census data will provide clearer insights into progress, this data shows Calgary's potential to foster a more inclusive and representative innovation ecosystem.

Diversity of leadership at Platform Calgary member organizations³¹

Companies with at least one founder who identifies as	2024	2023	2022
2SLGBTQIA+	4%	6%	6%
Black, racialized or visible minority	31%	29%	34%
Canadian newcomer	19%	15%	22%
Indigenous	3%	3%	4%
Female or gender diverse	33%	33%	34%



Case Study

Fueling innovation: OCIF's 2024 impact and the path forward

In 2024, the Opportunity Calgary Investment Fund (OCIF) made significant strides in advancing Calgary's position as a hub for innovation and entrepreneurship while navigating the complexities of transformative growth and an evolving economic landscape that come with fostering transformative growth. Six major funding announcements in 2024 showcased OCIF's strategic focus on accelerating innovation, supporting scale-up opportunities and developing top-tier talent.

OCIF announcements that focused on talent development included:

- **The Knowledge Society:** Provided scholarships for 80 Calgary high school students to complete an entrepreneurship accelerator program.
- **TECHNATION:** Offered 250 work-integrated learning opportunities.
- **OCIF Express:** Launched to aid in the hiring of roles for high-demand skillsets.

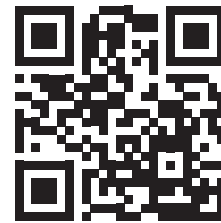
Investments in the Southern Alberta Institute of Technology's Aerospace Composite Materials Lab and Alternative Construction Technology Hub support Calgary's ability to be a global leader in the aerospace and construction ecosystems. These investments enable post-secondary institutions to test and validate with real-world applications.

Additionally, OCIF supported Platform Calgary in establishing the National Bank Investor Hub, aimed at unlocking capital or underrepresented Calgary-based founders. This initiative fosters a more inclusive startup and business community, driving innovation and growth. Investments like these not only address immediate economic growth priorities but also align with Uplook's priorities.

Looking ahead to 2025 and beyond, OCIF is set to sustain this momentum. By finding, fueling and fostering strategic opportunities, OCIF will continue to unlock Calgary's economic potential, ensuring the city remains a hub for innovation and talent.

WATCH

Learn more
about OCIF here



2024 Business attraction, retention and expansion in Calgary

Attracting, retaining and expanding companies is at the heart of Calgary's economic momentum — fuelling job creation, capital investment and long-term resilience. In 2024, Calgary Economic Development helped create or retain nearly 7,500 jobs and attract over \$719 million in investment, advancing economic diversification across Calgary's key sectors. Through global partnerships and hands-on support for local businesses, we're helping build a more prosperous future for Calgarians and reinforcing Calgary's position as a place of innovation and opportunity. 2024 highlights include:

Wealthsimple

Wealthsimple, a leading money management platform, is significantly expanding its presence in Alberta. In 2024, the company surpassed **\$50 billion** in assets under administration and more than doubled its Alberta assets. Wealthsimple plans to **triple its Alberta-based workforce to 105** by the end of 2025.



Global fintech firm VeriPark expanded to Calgary. The London-based company now has its second Canadian office in Calgary. VeriPark arrived with plans to **hire 20 new employees** in various roles in 2024.



Fortinet, a U.S.-based global leader in cybersecurity, announced a **\$30 million investment** in Calgary's tech sector, creating 165 new jobs. With support from Invest Alberta, Calgary Economic Development, and a **\$3 million grant** from the Government of Alberta, Fortinet will establish a cybersecurity tech hub in downtown Calgary. This includes a data centre, a training facility, and a centre of excellence, aiming to address the global cybersecurity skills shortage and enhance critical infrastructure resilience.



Metlen Energy & Metals, a global leader in industrial and energy solutions, has opened its first Canadian headquarters in Calgary. With a **\$1.7 billion investment** in solar projects, generating 2.1 TWh annually, their projects are expected to create approximately 1,560 temporary jobs during construction and **115 permanent positions** once operational.



Calgary based Northern RNA is one of the fastest growing biotech companies in Canada. Since its inception in 2021, Northern RNA has grown to more than 55 employees and has built a world-class research & biomanufacturing facility in Calgary. To meet growing domestic and international market demand, in 2024 Northern RNA expanded its presence in Calgary with the announcement of Canada's first commercial-scale, GMP-grade lipid manufacturing facility.

ISC: Unrestricted



Bore Da Biotech, who develop medical tests and tools to detect diseases and monitor health, became Calgary's first South Korean life sciences investor, bringing 40 jobs and a **\$5 million investment** to the city.



Eagle Engineering and Consulting (Eagle-EAC) opened a new office in Calgary, bringing innovative reality capture, GIS, survey and asset management services to the Western Canadian market.



Amazon's new YYC fulfillment center in Calgary features state-of-the-art AI technology and robotics, creating 1,500 new jobs. The 2.8-million square foot facility in the East Shepard Industrial area marks Amazon Canada's expansion to five fulfillment centers, one sortation center, three delivery stations, and two AMXL delivery stations in Alberta.



GoodLeaf Farms, one of Canada's largest vertical farms, opened a **\$52 million facility** in Calgary, creating over 90 jobs. The farm produces over two million pounds of fresh greens annually, enhancing food security with year-round local produce. Using innovative TruLeaf technology, it reduces water and gas use while minimizing reliance on imports.



TELUS is **investing \$135 million** in Calgary this year to expand and improve its infrastructure, operations and services. These investments aim to build next-generation networks, fuel innovation and sustainability and drive economic growth. Since 2000, TELUS has **invested over \$60 billion** in Alberta to develop network infrastructure and operations connecting families and businesses with the world.

Trade

2024 was a record-breaking year for the Trade Accelerator Program (TAP). Over 130 Calgary small-and medium-sized enterprises explored 17 global markets, securing 42 trade deals across the United States, Europe and the Indo-Pacific region, generating over \$11 million in revenue. Since 2022, TAP alumni have created over 400 local Alberta jobs with 95 per cent of deals driven by TAP alumni, showcasing TAP's impact on preparing businesses for global success.



Key achievements included a Calgary energy tech company securing a multimillion-dollar deal in Gabon and Café Rosso expanding exports to six countries, including Australia and the Philippines. With eight cohorts completed in 2024, including Alberta's largest to date, TAP supported 125 alumni, 66 per cent of whom came from underrepresented groups, further diversifying Alberta's global trade network.



Brand

An iconic city

Priorities

01 Showcase Calgary as a vibrant and inclusive community with a global perspective.

02 Tell a unified story to strengthen consistent and unique identity here and everywhere.

03 Share Calgary's story as an ambitious city full of energy, optimism and opportunity.

Measuring impact

Brand includes the strategic efforts to showcase Calgary's dynamic identity, creating a unified narrative that resonates both locally and internationally. A strong identity not only enhances image, but also drives economic growth, resilience and prosperity by attracting investment, boosting tourism, increasing local pride, attracting and retaining talent, and fostering strong perceptions.

Brand Adoption

Calgary's new civic brand aims to project a dynamic, forward-looking image that accurately represents the city's true character and future aspirations. Measuring the brand's adoption helps evaluate its impact on economic activity and perceptions of Calgary as a vibrant and attractive city.

The efforts of organizations like Tourism Calgary, Sport Calgary, CADA, and the collaborative participation in events such as the Calgary Pride Parade & Festival, demonstrate the city's commitment to this new identity. These initiatives not only boost local pride but also enhance Calgary's appeal on a global reputation, attracting talent, investment and visitors.

Creative



ISC: Unrestricted

**Tourism
Calgary** BLUE SKY CITY

Tourism Calgary leveraged the new Blue Sky City brand in their storytelling by integrating messaging in their campaigns that speaks to the limitless possibilities visitors to Calgary can experience.



**Sport
Calgary**

Sport Calgary revealed a brand refresh, highlighting their commitment to making Calgary a thriving, sport-centric city where opportunities abound and communities grow stronger.

Activations

First Flip: Hosted annually by Tourism Calgary, Calgary Economic Development, Calgary TELUS Convention Centre, Calgary Chamber, Calgary Downtown Association, Calgary Arts Development and Platform Calgary, this is the first official pancake breakfast to kick off Stampede. In 2024, it marked the launch of the Blue Sky City visual ID, showcased through invites, signage, social media, and event displays.



Celebration for the Arts: Hosted by Calgary Arts Development and Mayor Gondek, this event united business and arts communities to honor local artists. Harvey Nichol and Paula Timm led an art activation where attendees added their "house" to our Blue Sky City.



Pride: Tourism Calgary, Calgary Economic Development, Calgary Chamber, Calgary Immigrant Women's Association, Sport Calgary, and CIFF showcased the Blue Sky City brand in the Calgary Pride Parade & Festival with a custom-built float, branded hats, and flags.



Calgary Economic Development: Launched a Blue Sky City campaign at YYC airport with bold ads on 36 screens and a billboard, engaging travelers during December's busy travel season.



In the community

Jugo Juice, a franchise brand founded and based in Calgary, launched a Blue Sky Lemonade.

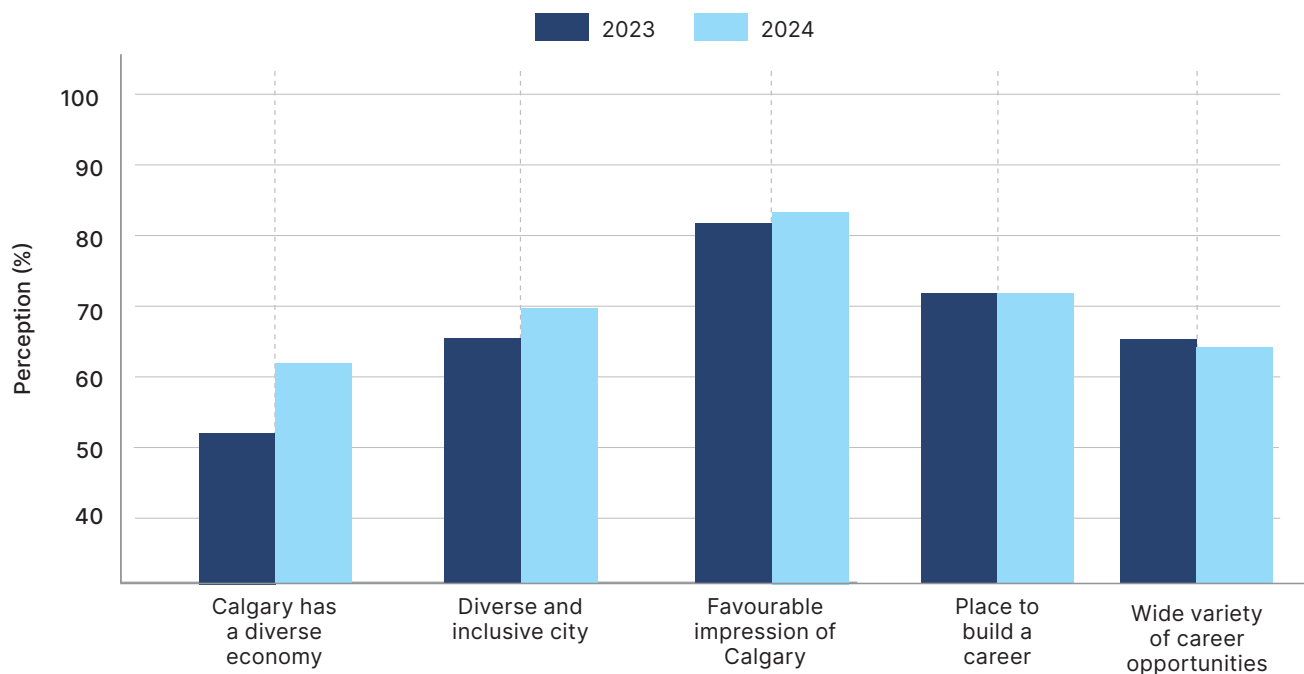
JUGOJUICE

External Perceptions EDIA

A strong brand identity serves as a city's calling card, influencing how residents and those from other cities view it. These perceptions impact investment decisions and the attraction and retention of businesses and talent. Measuring these perceptions helps us understand our messaging's effectiveness and its connection to economic growth.

Calgary Economic Development's annual perceptions study shows that most perceptions amongst business leaders have either improved or remained steady over time. The study highlights a strong favourability rating of 83% amongst business leaders, emphasizing Calgary's positive image. The biggest change observed was in the perception of Calgary as a diverse and inclusive city, which saw a notable 4% increase, rising from 66% in 2023 to 70% in 2024. Meanwhile, the view that Calgary is a strong place to build a career has remained consistent at 72% over the past two years, reflecting enduring confidence in the city's career opportunities. The word "opportunity" frequently emerges in how business leaders and talent describe Calgary, reinforcing its reputation as a city of potential. Calgary ranks second among Canadian cities for relocation interest, with 54 per cent of Canadian talent considering a move — trailing only Vancouver at 58 per cent. While some U.S. respondents report lower familiarity with Calgary, rising interest from regions like Silicon Valley highlights Calgary's growing reputation as a hub for talent and business.

Perceptions of Calgary over time: Business Leaders³²





Case Study

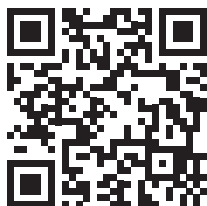
Unleashing possibilities: The Blue Sky City brand

The release of the Blue Sky City brand marked a significant milestone for Calgary in 2024.

The new civic brand tells the story of Calgary being a city of blue-sky thinking and innovation, a place of unexpected possibilities and a place of confluence — where peoples, lands, cultures and ideas converge. By celebrating the history and diversity of Calgary, the brand's new narrative makes space for our city as it evolves. This is further represented in the Blue Sky City visual identity that is inspired by beadwork and symbolizes the story of each individual Calgarian. When these stories and individuals come together, the sum of their parts is greater than the whole.

Research conducted by Calgary Economic Development and Tourism Calgary showed Calgary's former brand didn't resonate with Calgarians or people outside Alberta. Following significant community engagement, the two organizations, in partnership with the City of Calgary, unveiled a new brand that is reflective of all Calgarians.

The success of the new brand will be measured by community adoption and its effectiveness in shaping Calgary's reputation and perceptions by external audiences. Civic and community partners will continue integrating the new brand into their organizations, while Calgary Economic Development and Tourism Calgary are developing national and international marketing campaigns as part of their mandates to attract visitors, companies, capital and talent.



EXPLORE

Visit The Blue Sky City website for more information and content on the city's new civic brand.



WATCH

Watch the Blue Sky City Video.

Truth & Reconciliation

Truth and Reconciliation requires ongoing commitment and effort. Despite progress, there is still much work to be done. Indigenous leadership within organizations, for example, remains alarmingly low. As of 2023, Corporations Canada provided the following update on diversity across 526 corporations required to disclose diversity information:

- 3 per cent of corporations have an Indigenous person on their board
- 0.5 per cent Indigenous People hold senior management roles

Given that Indigenous people represent five per cent of Canada's population³³, these figures highlight a significant underrepresentation of Indigenous leadership in corporate Canada. The sample size is too small to provide a breakdown by specific census metropolitan areas or local governments while ensuring anonymity.

These figures highlight the need for continued efforts to address systemic barriers. Inconsistent and incomplete reporting remains an issue; by tracking and measuring progress we can identify areas of opportunity and work towards meaningful change towards Truth and Reconciliation.

Economic Reconciliation: Indigenous impact in Alberta

ATB Financial and MNP's second report on the Economic Contributions of Indigenous Peoples in Alberta highlights the growing economic contributions of Indigenous communities in Alberta, which now represent 7.5 per cent of the province's population, with an estimated 350,000 to 360,000 Indigenous people in 2023 — up from 313,000 in 2019, as reported in their first study.

The Indigenous economy in Alberta has seen significant growth since the first report, with GDP rising from \$6.74 billion (2 per cent of Alberta's total GDP) to \$9.2 billion, now accounting for 3 per cent of Alberta's total GDP. Opportunities for further growth are also highlighted. Increasing Indigenous labor market participation could boost GDP by \$8 to \$11 billion, while closing the income gap could generate an additional \$3.2 billion in spending, supporting 13,000 to 14,000 jobs. While progress has been made, further investment in education and skills development is essential to achieving full economic inclusion for Indigenous communities. The report calls for collaboration between businesses, governments and communities to advance Indigenous economic reconciliation and build a more equitable future for Alberta.

2023 Population

**350,000 -
360,000**

up from 313,000 in 2019

2023

\$9.2B 3% of Alberta's
total GDP.

up from \$6.74B (2% of
Alberta's GDP) in 2019

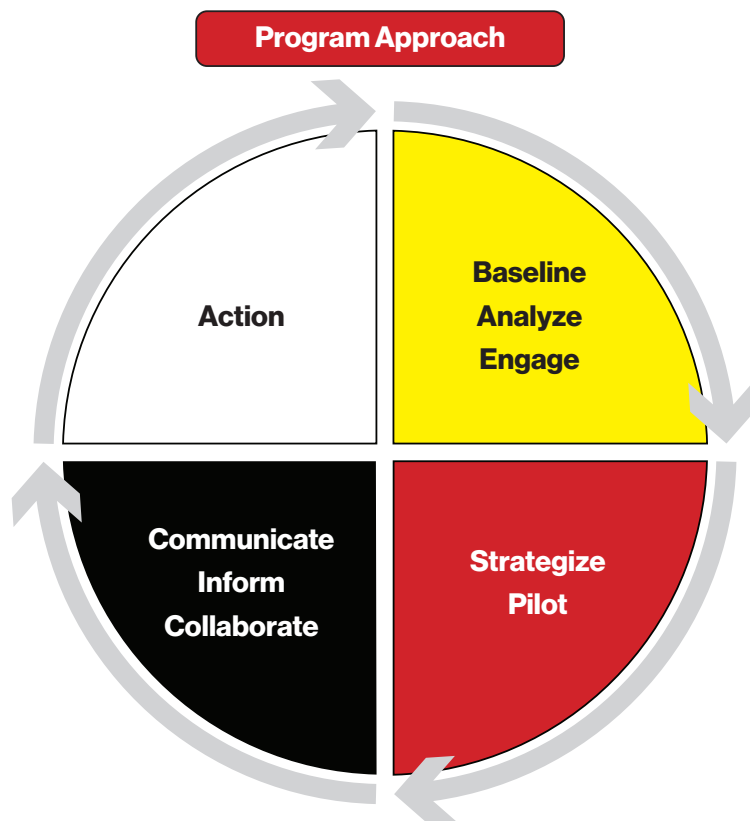
Procurement progress at the City of Calgary

The City is developing an Indigenous Procurement Program as part of their commitment to Truth and Reconciliation. The program's goal is to reduce barriers and increase capability of Indigenous-owned companies to participate in The City's procurement process.

In 2024, The City completed Phase 1 of the program – Baseline, Analyze and Engage. This phase was about understanding where we are today and ensuring the voices of Indigenous business communities were heard.

The City engaged with broader Indigenous business communities and also formed an Indigenous Procurement Working Group consisting of Indigenous business owners with lived experiences across the Treaty 7 Nations, Métis Nations and urban Indigenous communities. Their advice and learnings were used to build the foundation of the program.

The City will integrate the learnings into its procurement processes as they develop the Indigenous Procurement Strategy. The strategy centres on reducing historical barriers that inhibit Indigenous economic capacity. Knowing the potential of the Indigenous economy, the program aims to increase the number of Indigenous-owned businesses participating in The City's supply chain across all sectors. The increase in businesses that participate will lead to greater economic returns in the community.



The program uses a cyclical, rather than a linear, approach.

ISC: Unrestricted





Looking Ahead

As Calgary looks ahead to 2025, it faces an uncertain and evolving economic landscape. Geopolitical uncertainties — such as ongoing conflicts, trade tensions and protectionist policies from key partners like the United States — will affect investor confidence, disrupt cross-border trade and strain supply chains. Given Calgary’s reliance on exports in sectors like energy and agriculture, expanding trade relationships and diversifying into new markets will be critical. Programs like TAP, Calgary Economic Development’s trade missions and foreign direct investment efforts will support Calgary-based companies in diversifying their markets and ensure Canada remains top-of-mind for companies looking to expand globally.

On a local level, housing affordability remains a significant concern. With population growth outpacing housing supply, costs are rising and infrastructure must also keep pace to ensure that Calgary remains an accessible and livable city for all residents. Addressing affordability through targeted policies and strategic investments in housing and transportation will be essential to ensuring Calgary remains an accessible and desirable place to live.

Despite these challenges, Calgary is well-positioned for stable growth, supported by a highly educated, young population and a projected GDP growth rate that outpaces national averages. Continued investment in infrastructure, innovation, and workforce development lays a solid foundation for economic diversification. By fostering collaboration between the public and private sectors and leveraging opportunities in clean energy, technology, aerospace, logistics, and data centers, Calgary can strengthen its economy and create meaningful opportunities for businesses and residents alike. With a strategic focus on trade, investment, and economic development, the city is poised to build a more inclusive, prosperous, and resilient future.



Appendices

Please note that collection timelines and availability of source data will impact the ability to provide reportable year-over-year data and information consistently on an annual basis. This includes any data sourced from Statistics Canada's Census of Population which is conducted every 5 years. Other data sourced from private and non-governmental entities cannot be guaranteed and depends on each respective organization's commitments to conducting the requisite research and making it publicly available.



Talent

Priority 1: Be a welcoming city where everyone can grow their careers.

KPI #1: Economic participation of newcomers³⁴

Economic inclusion (income-based measure) of immigrants³⁵

STATUS	2024	2023	2022	2021	2020	DATA AVAILABILITY
Immigrant – PR ³⁶	\$34,780	\$35,840	\$32,353	\$36,060	\$35,453	Annually
Immigrant – Non PR ³⁷	\$28,130	\$27,980	\$25,110	\$29,850	\$29,190	
Immigrant - Aggregate	\$34,856	\$35,720	\$32,240	\$36,100	\$35,580	
Total – Immigrant and Non-Immigrant	\$48,000	\$39,100	\$43,800	\$46,500	\$43,800	

KPI #2: Youth retention³⁸ and immigration³⁹

STATUS	2024	2023	2022	2021	2020	DATA AVAILABILITY
Youth retention	86.1% ⁴⁰	83.7% ⁴¹	84.5% ⁴²	84.7% ⁴³	84.6% ⁴⁴	Annually
Youth immigration	1,615	1,730	1,675	1,645	1,545	
Per cent of new immigrants	25%	24%	21.5%	20%	17.5%	

KPI #3: Diverse and Indigenous representation in leadership

Indigenous representation in leadership⁴⁵

STATUS	2024	2023
Number of Indigenous people employed in management positions	<25 ⁴⁶	Annually

Priority 2: Provide adaptive, future-focused learning opportunities that empower life-long skills development.

KPI #1: Level of education attained (K-12, post-secondary, continuing education / skills development)

Schooling enrollment rates (secondary)⁴⁷

PROGRAM	2023/2024	2022/2023	2021/2022	2020/2021	DATA AVAILABILITY
Charter	1,068	1,335	1,000	992	Annually
Public	138,140	131,202	125,176	122,451	
Private	3,409	3,331	3,205	2,979	
Separate	61,463	58,798	56,693	56,322	
Total	204,080	194,666	186,074	182,744	

Schooling enrollment⁴⁸ and completion⁴⁹ rates (post-secondary/colleges/institutes)

	ENROLLMENT RATES				DATA AVAILABILITY
	2023 - 2024	2022 - 2023	2021 - 2022	2020 - 2021	
International	16,320 (+25.7)	12,978 (+32.5%)	9,792 (+17.3%)	8,346 (-1.3%)	Annually
Indigenous	2,782 (+5.3%)	2,642 (+3.6%)	2,551 (+8.4%)	2,353 (+4.3%)	
Total	77,446 (+10.3%)	70,206 (+4.4%)	67,257 (+1.8%)	66,084 (+0.9%)	
	COMPLETION RATES				DATA AVAILABILITY
	2023 - 2024	2022 - 2023	2021 - 2022	2020 - 2021	
International	4,839 (+38.1%)	3,502 (+33.2%)	2,630 (-12.2%)	2,955 (+19.3%)	Annually
Indigenous	705 (-0.8%)	711 (+1.9%)	698 (+15.0%)	607 (+1.2%)	
Total	20,441 (-2.4%)	20,950 (+4.6%)	20,033 (-1.0%)	20,243 (+11.5%)	

KPI #2: STEAM (Science, Technology, Engineering, Arts and Mathematics) training programs**Innovative work integrated learning (WIL) offerings through TalentED YYC⁵⁰**

INDICATOR	OPPORTUNITIES GENERATED ⁵¹			DATA AVAILABILITY
	PROJECT TOTAL ⁵²	2024	2023	
Innovative WIL generated ⁵³	2341	1890	261	Annually
Total Completions	1970	1764	200	
Innovative WIL opportunities generated for equity deserving groups ⁵⁴	803	616	106	

KPI #3: Availability and participation in non-traditional learning (micro-credentialing, work-integrated learning)**Traditional work-integrated Learning (WIL) offerings through TalentED YYC⁵⁵**

INDICATOR	PROJECT TOTALS ⁵⁶	2024	2023 ⁵⁷	DATA AVAILABILITY
WIL opportunities generate ⁵⁸	927	557	253	Annually
WIL student placement count ⁵⁹	224	135	66	
WIL opportunities generated for equity deserving groups ⁶⁰	710	473	185	
Employers supported ⁶¹	246	148	48	

Priority 3: Attract people who want to make a difference, create solutions and change the world**KPI #1: Population growth****Population Growth of Calgary⁶²**

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Net population change ⁶³	100,179	95,784	49,754	15,632	28,530	Annually
Intra-provincial migration ⁶⁴	-729	1,238	1,731	1,953	3,047	
Inter-provincial migration ⁶⁵	20,859	26,662	10,916	2,323	801	
International migration ⁶⁶	72,471	60,176	29,513	8,097	15,460	

KPI #2: Employment rates across diverse sectors⁶⁷

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Agriculture	0.3%	0.6%	0.3%	Annually
Forestry, fishing, mining, quarrying, oil and gas	4.6%	4.6%	4.9%	
Utilities	0.9%	0.8%	0.9%	
Construction	8.6%	8.6%	8.4%	
Manufacturing	5.0%	4.3%	3.5%	
Wholesale and retail trade	12.2%	12.6%	14.6%	
Transportation and warehousing	6.2%	6.4%	6.3%	
Finance, insurance, real estate, rental and leasing	5.8%	5.9%	5.9%	
Professional, scientific and technical services	12.9%	13.7%	12.3%	
Business, building and other support services	3.2%	3.3%	2.6%	
Educational services	5.7%	6.2%	7.0%	
Health care and social assistance	11.4%	11.5%	11.6%	
Information, culture and recreation	3.8%	3.7%	4.2%	
Accommodation and food service	5.5%	5.2%	5.1%	
Other services (except public administration)	3.6%	3.8%	2.5%	
Public administration	2.7%	3.0%	3.7%	

KPI #3: Jobs created⁶⁸

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Direct Jobs	7,454	7,183	10,878	Annually

Livability

Priority 1: Build a city with a net zero economy.

KPI #1: Carbon emissions

GHG/Tonnes of CO₂e emitted⁶⁹

INDICATOR	2023 ⁷⁰	2022	2021	2020	DATA AVAILABILITY
Community-wide GHG Inventory (Total)	15,747,108 tonnes CO ₂ -eq	16,345,646 tonnes CO ₂ -eq	15,925,018 tonnes CO ₂ -eq	15,750,000 tonnes CO ₂ -eq	Annually (June)
Community-wide GHG emissions per capita	11.34 tonnes CO ₂ -e/person	12.15 tonnes CO ₂ -e/person	12.05 tonnes CO ₂ -e/person	12.05 tonnes CO ₂ -e/person	

GHG/Tonnes of CO₂e emitted by sector⁷¹

INDICATOR		2023 ⁷²	2022	2021	2020	DATA AVAILABILITY
Percentage of community wide GHG Inventory by sector	Transportation	39%	35%	34%	32%	Annually (June)
	Waste	1%	1%	1%	1%	
	Residential buildings	26%	28%	28%	29%	
	Non-residential buildings	34%	36%	37%	38%	

KPI #2: Renewable electricity capacity⁷³

Solar photovoltaic (PV) installations in Calgary

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Additional solar PV capacity installed	34,134 (kW)	20,124 (kW)	10,074 (kW)	6,165 (kW)	7,282 (kW)	Annually

KPI #3: Energy transition and climate change investment

City of Calgary budget dedicated to climate mitigation and adaption⁷⁴

2023 - 2026	DATA AVAILABILITY
\$430 Million	Annually

Investment in roof-top mounted solar photovoltaic installations in Calgary⁷⁵

INDICATOR	2024	2023	2022	2021	DATA AVAILABILITY
Additional solar PV investments	\$155.20M	\$130.72M	\$35.66M	\$12.07M	Annually

Priority 2: Create a city where everyone is welcome, safe and able to build a meaningful life.

KPI #1: Diversity of population⁷⁶

INDICATOR	2022	DATA AVAILABILITY
Total visible minority population	36.4% (or 567,960 people)	Five years - Federal Census
South Asian	9.82%	
Chinese	5.99%	
Black	4.85%	
Filipino	5.71%	
Latin American	2.20%	
Arab	2.08%	
Southeast Asian	1.82%	
West Asian	1.00%	
Korean	0.83%	
Japanese	0.40%	
Other visible minorities	0.37%	
Multiple visible minorities	1.31%	
Not a visible minority	57.5%	

External perceptions that Calgary is a diverse and inclusive city⁷⁷

INDICATOR	2024	2023 ⁷⁸	2022	DATA AVAILABILITY
Leaders in other markets perceives Calgary as a diverse city ⁷⁹	70%	66%	75%	Annually
Talent in other markets perceives Calgary as a diverse city ⁸⁰	48%	52%	61%	

KPI #2: Perception of safety across dimensions of diversity**Citizen's perception of safety⁸¹**

INDICATOR	2024	2023	2022	2021	DATA AVAILABILITY
Calgary is safe overall	75%	69%	77%	85%	Annually
Calgary is safe for all residents and visitors, regardless of things like ethnicity, race, religion, income, or sexual identity+	50%	47%	51%	54%	

KPI #3: Affordable housing⁸²

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of affordable housing units	6,601	6,683 ⁸³	7,100	7,100	7,108	Annually
Number of applications for subsidized housing	6,342	6,931	5,046	Not reported	Not reported	
Number of applications on the waitlist	6,300 ⁸⁴	6,200 ⁸⁵	5,000 ⁸⁶	Not reported	Not reported	

KPI #4: Percentage of the population living downtown⁸⁷

INDICATOR	2022	DATA AVAILABILITY
Population living downtown	3.2% ⁸⁸	Five years - Federal Census
Downtown population growth rate	21.0%	

KPI #5: Quality of life**Perceptions of quality of life⁸⁹**

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Citizen's perceptions of quality of life	61%	69%	64%	64%	75%	Annually
Citizen's reporting a healthy sense of belonging	76%	81%	80% ⁹⁰	28% ⁹¹	45%	

Cost of living⁹²

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Living wage per hour for Calgary	\$24.45	\$23.70	\$22.40	Annually

ISC: Unrestricted

Priority 3: Build vibrant, healthy and accessible communities**KPI #1: Accessible communities and infrastructure⁹³**

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Percentage of population within Major and Community Activity Centres, and 600m of Urban Neighbourhood Corridors	30% ⁹⁴	30%	29%	Annually

KPI #2: Perceptions of amenity-rich communities⁹⁵

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Citizens proud to live in their neighbourhoods	80%	81%	81%	84%	85%	Annually
Citizens regularly involved in neighbourhood and local community events	Not reported ⁹⁶	28%	27%	26%	26%	

KPI #3: Convenient and accessible transit and modes of transportation⁹⁷

INDICATOR	2024	2023	2022	2021	DATA AVAILABILITY
Percentage of population within 400m of Primary Transit Network ⁹⁸	Not reported	45% ⁹⁹	45%	Not reported	Annually
Percentage of trips using walking and cycling transportation ¹⁰⁰	Not reported	15%	22%	20%	
Percent of trips using transit ¹⁰¹	Not reported	4%	3%	Not reported	
Perceptions of ability to move across the city ¹⁰²	61% satisfied/ very satisfied with Calgary Transit 68% agree more money should be invested into Calgary Transit	66% satisfied/ very satisfied with Calgary Transit 70% agree more money should be invested into Calgary Transit	72% satisfied/ very satisfied with Calgary Transit 61% agree more money should be invested into Calgary Transit	84% satisfied/ very satisfied with Calgary Transit 51% agree more money should be invested into Calgary Transit	

KPI #4: Global livability score¹⁰³

INDICATOR	2024	2023	2022	2021	DATA AVAILABILITY
Global livability index ranking	5	7	3	18	Annually

Priority 4: Be known as an inviting city with year-round experiences for everyone to enjoy**KPI #1:** Accessible recreation programs and participation

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Number of amenities (theatres, museums, concert halls, art galleries, sport and recreation facilities) ¹⁰⁴	1,220	947	877	Annually
Number of City-operated and partner-operated publicly accessible recreation facilities ¹⁰⁵	>250	>250	>250	
Number of recreation-focused partner relationships ¹⁰⁶	~200	~200	~200	
Number of visits to City-operated recreation amenities (City-operated only) ¹⁰⁷	4.0M	4.0M	2.7M	
Number of course hours run at City-operated recreation amenities (City-operated only) ¹⁰⁸	69,000	64,000	48,000	
Dollars of Recreation Fee Assistance subsidy distributed for Calgarians to access City-operated amenities and programs (City-operated only) ¹⁰⁹	\$2.6M	\$1.8M	\$1.2M	

KPI #2: Public arts, culture and entertainment events¹¹⁰

INDICATOR	2024 ¹¹¹	2023 ¹¹²	2022 ¹¹³	2021 ¹¹⁴	2020 ¹¹⁵	DATA AVAILABILITY
Number of participants at public arts events hosted	3,785,622	3,480,618	2,826,990	1,461,106	3,150,321	Annually
Number of public arts events hosted	15,824	9,872	7,998	7,486	12,302	
Number of arts education activities provided by Calgary arts organizations for Children and youth	7,754	5,447	4,972	4,494	9,000	
Number of children and youth who participated in arts education activities provided by Calgary arts organizations	234,925	147,047	194,538	79,516	318,423	
Number of Indigenous artists and Indigenous led organizations receiving funding	69	79	63	53	42	

KPI #3: Tourism and visitor economy**TELUS Convention Centre events¹¹⁶**

INDICATOR	2024	2023	2022	2020	DATA AVAILABILITY
Number of events hosted by the TELUS Convention Centre	196	226	163 ¹¹⁷	70	Annually
Economic impact for events held by the TELUS Convention Centre ¹¹⁸	\$110.4M	\$110.2M	\$89.9M ¹¹⁹	Not reported	

Economic impact of tourism by category¹²⁰

INDICATOR	2023 ¹²¹			2022			DATA AVAILABILITY
	EXPENDITURE	GDP	JOBS	EXPENDITURE	GDP	JOBS	
Accommodation	\$738M	\$643M	6,300	\$651M	\$568M	5,560	Annually
Clothes gifts and other	\$341M	\$319M	4,040	\$250M	\$227M	2,960	
Food and beverage	\$850M	\$709M	10,600	\$726M	\$609M	9,090	
Recreation and entertainment	\$342M	\$306M	4,470	\$304M	\$272M	3,970	
Transportation	\$1.24B	\$1.02B	7,430	\$1.1B	\$915M	6,710	
TOTAL	\$3.51B	\$2.99B	32,900	\$3.03B	\$2.59B	28,300	

KPI #4: Number of Film and TV productions¹²²

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Film, television production and DME spend	\$372M	\$246M	\$461M	\$522M	\$87M	Annually

Business Environment

Priority 1: Build a globally and digitally connected city.

KPI #1: Physical connectivity¹²³

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Physical connectivity activity (air cargo volumes)	5,217	4,946	5,370	5,363	4,782	Annually
Number of non-stop flights	93	90	86	76	42	

KPI #2: Commercial / Industrial real estate

Commercial downtown vacancy rates¹²⁴

INDICATOR	SUBMARKET	BUILDING CLASS ¹²⁵	2024		2023		2022 ¹²⁶	DATA AVAILABILITY
			VACANCY RATE (%)	YTD NET ABSORPTION (SF)	VACANCY RATE (%)	YTD NET ABSORPTION (SF)	VACANCY RATE (%)	
Vacancy rates - Downtown by class	Central Core	AA	14.5%	-187,455	13.5%	299,083	25.4%	Quarterly
		A	34.5%	-284,307	31.8%	125,955		
		B	36.7%	-86,448	39.2%	8,786		
		C	24.3%	50,388	29.2%	-21,566		
		Total	24.6%	-507,822	24%	412,258		
	Mid-West Core	AA	19.8%	143,116	34.1%	11,417	52.1%	
		A	56.7%	62,638	58.8%	62,125		
		B	45.0%	-62,868	49.0%	136,542		
		C	47.7%	25,840	50.0%	-157,392		
		Total	46.3%	168,726	50.6%	52,692		
	West End	A	23.7%	8,712	31.4%	21,070	31.7%	
		B	15.8%	-30,220	3.8%	2,042		
		C	33.2%	-35,128	39.5%	28,720		
		Total	26.6%	-56,636	29.9%	51,832		
	East End	AA	8.6%	277,808	26.0%	21,070	38.3%	
		B	48.4%	-27,839	51.3%	-95,919		
		C	55.0%	0	52.8%	-34,121		
		Total	26.4%	249,969	37.9%	-102,069		
Total Downtown vacancy rates			29.5%	-145,763	31.2%	414,713	32.6%	

Commercial downtown vacancy rates¹²⁷

INDICATOR	SUBMARKET	2024		2023		2022	2021	DATA AVAILABILITY
		VACANCY RATE (%)	YTD NET ABSORPTION (SF)	VACANCY RATE (%)	YTD NET ABSORPTION (SF)	VACANCY RATE (%)	VACANCY RATE (%)	
Vacancy rates - Industrial	Northeast	3.6%	971,523	3.1%	-233,553	2.0%	3.4%	Quarterly
	Southeast	4.4%	613,030	2.4%	398,537	2.1%	3.6%	
	South Central	2.0%	-101,682	1.7%	19,311	1.7%	Not reported	
	Other	10.7%	3,373,725	4.2%	2,072,992	3.1%	3.4%	
	Total	4.6%	4,856,596	2.7%	2,257,287	2.1%	3.3%	

Priority 2: Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.

KPI #1: Technology pilots and testing areas¹²⁸

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Living lab projects	47	39 ¹²⁹	159 ¹³⁰	50	9	Annually
Autonomous Systems Testing Area(s): Remotley Piloted Aircraft System site utilization ⁹⁸	Days: 178 Hours: 888	Days: 151 Hours: 878	Days: 135 Hours: 837	Days: 134 Hours: 717	Days: 83 Hours: 445	

KPI #2: Open datasets and shared business intelligence¹³²

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of available open datasets	431	414	404	372	340	Annually

KPI #3: Number of headquarters per capita¹³³

Number of headquarters in Calgary

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of corporate head offices in Calgary	104	106	99	102	118	Annually (August)

Priority 3: Champion efficient and effective policies supporting business practices.**KPI #1:** Companies retained, attracted, expanded¹³⁴

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Companies attracted/retained/expanded	48	54	61	Annually

KPI #2: Perception that it's easy to do business in Calgary¹³⁵

INDICATOR	BUSINESS LEADERS (agree / strongly agree)					DATA AVAILABILITY
	2024	2023	2022	2021	2020	
Calgary is an easy place to do business	61%	62%	72%	77%	75%	Annually
Calgary has a diverse economy that can support other industries	64%	59%	77%	76%	71%	
Calgary is a low-cost jurisdiction to do business	55%	58%	66%	65%	62.5%	
Calgary's economic outlook is uncertain	44%	56%	53%	60%	61%	

KPI #3: Efficient business, development and building permits process**Decision timeline commitments in multidisciplinary and technical development applications¹³⁶**

INDICATOR	2024	2023	2022	2021	DATA AVAILABILITY
Per cent of multidisciplinary development applications where decision timeline commitments were met	72%	76	85	85	Annually
Per cent of technical development applications where decision timeline commitments were met	79%	88	79	84	

Building permit processing time¹³⁷

EVENT	NEW PERMITS			ADDITIONAL PERMIT			DATA AVAILABILITY
	2024	2023	2022	2024	2023	2022	
Average Months for Building Permit Processing	2.05	4.43	3.45	2.17	4.62	2.70	Annually

Innovation

Priority 1: Build an environment where Calgary companies can accelerate and scale to compete globally.

KPI #1: Number of startups and technology companies in Calgary¹³⁸

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Startup companies identified in Calgary	2,114	1,475	1,464	1,452	1,389	Annually

KPI #2: Number of venture deals and total capital funds¹³⁹

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of venture deals and total capital funds secured	63 deals (#4 in Canada)	64 deals (#4 in Canada)	64 deals (#4 in Canada)	66 deals (#4 in Canada)	33 deals (#4 in Canada)	Annually
Venture Capital Investment (millions)	\$630	\$501	\$647	\$500	\$353	

KPI #3: Diversity of startup leadership at Platform Calgary member companies

Diversity of leadership at Platform Calgary member companies¹⁴⁰

INDICATOR	2024	2023	2022	DATA AVAILABILITY
2SLGBTQIA+	4%	6%	6%	Annually
Black, racialized or visible minority	31%	29%	34%	
Canadian newcomer	19%	15%	22%	
Indigenous	3%	3%	4%	
Female or gender diverse	33%	33%	34%	

Priority 1: Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities.

KPI #1: Number and diversity of workers in STEM fields

STEM workers by gender¹⁴¹

INDICATOR	2022	DATA AVAILABILITY
Total # of workers STEM Field only	73,360	Five years - Federal Census
Men	56,645	
Women	16,715	
Total # of workers in STEM only by visible minority	30,905	
Men	23,515	
Women	7,385	
Total # of workers in STEM and STEM related fields	148,750	
Men	87,990	
Women	60,760	
Total # of workers in STEM and STEM related fields by visible minority	56,190	
Men	33,915	
Women	22,275	

STEM degree completions by gender¹⁴²

DEGREE COMPLETIONS	2024	2023	2022	DATA AVAILABILITY
Total # of STEM Degree completions	1,075	1,079	848	Annually
Men	79%	78%	80%	
Women	21%	22%	21%	
Computer Engineering	366	382	305	
Men	82%	80%	84%	
Women	18%	20%	16%	
Math / Statistics	182	110	109	
Men	63%	56%	57%	
Women	37%	45%	43%	
Other Tech Engineering	527	587	434	
Men	83%	80%	82%	
Women	17%	20%	18%	

Workforce diversity in the tech industry¹⁴³

INDICATOR	2023	DATA AVAILABILITY
White	44%	Five years - Federal Census
Asian	40%	
Hispanic	4%	
Black	8%	
Other	4%	

Gender diversity in the tech industry¹⁴⁴

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Per cent of female tech workers	26%	31%	35%	Annually

KPI #2: Number of applicants for visas and tech immigration programs

Global Startup Visa Program applicants¹⁴⁵

INDICATOR	2024	2023	DATA AVAILABILITY
Number of applicants for the Global Startup Visa Program	265	49	Annually

Alberta Work Permit holders by occupation and year in which permit(s) became effective¹⁴⁶

OCCUPATION	2024	2023	2022	DATA AVAILABILITY
Computer and information systems managers	195	210	170	Annually
Data scientists	20	10	-	
Cybersecurity specialists	15	10	0	
Business systems specialists	85	60	0	
Information systems specialists	415	565	465	
Database analysts and data administrators	20	25	30	
Computer systems developers and programmers	65	225	355	
Software engineers and designers	540	585	470	
Software developers and programmers	125	85	-	
Web developers and programmers	30	25	20	

Priority 3: Accelerate real-world application of research and development through corporate investment and post-secondary institution (PSI) collaboration.

KPI #1: Corporate R&D spend¹⁴⁷

INDICATOR	2024 ¹⁴⁸	2023 ¹⁴⁹	2022 ¹⁵⁰	2021 ¹⁵¹	2020 ¹⁵²	DATA AVAILABILITY
Corporate R&D spend	\$258K	\$815K	\$1.27M	\$1.16M	\$1.64M	Annually

KPI #2: Sponsored research (by companies with PSIs)¹⁵³

INDICATOR	2023 / 2024	2022 / 2023	DATA AVAILABILITY
Corporate sponsored research (in dollars - how much invested)	\$71.84M	\$79.42M	Annually
Corporate sponsored research (in number of projects supported)	854	771	

KPI #3: PSI spin out companies

PSIs	2024	2023	2022	2021	DATA AVAILABILITY
University of Calgary ¹⁵⁴	Data available in June ¹⁵⁵	20	16	21	Annually
Mount Royal University (Growth Catalyst, SMEs in cohorts) ¹⁵⁶	40	30	13	Not reported	

Brand

Priority 1: Demonstrate Calgary is a vibrant and inclusive community with a global perspective.

KPI #1: Welcoming the world to iconic events and experiences

Attendance and economic impact of Calgary events

INDICATOR	ATTENDANCE			ECONOMIC IMPACT			DATA AVAILABILITY
	2024	2023	2022	2024	2023	2022	
Chinook Blast ¹⁵⁷	433K	373K	410K	\$15.7M	\$13.48M	\$8.2M	Annually
Calgary Stampede ¹⁵⁸	1.48M	1.38M	1.2M	83% hotel occupancy	85% hotel occupancy	90% hotel occupancy	

KPI #2: Celebration of global festivities¹⁵⁹

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Subsidized events by the City of Calgary	147	108	90	Annually

KPI #3: Indigenous and multicultural tourism experience¹⁶⁰

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Indigenous tourism experiences	12	12	12	Annually

Priority 2: Tell a unified story to strengthen consistent and unique identity here and everywhere.**KPI #1: Local, national and international perceptions of Calgary¹⁶¹**

INDICATOR	BUSINESS LEADERS				TECH / KEY SECTOR WORKERS				DATA AVAILABILITY
	2024	2023	2022	2021	2024	2023	2022	2021	
Favourable impression of Calgary	83%	82%	90%	89%	70%	70%	72%	69%	Annually
Calgary is becoming a new hub for technology and innovation	58%	59%	74%	68%	Not surveyed	Not surveyed	Not surveyed	Not surveyed	
Calgary has a diverse economy	62%	59%	76%	70%	43%	49%	51%	47%	
Would consider expanding to Calgary	37%	42%	55%	48%	Not surveyed	Not surveyed	Not surveyed	Not surveyed	
Canadian workers would consider moving to Calgary	Not surveyed	Not surveyed	Not surveyed	Not surveyed	54%	52%	56%	44%	
There are a wide variety of career opportunities - not just an energy city	65%	66%	80%	74%	48%	52%	57%	53%	
Calgary is a diverse and inclusive city	70%	66%	Not surveyed	Not surveyed	48%	52%	61%	Not surveyed	
Calgary is a place to build a career	72%	72%	Not surveyed	Not surveyed	54%	61%	58%	Not surveyed	

Priority 3: Share Calgary's story as an ambitious city full of energy, optimism, and opportunity.

KPI #1: Earned media about Calgary as a city of opportunity¹⁶²

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Media mentions	2,879	2,924	2,609	1,882	836	Annually

KPI #2: Amplification of stories about Calgary¹⁶³

INDICATOR	2024	2023	2022	DATA AVAILABILITY
Social media engagements	211,207	156,328	193,611	Annually
Newsroom story page views	90,857	79,449	101,813	

Endnotes

1. Statistics Canada. Consumer Price Index: Annual review, 2024.
2. Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710014801>.
3. Statistics Canada. Table 14-10-0461-01 Labour force characteristics by census metropolitan area, annual, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410046101>.
4. Conference Board of Canada. Due to data availability and timelines numbers, represent 2024 GDP forecast census metropolitan areas. Official numbers expected to be available June 2025.
5. Statistics Canada. Table 43-10-0030-01 Immigrant tax filers by economic outcomes and tax year, census metropolitan areas, 2022 constant dollars. Please note there is a two-year delay in data availability. 2022 is the most recently year data is available for.
6. Includes total immigrants sponsored by family and economic immigrants (principal applicant, spouse, and dependent).
7. Includes refugee and non-economic immigrant pathways.
8. Data provided by TalentED YYC.
9. This data is from TalentED YYC 2023, Postings were generated for the TalentED YYC portal starting in March and prior to the portal's official launch date. As the TalentED YYC team developed employer relationships throughout Spring/Summer 2023, there was an increase in traditional WIL opportunities generated in Q3 which aligned with the start of the Fall 2023 term for post-secondary students. Traditional WIL includes Co-op, Project, Mandatory Professional Practicum, Community service learning, Field Placement and Internship.
10. Project total represents the period of February 2023 – March 10, 2025.
11. Traditional WIL opportunities generated and posted to the TalentED YYC portal.
12. Students enrolled in Traditional WIL placements. This number is not comprehensive, due to challenges with validating and tracking this data.
13. Traditional WIL opportunities generated for students from an equity group.
14. Unique and returning employers who have posted to the TalentED YYC portal.
15. Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710014801>.
16. Economic Intelligence Unit (EIU) The Global Livability Index 2024. EIU's livability index quantifies and ranks the challenges presented to an individual's lifestyle and standard of living in 173 cities worldwide.
17. For students under 18, the minimum wage is \$13/hour for the first 28 hours. Anything beyond 28 hours a week must be paid at \$15/hour.
18. Vibrant Communities Calgary. Calgary's Living Wage Reports: <https://enoughforall.ca/resources/living-wage/>.

19. Calgary Foundation, 2024 Quality of Life Report.
20. Sense of belonging was reported differently in 2022. Reported on “healthy sense of belonging”.
21. Calgary Economic Development. External Perceptions Final Report, 2024. Markets surveyed: Canada and U.S.
22. Please note, this section references data from 2023 due to the timing of data availability. Data for 2024 from CADA will be included in next year’s report.
23. Stone-Olafson, 2022 Citizen Engagement Survey.
24. Stone-Olafson, Phase 3 Report, Spotlight on Arts Audiences.
25. Calgary Foundation, 2024 Quality of Life Report.
26. Data provided by The Calgary Airport Authority.
27. Data retrieved from FP500+800 databases (Top 500+Next 300 largest corporations). Data is released annually in August reflecting numbers from the previous year. This number represents 2023 data as the most recent number available.
28. Calgary Economic Development External Perceptions Final Report, 2024. Markets surveyed: Canada and U.S.
29. This data was provided by Start Alberta, Dealroom.co. Data is current as of March 3, 2025.
30. Canadian Venture Capital & Private Equity Association (CVCA), 2024 Canadian Venture Market Overviews.
31. Data provided by Platform Calgary. Due to the optional nature of diversity questions, response rates may vary for each statement.
32. Calgary Economic Development External Perceptions Final Report 2024. Markets survey: Canada and U.S.
33. Statistics Canada. Canada’s Indigenous population.
34. Statistics Canada. Table 43-10-0030-01 Immigrant tax filers by economic outcomes and tax year, census metropolitan areas, 2022 constant dollars. Please note there is a two-year delay in data availability. 2022 is the most recently year data is available for.
35. The data looks at the 5-year average of the median employment income from when an immigrant was admitted. The 5-year average is calculated by looking at the previous 5-years of employment income by immigrants admitted in each past year. E.g. The average median employment income of immigrants for 2022 is the average of the median employment income for immigrants admitted in 2017-2021.
36. Includes total immigrants sponsored by family and economic immigrants (principal applicant, spouse, and dependent).
37. Includes refugee and non-economic immigrant pathways.
38. Retention rate represents the percentage of immigrant tax filers continuing their residence in the geographical area (province or census metropolitan area as designated) of intended destination geography, in year X. This does not consider immigrants migrating in from another destination. Youth retention rate is measured by interprovincial and international migration. This data is on a two-year lag.

39. Statistics Canada. Table 43-10-0022-01 Mobility of immigrant tax filers by census metropolitan areas and tax year. This data is on a two-year lag. The most recent data was released in 2024 but the most recent year available is 2022.
40. Retention Rate of immigrants aged 15 to 24 years, admitted year 2017, by VECTOM: 2022 (most recent data).
41. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2021.
42. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2020.
43. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2019.
44. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2018.
45. Custom dataset from Statistics Canada, 2024.
46. Fewer than 250 explicitly identified Indigenous people work in leadership positions in Calgary based on NOC classification. The exact number is not available currently as the number is suppressed and does not meet the threshold of confidentiality. This is consistent with findings from the last two years.
47. City of Calgary School Enrolment Data: <https://data.calgary.ca/Demographics/School-Enrolment-Data/9qye-mibh>.
48. Government of Alberta's Open Data dataset, Full Load Equivalent (FLE) enrolment within the Alberta post-secondary education system: <https://open.alberta.ca/opendata/system-wide-fle-enrolment-within-the-alberta-post-secondary-education-system>.
49. Government of Alberta's Open Data dataset, Program completions within the Alberta post-secondary education system: <https://open.alberta.ca/dataset/system-wide-program-completions-within-the-alberta-post-secondary-education-system>.
50. Data provided by TalentED YYC.
51. Opportunities generated includes the number who registered for the Innovative WIL activity.
52. Project total represents the period of February 2023 – February 2025.
53. Innovative WIL includes novel forms of WIL that fall outside of the traditional categories. For example, boot camps, design competitions, simulated WIL, and industry projects. TalentED YYC began tracking innovative WIL experiences in July 2023.
54. Based on student responses from a voluntary pre-survey that was administered to students participating in an innovative WIL opportunity supported by TalentED YYC. Since the pre-survey was optional, the metric does not capture responses from all student participants.
55. Data provided by TalentED YYC.
56. Project total represents the period of February 2023 – March 10, 2025.
57. This data is from TalentED YYC 2023, Postings were generated for the TalentED YYC portal starting in March and prior to the portal's official launch date. As the TalentED YYC team developed employer relationships throughout Spring/Summer 2023, there was an increase in traditional WIL opportunities generated in Q3 which aligned with the start of the Fall 2023 term for post-secondary students. Traditional WIL includes Co-op, Project, Mandatory Professional Practicum, Community service learning, Field Placement and Internship.
58. Traditional WIL opportunities generated and posted to the TalentED YYC portal.

59. Students enrolled in Traditional WIL placements. This number is not comprehensive, due to challenges with validating and tracking this data.
60. Traditional WIL opportunities generated for students from an equity group.
61. Unique and returning employers who have posted to the TalentED YYC portal.
62. Statistics Canada. Table 17-10-0149-01 Components of population change by census metropolitan area and census agglomeration, 2021 boundaries
63. Net population increase is the sum of natural increases, inter-provincial migration and international migration.
64. Intra-provincial migration refers to the migration of individuals from other parts of Alberta to Calgary.
65. Inter-provincial migration refers to migration from other provinces into Calgary.
66. International migration refers to number of immigrants arriving in Calgary.
67. This data was retrieved by using annual Statistics Canada employment numbers divided by Statistics Canada labour force size to get employment rate by industry.
68. Data retrieved from Calgary Economic Development end of year Balanced Scorecard 2024. Includes direct jobs created/retained/expanded for all sectors and based on a forecasted three-year job count.
69. Data provided by the City of Calgary.
70. Data represents 2023 actuals as the 2024 actuals for city-wide greenhouse gasses will not be available for report's release.
71. Data provided by the City of Calgary: https://data.calgary.ca/Environment/Community-wide-Greenhouse-Gas-GHG-Inventory/m7gu-3xk5/about_data
72. Data represents 2023 actuals as the 2024 actuals for city-wide greenhouse gasses will not be available for report's release.
73. Data provided by the City of Calgary: Data is annual additions to the grid and not cumulative capacity.
74. Data provided by the City of Calgary. 2023-2026 Cross-Corporate Climate Budget (as of December 31, 2024). The Climate Budget decreased by \$3M during the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.
75. Data provided by the City of Calgary. Data includes completed solar projects and projects where a permit has been issued, but construction may not be completed yet OR the post-construction inspection is not complete.
76. Statistics Canada. Table 98-10-0308-01 Visible minority by immigrant status and period of immigration: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census.
77. Calgary Economic Development External Perceptions Final Report, 2024. Markets surveyed: Canada and the U.S.
78. 2023 and 2022 data is in response to the statement "Calgary is a diverse and inclusive city". The statement changed slightly for 2024.
79. Agree/Strongly agree with the statement that "Calgary is a diverse city" .

80. Agree/Strongly agree with the statement that “Calgary is a diverse city”.
81. City of Calgary’s 2024 Fall Survey of Calgarians - Final Report: <https://www.calgary.ca/content/dam/www/research-and-data/survey-calgarians/2024-fall-survey-of-calgarians.pdf>.
82. Data provided by Calgary Housing.
83. Decrease due to Bridgeland property closing for a renewal. This has resulted in a temporary reduction in the unit count until the property comes back online.
84. These are approximate waitlist numbers at the end of December 2024.
85. These are approximate waitlist numbers at the end of December 2023.
86. These are approximate waitlist numbers at the end of December 2022.
87. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census. Statistics Canada. Table 1 Population and population growth rate of primary downtowns, 2016 to 2021 (3901). <https://www150.statcan.gc.ca/n1/daily-quotidien/220209/t001b-eng.htm>. n
88. Per cent of the total population (46,763 people).
89. Calgary Foundation, 2024 Quality of Life Report.
90. Sense of belonging was reported differently in 2022. Reported on “healthy sense of belonging”.
91. Sense of belonging was reported differently in 2021 and 2020. Reported on “strong sense of belonging”.
92. Vibrant Communities Calgary- Calgary’s 2024 Living Wage Report: <https://enoughforall.ca/projects/calgarys-living-wage-2024>.
93. Data provided by The City of Calgary.
94. Data for 2023 has not been published as of time of writing. Most recent available and updated data is from 2022.
95. City of Calgary’s 2024 Fall Survey of Calgarians - Final Report: <https://www.calgary.ca/content/dam/www/research-and-data/survey-calgarians/2024-fall-survey-of-calgarians.pdf>.
96. This indicator was not measured in the City of Calgary’s 2024 Fall Survey of Calgarians.
97. Data provided by the City of Calgary unless otherwise indicated.
98. Data was not available at time of report publication.
99. Number reported on is a 60-year-target.
100. Data was not available at time of report publication.
101. Data was not available at time of report publication.
102. City of Calgary’s 2024 Spring Survey of Calgarians - Final Report: <https://www.calgary.ca/content/dam/www/cfod/csc/documents/cit-sat/2024-Spring-Survey-of-Calgarians-Final-Report.pdf>.
103. Economic Intelligence Unit (EIU) The Global Liveability Index 2024. EIU’s liveability index quantifies and ranks the challenges presented to an individual’s lifestyle and standard of living in 173 cities worldwide.
104. Trip Advisor “Things to do in Calgary”, data current as of February 11, 2025

105. Data provided by City of Calgary. This is a new metric The City will be tracking through GamePLAN, more exact data will be available moving forward. 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.

106. Data provided by City of Calgary. This is a new metric The City will be tracking through GamePLAN, more exact data will be available moving forward. The City is engaged in nearly 200 recreation-focused partner relationships involving City land and buildings, operating and/or capital funding. Partnerships with regional recreation centres like the YMCAs, 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.

107. Data provided by the City of Calgary. Includes attendance for Admissions, Pass/Punchcard Scans, Registered Programs and Booking visits for all Rec sites (Arenas, Athletic Parks/Soccer Centre, Leisure Centres, Pools and Sailing school) excluding Arts Centres. Increase in the numbers from 2022 to 2023 is due to COVID recovery.

108. Data provided by the City of Calgary.

109. Data provided by the City of Calgary

110. Data provided by Calgary Arts Development and represents attendance at Calgary based events only.

111. Data collected from January 1-December 31, 2023.

112. Data collected from January 1-December 31, 2022.

113. Data collected from January 1-December 31, 2021.

114. Data collected from January 1-December 31, 2020.

115. Data collected from January 1-December 31, 2019.

116. Data provided by TELUS Convention Centre.

117. Due to continued COVID restrictions in Q1 of 2022, these event numbers reflect events from Q2-Q4.

118. Data provided by TELUS Convention Centre. This number reflects direct, indirect and induced impact.

119. Due to continued COVID restrictions in Q1 of 2022, these event numbers reflect events from Q2-Q4.

120. Data provided by Tourism Industry Association Alberta and the Calgary Hotel Association and represents numbers for Calgary and area.

121. Data is reported on a 2-year lag. Most current data reflect 2023 numbers.

122. Data retrieved from Calgary Economic Development end of year Balanced Scorecard, 2024. DME stands for Digital Media Entertainment. Production spend in 2023 was negatively impacted by the US Writer's & Actor's union strikes which paused all US based productions in our region for approximately 6 months.

123. Data provided by The Calgary Airport Authority.

ISC: Unrestricted

124. CBRE - Calgary Downtown Office Report Q4 2024, CBRE Research.
125. Building class describes the condition/quality of a building. For example, "A" class represents the best of the best, with B, and C next in line. The building class will be determined based on things like recent renovations, how old it is, access, amenities etc.
126. 2022 numbers represent total for each submarket.
127. CBRE - Calgary Industrial Report Q4 2024, CBRE Research.
128. Data from the City of Calgary.
129. The decline in living lab projects can be attributed to the fact that the new definition excludes community partnership projects and access requests for Point Trotter/Shepard. However, the definition for 2022 and earlier does encompass the East Shepard site (ESDOA).
130. Drone site requests (122) and unique living lab requests (37).
131. RPAS site utilization = # of Days and Hours booked at Point Trotter and Shepard site.
132. Data from The City Of Calgary.
133. Data retrieved from FP500+800 databases (Top 500+Next 300 largest corporations). Data is released annually in August reflecting numbers from the previous year. This number represents 2023 data as the most recent number available.
134. Data retrieved from Calgary Economic Development end of year Balanced Scorecard 2024.
135. Calgary Economic Development External Perceptions Final Report, 2024. Markets surveyed: Canada and U.S.
136. Data provided by City of Calgary.
137. Data provided by City of Calgary Business and Economic Activity. Data for commercial non-residential buildings (warehouse, offices, retail shop, etc.) only. Permit processing times were calculated by averaging the time between application date and issued date in each respective year. "New" is for new projects when a new building permit is issued. "Addition" is for when a permit is added to an existing project.
138. This data was provided by Start Alberta, Dealroom.co. Data is current as of February 2025
139. Canadian Venture Capital & Private Equity Association (CVCA), Venture Capital Canadian Market Overview, 2023 Year-In-Review report.
140. Data provided by Platform Calgary. Due to the optional nature of diversity questions, response rates may vary for each statement.
141. Statistics Canada. Table 98-10-0454-01 Occupation (STEM and non-STEM) by visible minority, generation status, age and gender: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census.
142. CBRE: Scoring Tech Talent 2024.
143. CBRE: Scoring Tech Talent 2024.
144. CBRE: Scoring Tech Talent 2024.

145. Data provided by Platform Calgary. The Global Startup Visa Program is a revamped program that combines the previous Startup Visa program and Foreign Graduate Entrepreneur program, 2023 was the first year for this new program, which impacted application numbers as applications were closed for some time as the program was redesigned.
146. Immigration Refugees and Citizenship Canada (IRCC), RDB Temporary Residents January 31, 2025. Data are preliminary estimates and are subject to change. Based off 5-digit NOC codes in 2022.
147. Canada's Top 100 Corporate R&D Spenders 2024 list. Numbers are expressed in thousands of dollars and are reported with a one year delay.
148. Spend in 2023, reported in 2024. Nine Calgary-based headquartered companies included on the list: Imperial Oil Ltd., Syncrude Canada Ltd., Pason Systems Inc., Computer Modelling Group Ltd., Blackline Safety Corp., Oncolytics Biotech Inc., TC Energy, Exro Technologies Inc., Willow Biosciences Inc.
149. Spend in 2022, reported in 2023. Eight Calgary-based headquartered companies included: CNRL Ltd., Imperial Oil Ltd., TC Energy corp., Syncrude, Pason Systems inc., Blackline Safety corp., Computer Modeling Group, Oncolotics Biotech inc. Suncor was not included on the list causing the lower numbers compared to the previous year.
150. Spend in 2021, reported in 2022. 11 companies headquartered in Calgary.
151. Spend in 2020, reported in 2021. 11 companies headquartered in Calgary.
152. Spend in 2019, reported in 2020. Nine companies headquartered in Calgary.
153. Data provided by University of Calgary (national and international corporations), SAIT (Applied Research and Innovation Services division) and Bow Valley College. Numbers are an aggregate of all three.
154. Data provided by University of Calgary.
155. Data will be available in June 2025.
156. Data provided by Mount Royal University and includes the number of Calgary SMEs that have participated in cohorts. More info on the Growth Catalyst program can be found on the website: <https://www.growthcatalyst.ca/cohorts>.
157. Data provided by Chinook Blast Summary Report: <https://www.chinookblast.ca/wp-content/uploads/2024/06/Chinook-Blast-Summary-Report-2024-FINAL.pdf>.
158. Attendance data provided by The Calgary Stampede and economic impact data provided by the Calgary Hotel Association.
159. Data provided by The City of Calgary.
160. Data retrieved from the Indigenous Tourism Alberta website: <https://indigenoustourismalberta.ca/>
161. Calgary Economic Development External Perceptions Final Report, 2024. Markets surveyed: Canada and U.S.
162. Calgary Economic Development 2023 Digital Analytics Review.
163. Calgary Economic Development 2023 Digital Analytics Review. Social media channels include LinkedIn, Twitter, Facebook, Instagram



