

In accordance with sections 43 through 45 of [Procedure Bylaw 35M2017](#), the information provided **may be included** in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

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Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

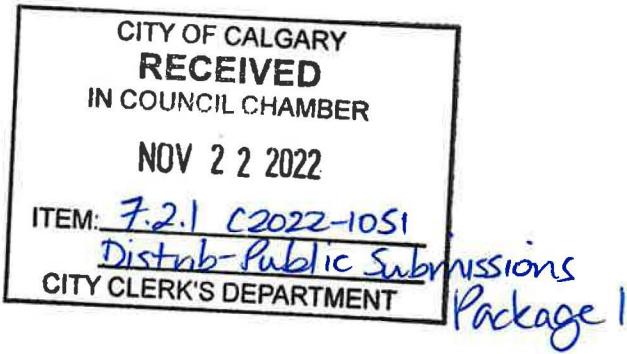
I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

I have read and understand the above statement.

| | |
|--|-----------------------------|
| First name (required) | Josh |
| Last name (required) | Pentland |
| Are you speaking on behalf of a group or Community Association? (required) | Yes |
| What is the group that you represent? | Calgary Chamber of Commerce |
| What do you wish to do? (required) | Request to speak |



How do you wish to attend? **Remotely**

You may bring a support person should you require language or translator services. Do you plan on bringing a support person? **No**

What meeting do you wish to attend or speak to? (required) **Council**

Date of meeting (required) **Nov 21, 2022**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here.](#))

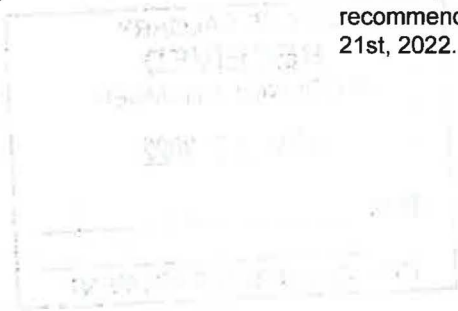
(required - max 75 characters) **2023-2026 Service Plans and Budgets**

Are you in favour or opposition of the issue? (required) **Neither**

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Throughout 2022, the Calgary Chamber of Commerce has actively engaged Calgary businesses, associations and non-profits, listening to their concerns and identifying their shared priorities relevant to the 2023-2026 Service Plans and Budgets. Following this work, the Calgary Chamber put forward strategic recommendations for City Council and Administration to consider as we seek to achieve a mutual goal of a vibrant, inclusive, and prosperous Calgary. The Calgary Chamber would like to share these recommendations with City Council during budget deliberations the week of November 21st, 2022.



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I have read and understand the above statement.

| | |
|--|------------------|
| First name (required) | Josh |
| Last name (required) | Pentland |
| Are you speaking on behalf of a group or Community Association? (required) | No |
| What is the group that you represent? | |
| What do you wish to do? (required) | Request to speak |

How do you wish to attend? **In-person**

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required) **Council**

Date of meeting (required) **Nov 22, 2022**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters) **2023-2026 Service Plans & Budgets**

Are you in favour or opposition of the issue? (required) **Neither**

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Hello, the Calgary Chamber of Commerce would like to present to Council during the public consultation period on the 2023-2026 Service Plans & Budget. The Chamber has put together a submission document (<https://www.calgarychamber.com/gearing-up-for-growth>), and would like to present on the topics outlined in the document.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

The Calgary Chamber exists to help businesses thrive. As the convener and catalyst for a vibrant, inclusive, and prosperous business community, the Chamber works to build strength and resilience among its members and position Calgary as a magnet for talent, diversification, and opportunity. As an independent, non-profit, non-partisan organization founded and funded by our members, we build on our 131-year history to serve and advocate for businesses of all sizes, in all sectors, across the city.

Thank you,
Josh Pentland
Manager, Government Relations & Policy

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| | |
|--|-----------------------------|
| First name (required) | Ruhee |
| Last name (required) | Ismail-Teja |
| Are you speaking on behalf of a group or Community Association? (required) | Yes |
| What is the group that you represent? | Calgary Chamber of Commerce |
| What do you wish to do? (required) | Request to speak |

How do you wish to attend? **In-person**

You may bring a support person should you require language or translator services. Do you plan on bringing a support person? **No**

What meeting do you wish to attend or speak to? (required) **Council**

Date of meeting (required) **Sep 29, 2022**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters) **2023-2026 Service Plans & Budget**

Are you in favour or opposition of the issue? (required) **Neither**

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Hello,

On behalf of the Calgary Chamber of Commerce, the voice of Calgary's business community, I would like to speak to Council on the 2023-2026 Service Plans & Budget and the City's strategic direction. Please see our following document for further details: <https://www.calgarychamber.com/release-08022022>

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I have read and understand the above statement.

| | |
|--|------------------|
| First name (required) | Sheila |
| Last name (required) | Bannerman |
| Are you speaking on behalf of a group or Community Association? (required) | No |
| What is the group that you represent? | |
| What do you wish to do? (required) | Submit a comment |

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required) **Council**

Date of meeting (required) **Nov 8, 2022**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters) **9.3.1 Service Plan and Budget 2023-2026**

Are you in favour or opposition of the issue? (required) **Neither**

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I wish to support Contemporary Calgary in receiving regular funding in City budgets in recognition of the significance of the gallery as a world class institution that contributes to Calgary's reputation as a growing, energized, engaged and relevant economy and community. Contemporary Calgary presents a wide variety of media and events that represent and engage a widely divergent community of artists, residents, visitors, researchers and tourists. Contemporary Calgary provides an anchor at the western edge of the developing West Village, and is a vital part of the local, provincial, federal and international arts community. It is a safe space for conversations, reflection and involvement as we sort out where we fit and where we are going, and the gallery should be able to depend on ongoing, predictable and dependable funding from the City of Calgary. Thank you for considering my submission.



Rail for Alberta Society
railalberta@gmail.com
railalberta.com

November 6, 2022

Dear Mayor Gondek and Members of Council,

As our region grows and looks towards adding one million more neighbours by 2048, we must accelerate our efforts to build a transportation system that values efficiency, sustainability and people as we move forward in a changing world. Municipal budgets are a reflection of the values of a community and the 2023-26 budget is no exception.

The Calgary Transportation Plan states that we should "Enable public transit, walking and wheeling as the preferred mobility choices for more people" and we at Rail For Alberta feel that regional and intercity rail is a vital component of this goal. We specifically request:

1. A funded and actionable regional rail plan, developed in partnership with the Calgary Metropolitan Region Board municipalities and funded by the City and provincial and federal partners to act as the backbone for existing and future transit service in Calgary the Calgary Region.
2. The development and implementation of a "first mile/last mile" multimodal transport system structured around the urban rail network that includes bike storage, protected cycling and walking access.
3. A continued *increase* in the frequency of rail and bus service throughout the entire day to provide citizens with the flexibility and freedom to make transit their preferred mode of travel.

These requests align with our current transportation and development plans, and they will help ensure the success of these plans.

We can now clearly see the impacts our current reliance on personal vehicles have on the climate, socioeconomic inequities, and public health and safety, and remind you that electric vehicles - while a step forward in reducing tailpipe emissions - do not directly address any of these issues.

It is important that Council take the lead on planning and funding these initiatives in order to build a world-class transportation system for our world-class city. We would be more than happy to discuss in detail how the city can move towards a greener, safer, and more equitable future for everyone.

Sincerely,



Justin Simaluk
President
Rail for Alberta Society



Willem Klumpenhower
Vice President
Rail for Alberta Society

The Rail For Alberta Society was incorporated in 2020 to advocate for the establishment of efficient, sustainable passenger rail in Alberta.

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I have read and understand the above statement.

First name (required) Robert

Last name (required) Holgate

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 8, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Tax's

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

**It is time for the City to rein in spending and freeze the never ending tax increases. Previous councils have done this (tax freezes)
There are many places to cut or freeze never ending budget increases.
Many taxpayers are not getting 3.7% pay increases every year.**

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I have read and understand the above statement.

First name (required) **Katryna**

Last name (required) **Ells**

Are you speaking on behalf of a group or Community Association? (required) **No**

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Budget

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

The proposed budget for Calgary's is another kick to us, when so many of us are still down. Another increase in taxes over 4 years to 3.7 percent is NOT helping Calgarians achieve manageable month to month living in an already post pandemic inflation world. Our current mayor and council are supposed to be looking out for ALL Calgarians and all we have seen since day 1 is increases on taxes resulting in a loss/cancelling of projects and businesses in the city. I truly ask Mayor and Council to reconsider some of its spending and really spend some time with communities and it's people/ surveying Calgarians to truly see what our concerns are, and really listen to them, not just what they pick to fit there agenda. The gap between public and government can be seen all across Canada. Calgary wishes to be a trend setter in so many ways, than please take a look at how your truly spend tax payers dollars, and in some ways wastefully, and help your tax payers not have to keep living or barely living from pay cheque to pay cheque.

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I have read and understand the above statement.

| | |
|--|------------|
| First name (required) | Garrett |
| Last name (required) | Jubenville |
| Are you speaking on behalf of a group or Community Association? (required) | No |
| What is the group that you represent? | |

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Standing Policy Committee on Infrastructure and Planning

Date of meeting (required)

Nov 8, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Regular meeting of council

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Approaching \$4 to use public transit? I take the train from Sunalta, three stops into downtown. I'm paying \$1.33 per stop, while someone coming from the deep South pays the same rate? One way to attract people to downtown and inner city living is to offer public transit costs based on distance traveled, similar to other large cities. As these costs keep rising people are going to continue looking and seeking ways to circumnavigate the costs. IE not buying a ticket.

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I have read and understand the above statement.

First name (required) Timothy
Last name (required) De Freitas
Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 17, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

budget-specifically climate change expenditure

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

The proposed 42 million allotment for "mitigating climate change risks" is a waste of money. Please provide data to show how this \$42 million will change the climate. It is waste of money. If you could prove convincing argument, then people would be more supportive. But good luck with that.

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I have read and understand the above statement.

| | |
|--|---------|
| First name (required) | Jeff |
| Last name (required) | Maxwell |
| Are you speaking on behalf of a group or Community Association? (required) | No |
| What is the group that you represent? | |

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Proposed 4-year Budget

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Please provide transparency regarding:

- (1) Plans for the reinstatement of a medical response unit.. specifically: what is the anticipated timing of the City of Calgary reinstating 911 call/ dispatch and annual budget expenses for each year thru 2026?
- (2) Plans for Calgary's Biodiversity wildlife transportation corridors projects and associated budgets and timing
- (3) Plans for \$47 million utility access windfall reported in April 2022
- (4) In light of robust commodity prices and resulting windfall benefiting the Alberta provincial government, what additional financial support is expected from the provincial government to offset budget expenses that would otherwise fall on Calgary city taxpayers?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Standing Policy Committee on Infrastructure and Planning

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Budget

Are you in favour or opposition of the issue? (required)

Neither

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

City transit is practically useless. A 1 hour ride from Lower Mount Royal to Confederation Park does not compare to a 15 minute drive in good conditions. I lived car free in downtown Ottawa and Montreal for 15 years and never had a car. Now that I'm back in my hometown Calgary, I've purchased a car because the transit situation is unacceptable. I am now living in Bridgeland and would ask that the free fare zone be extended to stations just outside the core, including Sunnyside and Memorial-Riverside. This would give users better access to the core, connect downtown communities and make it worth the increase in property taxes. I'd also ask for better cycling infrastructure. The city has made leaps and bounds since I move away 15 years ago. I'm amazed at what 12 Ave SW looks like and would ask for wider pathways, better access to bridges and paving that takes the curb lane into account for a more efficient bike ride. thank you.

Please use this form to send your comments relating to an upcoming Council or Committee matter, or to request to speak on an upcoming public hearing item.

In accordance with sections 43 through 45 of [Procedure Bylaw 35M2017](#), the information provided may be included in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

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Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

I have read and understand the above statement.

First name (required) Debbie

Last name (required) Cunningham

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 10, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Pending Budget Talks

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

The itemized list appears to be more of a Wish List rather than a budget of reality. Many items would be nice to have. Arts Common Transformation is vague. What does that mean? There is other areas of the City of Calgary besides the Downtown. I have a hard time believing that council and Mayor is acting in the best interest of Calgarians. Everyone is hurting economically and another tax increase on top of last year is impossible. The vision of Council and Mayor is so different than Calgarians. I have issue with so many pieces of the budget, it is so hard to focus on one. Please stop and reconsider what the average Calgarian would need, hold the line with a 0 tax increase. Perhaps, next year things will have improved.

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ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

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I have read and understand the above statement.

First name (required) Pieter
Last name (required) van Lindenberg
Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

2023-2026 Service Plans and Budgets

Are you in favour or opposition of the issue? (required)

Neither

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

**We need a smaller and leaner City Operation. When having to choose between food on the table or high(er) taxes the choice is simple; Reduce the Operations and Services budget by 15% over the next 3 years based on current population numbers!
Thank you.**

Please use this form to send your comments relating to an upcoming Council or Committee matter, or to request to speak on an upcoming public hearing item.

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Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

I have read and understand the above statement.

First name (required) **Wayne**

Last name (required) **Sanders**

Are you speaking on behalf of a group or Community Association? (required) **No**

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 21, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here.](#))

(required - max 75 characters)

2023-2026 Service Plans and Budgets

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

These comments are specific to Service Budget Plans for Calgary Transit. data I'm using is from the 2022 Adjusted Budget report. If I'm reading the numbers correctly, the proposed operating budget for 2023 is a 2.63% reduction from 2022; this would require \$191,145 (in 000's) to achieve a 43.2% fare/expense ratio. Unfortunately, transit ridership has been publicly reported as 83% pre-pandemic levels {I wish to use 85% for calculation purposes} and not every rider pays full fare so I'm also using 85% pre-pandemic revenues (which was reported as \$188,623 (000's) in 2019). When combined, these percentages result in a \$54,865 (000's) deficit which is passed on to the Taxpayers. I humbly request council to stop the bleeding! How? I humbly submit that Transit Employees are poorly managed. This is mainly due to abuse of work trades between Operators which results in a lack of operators available to the Employer. If this seems unbelievable, please take a look at a wage break down identifying regular/overtime/double time amounts. Why is the City contributing to the pension of an employee NOT doing the work? A second source of reducing expenses would be to change the distribution of costs shared by the Employer and Employees; re-examine MEBAC! Currently, the City pays about 92% of health Benefits EXCEPT for on labour group that does not participate in MEBAC and with that group the City pays 70% at the most. If MEBAC participants made up that extra 22% that would result in a reduction of expenses of \$22M PER YEAR!

2022 Adjustments Capital and Operating Schedule

CAPITAL BUDGET CONTINUITY SCHEDULE - FOR INFORMATION
(By Citizen Priority and Service)
(\$000s)

The 2022 Adjustments to the One Calgary 2018-2022 Service Plans and Budgets went to Council on 2021 November 8. Please click here to access the [Council minutes](#). This document is an updated version of [REVISED Attachment 10 - Operating Budget Continuity Schedule C2021-1436](#) and [REVISED Attachment 11 - Capital Budget Continuity Schedule C2021-1436](#) that incorporates Council's decisions.

Purpose: To provide a summary of capital adjustments to maintain continuity and transparency of the capital budget.

| Citizen Priority/Service | As at 2021 June 30 (PFC2021-1215) ¹ | | | | | Total Adjustments ¹ | | | | | Approved Revised Budget ¹ | | | | | Total 2021-2025+ Revised Budget |
|--|--|----------------|----------------|----------------|------------------|--------------------------------|--|-----------------------------|-----------------------------|------------------------------|--------------------------------------|----------------|----------------|----------------|------------------|---------------------------------|
| | 2021 | 2022 | 2023 | 2024 | 2025+ | 2021 Adjustments (Att 8, 9) | 2022 Adjustments ⁴ (Att 8, 9) | 2023 Adjustments (Att 8, 9) | 2024 Adjustments (Att 8, 9) | 2025+ Adjustments (Att 8, 9) | 2021 | 2022 | 2023 | 2024 | 2025+ | |
| A Prosperous City | | | | | | | | | | | | | | | | |
| Affordable Housing | 72,389 | 56,870 | 28,880 | 32,210 | - | - | (20,732) | (9,493) | (21,704) | 56,229 | 72,389 | 36,138 | 19,397 | 10,506 | 56,229 | 194,649 |
| Arts & Culture | 6,144 | 9,430 | 5,273 | 4,756 | - | 2,760 | (7,500) | 7,500 | - | - | 8,904 | 1,930 | 12,773 | 4,756 | - | 28,363 |
| Business Licensing | 647 | 50 | - | - | - | - | - | - | - | - | 647 | 50 | - | - | - | 697 |
| Community Strategies | - | - | - | - | - | - | 1,000 | - | - | - | - | 1,000 | - | - | - | 1,000 |
| Economic Development & Tourism | 67,856 | 101,541 | 108,638 | 75,800 | - | - | (42,049) | 34,200 | 13,000 | - | 67,856 | 59,492 | 142,838 | 88,800 | - | 358,986 |
| Land Development & Sales | 51,523 | 26,984 | 20,409 | 71,250 | 80,250 | - | (6,100) | 76,100 | (25,000) | (35,000) | 51,523 | 20,884 | 96,509 | 46,250 | 45,250 | 280,417 |
| Library Services | 4,254 | 3,102 | - | - | - | - | - | - | - | - | 4,254 | 3,102 | - | - | - | 7,357 |
| Social Programs ³ | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL - A Prosperous City | 202,814 | 197,978 | 163,200 | 184,016 | 80,250 | 2,760 | (75,381) | 108,307 | (33,704) | 21,229 | 205,574 | 122,597 | 271,507 | 150,312 | 101,479 | 851,488 |
| A City of Safe & Inspiring Neighbourhoods | | | | | | | | | | | | | | | | |
| Building Safety | 3,227 | 4,000 | 11,195 | - | - | - | - | - | - | - | 3,227 | 4,000 | 11,195 | - | - | 18,422 |
| Bylaw Education & Compliance | 449 | 205 | - | - | - | - | - | - | - | - | 449 | 205 | - | - | - | 654 |
| Calgary 9-1-1 | 5,111 | 3,000 | - | - | - | - | - | - | - | - | 5,111 | 3,000 | - | - | - | 8,111 |
| City Cemeteries | 2,341 | 4,468 | - | - | - | - | 2,000 | - | - | - | 2,341 | 4,468 | - | - | - | 8,809 |
| City Planning & Policy | 16,021 | 18,963 | - | - | - | - | 8,400 | 18,600 | 26,000 | - | 16,021 | 27,363 | 18,600 | 26,000 | - | 87,984 |
| Development Approvals | 6,852 | 2,630 | 3,790 | - | - | - | (2,000) | 2,000 | - | - | 6,852 | 630 | 5,790 | - | - | 13,272 |
| Emergency Management & Business Continuity | 5,131 | 1,410 | - | - | - | - | 265 | 285 | - | - | 5,131 | 1,675 | 285 | - | - | 7,091 |
| Fire & Emergency Response | 49,844 | 50,282 | 26,808 | 3,500 | 3,000 | - | (32,745) | 7,500 | 27,245 | 3,000 | 49,844 | 17,537 | 34,308 | 30,745 | 6,000 | 138,434 |
| Fire Inspection & Enforcement ³ | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Fire Safety Education ³ | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Neighbourhood Support ³ | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Pet Ownership & Licensing | 428 | 175 | - | - | - | - | - | - | - | - | 428 | 175 | - | - | - | 602 |
| Police Services | 69,727 | 14,817 | - | - | - | 2,500 | - | - | - | - | 72,227 | 14,817 | - | - | - | 87,044 |
| TOTAL - A City of Safe & Inspiring Neighbourhoods | 158,130 | 98,950 | 41,793 | 3,500 | 3,000 | 2,500 | (24,080) | 28,385 | 53,245 | 3,000 | 161,630 | 75,870 | 70,178 | 56,745 | 6,000 | 370,423 |
| A City That Moves | | | | | | | | | | | | | | | | |
| Parking | 92,201 | 9,800 | - | - | - | - | - | - | - | - | 92,201 | 9,800 | - | - | - | 102,001 |
| Public Transit | 572,840 | 371,893 | 481,660 | 845,975 | 2,916,276 | (2,760) | (97,334) | (167,520) | (663,234) | 928,638 | 570,080 | 274,559 | 314,140 | 182,741 | 3,844,914 | 5,186,434 |
| Sidewalks & Pathways | 63,830 | 44,916 | 10,604 | 372 | - | (3,482) | (8,061) | 9,382 | 3,889 | 294 | 60,346 | 36,855 | 19,986 | 4,061 | 294 | 121,544 |
| Specialized Transit | 2,664 | 90 | - | - | - | - | - | - | - | - | 2,664 | 90 | - | - | - | 2,754 |
| Streets | 338,221 | 175,106 | 19,630 | 1,200 | - | (979) | (40,374) | 32,753 | 30,371 | - | 337,242 | 134,732 | 52,383 | 31,571 | - | 555,928 |
| Taxi, Limousine & Vehicles-for-Hire | 723 | 230 | - | - | - | - | - | - | - | - | 723 | 230 | - | - | - | 953 |
| TOTAL - A City That Moves | 1,070,478 | 602,035 | 511,894 | 847,547 | 2,916,276 | (7,221) | (145,789) | (125,386) | (628,174) | 928,932 | 1,063,257 | 456,286 | 386,509 | 218,373 | 3,845,208 | 5,989,813 |
| A Healthy & Green City | | | | | | | | | | | | | | | | |
| Environmental Management | 531 | 245 | - | - | - | - | 600 | - | - | - | 531 | 845 | - | - | - | 1,376 |
| Parks & Open Spaces | 48,225 | 25,083 | 31,689 | - | - | - | 27,900 | - | 10,000 | 18,900 | 48,225 | 52,983 | 31,689 | 10,000 | 18,900 | 161,797 |
| Recreation Opportunities | 66,749 | 74,835 | 42,610 | 57,200 | 92,800 | 1,375 | (9,692) | 12,475 | - | - | 68,124 | 65,143 | 55,085 | 57,200 | 92,800 | 339,352 |
| Stormwater Management | 160,366 | 63,677 | 8,241 | - | - | - | - | - | - | - | 160,366 | 63,677 | 8,241 | - | - | 232,284 |
| Urban Forestry | 5,629 | 6,743 | - | - | - | - | - | - | - | - | 5,629 | 6,743 | - | - | - | 12,372 |
| Waste & Recycling | 43,607 | 32,826 | - | - | - | (235) | (448) | - | - | - | 43,372 | 32,378 | - | - | - | 75,750 |

| Citizen Priority/Service | As at 2021 June 30 (PFC2021-1215) ¹ | | | | | Total Adjustments ¹ | | | | | Approved Revised Budget ¹ | | | | | Total 2021-2025+ Revised Budget |
|---|--|------------------|----------------|------------------|------------------|--------------------------------|--|-----------------------------|-----------------------------|------------------------------|--------------------------------------|------------------|----------------|----------------|------------------|---------------------------------|
| | 2021 | 2022 | 2023 | 2024 | 2025+ | 2021 Adjustments (Att 8, 9) | 2022 Adjustments ⁴ (Att 8, 9) | 2023 Adjustments (Att 8, 9) | 2024 Adjustments (Att 8, 9) | 2025+ Adjustments (Att 8, 9) | 2021 | 2022 | 2023 | 2024 | 2025+ | |
| Wastewater Collection & Treatment | 238,091 | 123,143 | 39,441 | 11,203 | 5,000 | - | - | - | - | - | 238,091 | 123,143 | 39,441 | 11,203 | 5,000 | 416,878 |
| Water Treatment & Supply | 153,666 | 117,370 | 38,861 | - | - | (5,117) | - | - | - | - | 148,549 | 117,370 | 38,861 | - | - | 304,779 |
| TOTAL - A Healthy & Green City | 716,864 | 443,922 | 180,842 | 68,403 | 97,800 | (3,977) | 18,360 | 12,475 | 10,000 | 18,900 | 712,887 | 462,282 | 173,317 | 78,403 | 116,700 | 1,543,588 |
| A Well-Run City | | | | | | | | | | | | | | | | |
| Appeals & Tribunals | 5 | - | - | - | - | - | - | - | - | - | 5 | - | - | - | - | 5 |
| Citizen Engagement & Insights | 408 | 143 | - | - | - | - | - | - | - | - | 408 | 143 | - | - | - | 551 |
| Citizen Information & Services | 4,058 | 2,330 | - | - | - | - | - | - | - | - | 4,058 | 2,330 | - | - | - | 6,388 |
| City Auditor's Office ³ | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Corporate Governance ³ | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Corporate Security | 4,322 | 3,519 | - | - | - | - | - | - | - | - | 4,322 | 3,519 | - | - | - | 7,841 |
| Council & Committee Support ³ | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Data Analytics & Information Access | 3,667 | 2,556 | 203 | - | - | - | 203 | (203) | - | - | 3,667 | 2,759 | - | - | - | 6,425 |
| Executive Leadership ³ | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Facility Management | 82,322 | 60,585 | 24,900 | - | - | - | (22,750) | 10,250 | 13,950 | - | 82,322 | 37,835 | 35,150 | 13,950 | - | 169,257 |
| Financial Support | 1,437 | 280 | - | - | - | - | - | - | - | - | 1,437 | 280 | - | - | - | 1,717 |
| Fleet Management | 89,899 | 38,700 | 25,385 | - | - | - | 3,650 | - | - | - | 89,899 | 42,350 | 25,385 | - | - | 157,634 |
| Human Resources Support | 464 | - | - | - | - | - | - | - | - | - | 464 | - | - | - | - | 464 |
| Infrastructure Support | 12,394 | 2,527 | - | - | - | 200 | (277) | 277 | - | - | 12,594 | 2,250 | 277 | - | - | 15,121 |
| Insurance & Claims | 12 | - | - | - | - | - | - | - | - | - | 12 | - | - | - | - | 12 |
| IT Solutions & Support | 46,592 | 31,261 | - | - | - | - | (1,600) | 3,000 | - | - | 46,592 | 29,661 | 3,000 | - | - | 79,253 |
| Legal Counsel & Advocacy | 262 | 195 | - | - | - | - | - | - | - | - | 262 | 195 | - | - | - | 456 |
| Mayor & Council | 27 | - | - | - | - | - | - | - | - | - | 27 | - | - | - | - | 27 |
| Municipal Elections | 2,141 | - | - | - | - | - | - | - | - | - | 2,141 | - | - | - | - | 2,141 |
| Organizational Health, Safety & Wellness | 264 | 105 | - | - | - | - | - | - | - | - | 264 | 105 | - | - | - | 369 |
| Procurement & Warehousing | 4,757 | 459 | - | - | - | - | - | - | - | - | 4,757 | 459 | - | - | - | 5,216 |
| Property Assessment | 5,930 | 5,600 | - | - | - | - | (4,328) | 2,965 | 1,363 | - | 5,930 | 1,272 | 2,965 | 1,363 | - | 11,530 |
| Real Estate | 31,899 | 5,438 | - | - | - | - | 1,525 | 18,975 | - | - | 31,899 | 6,963 | 18,975 | - | - | 57,836 |
| Records Management, Access & Privacy | 1,515 | 500 | - | - | - | - | - | - | - | - | 1,515 | 500 | - | - | - | 2,014 |
| Strategic Marketing & Communications | 249 | 4 | - | - | - | - | - | - | - | - | 249 | 4 | - | - | - | 253 |
| Taxation | 1,051 | 550 | - | - | - | - | - | - | - | - | 1,051 | 550 | - | - | - | 1,601 |
| TOTAL - A Well-Run City | 293,672 | 154,750 | 50,488 | - | - | 200 | (23,577) | 35,264 | 15,313 | - | 293,672 | 131,173 | 85,752 | 15,313 | - | 526,111 |
| CORPORATE CAPITAL PROGRAMS | 7,844 | - | - | - | - | (5,853) | (1,951) | - | - | - | 1,991 | (1,951) | - | - | - | 40 |
| TOTAL CITY² | 2,450,801 | 1,498,635 | 928,217 | 1,103,466 | 3,097,326 | (11,591) | (252,398) | 59,046 | (584,320) | 972,061 | 2,439,210 | 1,246,237 | 987,263 | 519,146 | 4,088,387 | 9,261,242 |

- Notes:
1. Figures may not add due to rounding.
 2. Excludes confidential budget remaining from previously approved reports (\$96.482 million), which will be allocated to services as confidentiality is lifted.
 3. All 61 services are included for completeness.
 4. Includes the Council proposed new investments approved on November 24, 2021.

**Operating Budget Continuity Schedule
By Citizen Priority and Service
(\$000s)**

Purpose: To provide a summary of operating adjustments to maintain continuity and for transparency of the changes to the operating budget.

| | Approved 2018 Budget (2018 December 31 PFC2018-0390) ¹ | Approved 2019 Budget (2019 December 31 PFC2020-0607) ¹ | Approved 2020 Budget (2020 December 31 PFC2021-0571) ¹ | Approved 2021 Budget (2021 June 30 PFC2021-1215) ¹ | Approved 2022 Budget (2021 June 30 PFC2021-1215) ¹ | Operating Adjustments (Att 2) ¹ | Council New Investments | Other Operating Adjustments (Att 13, 14) ¹ | 2022 Approved Adjusted Budget ¹ |
|--|---|---|---|---|---|--|----------------------------|---|---|
| A PROSPEROUS CITY | | | | | | | | | |
| Affordable Housing | | | | | | | | | |
| Expenditures | 18,075 | 21,270 | 21,104 | 22,667 | 20,802 | - | 2,400 | 2,900 | 26,102 |
| Recoveries | - | - | (187) | (187) | (187) | - | - | - | (187) |
| Revenues | (9,836) | (8,452) | (8,249) | (8,498) | (7,501) | - | - | (2,700) | (10,201) |
| Net budget | 8,239 | 12,818 | 12,669 | 13,881 | 13,114 | - | 2,400 | 200 | 15,714 |
| Arts & Culture | | | | | | | | | |
| Expenditures | 17,735 | 24,407 | 26,231 | 27,563 | 29,118 | (350) | 3,200 | - | 31,968 |
| Recoveries | (710) | (710) | (864) | (864) | (864) | - | - | - | (864) |
| Revenues | (1,169) | (1,869) | (1,889) | (1,889) | (1,689) | - | - | - | (1,689) |
| Net budget | 15,856 | 22,028 | 23,698 | 25,030 | 26,585 | (350) | - | - | 29,435 |
| Business Licensing | | | | | | | | | |
| Expenditures | 11,356 | 11,517 | 10,757 | 10,827 | 10,885 | - | - | - | 10,885 |
| Recoveries | (2,105) | (2,944) | (2,990) | (2,879) | (2,850) | - | - | - | (2,950) |
| Revenues | (9,250) | (8,574) | (7,788) | (7,748) | (7,935) | - | - | - | (7,935) |
| Net budget | - | - | - | - | - | - | - | - | - |
| Community Strategies | | | | | | | | | |
| Expenditures | 10,788 | 3,553 | 3,640 | 5,786 | 6,010 | 2,428 | 8,000 | - | 16,438 |
| Recoveries | (747) | (744) | (744) | (744) | (744) | - | - | - | (744) |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 10,041 | 2,809 | 2,897 | 5,042 | 5,267 | 2,428 | 8,000 | - | 15,695 |
| Economic Development & Tourism | | | | | | | | | |
| Expenditures | 32,339 | 35,515 | 36,460 | 38,058 | 40,527 | 1,272 | - | 1,140 | 42,939 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 32,339 | 35,515 | 36,460 | 38,058 | 40,527 | 1,272 | - | 1,140 | 42,939 |
| Land Development & Sales | | | | | | | | | |
| Expenditures | 47,287 | 61,586 | 62,571 | 63,991 | 66,566 | - | - | - | 66,566 |
| Recoveries | (5,487) | (7,782) | (7,782) | (8,271) | (8,271) | - | - | - | (8,271) |
| Revenues | (41,358) | (43,362) | (44,392) | (45,321) | (47,896) | - | - | - | (47,896) |
| Net budget | 442 | 442 | 397 | 400 | 400 | - | - | - | 400 |
| Library Services | | | | | | | | | |
| Expenditures | 54,098 | 52,828 | 53,893 | 53,994 | 54,244 | - | - | - | 54,244 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 54,098 | 52,828 | 53,893 | 53,994 | 54,244 | - | - | - | 54,244 |
| Social Programs | | | | | | | | | |
| Expenditures | 65,031 | 65,829 | 65,116 | 72,446 | 63,580 | - | - | (445) | 63,115 |
| Recoveries | (3,347) | (2,971) | (2,971) | (2,971) | (2,971) | - | - | - | (2,971) |
| Revenues | (33,911) | (34,042) | (33,854) | (33,924) | (33,924) | - | - | 2,895 | (31,029) |
| Net budget | 27,773 | 28,816 | 28,291 | 35,550 | 26,685 | - | - | 2,450 | 29,115 |
| TOTAL - A PROSPEROUS CITY | | | | | | | | | |
| Expenditures | 256,708 | 286,505 | 289,573 | 285,028 | 281,712 | 3,350 | 13,500 | 3,595 | 302,257 |
| Recoveries | (12,397) | (15,150) | (15,538) | (15,916) | (15,987) | - | - | - | (15,987) |
| Revenues | (96,524) | (96,998) | (95,931) | (97,160) | (98,925) | - | - | 195 | (98,730) |
| Net budget | 148,788 | 155,257 | 158,104 | 171,954 | 166,801 | 3,350 | 13,500 | 3,790 | 187,541 |
| A CITY OF SAFE & INSPIRING NEIGHBOURHOODS | | | | | | | | | |
| Building Safety | | | | | | | | | |
| Expenditures | 40,489 | 79,865 | 81,394 | 39,443 | 38,428 | 3,250 | - | 2,181 | 43,859 |
| Recoveries | (2,731) | (2,472) | (2,472) | (2,472) | (2,472) | - | - | (16) | (2,488) |
| Revenues | (37,738) | (76,818) | (76,296) | (34,798) | (35,956) | - | - | (1,975) | (37,931) |
| Net budget | - | 375 | 2,626 | 2,175 | - | 3,250 | - | 190 | 3,440 |

| | Approved 2018 Budget (2018 December 31 PFC2019-0390) ¹ | Approved 2019 Budget (2019 December 31 PFC2020-0807) ¹ | Approved 2020 Budget (2020 December 31 PFC2021-0571) ¹ | Approved 2021 Budget (2021 June 30 PFC2021-1215) ¹ | Approved 2022 Budget (2021 June 30 PFC2021-1215) ¹ | Operating Adjustments (Att 2) ¹ | Council New Investments | Other Operating Adjustments (Att 13, 14) ¹ | 2022 Approved Adjusted Budget ¹ |
|---|---|---|---|---|---|--|----------------------------|---|---|
| Bylaw Education & Compliance | | | | | | | | | |
| Expenditures | 10,409 | 11,148 | 11,757 | 13,088 | 12,126 | (115) | - | 785 | 12,796 |
| Recoveries | (684) | (790) | (1,250) | (1,770) | (1,770) | - | - | - | (1,770) |
| Revenues | (577) | (435) | (435) | (485) | (485) | - | - | - | (485) |
| Net budget | 9,148 | 9,922 | 10,072 | 10,833 | 9,870 | (115) | - | 785 | 10,540 |
| Calgary 9-1-1 | | | | | | | | | |
| Expenditures | 46,102 | 47,917 | 47,708 | 42,380 | 42,295 | - | - | 3,230 | 45,525 |
| Recoveries | (414) | (715) | (715) | (995) | (995) | - | - | - | (995) |
| Revenues | (12,012) | (13,812) | (13,812) | (8,259) | (8,259) | - | - | (2,850) | (11,109) |
| Net budget | 33,676 | 33,390 | 33,181 | 33,126 | 33,040 | - | - | 380 | 33,420 |
| City Cemeteries | | | | | | | | | |
| Expenditures | 8,545 | 8,623 | 8,675 | 8,632 | 8,632 | - | - | - | 8,632 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | (7,218) | (7,331) | (7,358) | (7,358) | (7,358) | - | - | - | (7,358) |
| Net budget | 1,326 | 1,292 | 1,318 | 1,274 | 1,275 | - | - | - | 1,275 |
| City Planning & Policy | | | | | | | | | |
| Expenditures | 25,528 | 22,752 | 25,568 | 30,693 | 87,951 | 860 | 54,950 | 5,300 | 149,061 |
| Recoveries | (1,848) | (357) | (318) | (318) | (318) | - | - | (871) | (988) |
| Revenues | (2,775) | (2,592) | (2,913) | (2,705) | (2,676) | - | - | - | (2,676) |
| Net budget | 20,905 | 19,803 | 22,337 | 27,671 | 84,957 | 860 | 54,950 | 4,629 | 145,396 |
| Development Approvals | | | | | | | | | |
| Expenditures | 40,644 | 41,276 | 38,847 | 40,886 | 41,892 | - | - | 1,616 | 43,508 |
| Recoveries | (882) | (161) | (161) | (161) | (161) | - | - | (102) | (283) |
| Revenues | (38,921) | (41,115) | (38,686) | (40,725) | (41,731) | - | - | (1,514) | (43,245) |
| Net budget | 1,040 | - | - | - | - | - | - | - | (0) |
| Emergency Management & Business Continuity | | | | | | | | | |
| Expenditures | 5,176 | 4,965 | 4,926 | 4,809 | 4,810 | - | - | - | 4,810 |
| Recoveries | - | - | (85) | (85) | (85) | - | - | - | (85) |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 5,176 | 4,965 | 4,841 | 4,724 | 4,725 | - | - | - | 4,725 |
| Fire & Emergency Response | | | | | | | | | |
| Expenditures | 234,002 | 220,483 | 225,280 | 227,658 | 227,995 | 3,042 | 10,000 | - | 241,037 |
| Recoveries | (1,410) | (780) | (780) | (1,705) | (1,705) | - | - | - | (1,705) |
| Revenues | (6,227) | (3,628) | (3,628) | (3,363) | (3,363) | - | - | - | (3,363) |
| Net budget | 226,365 | 216,075 | 220,871 | 222,590 | 222,927 | 3,042 | 10,000 | - | 235,969 |
| Fire Inspection & Enforcement | | | | | | | | | |
| Expenditures | 9,551 | 9,588 | 9,905 | 10,037 | 9,983 | - | - | (60) | 9,923 |
| Recoveries | (63) | (63) | (63) | (63) | (63) | - | - | - | (63) |
| Revenues | (2,803) | (2,881) | (3,041) | (3,041) | (3,201) | - | - | 160 | (3,041) |
| Net budget | 6,685 | 6,624 | 6,801 | 6,934 | 6,719 | - | - | 100 | 6,819 |
| Fire Safety Education | | | | | | | | | |
| Expenditures | 1,295 | 1,259 | 1,180 | 1,176 | 1,179 | - | - | - | 1,179 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | (6) | - | - | - | - | - | - | - | - |
| Net budget | 1,288 | 1,259 | 1,180 | 1,176 | 1,179 | - | - | - | 1,179 |
| Neighbourhood Support | | | | | | | | | |
| Expenditures | 10,328 | 9,490 | 9,305 | 9,248 | 9,248 | - | - | - | 9,248 |
| Recoveries | (3,498) | (3,001) | (3,001) | (3,001) | (3,001) | - | - | - | (3,001) |
| Revenues | - | - | (75) | - | - | - | - | - | - |
| Net budget | 6,830 | 6,489 | 6,229 | 6,247 | 6,247 | - | - | - | 6,247 |
| Pet Ownership & Licensing | | | | | | | | | |
| Expenditures | 9,936 | 9,576 | 9,979 | 10,405 | 10,083 | - | - | 256 | 10,339 |
| Recoveries | - | - | - | (50) | (50) | - | - | - | (50) |
| Revenues | (5,428) | (5,570) | (5,670) | (5,887) | (5,704) | - | - | - | (5,704) |
| Net budget | 4,508 | 4,006 | 4,309 | 4,688 | 4,328 | - | - | 256 | 4,584 |

| | Approved 2018 Budget (2018 December 31 PFC2019-0390) ¹ | Approved 2019 Budget (2019 December 31 PFC2020-0607) ¹ | Approved 2020 Budget (2020 December 31 PFC2021-0571) ¹ | Approved 2021 Budget (2021 June 30 PFC2021-1215) ¹ | Approved 2022 Budget (2021 June 30 PFC2021-1215) ¹ | Operating Adjustments (Att 2) ¹ | Council New Investments | Other Operating Adjustments (Att 13, 14) ¹ | 2022 Approved Adjusted Budget ¹ |
|--|---|---|---|---|---|--|----------------------------|---|---|
| Police Services | | | | | | | | | |
| Expenditures | 512,488 | 508,471 | 517,570 | 518,673 | 518,856 | 6,080 | - | 9,700 | 534,636 |
| Recoveries | (2,600) | (2,600) | (2,600) | (2,600) | (2,600) | - | - | - | (2,600) |
| Revenues | (108,816) | (111,618) | (100,618) | (100,618) | (100,618) | - | - | (9,700) | (110,318) |
| Net budget | 401,072 | 394,253 | 414,352 | 415,455 | 415,638 | 6,080 | - | - | 421,718 |
| TOTAL - A CITY OF SAFE & INSPIRING | | | | | | | | | |
| Expenditures | 964,473 | 975,193 | 992,084 | 957,129 | 1,013,477 | 13,117 | 64,950 | 23,008 | 1,114,552 |
| Recoveries | (13,930) | (10,939) | (11,445) | (13,221) | (13,221) | - | - | (789) | (14,010) |
| Revenues | (222,525) | (265,801) | (252,533) | (207,036) | (209,381) | - | - | (15,879) | (225,230) |
| Net budget | 718,018 | 698,453 | 728,117 | 736,871 | 790,905 | 13,117 | 64,950 | 6,340 | 875,312 |
| A CITY THAT MOVES | | | | | | | | | |
| Parking | | | | | | | | | |
| Expenditures | 2,938 | 2,966 | 2,974 | 2,976 | 2,978 | - | - | - | 2,978 |
| Recoveries | (612) | (1,362) | (1,362) | (1,362) | (1,362) | - | - | - | (1,362) |
| Revenues | (940) | (190) | (1,605) | (1,605) | (1,605) | - | - | - | (1,605) |
| Net budget | 1,386 | 1,414 | 7 | 9 | 11 | - | - | - | 11 |
| Public Transit | | | | | | | | | |
| Expenditures | 427,815 | 436,863 | 444,243 | 447,934 | 453,996 | - | 1,250 | (845) | 454,401 |
| Recoveries | (16,355) | (12,733) | (12,822) | (12,825) | (12,825) | - | - | 845 | (11,980) |
| Revenues | (188,536) | (188,623) | (188,674) | (189,868) | (193,687) | - | - | - | (193,687) |
| Net budget | 222,924 | 235,508 | 241,747 | 245,242 | 247,485 | - | 1,250 | - | 248,735 |
| Sidewalks & Pathways | | | | | | | | | |
| Expenditures | 43,935 | 44,848 | 61,403 | 54,227 | 53,683 | - | 7,250 | 2,600 | 63,533 |
| Recoveries | (5,076) | (5,939) | (6,574) | (6,578) | (6,578) | - | - | - | (6,578) |
| Revenues | (3,902) | (3,502) | (3,599) | (2,900) | (2,949) | - | - | - | (2,949) |
| Net budget | 34,957 | 35,407 | 51,230 | 44,749 | 44,156 | - | 7,250 | 2,600 | 54,006 |
| Specialized Transit | | | | | | | | | |
| Expenditures | 43,269 | 41,772 | 43,553 | 44,466 | 46,143 | - | - | - | 46,143 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | (2,043) | (2,319) | (2,395) | (2,671) | (2,947) | - | - | - | (2,947) |
| Net budget | 41,226 | 39,453 | 41,158 | 41,795 | 43,196 | - | - | - | 43,196 |
| Streets | | | | | | | | | |
| Expenditures | 199,870 | 201,615 | 206,330 | 206,151 | 208,372 | (280) | 9,200 | 625 | 217,917 |
| Recoveries | (41,384) | (45,499) | (45,640) | (46,275) | (46,275) | - | - | - | (46,275) |
| Revenues | (28,422) | (30,921) | (31,501) | (26,902) | (27,417) | - | - | 785 | (26,632) |
| Net budget | 130,063 | 125,195 | 129,190 | 132,974 | 134,680 | (280) | 9,200 | 1,410 | 145,010 |
| Taxi, Limousine & Vehicles-for-Hire | | | | | | | | | |
| Expenditures | 4,486 | 4,576 | 4,671 | 4,812 | 4,547 | - | - | - | 4,547 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | (4,486) | (4,393) | (4,503) | (4,462) | (4,547) | - | - | - | (4,547) |
| Net budget | - | 183 | 167 | 350 | - | - | - | - | - |
| TOTAL - A CITY THAT MOVES | | | | | | | | | |
| Expenditures | 722,313 | 732,640 | 763,175 | 760,568 | 788,719 | (280) | 17,700 | 2,380 | 788,519 |
| Recoveries | (63,428) | (65,534) | (66,398) | (67,040) | (67,040) | - | - | 845 | (66,195) |
| Revenues | (228,328) | (229,848) | (233,277) | (228,408) | (233,152) | - | - | 785 | (232,367) |
| Net budget | 430,556 | 437,159 | 463,499 | 465,119 | 469,527 | (280) | 17,700 | 4,010 | 490,957 |
| A HEALTHY & GREEN CITY | | | | | | | | | |
| Environmental Management | | | | | | | | | |
| Expenditures | 7,831 | 7,509 | 8,124 | 8,348 | 8,429 | - | 3,550 | 365 | 12,344 |
| Recoveries | (2,172) | (1,948) | (2,138) | (1,624) | (1,625) | - | - | - | (1,625) |
| Revenues | (324) | (324) | (108) | (108) | (108) | - | - | - | (108) |
| Net budget | 5,336 | 5,337 | 5,879 | 6,615 | 6,696 | - | 3,550 | 365 | 10,611 |
| Parks & Open Spaces | | | | | | | | | |
| Expenditures | 75,295 | 76,018 | 77,287 | 77,832 | 77,953 | 2,060 | 800 | 1,350 | 82,163 |
| Recoveries | (2,970) | (3,009) | (4,352) | (4,352) | (4,352) | - | - | (1,000) | (5,352) |
| Revenues | (3,819) | (3,735) | (4,528) | (4,564) | (4,597) | - | - | - | (4,597) |
| Net budget | 68,506 | 69,274 | 68,407 | 68,916 | 69,004 | 2,060 | 800 | 350 | 72,214 |

| | Approved 2018 Budget (2018 December 31 PFC2019-0390) ¹ | Approved 2019 Budget (2019 December 31 PFC2020-0607) ¹ | Approved 2020 Budget (2020 December 31 PFC2021-0571) ¹ | Approved 2021 Budget (2021 June 30 PFC2021-1215) ¹ | Approved 2022 Budget (2021 June 30 PFC2021-1215) ¹ | Operating Adjustments (Att 2) ¹ | Council New Investments | Other Operating Adjustments (Att 13, 14) ¹ | 2022 Approved Adjusted Budget ¹ |
|--|---|---|---|---|---|--|----------------------------|---|---|
| Recreation Opportunities | | | | | | | | | |
| Expenditures | 104,422 | 93,178 | 89,350 | 79,472 | 78,240 | (97) | - | 250 | 78,393 |
| Recoveries | (3,203) | (2,294) | (2,294) | (2,944) | (2,938) | - | - | - | (2,938) |
| Revenues | (46,619) | (45,931) | (45,931) | (43,818) | (43,343) | (50) | - | - | (43,393) |
| Net budget | 54,599 | 44,953 | 41,125 | 32,711 | 31,959 | (147) | - | 250 | 32,062 |
| Stormwater Management | | | | | | | | | |
| Expenditures | 76,050 | 77,158 | 78,497 | 84,287 | 86,925 | - | - | 377 | 87,302 |
| Recoveries | (3,487) | (3,487) | (3,487) | (3,487) | (3,487) | - | - | - | (3,487) |
| Revenues | (72,563) | (73,671) | (75,011) | (60,800) | (63,438) | - | - | (377) | (63,815) |
| Net budget | - | - | - | - | - | - | - | - | - |
| Urban Forestry | | | | | | | | | |
| Expenditures | 14,735 | 13,195 | 14,531 | 15,033 | 15,537 | - | 1,200 | 725 | 17,462 |
| Recoveries | (169) | (130) | - | - | - | - | - | - | - |
| Revenues | - | - | (883) | (883) | (883) | - | - | (725) | (1,608) |
| Net budget | 14,566 | 13,065 | 13,648 | 14,150 | 14,654 | - | 1,200 | - | 15,854 |
| Waste & Recycling | | | | | | | | | |
| Expenditures | 171,414 | 172,042 | 168,798 | 163,771 | 165,889 | (3,266) | - | - | 162,623 |
| Recoveries | (15,130) | (15,405) | (14,217) | (14,234) | (14,252) | - | - | - | (15,313) |
| Revenues | (111,684) | (136,715) | (135,820) | (135,136) | (137,616) | (2,173) | - | - | (139,789) |
| Net budget | 44,600 | 19,922 | 18,762 | 14,401 | 14,021 | (6,500) | - | - | 7,521 |
| Wastewater Collection & Treatment | | | | | | | | | |
| Expenditures | 375,056 | 408,889 | 434,072 | 482,352 | 495,200 | - | - | 21,257 | 516,457 |
| Recoveries | (10,057) | (10,057) | (10,057) | (10,057) | (10,057) | - | - | - | (10,057) |
| Revenues | (365,479) | (396,832) | (424,015) | (472,295) | (485,143) | - | - | (21,257) | (506,400) |
| Net budget | (480) | - | - | - | - | - | - | - | - |
| Water Treatment & Supply | | | | | | | | | |
| Expenditures | 320,276 | 330,675 | 319,073 | 316,445 | 315,935 | - | - | 10,081 | 326,016 |
| Recoveries | (10,304) | (10,304) | (10,304) | (10,304) | (10,304) | - | - | - | (10,304) |
| Revenues | (309,972) | (320,371) | (308,769) | (305,141) | (305,631) | - | - | (10,081) | (315,712) |
| Net budget | - | - | - | - | - | - | - | - | - |
| TOTAL - A HEALTHY & GREEN CITY | | | | | | | | | |
| Expenditures | 1,145,078 | 1,178,662 | 1,189,733 | 1,227,541 | 1,244,109 | (1,303) | 5,550 | 34,405 | 1,282,761 |
| Recoveries | (47,492) | (46,534) | (46,848) | (47,002) | (47,014) | (1,061) | - | (1,000) | (49,075) |
| Revenues | (910,489) | (979,578) | (995,065) | (1,043,745) | (1,080,760) | (2,223) | - | (32,440) | (1,095,423) |
| Net budget | 187,128 | 152,550 | 147,820 | 136,793 | 136,335 | (4,587) | 5,550 | 965 | 138,263 |
| A WELL-RUN CITY | | | | | | | | | |
| Appeals & Tribunals | | | | | | | | | |
| Expenditures | 5,356 | 4,859 | 4,773 | 4,748 | 4,748 | - | - | (300) | 4,448 |
| Recoveries | - | (5) | (5) | (5) | (5) | - | - | - | (5) |
| Revenues | (758) | (668) | (668) | (667) | (668) | - | - | - | (668) |
| Net budget | 4,598 | 4,186 | 4,100 | 4,075 | 4,075 | - | - | (300) | 3,775 |
| Citizen Engagement & Insights | | | | | | | | | |
| Expenditures | 6,486 | 4,975 | 5,384 | 5,072 | 5,021 | - | - | - | 5,021 |
| Recoveries | (306) | (150) | (1,002) | (1,002) | (1,002) | - | - | - | (1,002) |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 6,180 | 4,825 | 4,382 | 4,070 | 4,019 | - | - | - | 4,019 |
| Citizen Information & Services | | | | | | | | | |
| Expenditures | 11,376 | 13,956 | 12,975 | 12,439 | 12,391 | - | - | - | 12,391 |
| Recoveries | (657) | (1,651) | (239) | (239) | (239) | - | - | - | (239) |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 10,519 | 12,304 | 12,736 | 12,200 | 12,152 | - | - | - | 12,152 |
| City Auditor's Office | | | | | | | | | |
| Expenditures | 2,914 | 2,934 | 3,024 | 3,063 | 3,064 | - | - | - | 3,064 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 2,914 | 2,934 | 3,024 | 3,063 | 3,064 | - | - | - | 3,064 |

| | Approved 2018 Budget (2018 December 31 PFC2019-0390) ¹ | Approved 2019 Budget (2019 December 31 PFC2020-0607) ¹ | Approved 2020 Budget (2020 December 31 PFC2021-0571) ¹ | Approved 2021 Budget (2021 June 30 PFC2021-1215) ¹ | Approved 2022 Budget (2021 June 30 PFC2021-1215) ¹ | Operating Adjustments (Att 2) ¹ | Council New Investments | Other Operating Adjustments (Att 13, 14) ¹ | 2022 Approved Adjusted Budget ¹ |
|--|---|---|---|---|---|--|----------------------------|---|---|
| Corporate Governance | | | | | | | | | |
| Expenditures | 16,949 | 16,667 | 16,070 | 16,045 | 15,825 | 152 | 1,000 | - | 16,977 |
| Recoveries | (4,513) | (4,528) | (4,528) | (4,528) | (4,528) | - | - | - | (4,528) |
| Revenues | (215) | (215) | (65) | (84) | (234) | (19) | - | - | (253) |
| Net budget | 12,221 | 11,924 | 11,477 | 11,433 | 11,062 | 133 | 1,000 | - | 12,195 |
| Corporate Security | | | | | | | | | |
| Expenditures | 21,065 | 23,230 | 23,814 | 24,072 | 24,201 | - | - | - | 24,201 |
| Recoveries | (11,833) | (14,744) | (14,744) | (4,869) | (4,869) | - | - | - | (4,869) |
| Revenues | (130) | (130) | (130) | (130) | (130) | - | - | - | (130) |
| Net budget | 9,102 | 8,356 | 8,939 | 19,073 | 19,201 | - | - | - | 19,201 |
| Council & Committee Support | | | | | | | | | |
| Expenditures | 3,886 | 3,667 | 4,061 | 3,978 | 3,727 | - | - | - | 3,727 |
| Recoveries | (71) | (55) | (55) | (23) | (23) | - | - | - | (23) |
| Revenues | (27) | (19) | (19) | (19) | (19) | - | - | - | (19) |
| Net budget | 3,788 | 3,593 | 4,007 | 3,936 | 3,685 | - | - | - | 3,685 |
| Data Analytics & Information Access | | | | | | | | | |
| Expenditures | 9,242 | 9,748 | 9,673 | 10,359 | 9,630 | 905 | - | 536 | 11,071 |
| Recoveries | (1,216) | (1,213) | (1,298) | (1,298) | (1,298) | - | - | - | (1,298) |
| Revenues | (12) | (12) | (12) | (40) | (40) | (28) | - | - | (68) |
| Net budget | 8,014 | 8,523 | 8,362 | 9,021 | 8,291 | 877 | - | 536 | 9,704 |
| Executive Leadership | | | | | | | | | |
| Expenditures | 12,706 | 12,101 | 11,383 | 12,545 | 11,920 | 2,533 | - | 300 | 14,753 |
| Recoveries | (881) | (863) | (451) | (451) | (451) | - | - | - | (451) |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 11,825 | 11,238 | 10,931 | 12,094 | 11,469 | 2,533 | - | 300 | 14,302 |
| Facility Management | | | | | | | | | |
| Expenditures | 72,449 | 76,134 | 82,002 | 89,261 | 88,954 | (138) | 350 | 500 | 89,666 |
| Recoveries | (19,061) | (21,821) | (22,263) | (21,922) | (21,922) | - | - | - | (21,922) |
| Revenues | (4,245) | (2,195) | (2,195) | (2,195) | (2,195) | - | - | - | (2,195) |
| Net budget | 49,143 | 52,118 | 57,544 | 65,144 | 64,637 | (138) | 350 | 500 | 65,549 |
| Financial Support | | | | | | | | | |
| Expenditures | 39,823 | 38,586 | 38,261 | 40,033 | 38,246 | 2,330 | - | 1,139 | 41,715 |
| Recoveries | (14,532) | (14,688) | (14,822) | (15,025) | (15,025) | - | - | - | (15,025) |
| Revenues | (916) | (102) | (102) | (102) | (102) | - | - | - | (102) |
| Net budget | 24,375 | 23,795 | 23,337 | 24,906 | 23,119 | 2,330 | - | 1,139 | 26,588 |
| Fleet Management | | | | | | | | | |
| Expenditures | 83,620 | 93,755 | 93,191 | 93,589 | 93,074 | - | - | - | 93,074 |
| Recoveries | (81,536) | (91,466) | (90,857) | (90,863) | (90,301) | - | - | - | (90,301) |
| Revenues | (2,084) | (2,289) | (2,334) | (2,728) | (2,773) | - | - | - | (2,773) |
| Net budget | - | - | - | - | - | - | - | - | - |
| Human Resources Support | | | | | | | | | |
| Expenditures | 35,035 | 33,408 | 33,958 | 34,156 | 33,796 | - | - | 361 | 34,157 |
| Recoveries | (8,357) | (8,357) | (9,482) | (9,482) | (9,482) | - | - | - | (9,482) |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 26,678 | 25,051 | 24,476 | 24,674 | 24,314 | - | - | 361 | 24,675 |
| Infrastructure Support | | | | | | | | | |
| Expenditures | 23,442 | 24,346 | 24,145 | 26,305 | 24,604 | - | - | 1,200 | 25,804 |
| Recoveries | (13,538) | (13,767) | (13,967) | (13,967) | (13,967) | - | - | - | (13,967) |
| Revenues | (1,459) | (1,459) | (1,501) | (1,501) | (1,501) | - | - | - | (1,501) |
| Net budget | 8,445 | 9,120 | 8,677 | 10,838 | 9,135 | - | - | 1,200 | 10,335 |
| Insurance & Claims | | | | | | | | | |
| Expenditures | 31,078 | 32,483 | 33,984 | 35,624 | 37,338 | - | - | - | 37,338 |
| Recoveries | (25,033) | (26,434) | (27,909) | (29,462) | (31,086) | - | - | - | (31,086) |
| Revenues | (4,778) | (4,858) | (4,938) | (5,018) | (5,108) | - | - | - | (5,108) |
| Net budget | 1,267 | 1,191 | 1,138 | 1,145 | 1,145 | - | - | - | 1,145 |

| | Approved 2018 Budget (2018 December 31 PFC2019-0390) ¹ | Approved 2019 Budget (2019 December 31 PFC2020-0607) ¹ | Approved 2020 Budget (2020 December 31 PFC2021-0571) ¹ | Approved 2021 Budget (2021 June 30 PFC2021-1215) ¹ | Approved 2022 Budget (2021 June 30 PFC2021-1215) ¹ | Operating Adjustments (Att 2) ¹ | Council New Investments | Other Operating Adjustments (Att 13, 14) ¹ | 2022 Approved Adjusted Budget ¹ |
|---|---|---|---|---|---|--|----------------------------|---|---|
| IT Solutions & Support | | | | | | | | | |
| Expenditures | 121,154 | 118,421 | 122,383 | 119,523 | 119,802 | - | - | - | 119,802 |
| Recoveries | (56,478) | (57,006) | (58,980) | (59,036) | (59,605) | - | - | - | (59,605) |
| Revenues | (907) | (907) | (1,107) | (1,107) | (1,107) | - | - | - | (1,107) |
| Net budget | 63,769 | 60,508 | 62,296 | 59,380 | 59,090 | - | - | - | 59,090 |
| Legal Counsel & Advocacy | | | | | | | | | |
| Expenditures | 14,144 | 13,950 | 15,387 | 15,027 | 15,028 | - | 250 | - | 15,278 |
| Recoveries | (4,518) | (4,518) | (5,763) | (5,763) | (5,763) | - | - | - | (5,763) |
| Revenues | (17) | (17) | (17) | (17) | (17) | - | - | - | (17) |
| Net budget | 9,609 | 9,415 | 9,607 | 9,248 | 9,249 | - | 250 | - | 9,499 |
| Mayor & Council | | | | | | | | | |
| Expenditures | 12,217 | 11,728 | 11,490 | 12,283 | 11,444 | - | - | - | 11,444 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 12,217 | 11,728 | 11,490 | 12,283 | 11,444 | - | - | - | 11,444 |
| Municipal Elections | | | | | | | | | |
| Expenditures | 1,993 | 1,927 | 1,960 | 5,035 | 835 | 400 | - | 615 | 1,850 |
| Recoveries | (0) | (5) | (5) | (5) | (5) | - | - | - | (5) |
| Revenues | (240) | (339) | (339) | (190) | (190) | 5 | - | - | (185) |
| Net budget | 1,752 | 1,583 | 1,616 | 4,840 | 640 | 405 | - | 615 | 1,660 |
| Organizational Health, Safety & Wellness | | | | | | | | | |
| Expenditures | 12,244 | 12,597 | 12,437 | 13,188 | 13,323 | 1,489 | - | - | 14,812 |
| Recoveries | (2,167) | (2,277) | (1,988) | (2,113) | (2,113) | - | - | - | (2,113) |
| Revenues | (1,884) | (2,400) | (2,535) | (2,535) | (2,535) | - | - | - | (2,535) |
| Net budget | 8,183 | 7,920 | 7,914 | 8,541 | 8,675 | 1,489 | - | - | 10,164 |
| Procurement & Warehousing | | | | | | | | | |
| Expenditures | 24,959 | 25,127 | 24,826 | 25,926 | 25,373 | 651 | - | 272 | 26,296 |
| Recoveries | (11,464) | (11,464) | (11,364) | (11,891) | (11,891) | - | - | - | (11,891) |
| Revenues | (4,850) | (5,480) | (5,490) | (5,490) | (5,490) | - | - | - | (5,490) |
| Net budget | 8,645 | 8,183 | 7,972 | 8,545 | 7,992 | 651 | - | 272 | 8,915 |
| Property Assessment | | | | | | | | | |
| Expenditures | 21,703 | 20,778 | 20,578 | 20,959 | 21,011 | (20) | - | - | 20,991 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | (128) | (50) | (50) | (50) | (50) | - | - | - | (50) |
| Net budget | 21,575 | 20,728 | 20,528 | 20,909 | 20,961 | (20) | - | - | 20,941 |
| Real Estate | | | | | | | | | |
| Expenditures | 45,494 | 45,821 | 54,587 | 63,907 | 68,610 | - | - | 208 | 68,818 |
| Recoveries | (6,407) | (6,473) | (6,473) | (4,984) | (4,984) | - | - | - | (4,984) |
| Revenues | (35,979) | (36,391) | (45,362) | (56,183) | (60,863) | - | - | (208) | (61,071) |
| Net budget | 3,108 | 2,957 | 2,752 | 2,760 | 2,763 | - | - | - | 2,763 |
| Records Management, Access & Privacy | | | | | | | | | |
| Expenditures | 3,392 | 3,690 | 3,781 | 3,912 | 3,957 | 132 | - | - | 4,089 |
| Recoveries | - | (5) | (5) | (5) | (5) | - | - | - | (5) |
| Revenues | (3) | (3) | (3) | (3) | (3) | - | - | - | (3) |
| Net budget | 3,389 | 3,682 | 3,773 | 3,903 | 3,948 | 132 | - | - | 4,080 |
| Strategic Marketing & Communications | | | | | | | | | |
| Expenditures | 28,557 | 28,933 | 32,058 | 30,147 | 30,163 | - | - | - | 30,163 |
| Recoveries | (21,057) | (20,485) | (23,969) | (21,938) | (22,009) | - | - | - | (22,009) |
| Revenues | - | - | - | - | - | - | - | - | - |
| Net budget | 7,500 | 8,448 | 8,089 | 8,209 | 8,154 | - | - | - | 8,154 |
| Taxation | | | | | | | | | |
| Expenditures | 6,340 | 6,885 | 6,772 | 6,735 | 6,735 | - | - | - | 6,735 |
| Recoveries | - | - | - | - | - | - | - | - | - |
| Revenues | (317) | (342) | (342) | (342) | (342) | - | - | - | (342) |
| Net budget | 6,023 | 6,542 | 6,430 | 6,393 | 6,393 | - | - | - | 6,393 |

| | Approved 2018 Budget (2018 December 31 PFC2019-0390) ¹ | Approved 2019 Budget (2019 December 31 PFC2020-0607) ¹ | Approved 2020 Budget (2020 December 31 PFC2021-0671) ¹ | Approved 2021 Budget (2021 June 30 PFC2021-1216) ¹ | Approved 2022 Budget (2021 June 30 PFC2021-1216) ¹ | Operating Adjustments (Att 2) ¹ | Council New Investments | Other Operating Adjustments (Att 13, 14) ¹ | 2022 Approved Adjusted Budget ¹ |
|--|---|---|---|---|---|--|----------------------------|---|---|
| TOTAL - A WELL-RUN CITY | | | | | | | | | |
| Expenditures | 667,624 | 680,704 | 702,976 | 727,930 | 722,820 | 8,434 | 1,600 | 4,831 | 737,685 |
| Recoveries | (283,824) | (301,976) | (310,170) | (298,872) | (300,675) | - | - | - | (300,675) |
| Revenues | (58,959) | (57,875) | (67,208) | (78,379) | (83,366) | (42) | - | (208) | (83,618) |
| Net budget | 324,840 | 320,853 | 325,598 | 350,679 | 338,679 | 8,392 | 1,600 | 4,623 | 353,494 |
| Corporate Programs - Common Revenues | | | | | | | | | |
| Expenditures | 67,772 | 77,129 | 78,440 | 81,088 | 81,480 | - | - | 4,645 | 86,125 |
| Recoveries | (300) | (2,000) | (2,000) | (2,000) | (2,000) | - | - | - | (2,000) |
| Revenues | (2,349,996) | (2,348,962) | (2,434,254) | (2,478,844) | (2,581,338) | 29,613 | (103,400) | (28,265) | (2,683,390) |
| Net budget | (2,282,524) | (2,273,853) | (2,357,814) | (2,399,875) | (2,501,858) | 29,613 | (103,400) | (23,620) | (2,599,265) |
| Corporate Programs - Corporate Costs & Debt Servicing | | | | | | | | | |
| Expenditures | 555,984 | 581,515 | 602,424 | 601,891 | 661,898 | (48,705) | - | 3,892 | 616,885 |
| Recoveries | (3,592) | (1,798) | (1,774) | (1,782) | (1,791) | - | - | - | (1,791) |
| Revenues | (79,200) | (70,167) | (85,975) | (61,750) | (60,496) | (900) | - | - | (61,396) |
| Net budget | 473,194 | 509,580 | 534,675 | 538,159 | 599,411 | (49,605) | - | 3,892 | 553,698 |
| TOTAL CITY | | | | | | | | | |
| Expenditures | 4,369,952 | 4,492,351 | 4,598,417 | 4,640,956 | 4,775,016 | (25,387) | 103,400 | 76,756 | 4,929,785 |
| Recoveries | (424,963) | (443,901) | (454,174) | (445,833) | (447,828) | (1,061) | - | (944) | (449,633) |
| Revenues | (3,944,991) | (4,048,450) | (4,144,243) | (4,195,123) | (4,327,389) | 26,448 | (103,400) | (75,812) | (4,480,153) |
| Net budget | - | - | - | - | - | - | - | - | - |
| Parking - Calgary Parking Authority | | | | | | | | | |
| Expenditures | 62,382 | 57,074 | 63,421 | 60,988 | 61,773 | - | - | - | 61,773 |
| Recoveries | (319) | (28) | (50) | (50) | (50) | - | - | - | (50) |
| Revenues | (90,318) | (87,066) | (91,945) | (91,886) | (92,995) | - | - | - | (92,995) |
| Net budget | (28,255) | (30,018) | (28,574) | (30,750) | (31,272) | - | - | - | (31,272) |
| TOTAL CITY (with CPA) | | | | | | | | | |
| Expenditures | 4,432,334 | 4,549,425 | 4,661,838 | 4,701,942 | 4,836,789 | (25,387) | 103,400 | 76,756 | 4,991,558 |
| Recoveries | (425,282) | (443,927) | (454,224) | (445,883) | (447,678) | (1,061) | - | (944) | (449,683) |
| Revenues | (4,035,309) | (4,135,516) | (4,236,188) | (4,286,809) | (4,420,384) | 26,448 | (103,400) | (75,812) | (4,573,148) |
| Net budget | (28,255) | (30,018) | (28,574) | (30,750) | (31,272) | - | - | - | (31,272) |

Notes:
¹ Figures may not add due to rounding

Please use this form to send your comments relating to an upcoming Council or Committee matter, or to request to speak on an upcoming public hearing item.

In accordance with sections 43 through 45 of [Procedure Bylaw 35M2017](#), the information provided may be included in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the *Freedom of Information and Protection of Privacy (FOIP) Act* of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making and scheduling speakers for Council or Council Committee meetings. **Your name and comments will be made publicly available in the Council agenda.** If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

I have read and understand the above statement.

| | |
|--|--------------------------------|
| First name (required) | Bob |
| Last name (required) | Morrison |
| Are you speaking on behalf of a group or Community Association? (required) | Yes |
| What is the group that you represent? | Calgarians for Sensible Growth |



What do you wish to do?
(required)

Request to speak

How do you wish to attend?

In-person

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#))

(required - max 75 characters)

Item 9.2.1 2023-2026 Service Plans and Budget

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Please remove tax and debt support proposed for new subdivisions and reallocate it to the Established Area Investment Fund

**Submission
on 2023-2026 City Budget**

C2022-1051

Calgarians for Sensible Growth

Introduction

The 2023-2026 budget may be the most important financial decision City Council has ever made.

Along with the rest of the world, Calgary is facing issues that threaten the stability of the economic, social, and environmental systems that we depend on. In an interconnected world of limited resources, we need to ensure that every tax dollar provides the best benefit to our residents. The public interest must not be undermined by special interests.

We need to ensure that our social systems do not leave behind those who are vulnerable or disadvantaged. Solutions that correct market failures – the primary role of government – must take precedence.

And facing insidious, sometimes catastrophic damage from a warming climate, we need to adapt the way we use energy and build the human environment to not only protect ourselves but enable more secure, prosperous ways of living.

There are various ways of creating a budget to deal with those threats while, at the same time building a better city, a better future. You, as a Council member, will hear many positive, effective ways in which the budget can and must accomplish that. In particular, we support the initiatives proposed by the Calgary Climate Hub ([Funding the Route to Net Zero](#)), the Calgary Alliance for the Common Good ([Priorities](#)), and Calgary's Future ([A Better Budget](#)).

For us, our views on how to build a better budget began with the issue of suburban sprawl, probably the most serious obstacle to The City's ability to control costs, deliver services, and respond to the climate crisis. As we delved into the deleterious effects of sprawl, we found that the more important issue is the diversion of money, the wealth transfer from the Established Area that has been used to subsidize new subdivisions.

In this submission, we have developed two business cases – one in favour of funding the Established Area, the other against more funding for sprawl. Those business cases are summarized on the next page, followed by the details of the two business cases. We hope you will support and encourage your Council colleagues to support the recommendations we have made.

Stop Sprawl Subsidies! Make City Hall Work for All of Us

For years taxpayers have subsidized sprawl in Calgary. Meanwhile, our established communities have suffered from inadequate funding.

Local shops struggle, neighbourhood schools close, and City services continue to decline. People, especially young families, flee to new subdivisions.

Our communities are being hollowed out. At the same time, according to the City's own estimate, sprawl is making Calgary \$16 billion more expensive to service, a cost of \$32,000 for each household, equivalent to an annual \$500 tax increase for the average home.

City Hall has forgotten to invest in our established communities to make it possible to have:

- Local shops and services instead of driving all over town, scrambling for parking to meet our daily needs
- An end to school closures and the return of schools that were closed
- Timely maintenance that fixes missing and broken sidewalks, unsafe intersections, and gets our roads cleared of snow
- More green spaces, improved recreation facilities, reliable transit service, support for the less fortunate, and decisive climate action that not only saves us money, but improves air quality where we live
- And, when we venture outside our homes, an attractive, family-friendly, safe neighborhood

By the end of November, City Council will approve a new City budget. It will include millions of dollars in sprawl subsidies, the wealth transfer that siphons off our property taxes and leaves The City with more debt for us – the taxpayers – to pay off.

We are telling City Council to end those subsidies and, instead, approve a budget to:

- Remove 80%¹ of the tax and debt support proposed for new subdivisions and reallocate it to the Established Area Investment Fund
- Aggressively lobby the federal and provincial governments to send our tax dollars back to Calgary to support the Established Area
- Right-size The City's revenue stream to support the Established Area
- Develop and make available measures, including incentives and smart regulation, to channel redevelopment interest to Main Streets and Activity Centres.

Please join us in making that possible. Let City Council know you deserve better.

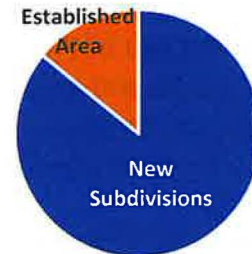
[Contact your Councillor](#)

[Contact the Mayor](#)

Calgarians for Sensible Growth

Contact: SensibleGrowth@shaw.ca

Population Growth (2006-2019)



¹ Eighty per cent is the estimated population in the Established Area.

The Business Case for Funding the Established Area

Calgarians for Sensible Growth

The Business Case for Funding the Established Area

In its planning, the City of Calgary divides our city into two distinct areas:

- The Established (Developed) Area which had built out prior to 2006
- The Greenfield (Developing) Area that is still under development or being planned

Each area is planned and funded separately. This year the Planning Department attempted to evaluate development on a city-wide basis. That initial effort did not result in a unified approach to development.

The key issues to consider when funding the Established Area are represented by five numbers:

Key Issue #1

80% The estimated percentage of Calgarians who live in the Established Area.¹

That is the most important number for City Council to keep in mind when building its budget. If the budget doesn't meet the needs of the 80%, then it has failed.

For the 20% of Calgarians who live in the Greenfield Area, money has already been spent or promised for their communities.² This money comes from off-site levies paid by developers³ and, as currently proposed, taxes, increased debt, or other sources of funds from the Established Area.

Key Issue #2

50% The 50/50 split of population growth between the Established and Greenfield Areas that is to be achieved by, at the latest, 2079.⁴

Approved population growth in the Greenfield Area is almost at its 50% share of growth (Figure 1).⁵ Even under an optimistic forecast, Established Area population growth will not reach 50% by 2079 nor will it reach the 33% target that is supposed to be met in 2039 (Figure 2).

¹ City of Calgary, *Citywide Growth Strategy*, IP2022-0545, p. 2

² *New Communities Summary*, IP2022-0545, p. 13, Table 2.1

³ City of Calgary, *Off-site Levy*

⁴ City of Calgary, *Municipal Development Plan*, p. 131

⁵ The *Municipal Development Plan* (MDP) is based on a forecast of 1.3 million population growth until 2069/2079. The MDP established a rule that population growth should be divided 50/50 between the Greenfield and Established Areas

Figure 1

Population Growth Serviced & Funded New Communities 2019

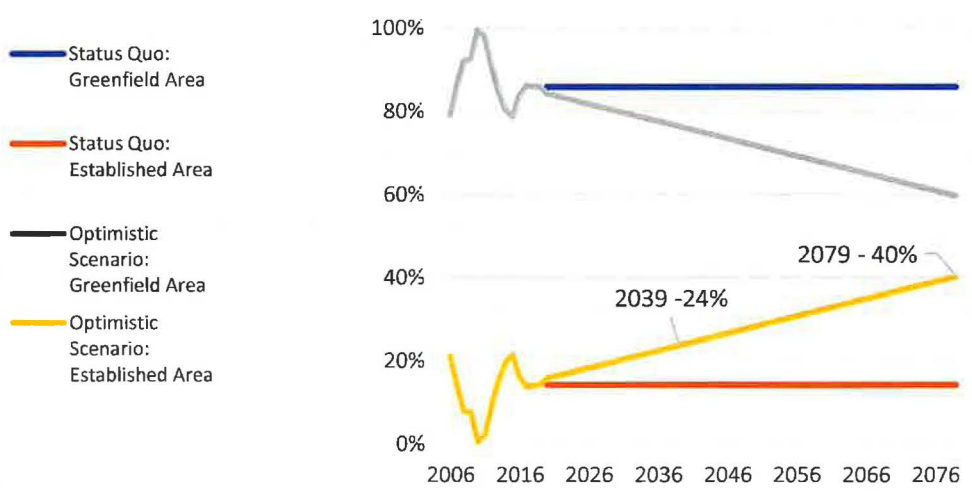


Source of data: City of Calgary, [Suburban Residential Growth series](#), 2013-2020

Revised based on new population forecast from The City

Figure 2

Share of 2079 Population Status Quo vs. Optimistic Scenario



Source of baseline data: City of Calgary, [Suburban Residential Growth series](#), 2013-2020

Key Issue #3

\$16 billion

The capital cost Calgary will save from developing the Established Area, along with \$390 million annually in reduced operating costs by 2076.

Building outside the Established Area is a money loser for those of us in the 80%. Development in the Greenfield Area is dispersed, rather than compact growth. It requires extensive new roads, water and sewer lines, fire stations, and other infrastructure. As well, although development in the Greenfield Area is more compact than previous ways of building subdivisions, it has moved away from the compact city model due to including jobs in the calculation of population density, an emphasis on approving “gentle,” that is, lower density, and converting land previously approved for higher density to lower densities, for example, building single-family homes on land designated for multi-family apartments or condominiums.

The City has twice examined, in 2009 and 2019, the cost of dispersed growth in the Greenfield Area vs. more compact growth in the Established Area. Both times, more compact growth was, by far, the most beneficial and prudent way to spend tax dollars.⁶

The \$16 billion cost-savings from compact growth works out to a tax savings of over \$12,000 per person or just under \$32,000 per household.⁷ Conversely, dispersed growth like we have already seen means the same amount in higher taxes - equivalent to an annual \$500 tax increase for the average home.

Key Issue #4

Two priority areas

Activity Centres and Main Streets, the two areas in the city where population growth should happen.

The *Municipal Development Plan* makes this clear, telling planners to “direct land use change within a framework of Activity Centres and Main Streets.”⁸ The haphazard, piecemeal development that planners have supported outside Activity Centres and Main Streets has been contrary to this direction as well as unnecessarily antagonizing the communities planning is supposed to serve.

⁶ City of Calgary, *Next 20: State of the City – Supplemental Report: Cost Savings of a Balanced Growth Pattern*, 2020, p. 4. Confirming the 2009 results in *The Implications of Alternative Growth Patterns on Infrastructure Costs*.

⁷ Calgary’s population in 2021 was 1,306,780 with 502,301 occupied households ([2021 Calgary profile](#)). The capital cost savings are \$16.18 billion over sixty years (*Next 20: State of the City – Supplemental Report: Cost Savings of a Balanced Growth Pattern*). Over the full life cycle, the cost of public funding for new subdivisions is not recoverable through conventional property taxes or other government revenue measures (Charles Marohn, *The Growth Ponzi Scheme*, Strong Towns). Under current financial arrangements, the construction, maintenance, rehabilitation, and expansion of streets and roads is the dominant factor in the funding deficit. In Canada, less than 25% of the full cost is recoverable from fuel taxes and user fees (Transport Canada, *Estimates of the Full Cost of Transportation in Canada*, 2008 and *Draft Estimate of the Full Cost of Transportation in Canada*, 2011)

⁸ [Municipal Development Plan](#), p. 6

Key Issue #5

Zero

The number of new water licences that would be available to The City.¹

By the middle of the next decade, The City's water licences will not be sufficient to meet peak demand.² Established Area redevelopment can keep demand within legal limits, as well as reducing the cost to taxpayers. The alternative is buying water rights in the costly, convoluted, and controversial water rights market.

All those things considered, it is essential to build a City budget that, as the top priority, puts tax dollars into supporting and improving the Established Area communities we already have. Fiscal prudence requires nothing less.

So, what do those of us in the Established Area need?

- #1 We need more local shops and services so people don't have to travel all over town to meet their daily needs. There are many ways to measure that, but it comes down to making it possible for a parent with their baby, a person with a disability, or a senior citizen to safely and easily get to the grocery store, the park, or visit a doctor in their neighbourhood. In particular, we want to reduce our dependence on the car to get around – less time spent driving and being able to enjoy the cost savings from using our cars less and maybe even reducing the number of cars we need.³
- #2 We need to see an end to school closures and the return or replacement of neighbourhood schools that have been abandoned. This means providing high-quality development that families want to live in – something as simple and obvious as more three- or four-bedroom apartments and condos.
- #3 We need timely, quality maintenance of infrastructure like local roads, alleys, and sidewalks. While high-speed roads serving the Greenfield Area get diligent snow-clearing, expensive interchanges, and a regular upgrade of new asphalt, we suffer with potholes, unsafe intersections, and slippery winter streets. While posh new suburbs get smooth sidewalks and extensive walking trails, we are forced to navigate broken, uneven sidewalks and a fragmented pathway system that regularly forces cyclists, especially kids, into traffic.

¹ Government of Alberta, [Bow, Oldman and South Saskatchewan River Basin Water Allocation Order](#)

² City of Calgary, [One Calgary One Water](#), UCS2019-1539, p. 8

³ Not owning a car dramatically increases the number of neighbourhoods that a household can afford to live in. (Canada Mortgage and Housing Corporation, [Action Research on Transportation Housing Affordability](#)). When the City budget results in easily accessible neighbourhood shopping areas, services, and schools, households have the choice to trade off car ownership for greater housing affordability.

#4 We need, when we venture outside our homes, to find an attractive, family-friendly, and safe neighborhood. As they are now, Activity Centres, Main Streets, and even some local streets in the Established Area are, for the most part, dreary, unfriendly, sometimes intimidating places we endure as we go from place to place.

#5 And, finally, we need a quality-of-life boost that improves our health, our social connections, and our economic prospects. This means more green spaces, well-maintained and improved recreation facilities, reliable transit service for those who depend on it, support for the less fortunate, and decisive climate action that not only saves us money, but improves the air quality where we live.⁴

City Council has the power to deliver those things by ensuring that the Established Area receives the civic services, public works, and private investment it deserves and the community-positive, community-friendly population growth that will follow.

How do we get that from the City budget?

To be able to meet the needs of the Established Area, City Council must allocate funds and target incentives to make those things happen. The City has been doing this in a limited way. Much more needs to be done by:

- Reallocating 80%⁵ of the tax and debt support proposed for new subdivisions to the Established Area Investment Fund
- Aggressively lobbying the federal and provincial governments to send more of our tax dollars back to Calgary and designate the money for established communities
- Increasing Established Area revenue by right-sizing The City's revenue stream based on these principles:
 - Encourage reductions in energy use and GHG emissions
 - Equitably share the financial cost of maximizing opportunities and adapting to and managing risks
- Completing, in consultation with all communities, right-sizing of The City's revenue stream for inclusion in the November 2023 budget revisions and transferring the cost savings and additional revenue to the Established Area Investment Fund
- Determining, in consultation with Established Area communities, the projects, programs, and services that, on a priority basis, should be included in the November 2023 budget revisions

⁴ Reduced greenhouse gas emissions mean less local pollution, however small. In the "bowl" of the inner city during an inversion, that can result in a significant improvement in air quality.

⁵ Eighty per cent is the approximate population in the Established Area.

- Based on those consultations, implementing a systematic program of “land value capture”⁶ to induce developers to build better,⁷ family-friendly buildings with the primary goals of
 - Construction of three- and four-bedroom apartments and condos along Main Streets and at Activity Centres
 - Maximization of affordable housing⁸ units in developments along Main Streets and at Activity Centres
 - Incentives and smart regulation to channel redevelopment interest to Main Streets and Activity Centres.

Those are the right actions, the essential actions that City Council must take to build a budget that we can live with, that is, really “live with” in family-friendly neighbourhoods with schools, convenient shopping, affordable homes, more jobs, and fewer risks from climate change and other threats.

But, that won’t happen unless we move City Council away from the “old school” obsession with expanding the Greenfield Area at our expense.

So, call your Councillor, send an e-mail, a letter, a text, a tweet, or, even better, ask to meet. Let your Councillor know that serving the people and communities we already have is the most cost-effective, the smartest, the only way to spend our money.

Contact your Councillor

Contact the Mayor

Contact Us

SensibleGrowth@shaw.ca

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⁶ Land value capture is a tool to share between private landowners and a government the benefits and responsibilities of infrastructure improvements, re-zoning decisions, and other government actions. The land value capture tool can be applied to share financial benefits or used to encourage or require landowners to accomplish or better achieve societal goals. For more information about land value capture, see [Sustainability Conversations: Land Value Capture](#).

⁷ In asking for better buildings, we are looking for two things: 1) buildings that are more energy efficient and are or will become net-zero in terms of greenhouse gas emissions and 2) better quality control by The City of construction, especially more funding for building inspections to eliminate defects – especially hidden defects.

⁸ The City’s goal for affordable housing is “housing that meets the needs of households earning 65 per cent or less of the median household income in Calgary that are spending 30 per cent or more of their gross annual household income on shelter” ([Municipal Development Plan](#), p. 140. This does not include support for those who can afford housing through the private market [Corporate Affordable Housing Strategy – Foundations for Home](#)

The Business Case Against More Funding for New Subdivisions

Calgarians for Sensible Growth

The Business Case Against More Funding for New Subdivisions

There are currently 39 residential subdivisions under development on the fringe of Calgary (Figure 1). Without spending another dime, nine to twelve years of fringe land are ready for development.¹ That is well beyond the three to five years City policy requires.²

Despite hype and rosy promises, those 39 subdivisions are building out very slowly.³ More importantly, those subdivisions are failing to meet The City's goals⁴ designed to create a critical mass of population to attract and keep local businesses. This means, among other things, the subdivisions won't generate enough taxes and fees to support the expensive roads, water and sewer lines, etc. required to service them.⁵ The rest of Calgary will pay the difference.

It didn't have to be that way. In 2009, City Council approved a ground-breaking *Municipal Development Plan*.⁶ With its focus on a more compact, livable city, the *MDP* offered the most important way to keep taxes low and communities strong. Current estimates are that sticking to the *MDP* will save our city \$16.18 billion in capital costs and, by 2079, \$390 million in annual operating cost,⁷ as well as being the most cost-effective way to lower greenhouse gas emissions.⁸

Sadly, over the last thirteen years, the *MDP* has been ignored and contradicted. Despite the requirements in the *MDP* and The City's evaluation showing that development in established communities is superior to new subdivisions (Figure 2)⁹, City planners recommended more subdivisions and Council approved them, sometimes even tacking on additional subdivisions.

¹ City of Calgary, [New Communities Summary](#), IP2022-0545, p. 13, Table 2.1

² City of Calgary, [Municipal Development Plan](#), p. 132

³ City of Calgary, [2021 Citywide Growth Strategy Monitoring Report](#), p. 12 and [2019 New Community Growth Strategy Monitoring Report](#), p. 15 (not available on the New Community Growth web page)

⁴ City of Calgary, [2022 Monitoring Progress Report: Municipal Development Plan / Calgary Transportation Plan](#)

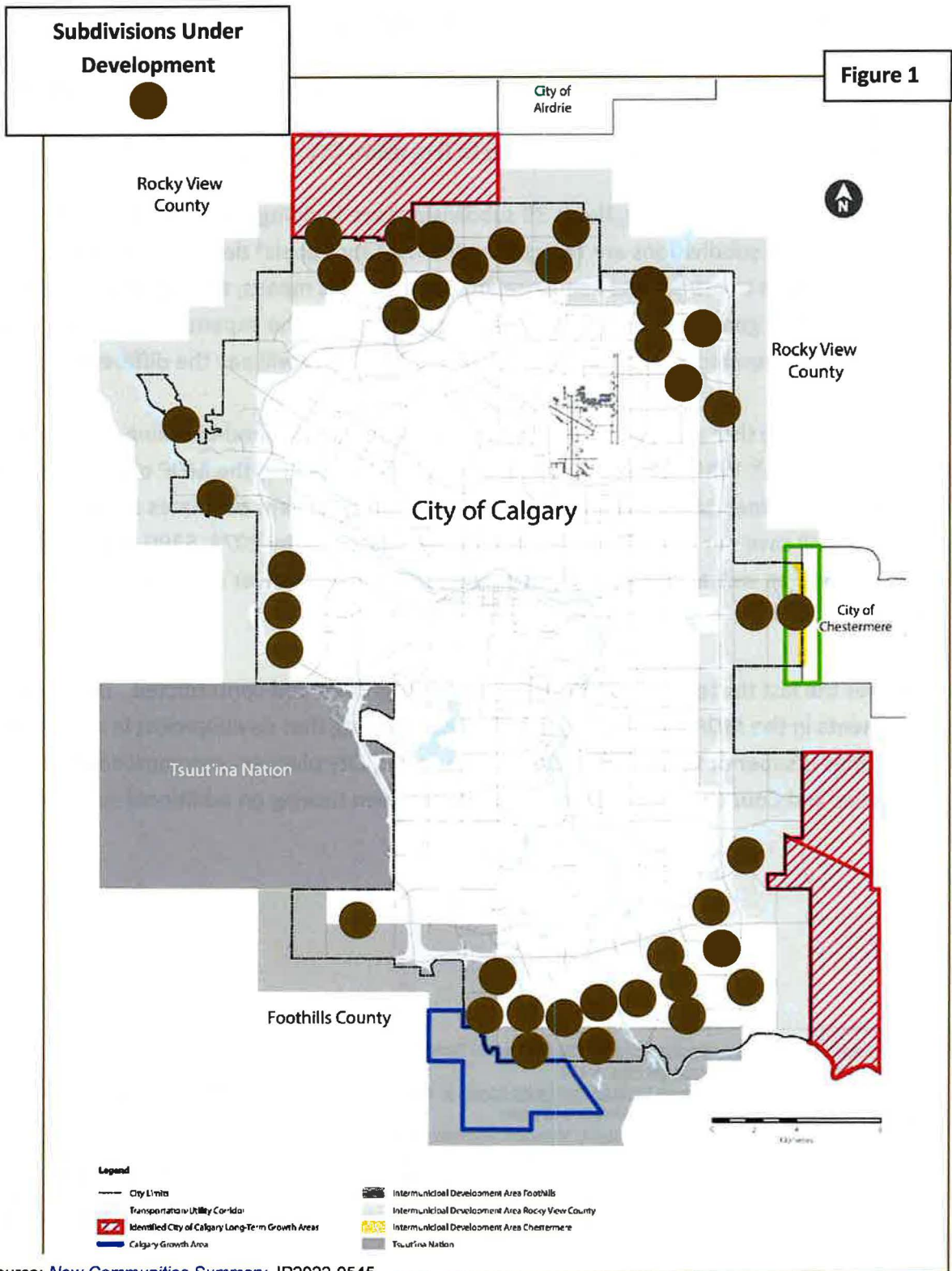
⁵ Over the full life cycle, the cost of public funding for new subdivisions is not recoverable through conventional property taxes or other government revenue measures (Charles Marohn, [The Growth Ponzi Scheme](#), Strong Towns). Under current financial arrangements, the construction, maintenance, rehabilitation, and expansion of streets and roads is the dominant factor in the funding deficit, with in Canada less than 25% of the full cost recoverable (Transport Canada, [Estimates of the Full Cost of Transportation in Canada](#), 2008 and [Draft Estimate of the Full Cost of Transportation in Canada](#), 2011)

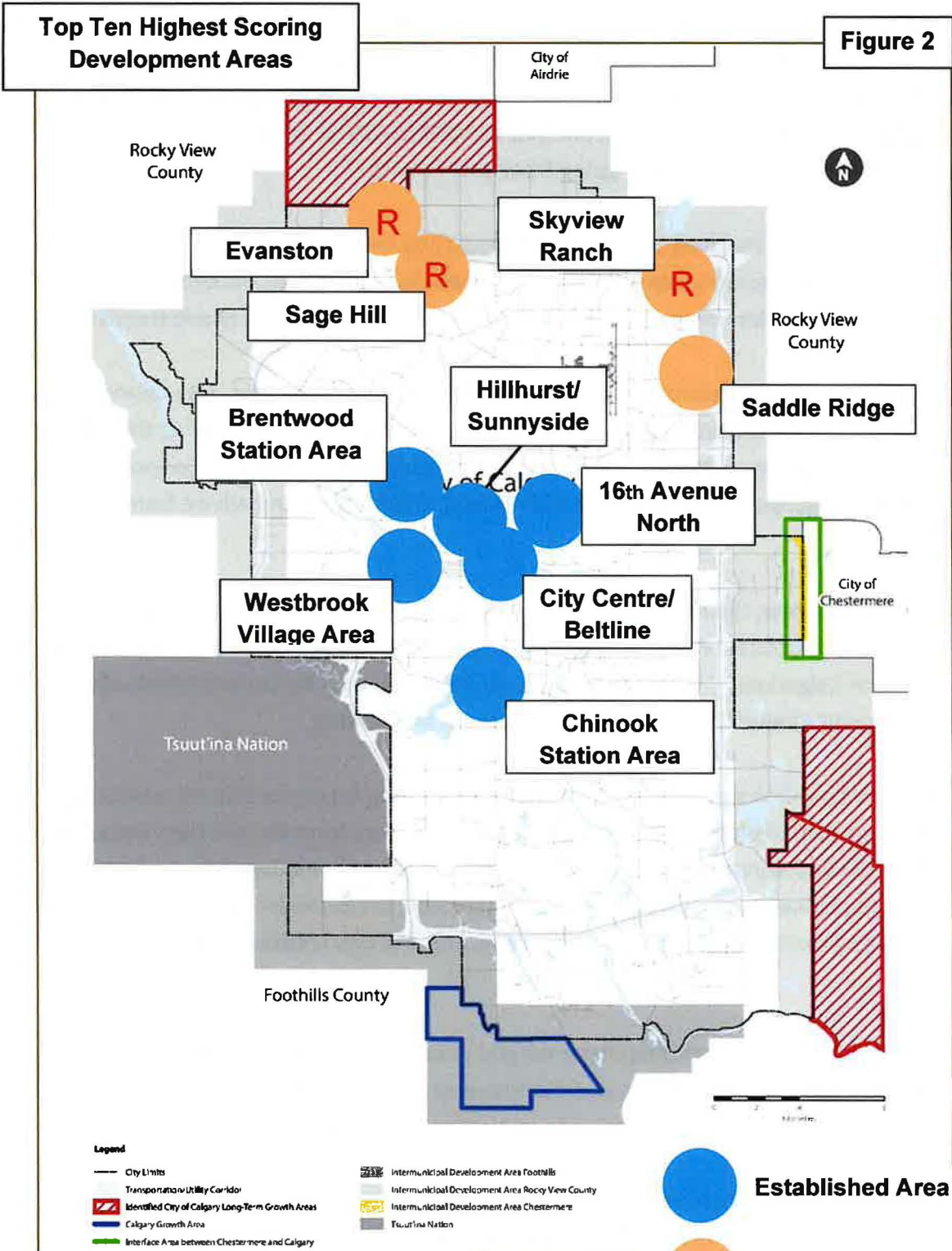
⁶ City of Calgary, [Municipal Development Plan](#)

⁷ City of Calgary, [Next 20: State of the City – Supplemental Report: Cost Savings of a Balanced Growth Pattern](#), 2020, p. 4, confirming the 2009 results in [The Implications of Alternative Growth Patterns on Infrastructure Costs](#).

⁸ Andrew Sudmant, Matt Tierney, Edward Cubi, Effie Papargyropoulou, Andy Gouldson, and Joule Bergerson, [The Economics of Low Carbon Development: Calgary](#), City of Calgary, p. 15

⁹ [Sequenced Lists of Prioritized Growth Areas](#), PUD2013-0770





Source for data: [Sequenced Lists of Prioritized Growth Areas](#), PUD2013-0770

In contrast, many people saw the benefits of the *MDP*. Responsible inner-city developers built new community-sensitive homes. Homebuyers and renters responded by choosing existing communities over new subdivisions. The trend in population growth in new subdivisions dropped after the *MDP* was approved from 94% in 2009 to 67% in 2015. The trend for new housing in subdivisions followed suit, going from 89% to 54%.¹⁰

Ignoring the trends, the Planning Department consistently overestimated the need for new subdivisions. Administration's suburban housing forecasts, on average, exceeded the trends by 15%. Suburban population forecasts were more extreme, averaging 31% above trends.¹¹

Then the recession hit. As veteran Councillor Gian-Carlo Carra remembers, City Council was afraid the development industry would collapse, even though Council was seeing the opposite happening.¹² In response in 2018, City Council approved more subdivisions. Council was guided by the exaggerated forecasts from the Planning Department and advice from developers.

On June 27th of this year, the Planning Department's recommendation for more subdivisions came to Carra's Infrastructure and Planning Committee. Despite well-reasoned, fact-based opposition from Calgarians,¹³ the Committee recommended and City Council eventually approved Planning's belief that more new subdivisions are needed.

The Committee's public hearing was wide-ranging with a long list of developers pressuring Committee members to bless their land investments. Answers from the planners were, for the most part, vague and aspirational. Committee members, though, managed to confirm that The City's suburban planners always try to err on the high side, the planners don't have a grasp on population change within established communities, and The City is failing to meet its *MDP* targets.

After all the anxiety and rationalizing that emerged at Committee, one issue remained. It wasn't climate – the increase in GHGs was dismissed as negligible – nor was it the burden on taxpayers – financial costs were glossed over or pushed off into the future.

The issue Committee members feared most was “development theft” – outlying communities like Airdrie, Cochrane, and Okotoks stealing people from Calgary if City Council doesn't approve more subdivisions. That is a red herring. With over nine years of serviced suburban land supply

¹⁰ CivicCamp, *Assessment of the City of Calgary's Suburban Residential Forecasts*, p. 1

¹¹ *Ibid*, p. 1

¹² City Council Infrastructure and Planning Committee, June 27, 2022 meeting, [video](#), at 0:23:30

¹³ City Council Infrastructure and Planning Committee, June 27, 2022 meeting, [video](#), beginning at 7:50:57

available, Calgary can, if it wants to, easily out-compete its neighbours in a race to the bottom of sprawl.¹⁴ Instead of approving more new subdivisions, The City should use those nine plus years to reach agreement with the rest of the region on how to equitably share growth.

The ball is in Council's court. Whether it's about keeping taxes low, fighting global warming, or improving service, the choice is obvious. Just say no to more sprawl.

Unfortunately, most members of Council won't say no to sprawl unless voters tell them to. Suburban developers are rich and powerful with plenty of cash, come election time, to challenge those who cross them.

We have the chance this November to end sprawl. That is when the next four-year City budget comes to Council. It's our tax dollars that contribute to making sprawl happen by either direct subsidies or additional debt that current Calgarians will have to pay for.

More importantly, every dollar spent on sprawl means one less dollar to invest in services, affordable housing, and climate-friendly, neighbourhood-friendly development in the communities we already have, including newer communities already established on the fringe. We deserve to have our tax dollars serve us, not be squandered on developers who gambled that City Council will never say no to them.

So, call your Councillor, send an e-mail, a letter, a text, a tweet, or, even better, ask to meet. Let your Councillor know that serving the people and communities we already have is the most cost-effective, the smartest, the only way to spend our money.

[Contact your Councillor](#)

[Contact the Mayor](#)

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¹⁴ The term sprawl means "the spreading of urban developments on undeveloped land near a city" (*Merriam Webster*) and, in particular for Calgary, without prudent consideration of financial, social, environmental, and equity costs.

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 14, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

budget 2022-2023

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I am a full-time university student who is on AISH. Before attending school this September. I used the adult low income bus pass to go the doctor, get groceries and see my family / friends. I now use the UPass to do those things and to go to school. The income people get on AISH, Income Support has not risen to meet up with the rising cost of living. Thank goodness my student grants pay for my tuition. It is very hard to pay for my daily living needs (rent, food, utilities and meds not covered by my insurance) with my AISH income. I am not alone in this matter. Others on AISH and income support are struggling to pay for their needs too. Please don't raise the cost of the low-income bus passes and the UPass. They are our lifeline to connect to what we need in our city.

Please use this form to send your comments relating to an upcoming Council or Committee matter, or to request to speak on an upcoming public hearing item.

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Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

I have read and understand the above statement.

First name (required) Alex

Last name (required) Williams

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

2023-2026 Service Plans and Budget (regarding housing & transit)

Are you in favour or opposition of the issue? (required)

Neither

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

I'm a university student who, for the past several months has been looking for housing. Were it not for supportive family I would have become homeless - despite having savings, student loans, and working as much as possible. If there's not enough housing, it doesn't really matter how much money you have - unless you have the most. Fortunately, after dozens of applications, I've found a place.

I'll be spending more than half my income on a suburban basement suite. In order to afford this, I'm dropping my car - which is probably better for the environment, mental health, and safety, but it's still hard. I paid \$500 dollars for this car that's 23 years old and in great condition, but it still costs almost \$500 dollars a month for gas, insurance, and maintenance. This is partly due to the rising cost of living, but also because everything in the city is so spread out. So I'm going with transit.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Transit has worked pretty well for me. I get to read my textbooks, don't have to worry about maintenance, and have the odd conversation with a stranger. But I've also had to reduce my weekend hours at work because transit won't get me home after my shift is over at 10:30 PM. When I take the last bus on weekends, there're are 10 people on it. And I can't help but think of the others who might take transit if it was an actually viable option.

We need affordable housing. We need walkable areas so one doesn't HAVE to have a car - and those who can't drive can get around. We need 24/7 transit and increased frequency so it's a real option for anyone in the city.

Thank you for taking my comment. I love this city and I look forward to seeing it grow and improve.

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Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

I have read and understand the above statement.

First name (required) Caidyn

Last name (required) El-Kadri

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Service plans and budget 2023-26

Are you in favour or opposition of the issue? (required)

Neither

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
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I am writing today to ask that we increase the budget for separated (on-street and off-street) cycling infrastructure for the 2023-2026 budget period. This aligns with Calgary's recent climate initiative and will contribute to our ability to become a net zero city so I believe that it's appropriate that these items receive a meaningful amount of increased funding

This summer I was hit two separate times while legally riding on the road with traffic, once in ward 6 and once in ward 9. Both in places where separated infrastructure either doesn't exist or had a missing link. In both these situations I had no other choice other than to be on the road

- The first incident I was up against the centre line waiting for an oncoming car to clear so I could turn left from 45th St onto 40th Ave where my home is located. I used a hand signal and was in the left part of the lane but a driver from behind me attempted to pass me on the left side by crossing the centre line while I was starting to turn left

- The second incident was on 50th Ave. SE between 26th St and 52nd St. I was on my way to work where there is an off-street pathway along 50th Ave except for three or four blocks where I have no choice but to ride on the road. In that short distance and 4-5 mins on my way to work one day I was sideswiped by a 5 ton box truck. The driver was speeding and narrowly avoided me by swerving to the left as I was on the right. Luckily I was knocked away from the truck and didn't go under

Comments - please refrain from providing personal information in this field (maximum 2500 characters)



I see a lot of people in Calgary riding their bikes on sidewalks despite the fact that this is against the law and it can also be dangerous in other ways for pedestrians and riders alike. People do this despite the legal requirement being to ride on the road because people are making a reasonable assessment for their safety. More safe and legal options need to exist

Most people just want to get where they're going safely and they shouldn't have to choose between following the law and staying safe. That's not a comfortable choice that anyone should have to make

Thank you for taking the time to read and I hope you enjoy the rest of your day!

Kind Regards
Caidyn El-Kadri

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I have read and understand the above statement.

First name (required) Sonia

Last name (required) Perna

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Dec 14, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

budget

Are you in favour or opposition of the issue? (required)

Neither

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Council should begin to fund and support climate action in Calgary. This is the number one priority so that we have a livable city and can mitigate the costs of natural disasters, such as floods and super storms. This should also be done in consultation with Indigenous communities as well as low-income communities to attain their perspectives and address their needs.

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

My priorities are to create an innovative and just city for all Calgarians. Economic and business concerns are not a top priority. Affordability, however, is important and can be achieved through social services to address homelessness, mental health, and addition. We must do better for our most vulnerable citizens. Unfettered urban sprawl and development is not desired nor feasible. We must show respect to nature and the environment and move towards a more sustainable city. Calgary can be a leader in this area. Voting trends here and other places indicate that people care about human rights and the environment.

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I have read and understand the above statement.

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I have read and understand the above statement.

First name (required) Nancey

Last name (required) Yip

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Budget - Environmental and Bylaws

Are you in favour or opposition of the issue? (required)

Neither

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If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I have a suggestion that I would like to see if it could be included in the budget discussion. Due to environmental needs, I would like to suggest having an option for free rain barrels for residents. I know there is still a substantial fee involved with getting a rain barrel through the city program at this time and the cost is a barrier to someone getting one. It would be better for the environment as well and save costs in the long run for residents who do use the rain barrels.

Another idea I would like to put forth is to change the city bylaw to allow raised garden beds on the boulevards so that people can grow their own vegetables. Or at least allow residents with boulevards along their own property to be allowed to set up raised garden beds themselves and make sure they are maintained. With the rise in food costs and food scarcity, this would be a beneficial change that will not necessarily cost the city much money. It would just be a bylaw change. If the city would like to include some costs such as the raised beds or dirt/compost, that would be great to be included in the budget.

I believe both of these ideas are very easy to implement and will be good for the environment and also create community.

Thank you!
Nancey Yip

Background:

Inner city communities like Bridgeland, Inglewood, and Kensington are destinations for Calgarians to visit. They are also more densified neighbourhoods, with growing populations. As a result, they bear higher traffic and associated traffic noise and challenges.

Centre Ave in Bridgeland is one of the three key E<>W routes crossing through Bridgeland and is a higher-traffic residential road that is a prime location for environmental design interventions that align to the Neighbourhood Streets Policy, with a specific focus on walkability and connection.

With the construction of the Bridgeland-Riverside Continuing Care Facility and recent completion of several higher-density residential buildings near the LRT Station, there is an opportunity to create a pedestrian and cycling friendly street that enhances connections to the neighbourhood, local businesses and other modes of transportation.

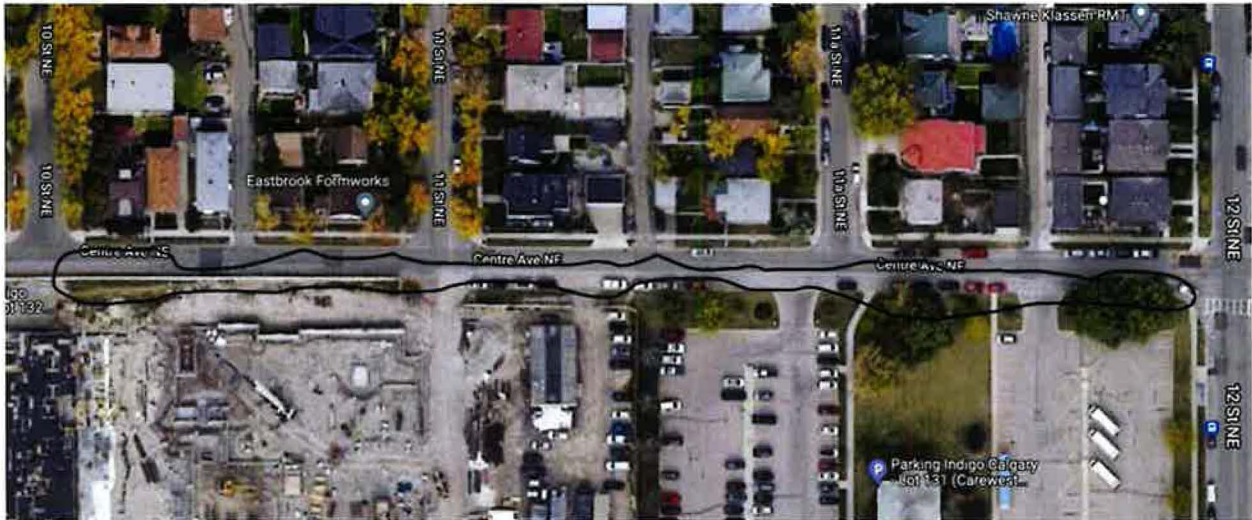
Considerations:

- Centre Avenue is one of three key E<>W “connector” streets through Bridgeland. It is the only “connector” street with no traffic calming, no crosswalks, no stop signs and a missing sidewalk link that runs the entire south side of Centre from 12th Street to 9th Street (see street view attached). It’s also a main entry and exit point to 12th Street, which is a primary entrance and exit to Memorial East (and the Deerfoot).
- The Bridgeland-Riverside Continuing Care Facility’s main entrance, its primary parking lot, the proposed Bocce Ball court and playground structure all front directly on to Centre Avenue (between 10th and 11th street). *However, there are no plans for a crosswalk or stop sign to facilitate the movement of people from the Care Facility over to 1 Ave in Bridgeland.* This contravenes the proposed design of the building, which was meant to be integrated and flow into the community. (see rendering here).
- There is a bus stop on 12th Street at the end of Centre Ave, but currently no sidewalk to connect pedestrians via the south side of Centre Ave to either George Boyak or the Continuing Care Facility.

The Ask:

- **The Council prioritize walkable streets, particularly when new, large-scale infrastructure is being constructed** (such as health care facilities, schools, or apartment buildings). This would include, at a minimum, ensuring that there are sidewalks in front of these buildings.
- **That Council continue to invest in creative ways to calm traffic** including speed bumps, stop signs and traffic calming curbs, particularly in inner city neighbourhoods with high levels of visitors to the area.

- The Council direct the CPS to enforce residential speed limits, particularly where there are no other traffic calming measures.



Contact:

Friends of Centre Avenue
<https://twitter.com/hlchapple>

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I have read and understand the above statement.

| | |
|--|---------|
| First name (required) | Wayne |
| Last name (required) | Sanders |
| Are you speaking on behalf of a group or Community Association? (required) | No |

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 21, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

2023-2026 Service Plans and Budgets

Are you in favour or opposition of the issue? (required)

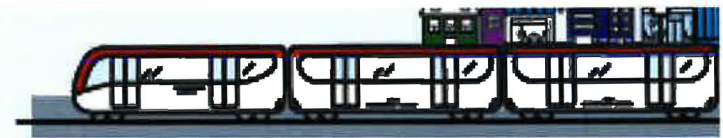
In opposition

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Comments - please refrain from providing personal information in this field (maximum 2500 characters)

While looking at the 2023-2026 Capital Budgets it became obvious the amount budgeted for 2026 (\$1.115B) is for construction of the Greenline. I recall a document that stated most of the construction will be towards the end of the project. The current projected investment of \$3.031B is allocated to 2027+ years. My question is: has a contingency account be created to cover cost overruns? I would imagine this contingency account should be close to \$500M. Currently, there are supply problems and shortages, so it is very conceivable that construction of the Greenline will be affected with delays. I'm quite sure that before the Province of Alberta committed to the project, the subject of cost overruns would be covered by the City, so: could a contingency account be created. I also noted that Property Tax revenues are being shown as increases for the years 2024-2026 (\$2.227B, \$2.34B, and \$2.446B respectfully to each year) and a contingency fund would throw these budgets out. Due to the pandemic, public transportation (NOT just CT) has been broken and it is time to think-outside-the-box and STOP throwing money at CT! You know the Union will be seeking more money NOT roll backs so throwing more money at CT is a vicious circle. (Maybe it's time to assert yourselves against the Union, not the employees). My Ward Councilor provided me with a property tax calculator and I am SHOCKED that more money goes towards CT than the Fire Department!

Calgary, that connects people and places, and will enhance the quality of life for all Calgarians.



Improving mobility choices with high-quality service

Stage 1 will serve up to **65,000 LRT customers daily**



- 37 minute ride from 16 Avenue N. to Shepard S.E.
- 15 new stations
- 2 tunnels and 10 bridges, creating a travel time advantage
- Every 10 minutes, 15 hours a day, 7 days a week
- Increases LRT network usage by over 13% by 2028

Green Line will save Calgarians **over 10,000 hours a day**



Time that can be spent working, playing, or with family

Reduces travel times for transit users by up to **20-25 minutes**

Catalyzing development and rec

Constructing the Green Line will be the **largest job creation project in the City**



- Over 100 enabling works projects complete or underway, employing Calgarians today
- LRT systems are a major attractor for businesses and young knowledge professionals looking to relocate

- Nearly 200,000 jobs be within walking dista of Green Line stations
- Connects 6 high pri Transit Oriented Develk (TOD) sites on opening spurring development community investment



Connecting Calgarians to an integrated transit network

Stage 1 expands the Integrated transit network, connecting to the Red and Blue LRT lines and all 4 new MAX bus rapid transit routes



Within a 10 minute walking distance there are ...

- 31** parks
- 22** schools
- 16** cultural facilities
- 15** recreation centres
- 7** police and fire stations
- 7** community associations

6 Provincial and Federal service buildings

Laying foundat

- Stage 1 builds the c of the Green Line and v enable future incremer expansion as funding is available to realize the full vision

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I have read and understand the above statement.

First name (required) **Wayne**

Last name (required) **Sanders**

Are you speaking on behalf of a group or Community Association? (required) **No**

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 21, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

2023-2026 Budget and Review

Are you in favour or opposition of the issue? (required)

In opposition

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Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Further to my previous comments on the Capital Budget for 2026 and 2027+, I am curious as to how the City is budgeted for other Capital Projects such as (but not limited to): the Greenline North of 16th. Ave. North; the Greenline South of 130th. Avenue to Seton; the Event Centre; proposed extension of Blue Line to airport; proposed Line to Canmore/Banff; etc. The Provincial Government announced a discussion on assisting with the City which is good news. I looked at my property tax breakdown again and noticed a Capital contribution amount indicating the Greenline but not the Event Centre. I was trying to find in the proposed Budget an amount for the City's Legal Dept. but I couldn't find it. All in all, I think the Budget and Review needs a LOT of discussion!

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I have read and understand the above statement.

| | |
|--|----------|
| First name (required) | Jim |
| Last name (required) | Finnigan |
| Are you speaking on behalf of a group or Community Association? (required) | No |
| What is the group that you represent? | |

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

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What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Budget

Are you in favour or opposition of the issue? (required)

Neither

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Hello - as you contemplate the next budget I would strongly encourage you to consider the following priorities:

1. Freeze or Lower property taxes - Calgarians are suffering through a government-created period of rapid inflation and declining real incomes. Raising property taxes would be irresponsible in this environment so every effort should be made to cut expenses to avoid further financial strain on residents.

2. Get Real on Climate Mitigation - the multi-billion dollar climate mitigation plan supported by the mayor is beyond irresponsible; it's a joke. We need to continue to shore up our riverbanks to avoid the risk of flooding which history has shown occurs approximately once every 100 years. Beyond that, we need to get real and focus on what's important to Calgarians - clean streets, safety, and community.

3. Energy transition - despite being driven by massive hubris, we are amidst a long-term energy transition toward greater electrification. But our grids and infrastructure is ill-equipped to handle the eventual pivot away from fossil fuels to electricity. Capital investments should be made in our local infrastructure to prepare for massive shifts in electrical load including underground and above ground wires, connections to buildings and residences (for example upgrading residences from 100 amp to 200 amp service to accommodate EV charging). Utilities will not do this without a strong nudge from central governments.

4. Safety must be enhanced. The lack of willingness of local police to enforce basic

Comments - please refrain from providing personal information in this field (maximum 2500 characters)



laws and to protect private homeowners from theft, home invasion, loitering, and property damage is tragic. Criminals, it seems, now have more rights than victims. We need a greater police presence on our streets, but we need to do it without increasing budgets. Creative approaches of shifting investment from administration to the front-lines is necessary to accomplish this goal.

Development - in historic communities like Inglewood, the streetscape and character of the community needs to be protected from over-development. Small mid-rises of maximum 6 stories, which blend in with the local community, are appropriate and encouraged. East Village style high rises will destroy the character of the community, eliminate access to sunlight and over-densify an area with limited geography. We need to find the right balance and city council needs to start listening to residents and community associations that have strong views on this topic.

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I have read and understand the above statement.

First name (required) Evan

Last name (required) Galbraith

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?



What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

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What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

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(required - max 75 characters)

Budget 2023-2026

Are you in favour or opposition of the issue? (required)

Neither

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Dear Council,

I'm writing to express concern about how the capital funding in Budget 2023-2026 is currently proposed. It appears to fail to align with the overall goals of the MDP, as well as the new climate strategy, the transport plan, the pedestrian strategy, and the cycling strategy. In my view, if approved as proposed, Council will be contradicting its own declaration of a climate emergency that was made only 1 year ago (Nov 15, 2021).

The currently proposed budget falls far short of the support required for active transport. If we believe in making Calgary more sustainable, livable and healthy, then we need infrastructure spending on active transport and established communities to align with the goals and strategies we've already agreed upon as citizens, a City, and a Council.

The MDP and these various strategies are all brilliant pieces of work and will guide our evolution into an even better city. Unfortunately as it stands, the way the objectives of these are consistently ignored and underfunded we may as well throw these pieces of work in the garbage (please don't do that though, as they're great and based on major engagement).

I urge you to please increase the proportion of funding for pedestrian and cycling infrastructure, and all active transport.

Respectfully,

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Evan

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| | |
|--|-----------|
| First name (required) | Court |
| Last name (required) | Ellingson |
| Are you speaking on behalf of a group or Community Association? (required) | No |

What is the group that you represent?

What do you wish to do?
(required)

Request to speak

How do you wish to attend?

In-person

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

No

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

Public presentations on the budget. Sustainability, Arts, Technology.

Are you in favour or opposition of the issue? (required)

In favour

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Comments - please refrain from providing personal information in this field (maximum 2500 characters)

The City of Calgary has approved a bold Climate Change Strategy. Meeting our climate change objectives will take time, require investment and involve a considerable amount of public engagement.
The City is also considering the budgets to Civic Partners. Growing our economy will require continued investments in the Arts and Technology.

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I have read and understand the above statement.

| | |
|--|---|
| First name (required) | Annie |
| Last name (required) | Dormuth |
| Are you speaking on behalf of a group or Community Association? (required) | Yes |
| What is the group that you represent? | Canadian Federation of Independent Business |

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

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What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

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What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

9.2.1 2023 - 2026 Service Plans and Budgets, C2022-1051

Are you in favour or opposition of the issue? (required)

In opposition

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

City of Calgary 2023-2026 Service Plans and Budget Consultation: a small business perspective

*Andrew Sennyah, Senior Policy Analyst, Alberta
Annie Dormuth, Provincial Affairs Director, Alberta and BC*

On behalf of 9,300 small and medium-sized businesses the Canadian Federation of Independent Business (CFIB) represents in Alberta including 2,028 in the City of Calgary, this submission presents the perspective of business owners on the City of Calgary's 2023-2026 Service Plans and Budgets.

Current State of Small Businesses

CFIB's latest June survey results show small businesses in the city have not fully recovered from the pandemic and face an uphill battle. According to our latest survey, 80 per cent of Calgary businesses are still carrying pandemic related debt while only 41 per cent are making normal sales¹. Furthermore, the typical Calgary business is carrying almost \$115,000 in debt because of the pandemic and are expected to take approximately two years to fully pay off this debt. Small businesses face a new set of challenges in coping with rising inflation and interest rates, this is supported by the results of CFIB's October Business Barometer notes that small business confidence in the short and long term for the province remains relatively low². With these numbers in mind, small business recovery will be a slow process and our local entrepreneurs need our support now more than ever.

Avoid Increasing Property Taxes

One of the top concerns for Alberta small businesses across the province is property taxes after utility and insurance costs. In the City of Calgary, property taxes are cited by business owners as the most harmful to the operation of business. Property taxes are profit intensive for small businesses, meaning that businesses must pay them whether or not they're bringing in any revenue. In CFIB's latest [Alberta Municipal Watch Report](#), businesses in Calgary make up 20 per cent of the property assessment share in the city, yet they are responsible for paying nearly half

¹ CFIB, Your Voice Survey - September 2022, September 8-13, 2022, Preliminary results, Calgary n=52.

² CFIB, Business Barometer - October 2022, October 26, 2022, Canada =708.

(46%) of Calgary's property taxes. At a time when inflation is high and economic recovery is not a reality, businesses and residents need cost relief, not the proposed 4.4% property tax increase for the next year or a planned 15.5% per cent increase from 2023 to 2026 over the next four years. We call on the City of Calgary to revise this budget to ensure property tax fairness and to consider the impacts of a substantial increase in property taxes on small businesses.

Construction Mitigation

In 2018, CFIB published a report titled: [Paving a Smoother Road - Helping small businesses survive infrastructure work](#). In conjunction with graduate students from Dalhousie University we examined the best practices used by cities around the world to manage construction mitigation. Those findings led to a survey of Canadian small businesses to better understand the scope of the problem. Research showed that, between 2012 and 2017, 41 per cent of Canadian small businesses were disrupted by local construction projects. Of those, 65,000 small businesses were forced to borrow money, relocate, or close all together. We are also seeing other western municipalities start to look at construction mitigation policies. Recently, the City of Vancouver has asked city administration to "[explore options on ways to provide relief to commercial properties affected in the 'cut and cover' locations along the Broadway Subway corridor.](#)" CFIB has openly supported this policy and urged Vancouver council to adopt administration's proposal to help small businesses impacted by large-scale construction projects. In the Edmonton, a draft policy on [Financial Assistance for Economic Loss due to Major Construction](#) was presented to council but was narrowly defeated by a vote of 5 to 4.

The city has committed to invest billions of dollars in public infrastructure projects across the province over the next four years, some of these large infrastructure projects can be disruptive and, in some cases, be costly enough to shut down local businesses. As such, CFIB calls on the City of Calgary to introduce a construction mitigation policy that includes:

- A compensation program to assist businesses taking major economic hits over an extended period.
- A "no surprise" rule to ensure fair warning to local business so they can properly prepare.
- A comprehensive planning or "one dig" approach to avoiding multiple disruptions.
- An improved contracting process including integrated mitigation provisions and a bonus/penalty system, especially for early/late completion of the project.
- A dedicated business liaison office with managerial authority to improve direct communication with affected businesses.

Red tape and Business Friendliness

The City of Calgary has made significant strides in reducing red tape as a result of the pandemic with changes such as accelerated patio permitting. Along with taxation, red tape continues to be a top concern for small businesses, and it is imperative for council to continue to build upon the

city's work on reducing red tape. Red tape and excessive bureaucracy can limit productivity, lower investment capacity, and leave business owners with less time to manage their business. For SMEs, red tape not only includes all the paperwork and rules they must follow but also the level of customer service provided by the government. Not being able to get answers quickly from the government website or call centre, or not being able to understand the language on forms or guidance documents, can be equally frustrating and even costly for small business owners. We commend the City of Calgary for launching the Business Experience Representative Team that assists restaurateurs and brewers owners navigate the permitting and licensing process but recommend that the program be expanded to all business sectors.

Recommendations

While we recognize municipalities are faced with tough decisions, small businesses also recognize the Alberta government has a role in helping municipalities. CFIB survey results from October 2022 show that 72% of Alberta small businesses say it is important for the Alberta government to assist with municipal issues such as, affordable housing, property damage from crime and construction mitigation. In addition, we are eager to see how the Minister of Municipal Affairs will work with municipalities to address the following outlined in the [mandate letter](#):

- Work with the Ministers of Education and Treasury Board and Finance to review the feasibility of changes to the Education Property Tax to assist municipalities with retaining more funding for local priorities
- Work with the Minister of Service Alberta and Red Tape Reduction, who is the lead, to work with municipalities to benchmark, measure and reduce the time it takes to approve permits in order to create a more attractive business investment environment.

We encourage council to work with the government on these initiatives and explore ways for the province to help municipalities address issues such as crime, construction mitigation and property damage loss that affects all Albertans and businesses. In conclusion, we call on council to reject the proposed four-year operating budget and direct City Administration to propose a revised operating budget that:

- Prioritizes economic recovery by not increasing taxes and costs on businesses.
- Reduces non-residential property taxes and set a long-term goal for property tax fairness.
- Engages in sustainable spending practices by reducing overall local government costs and finding internal efficiencies.
- Makes a commitment to reduce red tape at the municipal level and keep the best of COVID-19 changes such as accelerated patio permitting.
- Expands the current Business Experience Representative Team to all industry sectors to help answer questions about municipal permitting, licensing, etc.

- Implements a construction mitigation plan that compensates businesses for disruptions caused by municipal construction projects and ensure businesses have fair warning so they can properly prepare.
- Creates or promote existing “shop local” campaigns to encourage everyone to support small businesses in their communities.

Please use this form to send your comments relating to an upcoming Council or Committee matter, or to request to speak on an upcoming public hearing item.

In accordance with sections 43 through 45 of [Procedure Bylaw 35M2017](#), the information provided **may be included** in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the *Freedom of Information and Protection of Privacy (FOIP) Act* of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making and scheduling speakers for Council or Council Committee meetings. **Your name and comments will be made publicly available in the Council agenda.** If you have questions regarding the collection and use of your personal information, please contact City Clerk’s Legislative Coordinator at 403-268-5861, or City Clerk’s Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station ‘M’ 8007, Calgary, Alberta, T2P 2M5.

Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

I have read and understand the above statement.

First name (required) **Steve**

Last name (required) **Bentley**

Are you speaking on behalf of a group or Community Association? (required) **No**

What is the group that you represent?

What do you wish to do?
(required) **Request to speak**

How do you wish to attend? **In-person**

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required) **Council**

Date of meeting (required) **Nov 22, 2022**

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters) **2023-2026 Service Plans and Budgets**

Are you in favour or opposition of the issue? (required) **Neither**

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters) **I will be speaking about Calgary's transition to net zero**

CALGARIANS AT A CROSSROADS

*Calgarians want an economic recovery that
tackles climate change*

CALGARY
CLIMATE
HUB



ALBERTA
ecotrust




CLEAN ENERGY CANADA

Calgary is at a crossroads

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Executive Summary

In August 2021, Alberta Ecotrust Foundation, the Calgary Climate Hub and Clean Energy Canada, asked 1,000 Calgarians to share their opinions on Calgary's economy, climate change, and what they would like to see from municipal candidates heading into a civic election. ZincTank was contracted by the consortium to conduct this poll.

Calgarians want investment in the economy to include environmental solutions. Overall, the data shows well over half (69 percent) of Calgary's citizens are concerned about climate change impacts and how they will impact their jobs, families, and the future of their communities.

Key findings

1. Climate solutions are good for individuals, families and the community.

Calgarians are worried about the future of their city, as 53 percent are uncertain that Calgary is on the right track to be a better city 10 years from now. Over half (57 percent) want Calgary to chart a course for a more sustainable and resilient city by investing in the transition toward clean energy.

Seven in ten believe the transition to renewable energy will ultimately improve the health and well-being of themselves and their families. If Alberta does not seriously tackle climate change, 53 percent believe that more youth will leave Calgary, which may expose the community to more social and economic risks.

2. Calgary's future economic plans need to include climate action.

Almost three quarters (73 percent) believe that investing in climate change is an investment in long-term economic sustainability and prosperity. Overall, Calgary's citizens (56 percent) agree that tackling climate change will be good for their family's economic prospects.

Individuals across all sectors need to be supported through the transition, as 70 percent of Calgarians believe addressing climate change will be a challenge for small business owners, and 73 percent believe it is important to invest in transitioning oil and gas workers to other roles in a changing energy industry.

3. Voters care about building a resilient, diversified economy.

More than 70 percent of Calgarians want candidates to have clear environmental policies that protect our natural systems and diversify the economy in their election platforms.

As we transition to a low-carbon economy, 80 percent of Calgarians believe that with the province's experience in the oil and gas industry, Calgary has the resources to become a global leader in renewable energy. After a long economic downturn, 72 percent of Calgary's citizens think it is important for candidates to have a clear environmental policy to address climate change that also focuses on diversifying Calgary's economy.

4. Calgarians support measures to get more electric vehicles on roads

A considerable majority of Calgarians support policy measures that would help grow electric vehicle adoption in the city. Three-quarters (76 percent) support more electric vehicle charging stations along major roads and shopping centres, while two-thirds (65 percent) support electric vehicle incentives. Electrifying buses is particularly popular, with 78 percent supporting updating public buses to electric or hydrogen versions, while a similar number (76 percent) favour the idea of replacing conventional school buses with electric ones.

5. Environmental impacts are affecting Calgary

With increasing extreme weather events, such as this summer's record heatwaves and wildfires, two-thirds of Calgarians (66 percent) recognize, some now more than ever, that the city needs to do more to address climate change. Some families (43 percent) say they are already being financially and emotionally affected by climate impacts.

Conclusion

Calgarians are ready to embrace a more diverse economy—an economy that addresses the realities of today and their concerns for tomorrow. While some citizens oppose climate action, their numbers are small compared to the 66 percent of Calgarians who believe any further delays in addressing climate change will be detrimental to Alberta's economic future.

The three project partners hope that the responses to this survey encourage candidates in the upcoming election to include climate action as a priority and also to inform municipal policies and programs in the months and years to come for Calgary.

Pat Letizia
President and CEO
Alberta Ecotrust Foundation

Trevor Melanson
Communications Director
Clean Energy Canada

Dr. Joe Vipond
Co-chair
Calgary Climate Hub



Methods

In Spring 2021, the consortium of Calgary Climate Hub, Alberta Ecotrust and Clean Energy Canada contracted zinc tank to conduct a poll on climate change and what Calgarians are seeking on climate action in the October's municipal election and in City Council's agenda for the next term.

- The survey covered topics on perceptions of Calgary (using some questions from the City's Citizen Satisfaction Survey, vision for the city, economic matters, environmental concerns, actions to address climate change and what respondents were seeking in candidates on climate action related matters.
- Mode of data collection: online (Internet panel, self complete) respondents.
- 1,000 respondents:
 - Respondent quotas established to ensure data are population representative.
 - Data presented are weighted to reflect population of adults 18 years and older. Data obtained was rebalanced by age, gender and quadrant as per the 2019 City of Calgary Civic Census (the most recent available).
 - Those eligible to vote represented over 98% of respondents.
 - Internet panel was selected as a means for data collection given the length of the survey, and that 90%+ of Calgarians are online (higher than landlines).
 - Field Dates: August 5 - 15, 2021.
 - Incidence rate: 84%. Total contacts - 1,704. Breakoff (Incomplete) - 291. Termination (Out of Calgary, Under 18, Over quota) - 413.
- Length of interview: Average - 25 minutes, Median - 22 minutes.

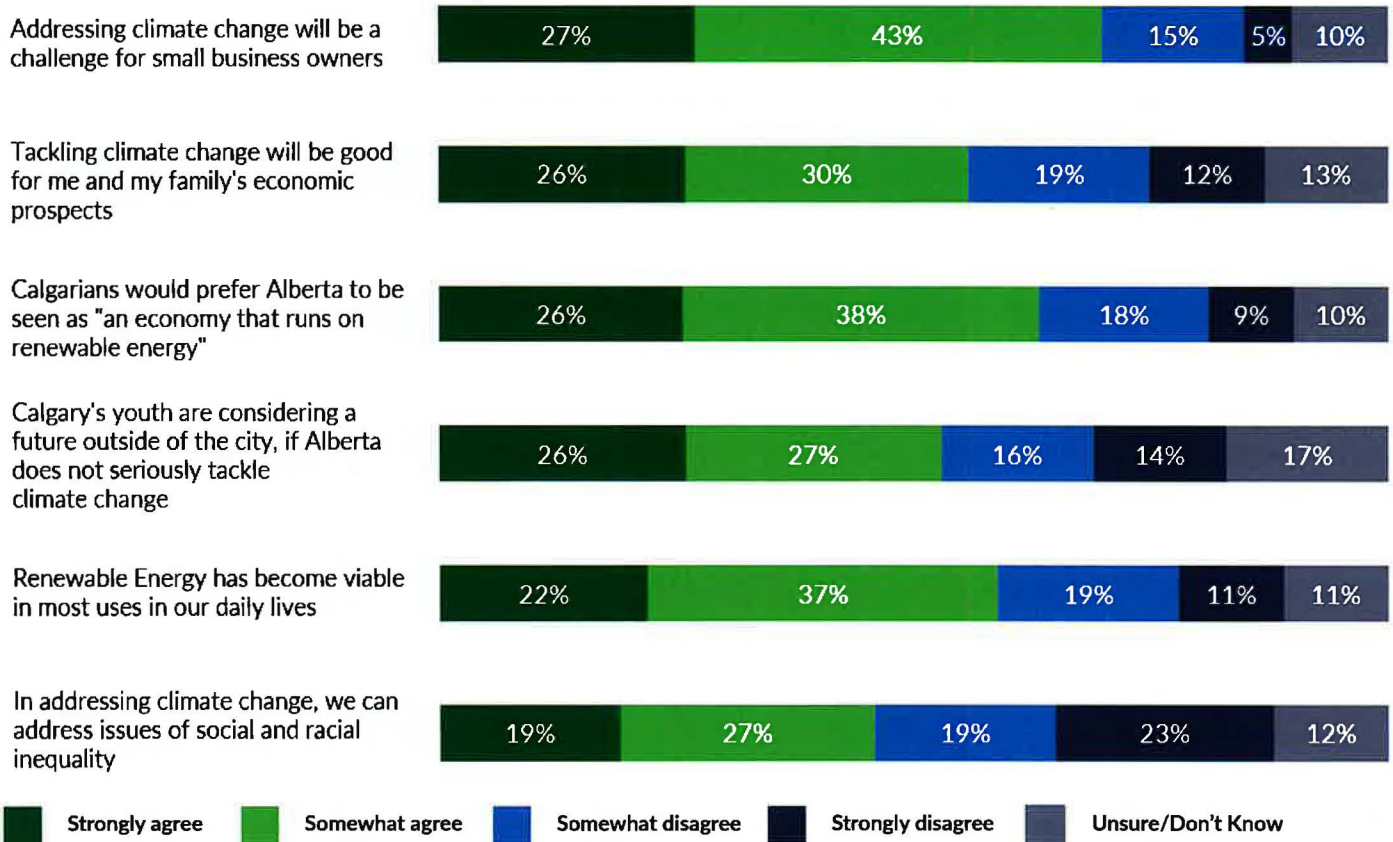


Review the full breakout of polling data at
<https://www.albertaecotrust.com/calgarians-at-a-crossroads/>

1. Climate solutions are good for individuals, families and the community

Calgarians are worried about the future of their city. They want Calgary to be a vibrant city that future generations call home and believe that climate solutions will be good for individuals, families and communities.

“Please indicate your level of agreement with the following statements,”



“ It is clear that seven in ten Calgarians believe the transition to renewable energy will ultimately improve the health and well-being of themselves and their families. Calgary’s municipal candidates must include bold climate change plans in their election platforms to protect the health of Albertans.

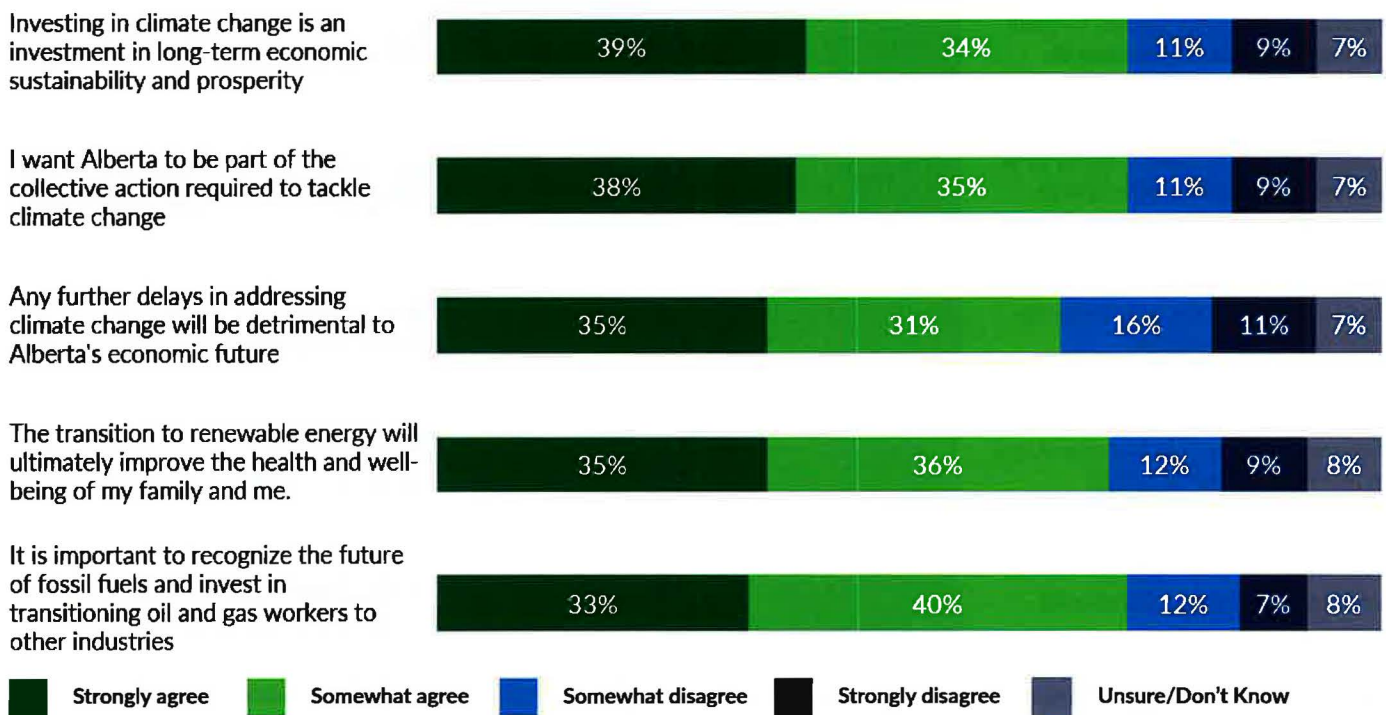


Joe Vipond, co-chair of Calgary Climate Hub and emergency physician at the Rockyview General Hospital.

2. Calgary's future economic plans need to include climate action.

Cities around the world are evolving so they can get the economic benefits of environmental actions. Calgary's citizens have evolved with the world, but are nervous about being left behind in the transition to a low-carbon global economy. That is why they want future economic recovery plans to solve climate change's multiple challenges. This means supporting individuals, families, small businesses, and communities through the transition.

"Please indicate your level of agreement with the following statements,"



“Calgary is Canada's energy capital, and that doesn't need to change. Alberta is home to many skilled workers, the best wind and solar resources in the country, and a number of other clean energy opportunities such as geothermal and hydrogen.

But in order to turn this promising potential into a resilient reality, action needs to be taken today at every political level. Calgarians are ready for it.



Trevor Melanson, communications director, Clean Energy Canada

Calgary is at a crossroads

“Please indicate your level of agreement with the following statements,”

It is Alberta's benefit to go it alone and address climate change in a manner it sees appropriate



I have been personally affected, financially and emotionally, by extreme weather events in Calgary



Increasing taxes on carbon-based fuels is an effective tool in addressing climate change



It is worth opposing climate change actions at any expense



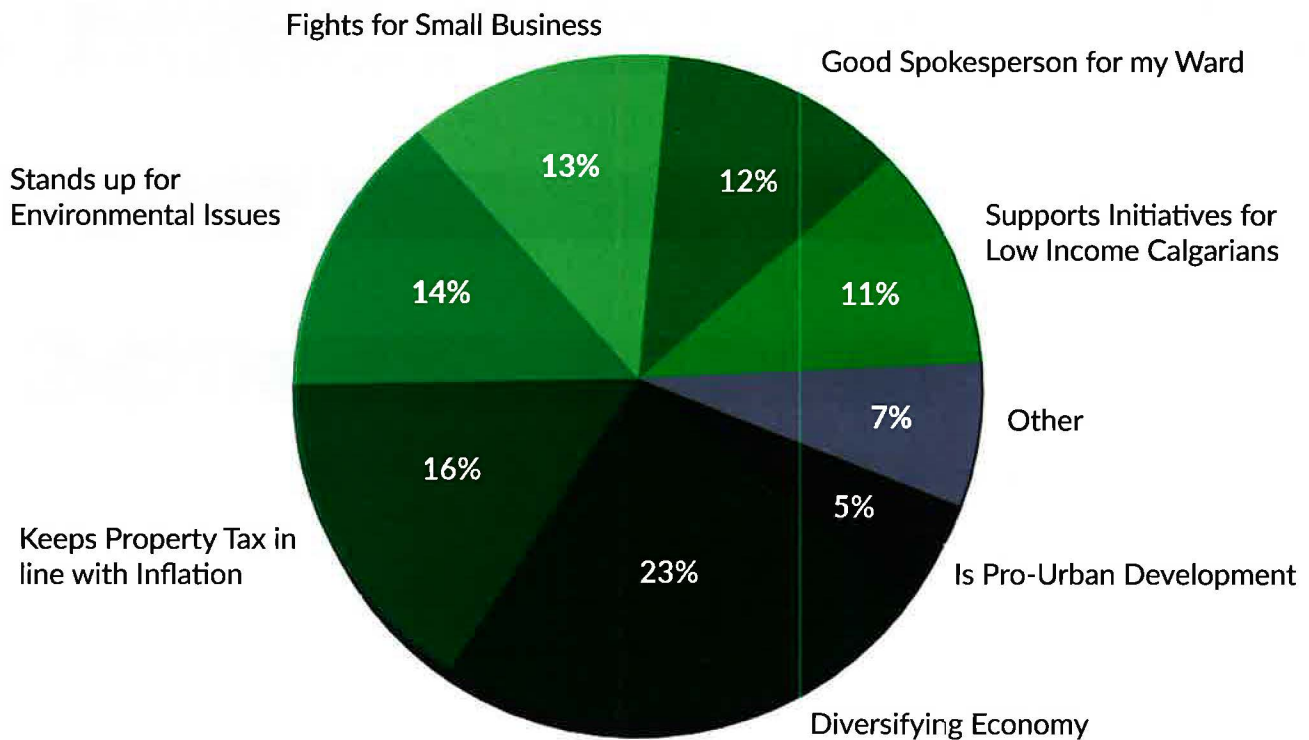
I am happy to accept extreme weather events as the new normal



Strongly agree **Somewhat agree** **Somewhat disagree** **Strongly disagree** **Unsure/Don't Know**

3. Voters care about building a resilient, diversified economy.

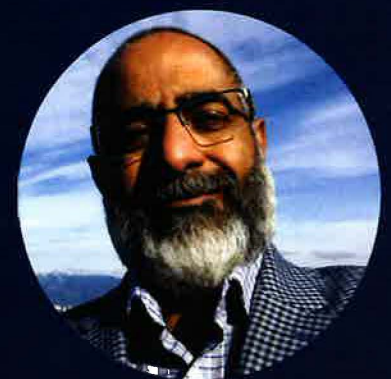
Calgary is long known for its central role in Canada's oil and gas industry. We now sit at a crossroads. Most Calgarians see the value in diversifying the economy to build a better and more resilient city. Calgary voters want municipal leaders to address climate change to ensure economic sustainability and prosperity.



“ Calgarians are looking toward diversification and renewal, at which climate action needs to be integral to any strategy.

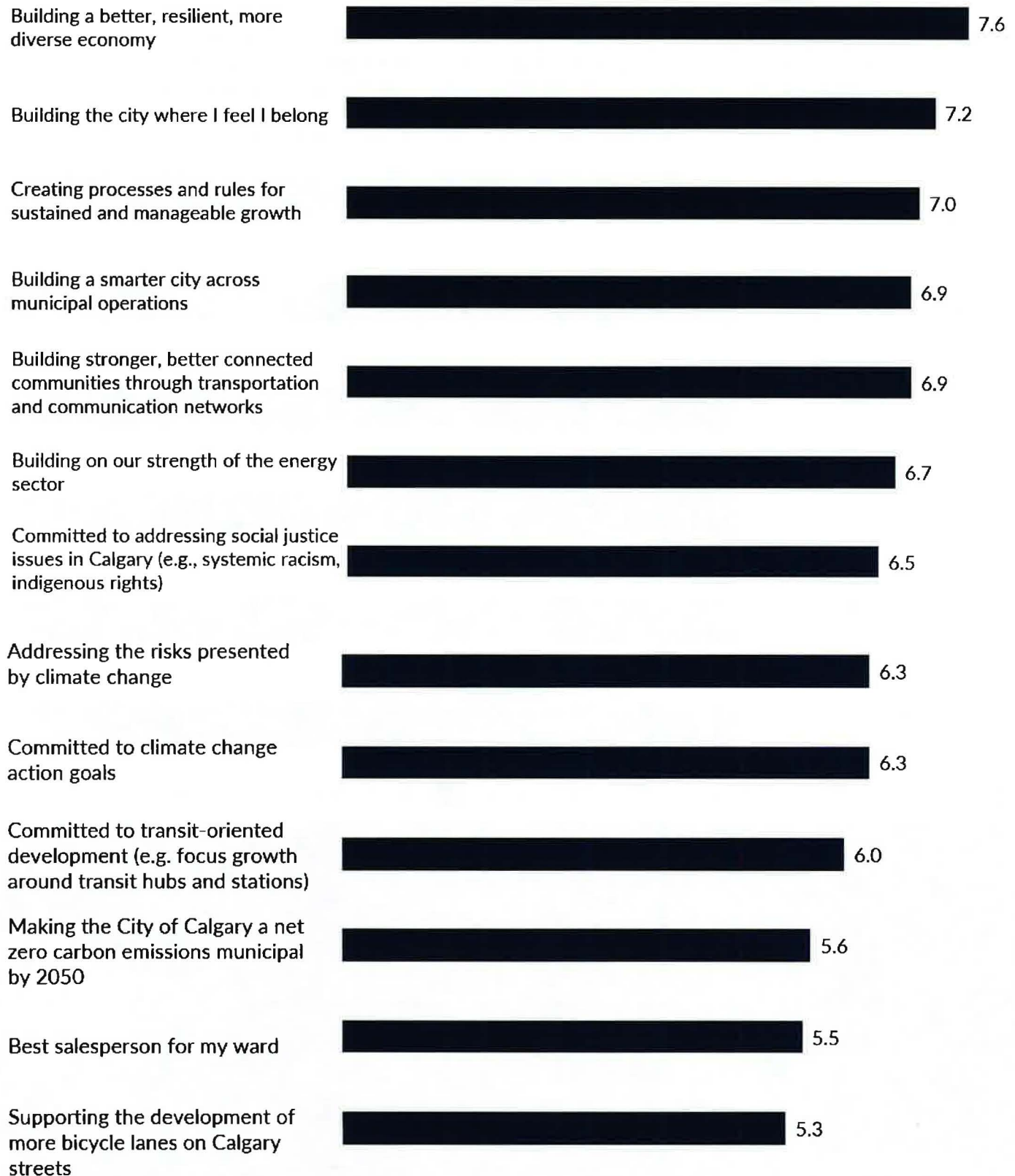
There is a desire to transition from fossil fuels with support from all levels of government. There is a need for any economic plan to have climate action embedded in and at the forefront of it.

Brian Singh, data science and behavioural economist of ZincTank.



Calgary is at a crossroads

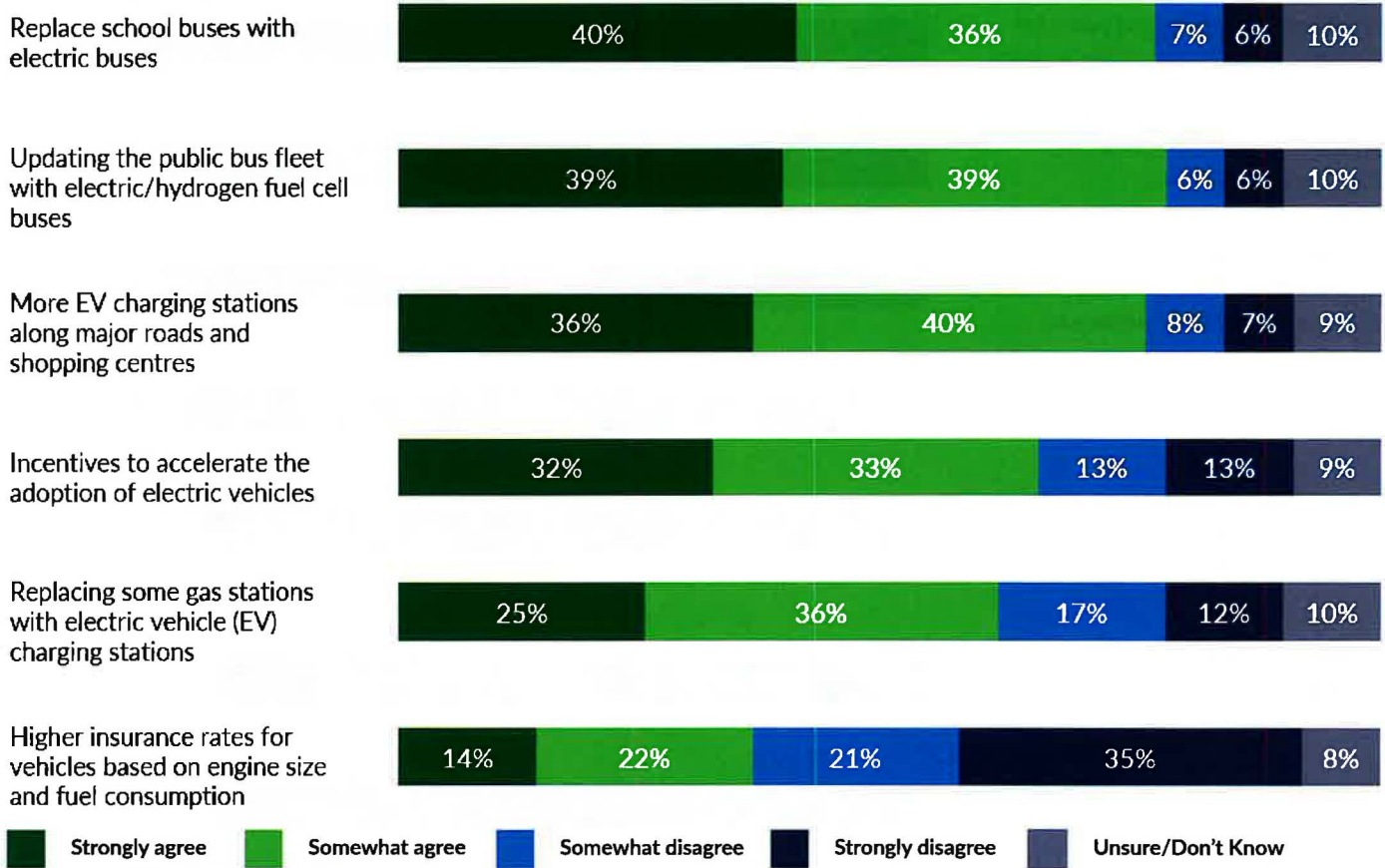
"In voting for a ward candidate, voters have to consider their qualities, platform and positions on various issues. How important are the following in considering who you intend on voting for as the representative of the ward where you live?" (Rating Scale: 0 to 10)



4. Calgarians support measures to get more electric vehicles on roads

A considerable majority of Calgarians support policy measures that would help grow electric vehicle adoption in the city. Three-quarters (76 percent) support more electric vehicle charging stations along major roads and shopping centres, while two-thirds (65 percent) support electric vehicle incentives.

“Which of the following would you support as Calgary considers the future of its transportation choices and infrastructure?”



“ A majority of Calgarians do not want to continually choose between the environment and long-term economic sustainability and prosperity. They want environmental actions that solve multiple challenges at once.

That’s why our Climate Innovation Fund will support the City of Calgary’s leadership on climate action with programs that focus on retrofitting existing buildings, installing solar, and electrifying transportation; both creating jobs and accelerating emissions reductions.

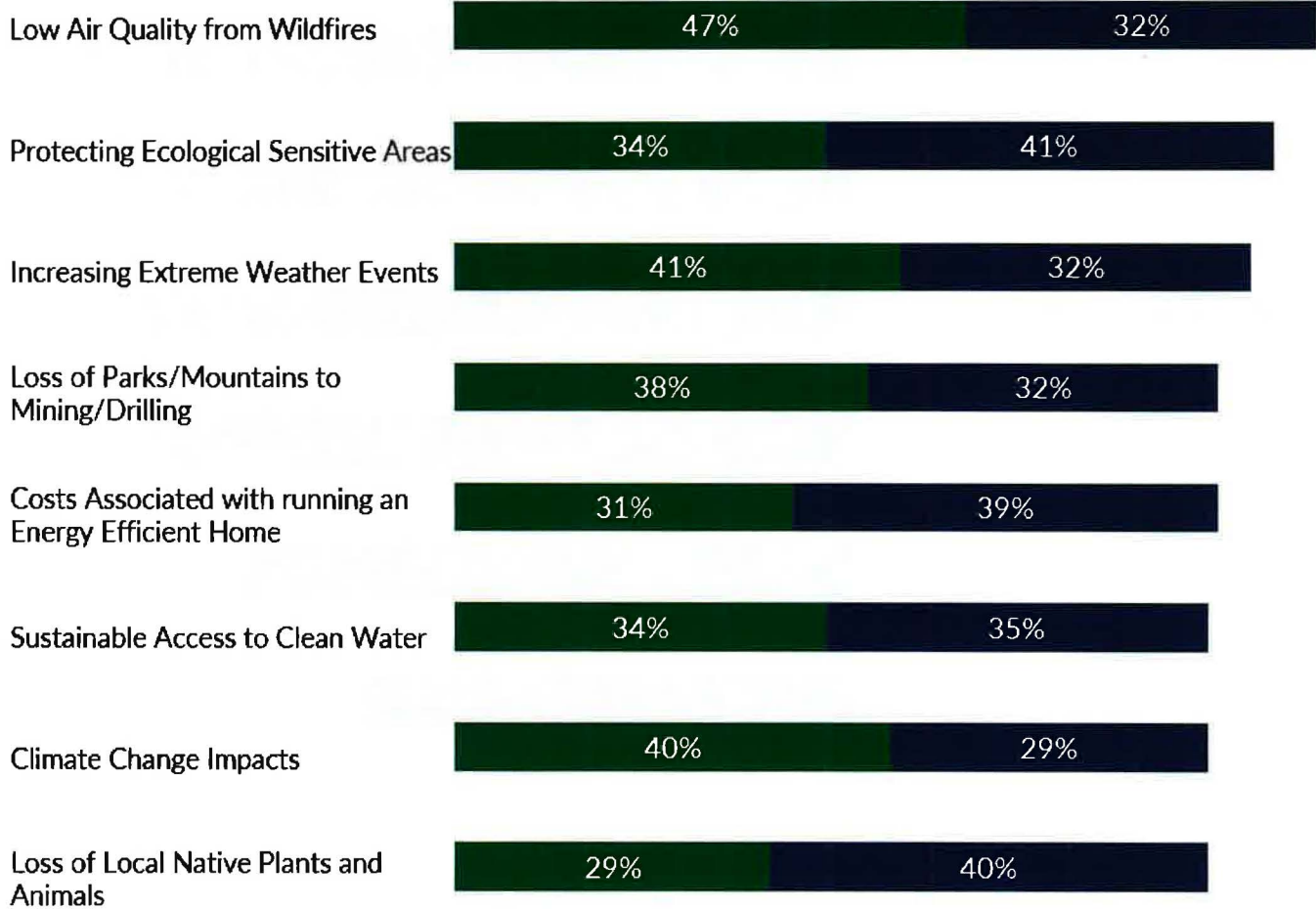


Pat Letizia, President and CEO, Alberta Ecotrust Foundation

5. Environmental impacts are affecting Calgary

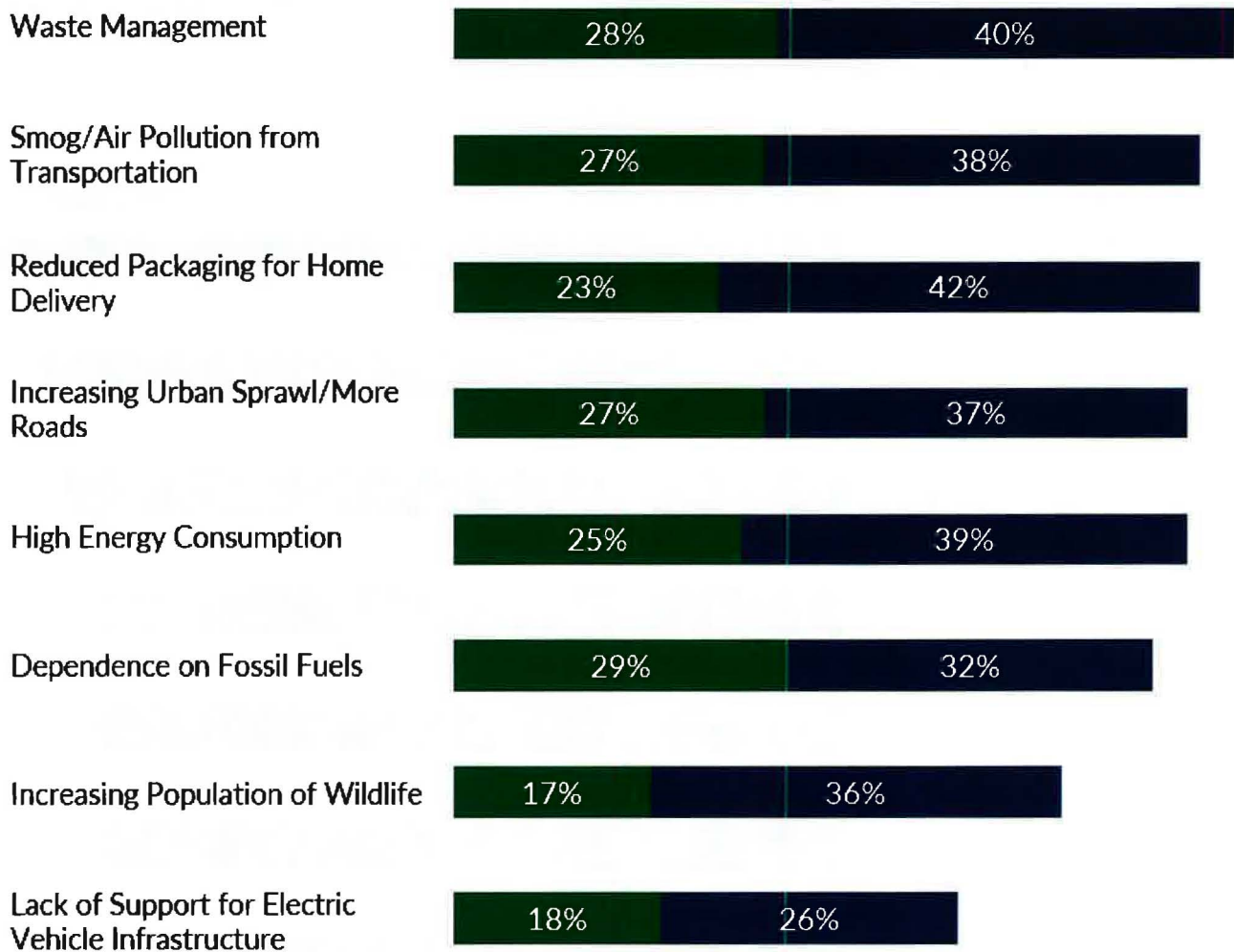
Calgary has proven time and time again that it is a resilient city. Calgary has experienced extreme natural disasters caused by climate change, such as floods, intense hail storms, tornadoes, and most recently, a heat dome. Calgarians recognize, some now more than ever, that Calgary needs to do more to address climate change to avoid more of these, and worse, environmental impacts.

At this time, how concerned are you about the following environmental issues in and affecting Calgary?



Calgary is at a crossroads

“At this time, how concerned are you about the following environmental issues in and affecting Calgary?”



Conclusion

Calgary sits at a crossroads. Do we continue to slowly tackle climate change, or do we take an integrated approach to solve the multiple challenges we face all at once? The future could be a low-carbon, resilient economy that also takes care of our environment and our people. The climate emergency is a complex problem, affecting the environment, the economy, our health and wellbeing –every aspect of human society.

What path do the citizens of Calgary want to embark on? This central question formed the basis of the polling that Alberta Ecotrust Foundation, the Calgary Climate Hub, and Clean Energy Canada embarked on.

People are constantly being bombarded with increasingly dire stories about climate-related floods, fires, and crop disasters. Some governments, organizations, and companies are starting to take strong action on mitigating and adapting to the climate emergency, but we need more.

It is clear that Calgary is ready to embrace economic diversification to secure a prosperous future for themselves, their families, and communities. They see addressing climate change as an opportunity to secure a better future for everyone.

It is the consortium's hope that the responses to the survey inform economic and environmental priorities, practices and policies of municipal, provincial and federal policy makers and electoral candidates in the months and years to come for Calgary.

CALGARY
CLIMATE
HUB



ALBERTA

ecotrust



CLEAN ENERGY CANADA

Review the full breakout of polling data at
<https://www.albertaecotrust.com/calgarians-at-a-crossroads/>

ALBERTA: LEADING THE GLOBAL ENERGY TRANSITION

calgary economic
development
be part of the energy™

Edmonton
Global.

Alberta is Canada's energy powerhouse and boasts some of the best renewable resources in the country – wind, solar, bioenergy and geothermal. With a strong cleantech innovation ecosystem, a long history of industry collaboration and investment, and highly skilled talent, Alberta is the place to be to make an impact in the energy transition.

PURSUING A NET-ZERO FUTURE COULD CREATE 170,000 NEW JOBS AND CONTRIBUTE \$61 BILLION TO ALBERTA'S GDP BY 2050*

To capitalize, Alberta will need to invest more than \$2.1 billion a year in cleantech by 2030, increasing to \$5.5 billion annually by 2040.

HOME TO EXPERTS IN ALL THINGS ENERGY

- 945 cleantech companies
- 14,600+ employed in direct cleantech positions
- Nearly two-thirds of Alberta's more than 210 pureplay clean tech startups work in oil and gas; over 50% in power and utilities, and one-third in agriculture, mining, or manufacturing.
- Alberta's industrial carbon pricing system has transacted over 15 megatonnes of compliance-quality, nature-based climate solutions since 2007.

WHY ALBERTA FOR YOUR CLEANTECH INVESTMENT?

- 8%: Lowest corporate tax rate in Canada
- 9/1000 people: Most engineers per capita in Canada (almost twice the national average)
- Top post-secondary institutions training talent for in demand cleantech jobs



- Affordable real estate in top livable cities and an iconic Rocky Mountain playground
- Home to world-class R&D, laboratories, and test centres.



A THRIVING HUB FOR THE WORLD'S
BEST CLEANTECH INNOVATORS

51%

of Alberta cleantech ventures are led by first-time founders

32%

have a trades background

28%

are born outside of Canada

22%

are female, versus 15.6% nationally

ALBERTA'S TOP 6 CLEANTECH SUBSECTORS: HIGH GROWTH POTENTIAL IN A LOW-CARBON FUTURE

AG-TECH & AGRICULTURE

Alberta exports agricultural and food products to more than 150 countries with particular industry expertise in ag-tech innovation to increase yield and improve energy efficiency. Agribusiness sector is forecast to invest \$246 million in digital transformation by 2024.



2,399 PEOPLE
2030 EMPLOYMENT



3% NET ZERO
PATHWAY CAGR



59
COMPANIES

ENERGY EFFICIENCY

Canada's largest cogen facilities and most competitive HVAC market make Alberta a magnet for investment in industrial process energy efficiency and large-scale, low-carbon heat recovery technologies.



9,533 PEOPLE
2030 EMPLOYMENT



7% NET ZERO
PATHWAY CAGR



56
COMPANIES

DIGITALIZATION

Alberta is at the forefront of AI /ML research with companies in energy, agribusiness, transportation and logistics, creative industries, and life sciences and other sectors investing in digital transformation to improve efficiency.



2,336 PEOPLE
2030 EMPLOYMENT



24% NET ZERO
PATHWAY CAGR



195
COMPANIES

ELECTRIFICATION

Alberta has an opportunity to be a leader in the development of transformational electrification technologies for heavy industry. Alberta's electricity market offers an advantageous environment for companies to develop and pilot electrification technologies to achieve net zero.



2,980 PEOPLE
2030 EMPLOYMENT



4% NET ZERO
PATHWAY CAGR



13
COMPANIES

HYDROGEN PRODUCTION AND UTILIZATION

Home to Canada's first industrial hydrogen hub, Alberta is at the leading edge of hydrogen economy development in the country with an opportunity to be a global leader in the coming decades.



1,062 PEOPLE
2030 EMPLOYMENT



9% NET ZERO
PATHWAY CAGR



13
COMPANIES

CARBON CAPTURE, UTILIZATION & STORAGE (CCUS)

Alberta is home to four leading commercial CCUS projects including Alberta Carbon Trunk Line, the world's largest CO₂ pipeline. It has extensive CCUS infrastructure and a track record of innovation in all aspects of the industry.



1,753 PEOPLE
2030 EMPLOYMENT



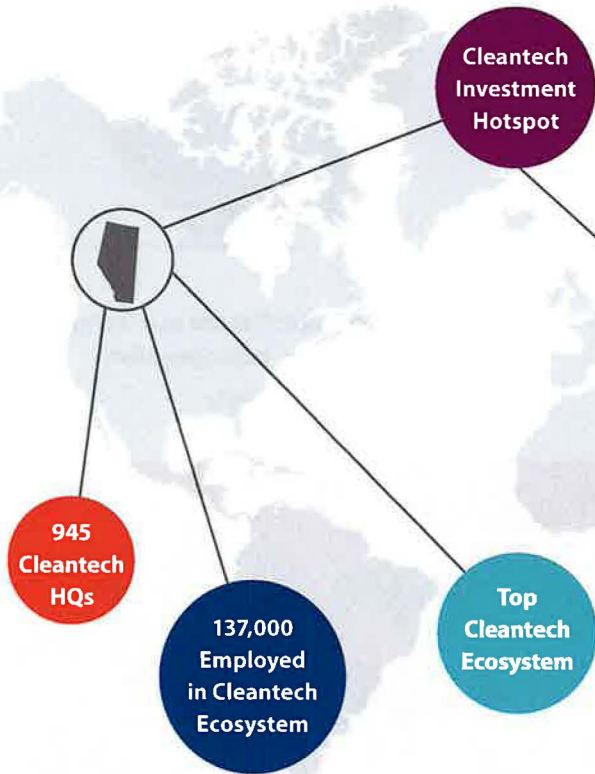
19% NET ZERO
PATHWAY CAGR



13
COMPANIES

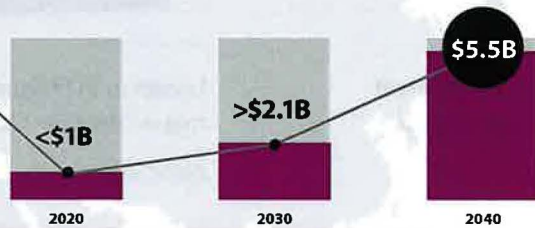
CALGARY: CANADA'S CLEANTECH INNOVATION HUB

ALBERTA ENERGY TRANSITION STUDY FACT SHEET



CLEANTECH PATHWAY TO \$61 BILLION GDP AND 170,000 JOBS

Setting a net-zero pathway in Alberta aligned with global climate targets could generate almost 170,000 jobs in the cleantech sector and contribute \$61 billion to provincial GDP by 2050.



Annual cleantech investment required in Alberta.

OPPORTUNITIES FROM NET-ZERO

Global energy transition is creating opportunities for Calgary and Alberta to lead in development and implementation of emerging clean technologies. Calgary is a top cleantech ecosystem globally and positioned to be a leader in pursuit of net-zero.

SIX SUBSECTORS SET TO SOAR

There are six cleantech subsectors with significant potential to attract investment, talent and generate startup companies.



ALBERTA CLEANTECH FOUNDER PROFILE

Cleantech ventures led by first-time founders

51%

Founders born outside Canada

28%

Female founders

22% 15.6%, nationally



HIGHLY SKILLED TALENT FOR A LOW-CARBON ECONOMY



**TOP TECH
TALENT**

Calgary is a top tech talent market in North America.

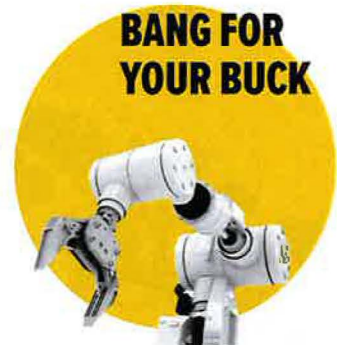
(CBRE, 2021)



**HIGHEST STEM GRAD
CONCENTRATION**

Leader in STEM grads among major Canadian Cities.

(StatsCan)



**BANG FOR
YOUR BUCK**

Ranked 2nd in Canada as a “bang for your buck” tech ecosystem

(Startup Genome 2021)



TECHNOLOGY TO SOLVE GLOBAL CHALLENGES

Calgary is home to head offices of major companies throughout the energy-value chain and key players in renewable energy.

66% Pureplay cleantech companies target customers in oil and gas.

50% Target customers in power and utilities.

33% Target customers in agriculture, mining, or manufacturing.

COLLABORATIVE CLEANTECH ECOSYSTEM DRIVES INNOVATION

WORLD CLASS EDUCATION, R&D AND TRAINING PROGRAMS



calgary economic development
be part of the energy

To learn more about opportunities in the energy transition in Calgary and to read the Alberta Energy Transition Study, visit yycenergyenvironment.com

Please use this form to send your comments relating to an upcoming Council or Committee matter, or to request to speak on an upcoming public hearing item.

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Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

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I have read and understand the above statement.

| | |
|--|------------|
| First name (required) | Michael |
| Last name (required) | dmytryszyn |
| Are you speaking on behalf of a group or Community Association? (required) | No |

What is the group that you represent?

What do you wish to do?
(required) Request to speak

How do you wish to attend? Remotely

You may bring a support person should you require language or translator services. Do you plan on bringing a support person? No

What meeting do you wish to attend or speak to? (required) Council

Date of meeting (required) Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters) Amending Bylaws grass, privacy, enforcement

Are you in favour or opposition of the issue? (required) Neither

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Environmental policy that has no merit as long as it does not break rules, bylaw officers need body cams to keep them honest, if I have a big back yard and infills around me , but cannot use my yard for anything. Not even growing grass or storing wood in neat piles for repairs as written in bylaw , stuff taken and disposed of valuable items with no way to get stuff back. Above the law as police have no jurisdiction over stuff taken , would like Bylaws amended and over seen by city police for better citizen interaction , too many complaints from my neighbour since 2016, be able to talk with some one other than appeal board as they are biased from power given by city council...

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I have read and understand the above statement.

| | |
|--|---------------------------------------|
| First name (required) | Gary |
| Last name (required) | Webster |
| Are you speaking on behalf of a group or Community Association? (required) | Yes |
| What is the group that you represent? | The Rotary Club of Calgary Centennial |

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 21, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here.](#))

(required - max 75 characters)

Police budget

Are you in favour or opposition of the issue? (required)

In favour

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2022 November 17, 2022

City of Calgary
City Clerk - Public Submission to Council

RE: LETTER OF SUPPORT FOR POLICE BUDGET

My name is Gary Webster, and I am a member of the Rotary Club of Calgary Centennial and past chair of our Community Service Committee. The theme of our club is to improve the mental health and wellness of vulnerable Calgarians.

I am sending this letter to support the budget recommendations for the Calgary Police Service (CPS), specifically in relation to their response to mental health and addictions in the city. I believe the CPS to be a leader in innovative crisis transformation initiatives, which include the 211/911 co-location project where citizens with mental health crises who call 911, can be deferred to 211 immediately where they are able to speak with a crisis worker from the Calgary Distress Centre. The Downtown Outreach Addictions Partnerships (DOAP) District 1 Project, where calls are being diverted from Calgary 911 to 211 so the DOAP team can be deployed. Our club has provided funds in the past to help purchase a van for the DOAP team.

This initiative is very much needed, as it meets the goal of the 211/911 Co-location to get the "right resource to the right person at the right time." An ideal outcome for the person in crisis is to refer them to community supports, and the other is to transport the person to the hospital because the situation presents as emergent. These vulnerable people require help from the community, not always the police, so I am very supportive of initiatives where the police are not the first responders in cases when vulnerable people are in crisis.

With the provision of the proposed funding, the CPS will be able to continue to work with the community on innovative ways to address mental health and addiction in the city of Calgary.

Gary A Webster
Rotary Club of Calgary Centennial

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I have read and understand the above statement.

First name (required) **Roxanne**

Last name (required) **LeBlanc**

Are you speaking on behalf of a group or Community Association? (required) **No**

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

2023-2026 Service Plans and Budgets

Are you in favour or opposition of the issue? (required)

In opposition

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Comments - please refrain from providing personal information in this field (maximum 2500 characters)

**Calgary needs MORE funding for Community Initiatives not less!!!
Having an increased police presence will not have the same impact as help for citizens and programs that address root causes!
I live inner city and see first hand what happens when people can't get help getting off drugs and off the streets!
Please reconsider your budget decision!!**



#420, 1110 Centre St. NE
Calgary, AB T2E 2R2
(403) 701-7686
info@crescentheightsvillage.ca

crescentheightsvillage.ca

September 29, 2021

City Council
Mayoral Candidates
Ward 7 Candidates
Green Line Board of Directors
Green Line Team

Re: Crescent Heights Village Interim Plan: 2022-2032

To Whom it May Concern:

The recent postponement of Green Line work North of the Bow River is the latest in more than four decades of uncertainty on Centre Street North. From its first mention in 1980 through to the latest announcement that all work north of the river must stop immediately, Centre Street N has been kept in a sort of “will-they-won’t-they” limbo that has resulted in a neighbourhood left to deteriorate as developers, landowners and entrepreneurs “wait and see” what is to become of Centre Street.

Dozens of small business owners (and homeowners) in Crescent Heights who have no ability to plan for their futures. And there’s no end in sight. While no one has been willing to provide a time frame, we understand it could be five years before work begins again north of the Bow. Maybe 10. Some are still unconvinced it will happen at all. Uncertainty is bad for business. And bad for business is the last thing Crescent Heights (and the entire city for that matter) needs.

Given these circumstances, **Crescent Heights Village BIA formally requests a timeline and an interim plan for our community** that address the following areas:

1. A definitive minimum time frame for Green Line construction.
2. Traffic and Parking
3. Streetscape and Public Realm

We have some concrete requests and suggestions we’d be happy to provide and discuss upon request. By giving Crescent Heights some certainty and some tools to mitigate the decades of neglect, we’re confident we can create a thriving business district that not only has the strength to withstand Green Line construction if/when it arrives but also contributes to inner-city vibrancy (and tax base) while we wait.

Sincerely,

Camie Leard, Executive Director
On behalf of the ratepayers and board of directors of Crescent Heights Village BIA



Suggested Interim Measures for Crescent Heights Village BIA

1. **Commitment to a minimum time frame:** Whether it's five or 10 or 20 years, we need to know how much time we have to create a strong economic foundation for the area – one that can survive the major construction disruption of the Green Line.
2. **Reimagining Centre Street as a pedestrian-friendly shopping area rather than a commuter artery.** Centre Street is loud, fast and dangerous for pedestrians and people parking their cars. To bring us into alignment with Calgary's other Main Streets, we suggest the following measures:
 - a. Removing the rush-hour lane reversal
 - b. Lowering the speed limit to 40 and enforcing speed and noise bylaws with cameras/decibel meters at 8th and 12th Avenues
 - c. Buffered parking spaces in front of retail businesses
 - d. Pedestrian lighting at crosswalks
 - e. Increased police presence at night
3. **Public Realm Improvements:** To make Crescent Heights Village safe and accessible to all, we request:
 - a. The replacement of all sidewalks from 7th Avenue to 16th Avenue N.W. (There are currently 50+ 3-1-1 requests in for repairs).
 - b. Pedestrian-level lighting with access to power and fixtures for pageantry and flowers.
 - c. Public seating and parklets.
 - d. The planting of trees and other greenery.
 - e. Timely and cost-effective permits for patios, public art, gathering spaces and other vibrancy-building projects by businesses, the Community Association and the BIA.
 - f. Improving the paving and lighting in the alleyways behind Centre Street businesses
4. **Tax incentives for new businesses:** Given the constraints the looming Green Line construction could place on businesses opening in the area, we suggest subsidizing in part the BIA levy, business tax and utilities leading up to (once the timeline has been established) and during construction of the Green Line.
5. **Incentives for higher-density residential developments on and within walking distance of Centre St.:** This might come in the form of density bonusing or other tools currently under discussion within the Established Area Growth Strategies task force.



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I have read and understand the above statement.

First name (required) Sophie

Last name (required) Wonfor

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 22, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

2023-2026 Budget Proposal

Are you in favour or opposition of the issue? (required)

In opposition

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Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I am writing as a former resident. I grew up in Calgary, and still return to visit my parents. I like Calgary! and I would like even more to see it evolve and grow in a healthy way.

I am horrified to see the proposed increases in police operational funding alongside major cuts to community strategies funding in the proposed 2023-2026 budget. Community strategies are radically more effective at tackling the issues that policing proposes to handle: mental health and addiction response, anti-racism, crime prevention, and many more equity and community building strategies and plans. So, quite simply, please defund the police and increase funding for community services.

BiodiverCity Advisory Committee

Providing Calgary Council and Administration with strategic advice on matters affecting urban biodiversity in The City of Calgary



November 16 2022

Dear Mayor Gondek and City Councillors,

We would like to encourage City Council to uphold their commitments to climate and biodiversity when voting on budget items. Council declared a *Climate Emergency and Call to Action* in November 2021 and subsequently voted to approve a new *Climate Strategy – Pathways to 2050* in July 2022 to support accelerated action to respond to climate change. The mitigation and adaptation plans in the Climate Strategy identify targets that require support (both financial and political) to succeed. The decisions made now will impact the course of critical climate outcomes for the City over the next business cycle and beyond – the time is now for Council to demonstrate climate as a strategic priority in budget decisions. The decisions you make will impact biodiversity moving forward. For example, the five new communities that were approved in July 2022 and three additional communities pending approval will result in a loss of approximately 300 hectares of natural assets that support biodiversity and climate resilience.

The use of leaf-blowers and other gas-powered yard equipment result in negative consequences invisible to the naked eye: consequences to the atmosphere, ecosystem, neighbourhoods and micro-climate, e.g., cumulative emissions pollution (air pollution); reduction in quality of life; increase in life-threatening diseases; biodiversity & "Insect Armageddon".

We encourage Council to consider the following ways to support biodiversity:

- **Dedicate funding for improving natural areas, habitat restoration, and expanding the urban tree canopy;**
- **Develop mechanisms to limit the loss of natural assets during development of new communities, including dedicating funds for acquisition of natural assets as Conservation Reserve;**
- **Promote the "Leave the Leaves" campaign in support of native biodiversity; and**
- **Follow successful efforts by many municipalities to address biodiversity and climate change by limiting the use of gas-powered yard equipment such as leaf blowers, lawn mowers, snow blowers, etc.**

The members of the BiodiverCity Advisory Committee acknowledges the advances the City has taken to promote biodiversity, such as the recent purchase of a parcel of land to be preserved for the creation of a future park on the Paskapoo Slopes. We hope that Council will approve funding for the development of the park in the upcoming budget deliberations.

The BiodiverCity Advisory Committee continues to look forward to working together regarding biodiversity issues in our city. Please reach out to us through our administrative contact, Samantha Managh (Samantha.managh@calgary.ca).

Sincerely,

A handwritten signature in black ink that reads "Lea Randall".

Lea Randall
Chair, Calgary BiodiverCity Advisory Committee

A handwritten signature in black ink that reads "Polly Knowlton Cockett".

Polly Knowlton Cockett
Vice Chair, Calgary BiodiverCity Advisory Committee



November 17, 2022

City of Calgary

City Manager David Duckworth

Calgary, Alberta

An Open Letter via email and Social Media

Re: City of Calgary's 2023-2026 Service Plans and Budgets

Dear City Manager David Duckworth,

We are concerned about the 2023-2026 Service Plans and Budgets. Council has taken important first steps to support active mobility by approving the Cycling Strategy, Calgary's Transportation Plan (including the Always Available for All Ages and Abilities (5A) network and its guiding principles), and the Climate Strategy. Active mobility spending makes up a very small fraction of the City's transportation expenses, increasing investment would result in significant benefits. The benefits include improved health, long term transportation cost savings, vibrant communities, reduced traffic, fewer collisions, greater equity, reduced GHG emissions, and a more affordable cost of living. **In order to meet Council's commitment to a fully realized 5A Network and transportation modes share targets by 2050 substantial work, backed by an appropriate budget, must be done annually.**

According to recent studies¹, there are several key tactics that determine whether or not active mobility goals are successfully achieved by a municipality. These include:

- Prioritization of active mobility in policies by aligning with broader goals on climate, road safety, health, equity, and build back better strategies.
- Integration of 5A network infrastructure into: (i) long term transportation plans as a key element of integrated transport systems, (ii) standards for design for urban infrastructure, and (iii) financing schemes at the federal, provincial, and city levels.
- Setting a minimum percent (10-20% for example) of the transport or infrastructure budget for active mobility is the most straightforward way to fulfill active mobility goals in a sustained form.
- Establishment of a screening process for transport and road infrastructure projects to ensure adequate and appropriate inclusion of walking and cycling components.
- Undertaking capacity building to train staff on best practices for active mobility with the ultimate goal of creating a dedicated team or unit.

The proposed 2023-2026 Service Plans and Budgets generally fails to position Calgary for success in meeting our active mobility and mode share goals and fails to support most of the tactics outlined above. Our key concerns with the proposed budget are described below and we look forward to your response:

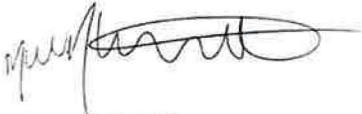
1. Several programs, from previous Council budget asks and recently approved strategies, are not explicitly mentioned in the proposed budget, including: Pathways Missing Links, Active and Safe Routes to School, Safer Collector Framework, and Neighbourhood Streets Policy - **Why did these not receive dedicated funding?**
 - In particular we are concerned about the absence of funding for the Active and Safe Routes to School Program. On July 26th, 2022, Council directed Administration to: "Bring an option in the 2023-26 budget for an **expanded** package that would accelerate the program's objectives for Council's consideration." (Item IP2022-0556. [Link to meeting minutes](#)).
2. Proposed capital funding for Pavement Rehabilitation is set to increase from \$53.5 million in the previous budget cycle to \$71.5 million. We believe that in accordance with the Complete Streets Policy and Calgary's aspirations to build out the 5A network, pavement rehabilitation projects should include the development of active mode corridors. **When a roadway along the 5A network is repaved, will this significant budget increase be used to also provide a safe walking and wheeling route within the road right-of-way?**
3. In contrast, a large capital funding cut is proposed for the Community Mobility Improvements program. This is one of the few programs that consistently delivered new and improved 5A network routes in the previous budget cycle. **Why is this program being cut by 83% (\$27.8 million to \$4.7 million) without a replacement for these key community investments?**
4. Bike Calgary welcomes investment in downtown revitalization, transit oriented development, and main streets corridors, and we hope to see quality walking and wheeling routes delivered as part of these programs. One of our top advocacy priorities, however, is ensuring equity in transportation choice across all areas of the City. Our assessment of this budget is that it is very city centre and established areas-centric. **Which programs in this budget offer opportunities for 5A network development in the rest of the City, including North/Northeast, and Southeast Calgary?**
5. Performance Measures (PM) in the Sidewalks and Pathways portion of the budget seem to be operational in focus and do not reflect city policy and long range plans such as the 5A principles, The Climate Strategy, and The Calgary Transportation Plan. **Why have the Performance Measures changed so substantially from the 2019 budget? The Climate Implementation document PMs related to mode share appear to be decoupled from the budget PMs. Can you comment on this?** (Example below)

| Sidewalks & Pathways PMs -2019: | Sidewalks & Pathways PMs - 2023: | Climate Implementation document PMs: |
|--|--|---|
| -Pedestrian/Cyclist Injury Collision Rate -Citizen Satisfaction with Snow and Ice Control on Sidewalks -Sidewalk and Pathway Condition -Sidewalk and Pathway Satisfaction -Bike Route Connectivity | -Average number of days for sidewalk construction -Material usage for environmental sustainability -Number of traffic signals with accessible pedestrian signals -Number of active control devices available for pedestrians -Snow and ice control completion at prioritized transit/accessible locations within targeted timeframes | -Total investment towards walking and wheeling infrastructure -Length of 5A network -City-wide mode share % |

We would like to stress that investing in active mobility is not an investment that merely benefits a handful of Calgarians who already walk or wheel to work. It is an investment which will have substantial, ongoing benefits for all Calgarians. By enabling more access to safe active mobility, Council would improve the transportation options of all Calgarians. More Calgarians using these active modes, whether to work or school or for errands and social engagements, means fewer cars on the roads, less wear and tear on infrastructure, fewer accidents, less air and noise pollution, lower GHG emissions, a healthier population, and success and wellbeing of Calgary's students. A recent study compiled the transportation costs² borne by both individuals and society within Calgary. It concluded that driving costs \$0.83 per kilometre and cycling costs just \$0.08 per kilometre (2015 dollars).

Making Calgary more safe and accessible for walking and wheeling is the equitable, economical, and climate friendly thing to do. We believe all Calgarians should have the right to active mobility options. We strongly encourage Council to make the required investment to ensure that these many benefits can be realized, all across our city.

Yours sincerely,



Molli Bennett
President, Bike Calgary

cc. Offices of the Mayor and Councillors & Bike Calgary Board of Directors

Sources

¹<https://thedocs.worldbank.org/en/doc/c6de7aa3e8b4b081029f639767c1486c-0190062021/original/TDI-paper-Investing-for-Momentum-in-Active-Mobility-October-2021.pdf>

² Dekker, K., 2016: The Dollars and Cents of Driving and Cycling: Calculating the Full Cost of Transportation in Calgary, Canada. Master thesis in Sustainable Development at Uppsala University, 16, pp.20, 15 ECTS/HP

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I have read and understand the above statement.

First name (required) Andrea

Last name (required) Becker

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Request to speak

How do you wish to attend?

In-person

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 21, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

City Budget

Are you in favour or opposition of the issue? (required)

Neither

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Comments - please refrain from providing personal information in this field (maximum 2500 characters)

November 18, 2022

217, 60 -24 Avenue SW
T2S 3C9

Mayor and Council
City of Calgary

Dear Mayor and Council,

My name is Andrea Becker, and I live in Ward 8. I have lived on and off in Calgary since 1984, and have now retired full-time to the city. I have seen it grow exponentially in that time, and it has been heartbreaking to me to see the beautiful agricultural and wildlands bordering the city become swallowed up by sprawl. Carbon sinks have turned into carbon-emitting taps. In recent years, the revitalization of the core has encouraged me, and I am glad to see some priority and funding going to making a livable, walkable and bike-friendly city center. Urban densification is such an important global strategy to deal with climate change. Based on the current rate of growth of cities around the world, studies have calculated an urban expansion of about 2.2 million square kilometers by 2050, or a 106% increase in urbanized space worldwide. global scale. However, this expansion could be divided by three, in a scenario where compactness and co-location of living, working and leisure functions were favored. In a sprawling city, a large part of the greenhouse gas emission problem lies in personal transport. Calgary's public transport system has a long way to go to be comparable to systems in other cities world wide. I propose to council that in this budget, a substantial reallocation of funding be directed away from roadways and infrastructure for automobiles and into more efficient, more AFFORDABLE, and more earth friendly public transport. Electrification of Calgary busses is a good place to start, but a big reduction in transit fares will put more people onto these busses. As a casual user of the system, I am reticent to pay \$15 dollars for my husband and I to make a one-time round trip. I have heard friends and family that the time it takes to transit to work is so much more than driving, that they naturally chose the car. So frequency of public transit service is a problem as well.

In closing, I would just like to say you will hear many concerns about climate change and many great ideas from Calgary citizens of how we can meet reduction targets. When Council first declared a Climate Emergency, I expected to see some very forward-moving policies and initiatives. I am not too encouraged with the action we've seen yet. This is such a critical budget to fund the work needed to be done to make Calgary a leader in climate strategy and an example for the rest of Canada.

Thank you for your time.

Andrea Becker

2022 November 18

City of Calgary
City Clerk - Public Submission to Council

RE: LETTER OF SUPPORT FOR POLICE BUDGET

My name is Karen Gosbee, and I am the Co-Chair of the Community Action on Mental Health and Addiction through the City of Calgary.

I am sending this letter to support the budget recommendations for the Calgary Police Service (CPS), specifically in relation to their response to mental health and addictions within the City of Calgary. The CPS is a leader in innovative crisis transformation initiatives. This includes the 211/911 co-location project where citizens with mental health crises who call 911, can be deferred to 211 immediately and speak with a crisis worker from the Calgary Distress Centre. The "60/90" Project connects a CPS front line officers with the Alberta Health mobile response team (MRT) prior to apprehending someone for suicidal ideations. This is another initiative where the CPS has pioneered innovative solutions to assist people with mental health crises.

The frontline Police Officer consults with an Alberta Health Service clinician that provides an assessment of the individual and referral to existing community supports or transportation to a hospital. This model enables a proficient deployment of wrap around resources and enhances the continuum of care, for the individual in need. Eighty percent of mental health calls are situations that do not require police presence. This will strengthen system navigation that provides better social, psychological, and environmental resources to achieve equitable and effective care in times of need.

Trust is achieved within the community and emergency response partnerships from co-design and coordination of existing community supports. Data can be gathered, aggregated and shared to achieve better outcomes. The outcomes below have been achieved because of the expanded partnerships:

DOAP August 2/22 to October 31/22

Diverted 1150 calls, 50% from C911 and 50% were direct communication into the 211 Centre. This has been after an effort from D1, 211, C911 and DOAP to educate the public on the best resource required for the specific crisis.

C911/211 Project February 1/22 to October 31/22

1299 calls transferred or referred, 42% unwanted guest, 25% miscellaneous, 8% check on welfare, 7% domestics, 6% mental health concerns.

PACT Doubled June/21 to October 31/22

Since doubling of PACT, 3627 calls to PACT were dispatched by police. AHS data from April 1/22 and September 30/22, there were 439 new referrals, 231 new clients engaged, 249 existing clients engaged. PACT spends an average time from referral to enrollment approximately 7.87 hours.

MRT February/22 to September/22

(New direction to call MRT), there were 2573 calls into the Consult Line.

I am supportive of partnerships initiatives with CPS and community, to provide easy access to care for individuals struggling with mental health and addiction. Although mental health crises do not always require police presence, these partnerships have strengthened the response and overall built a sense of trust.

With the proposed funding, the CPS will be able to continue to work with the community on innovative ways to address mental health and addiction in the City of Calgary.

Karen Gosbee
Community Action on Mental Health and Addiction

Please use this form to send your comments relating to an upcoming Council or Committee matter, or to request to speak on an upcoming public hearing item.

In accordance with sections 43 through 45 of [Procedure Bylaw 35M2017](#), the information provided **may be included** in the written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the *Freedom of Information and Protection of Privacy (FOIP) Act* of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making and scheduling speakers for Council or Council Committee meetings. **Your name and comments will be made publicly available in the Council agenda.** If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

I have read and understand the above statement.

First name (required) Tait

Last name (required) Hoyem

Are you speaking on behalf of a group or Community Association? (required) No

What is the group that you represent?

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Standing Policy Committee on Infrastructure and Planning

Date of meeting (required)

Dec 6, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

LOC2021-0199

Are you in favour or opposition of the issue? (required)

In favour

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

I support dense urban development wherever the opportunity arises.

Please use this form to send your comments relating to an upcoming Council or Committee matter, or to request to speak on an upcoming public hearing item.

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Please note that your name and comments will be made publicly available in the Council agenda. Your e-mail address will not be included in the public record.

I have read and understand the above statement.

ENDORSEMENT STATEMENT ON ANTI-RACISM, EQUITY, DIVERSITY AND INCLUSION

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I have read and understand the above statement.

| | |
|--|--------------------------------|
| First name (required) | Hugh |
| Last name (required) | Stewart |
| Are you speaking on behalf of a group or Community Association? (required) | Yes |
| What is the group that you represent? | Oakridge Community Association |

What do you wish to do?
(required)

Submit a comment

How do you wish to attend?

You may bring a support person should you require language or translator services. Do you plan on bringing a support person?

What meeting do you wish to attend or speak to? (required)

Council

Date of meeting (required)

Nov 21, 2022

What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published [here](#).)

(required - max 75 characters)

2023-2026 Service Plans and Budgets November 21-25

Are you in favour or opposition of the issue? (required)

Neither

If you are submitting a comment or wish to bring a presentation or any additional materials to Council, please insert below. Maximum of 15 MB per submission (5 attachments, 3 MB per pdf document, image, video)
If you have additional files to attach, email them to publicsubmissions@calgary.ca

Comments - please refrain from providing personal information in this field (maximum 2500 characters)

Please see attached submission with general and specific comments with a prioritized funding request list from the Oakridge Community Association

Oakridge Community Association

General comments

The Mayor, Councillors and City Administration are encouraged to invest in maintaining and improving existing communities rather than spending funds on new developments at & beyond City limits. The City should plan to use vacant land (not green spaces) to increase affordable housing and density. These improvements should address the needs of all residents including parents & families, mobility challenged individuals and 55+ elders.

Several programs are not explicitly mentioned in the proposed budget such as Pathways Missing Links, Active and Safe Routes to School, Safer Collector Framework, and Neighbourhood Streets Policy. In addition, we note that there is a large capital funding reduction proposed for the Community Mobility Improvements program. This program delivered new and improved routes in many locations in the City in previous budget cycles. It contributed to quality walking and wheeling routes with improved interconnectivity in some communities. We are concerned this will cut many expected City and neighbourhood improvements. Why is this program being cut from \$27.8 million to \$4.7 million (approx. 83%)?

Specific comments & requests

The Oakridge Community Association has been requesting a range of facility improvements aligned with a safer and more viable and interconnected community within District 32. The City has responded to many residents and the OCA representatives that there were no funds in the prior Budget and in some cases did not meet City used priority criteria. We therefore explicitly request that, although we do not yet have a Local Area Plan, these priority improvements are, as a minimum, funded in the 2023-2026 Budget funds.

City Owned Infrastructure Improvements in Oakridge

(Capital upgrades costs & some Maintenance expenses)

| # | Description | Problem | Proposed Solution |
|----|---|-----------------------------------|--|
| 1 | 90th Av and Oakside Gate | Pedestrian Safety | Lights / raised crossing surface |
| 2 | Palliser Drive & 29 St | Pedestrian Safety | Lights / raised crossing surface |
| 3 | Palliser Drive & Oakwood Drive - East | Pedestrian Safety | Lights / raised crossing surface |
| 4 | Oakchurch & NS Pathway | Trash | Add garbage container |
| 5 | Oakside Bay & Circle - East of 29 St | Flooding /Major Icing on sidewalk | Add at least 2 new drains |
| 6 | Walk-through opp. Oakwood Drive East | Tripping hazard | Resurface |
| 7 | Ramps on side walks at intersections | Accessibility at select locations | Prioritization needed |
| 8 | Accessibility into & in Parks | Accessibility at select locations | Local prioritization & construction |
| 9 | Modify cut through barriers | Mobility of push chairs & bikes | Modify to Single partial barrier |
| 10 | Snow removal in winter - at back lane exits | No responsibility for clearing | City to maintain |
| 11 | Snow removal in winter - at cut throughs | No responsibility for clearing | City to maintain |
| 12 | Improve definition of bike lanes | Bike Safety - road markings | Add route connectivity & road markings |
| 13 | Southland Drive & Oakmoor Way - & others | Pedestrian Safety | Lights / raised crossing surface |
| 14 | Southland Drive & 24 St Intersection | Pedestrian / Bike & Car issues | Full upgrade needed |

Calgary City Council
Office of the Councillors
700 Macleod Trail SE
Calgary AB T2G 2M3

Nov 18, 2022

Re: City of Calgary Four Year Budget Plan

Mayor Gondek and Council,

Since its inception in 2014, The LRT on the Green Foundation has been an active participant in the conversation around Calgary's transit future. While we are excited about the important capital investment being made in Green Line – Stage 1, the LRT on the Green Foundation believes that City Council must work to develop a transit culture in Calgary where completing a journey by transit is as easy and convenient as driving. The proposed four year budget currently under consideration is taking baby steps in this direction but sadly does not go nearly far enough in delivering what is needed.

The LRT on the Green Foundation believes that a key funding priority of this four year budget should be the introduction of 10 minute service standards, between 6am and 11pm, 7 days per week on all LRT, Max BRT and other high priority routes such as the 301/302/3/23. We ask that the Calgary Transit operating budget be revised accordingly to achieve this goal by the end of the four year budget cycle.

In addition, the LRT on the Green Foundation believes that the four year budget must include a path forward to ensure that future phases of the Green Line can be considered shovel ready in time for the launch of the Government of Canada's new Permanent Public Transit Fund in 2026. Funding included in the City of Calgary's four year budget should include, but is not limited to design work to refine cost estimations, land acquisition, community engagement and advocacy work with other funding partners.



LRT on the Green

As is outlined in the book *Human Transit* by public transit network designer Jarrett Walker, high frequency is critical to building higher ridership. It reduces waiting and provides users with the basic sensation of being able to take a trip by transit when they *want* to go and not when they *need* to go. It also makes connections much easier and helps citizens begin to view transit as a network servicing multiple destinations and not just point to point service to major destinations such as to and from downtown. Last but not least, frequency serves as a back-stop to reliability and offers easier recovery for service disruptions.

The ten minute service standard has been shown to be a bare minimum when it comes to people using transit as second nature. The '10 Minute Max Network' has recently been rolled out in Montreal and similar concepts have been successfully adopted in cities such as Toronto and Seattle. The duration of frequent service has been shown to be key as well. In order to ensure transit is an appealing transportation option beyond the rush hour commute, high quality service must extend into the evening and weekend periods.

The revitalization of the greater downtown has been listed as an important priority for the City of Calgary. In order for the revitalization to be a success, attention must be paid to encouraging the tens of thousands of people who already use transit as part of their downtown commute to linger longer after work or make return visits after the end of the work day. To support this, frequent service on Calgary's primary transit network must be extended late into the evenings to reflect when major events such as concerts and hockey games let out, and continue throughout the weekends. The point must also be made that Calgary's growing transportation and logistics sector relies on shift workers who typically work evenings and weekends and deserve to be accommodated on transit just as much as the 9-5 corporate office crowd.

The construction of Green Line will address existing coverage gaps and eventually serve as the major north-south spine of a primary transit network that offers high frequency service to every quadrant of Calgary. However in order to ensure that the Green Line can stretch beyond Stage 1, the project needs to be well positioned to qualify for the next round of federal funding beginning in 2026. Not preparing now as part of this budget cycle means that Calgarians will miss out later.



LRT on the Green

As we look forward to the completion of Green Line Stage 1, our city can also use the current four year budget cycle to build on its success of having one of North America's best used LRT networks and become a transit city beyond the Monday to Friday, 9 to 5, office commute. This involves not only making sure transit services are within walking distance of as many Calgarians as possible, but also that service on the primary transit network is available in a timely fashion. Frequency is Freedom – it's long overdue for Calgarians who rely on transit to move about their city to be set free.

Sincerely,



Jeff Binks
President
LRT on the Green Foundation
E: jeff@lrtonthegreen.ca
C: 403-805-3313



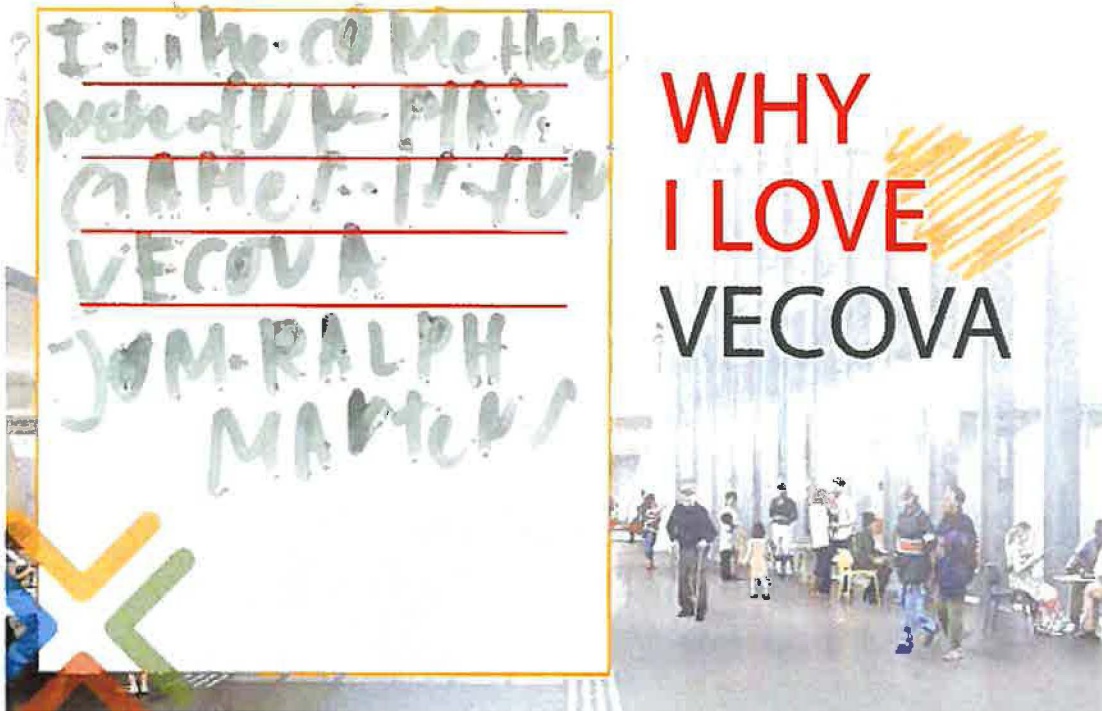
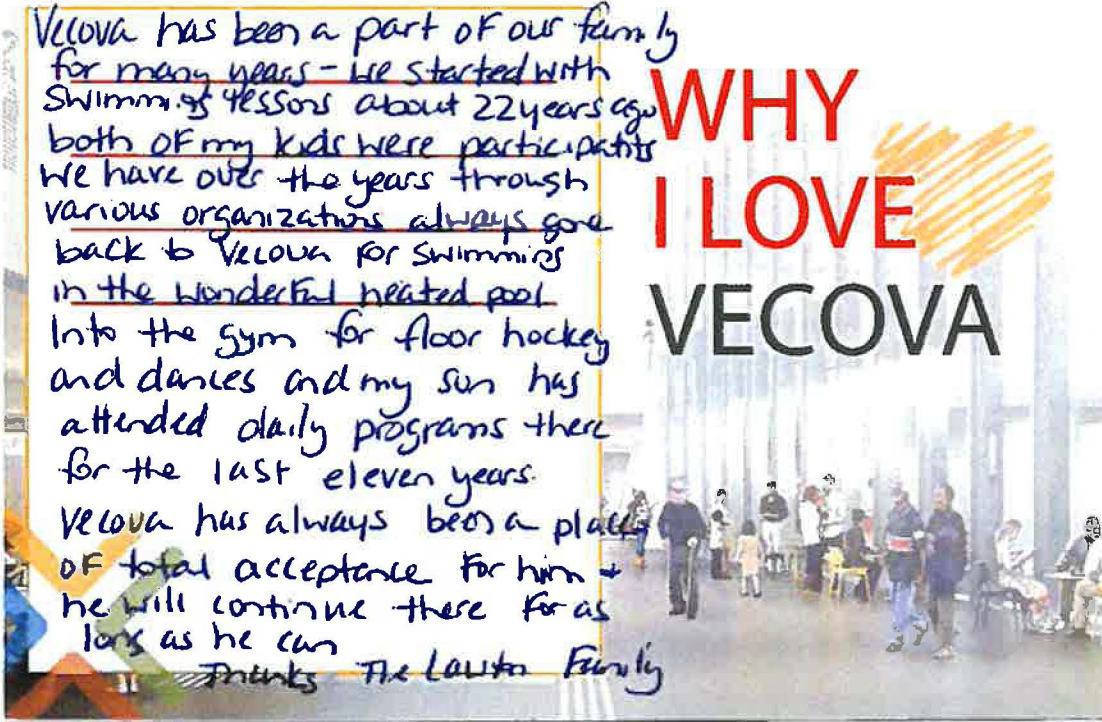
LRT on the Green

Vecova has been a part of our family for many years - we started with swimming lessons about 22 years ago both of my kids were participants we have over the years through various organizations always gone back to Vecova for swimming in the wonderful heated pool into the gym for floor hockey and dances and my son has attended daily programs there for the last eleven years. Vecova has always been a place of total acceptance for him & he will continue there for as long as he can
Thanks The Louisa Family

WHY
I LOVE
VECOVA

I Like to Me Here
make of it - PLAY
@ Vecova - 1/1/20
VECOVA
JIM RALPH
MARTIN

WHY
I LOVE
VECOVA



staff help
me

WHY
I LOVE
VECOVA

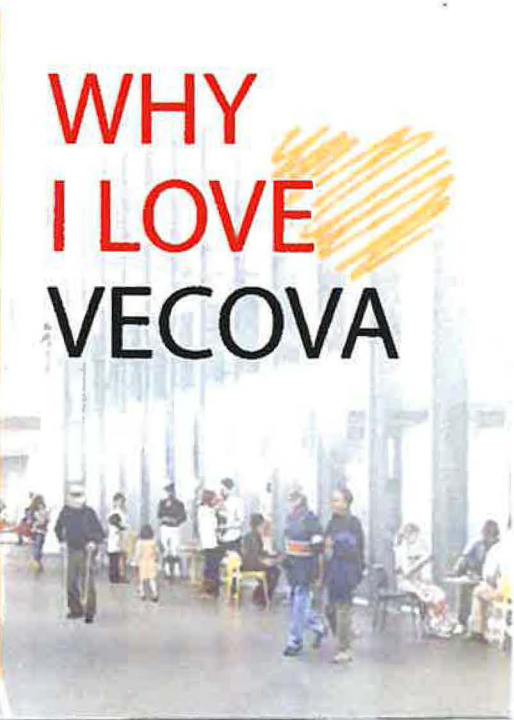
I am a newcomer!
Vecova has the first facility
in Calgary I visited for
indoor swimming. I can't
describe how much I
liked the place.

Starting from the friendly
and welcoming staff to the
amazing warm salty
swimming pool. It's my
favorite place - Manaf

WHY
I LOVE
VECOVA

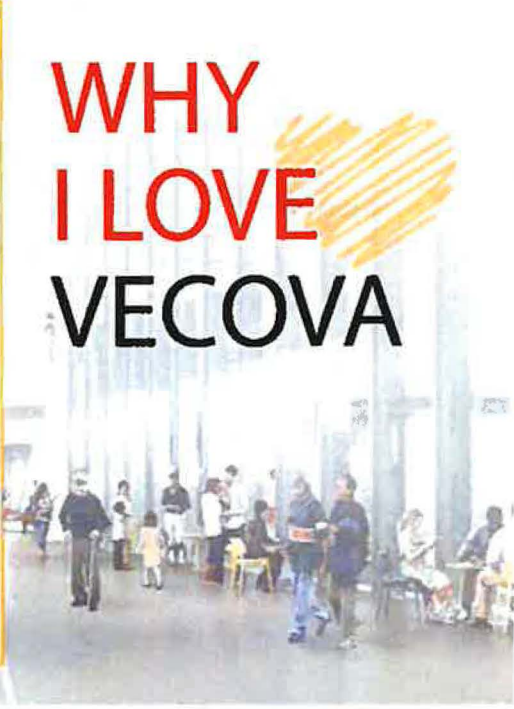
I love
Heather

WHY
I LOVE
VECOVA



HEATHER'S
Connections w/
staff & clients
WATS

WHY
I LOVE
VECOVA



I Like VECOVA
BECAUSE IT IS
FULL OF SURPRISES



Love Emma. forsythe. 

The pool is warm.
It's fun.

WHY
I LOVE
VECOVA

Always approachable
staff, amazing warm
pool for our babies -
feeling safe with the
best lifeguards!!
- Aquacize with babies
- parent : Tot 1
we loved
them!!!

WHY
I LOVE
VECOVA

The people
are great

WHY
I LOVE
VECOVA



because it
is close
-thomas

WHY
I LOVE
VECOVA



Swimming
and instructions
are so nice
especially
Hanna ♥
- Rabiya

WHY
I LOVE
VECOVA



AFFORDABLE PRICES
AND OPPORTUNITIES
TO HELP KIDS GROW!

WHY
I LOVE
VECOVA



I've been to a few rec centres in Calgary and I honestly believe that Vecova's ATF staff are superior. They care about your children, they care about their learning and they provide honest feedback for their success. At other pools, my kids fall behind. At Vecova, they're pushed forward!

WHY
I LOVE
VECOVA



I like Vecova forever.
I like to colour pictures,
do puzzles and play
games. I like Explore
Abilities.

WHY
I LOVE
VECOVA

Dan



I LOVE
SWIMMING
IT IS THE
BEST!

WHY
I LOVE
VECOVA



Because this is a
place that offers
something for
EVERYONE!!! :)

WHY
I LOVE
VECOVA



Very warm
pool water
for babies &
adults!

Thank you!

WHY
I LOVE
VECOVA

The work + support
provided by Vecova
is vitally important

- Mahamed

WHY
I LOVE
VECOVA

There's something
for everybody
here!

WHY
I LOVE
VECOVA



inclusive ♡

+ nice warm
pool.

WHY
I LOVE
VECOVA



Everyone is so caring, & there are programs no matter what age or ability you are!

WHY
I LOVE
VECOVA



I Love Vecova
Seylah

WHY
I LOVE
VECOVA



Vecova enriches the
lives of the individuals
that are clients of Vecova.
As a parent, we can
only do so much, the
school system is not
really able to take care
of these clients. It is
a lifetime of learning
for these individuals.
Thank you Vecova!

WHY
I LOVE
VECOVA



I love your facility because
I am able to swim in
warm water ... and was
able to bring my granddaughter
to "swim" when she was
only 2 months old.

Great rehab programs
in the pool. Thanks!

- Sidney

WHY
I LOVE
VECOVA



It's a safe
and inclusive
place for me

WHY
I LOVE
VECOVA



I like swimming
and my ad Ha-
na noing
all the hours
Paolina.

WHY
I LOVE
VECOVA



Aiden Yan
Brandon
Yan by. TAB



WHY
I LOVE
VECOVA

I like coming
here to Explore
Ability class.
VECOVA HEAT BOWER

WHY
I LOVE
VECOVA

because I
like your
warm pool



WHY
I LOVE
VECOVA



I Love the
~~Spring~~ Swimming

Jimmy

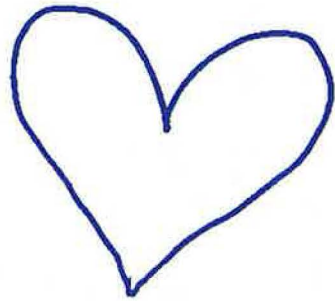
WHY
I LOVE
VECOVA



Because

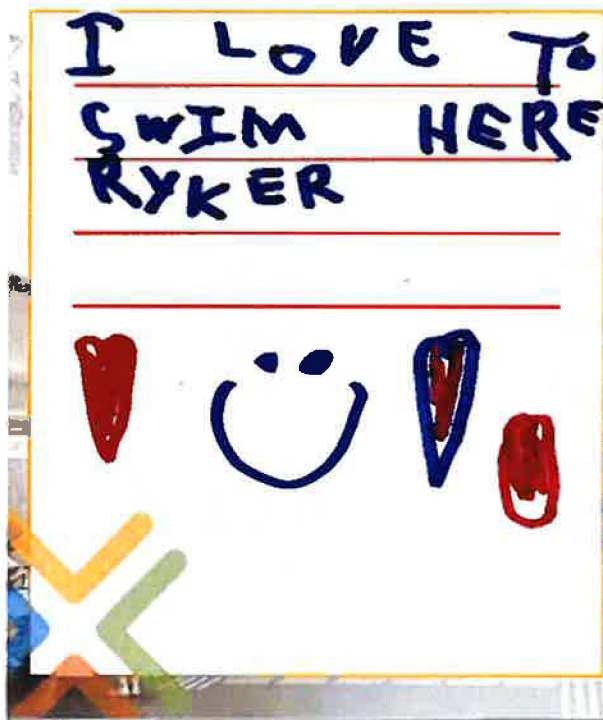
I Love

swimming

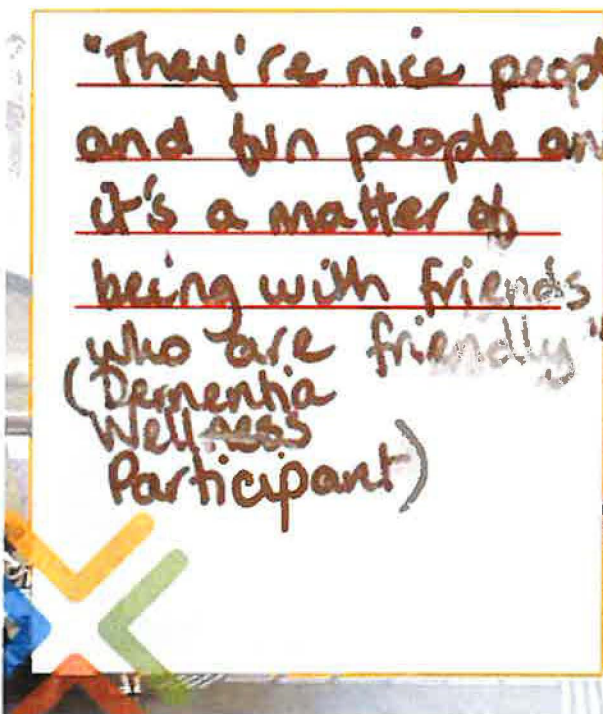


WHY
I LOVE
VECOVA



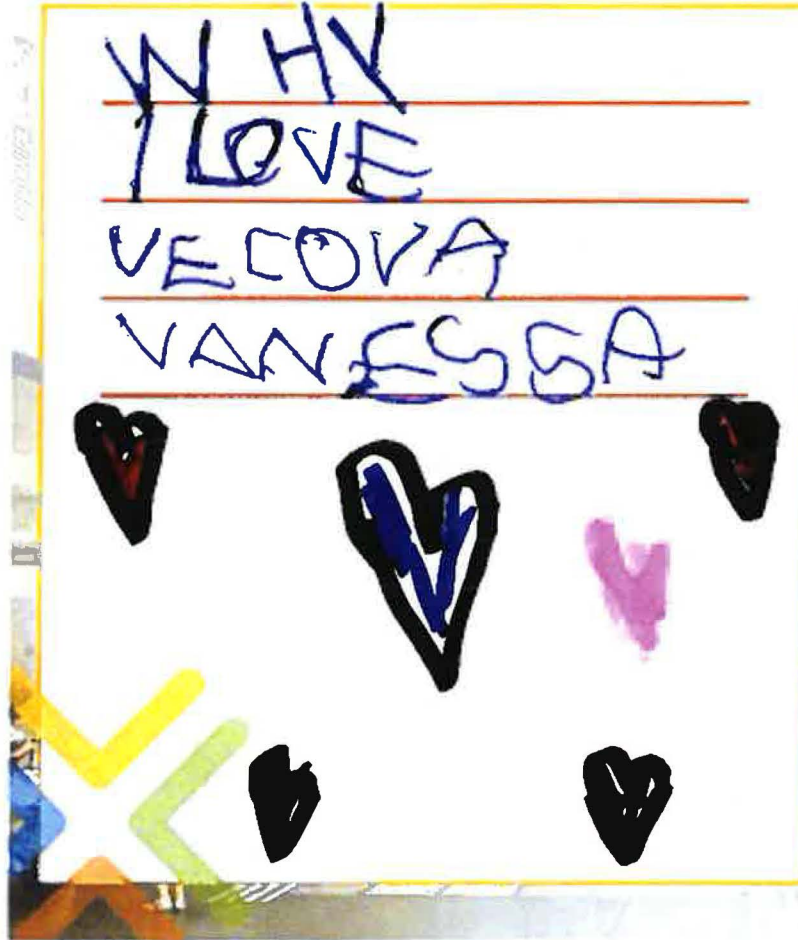


WHY
I LOVE
VECOVA



WHY
I LOVE
VECOVA

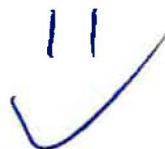




WHY
I LOVE
VECOVA



Sheridan + Sheri
I love Vecova because
it has taught me how
to swim really well.
and it is really fun!



WHY
I LOVE
VECOVA

many years ago we were introduced to the VREI to enlist the services they had to offer for our son Paul. Little did we know, at the time, what was available. We took advantage of using the pool when he was quite young.

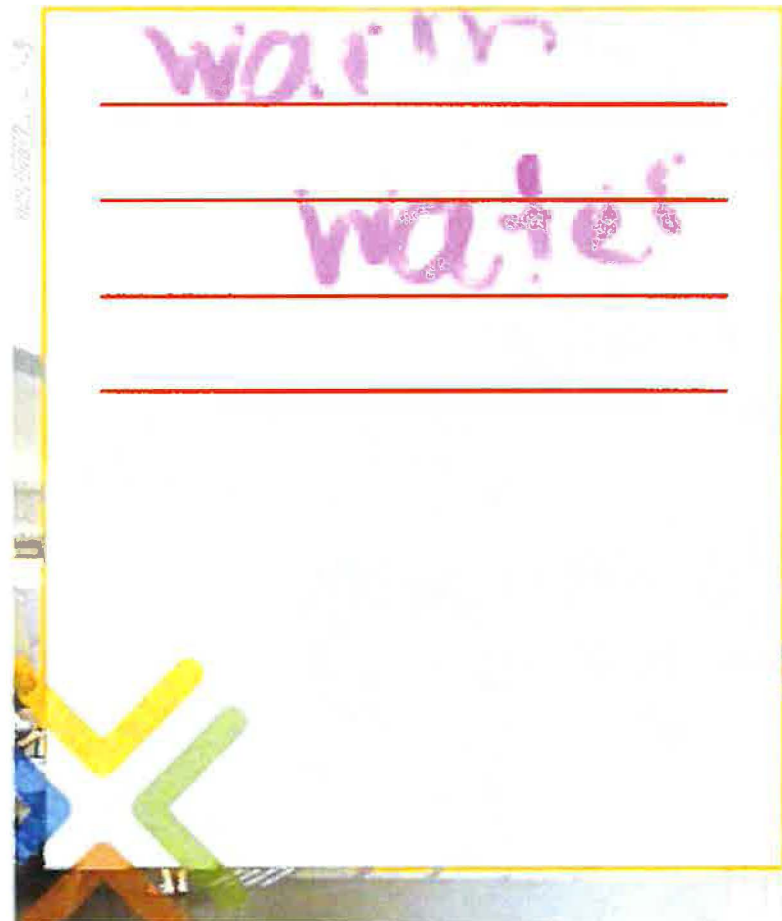
WHY
I LOVE
VECOVA

Because of the support we received Paul has been ably employed for many years. He is now 59. I think he was about 19 when he got his first job through your agency to work at Pacific Western. Throughout the years, no matter where he worked, he was always supported.

We were very fond of Jim Stewart and always looked forward to meeting him + his staff of Vecova. He is missed but I know Paul will always be in good hand.
- Champagne Family



WHY
I LOVE
VECOVA



WHY
I LOVE
VECOVA



There is something
for everyone
in my family
to enjoy at
the Rec/pool!

WHY
I LOVE
VECOVA

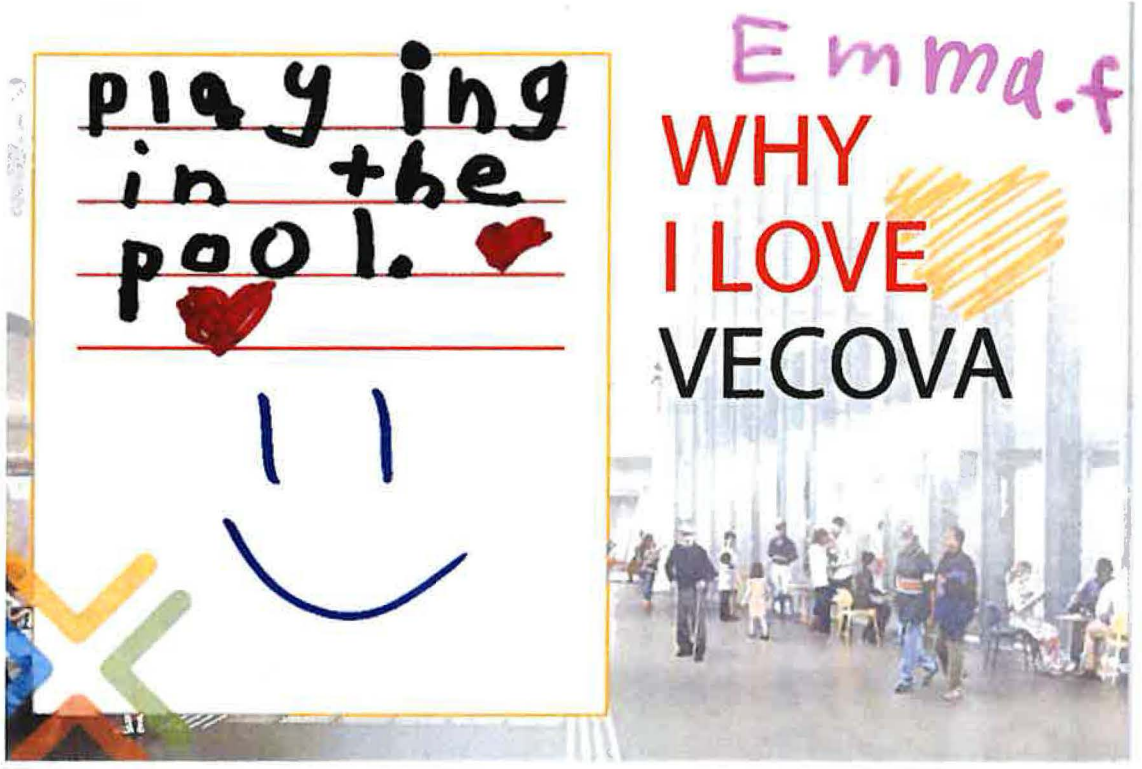


its fun! cara

~~The~~ The water
is warm
in the swimming
pool
Kalypto

WHY
I LOVE
VECOVA





playing
in the
pool. ♥



Emma.f

WHY
I LOVE
VECOVA



I love swimming
with my
Grand kids in
Nice warm
water



WHY
I LOVE
VECOVA



VECOVA COMMUNITY

IS LIKE A SECOND

FAMILY. WE FEEL WELCOMED

AND APPRECIATED. WE
ALSO BUILD A GOOD WORKING
RELATIONSHIP.

WHY
I LOVE
VECOVA



Friendly
STAFF!

Top Family
Swim is
great!

WHY
I LOVE
VECOVA



All the programs,
friendly staff, top-
notch instructors!
It's all in the people

WHY
I LOVE
VECOVA



Someone makes
me smile everyday!

WHY
I LOVE
VECOVA



♥ ♪ ♪ X O X
ELIZ A ♡ ♡
♪ ♪ ♪

WHY
I LOVE
VECOVA



I like
the activities

Audrey

WHY
I LOVE
VECOVA



I love the
swimming pool.

HIA MNOHM
ALEKSNI

WHY
I LOVE
VECOVA



I really appreciate the
bottle pick up service
that I have been having
for so many years. The
staff are very
accommodating and so
are the drivers.

Thank You
Jessie

WHY
I LOVE
VECOVA



I love Vecova because
they are helping me to
recycle my stuff at the
comfort of pickups from
my door steps without
any charge rather providing
me the bags to put my
recycling things.

Also because it helps the
people who are in need of
help
Shaku

WHY
I LOVE
VECOVA



I LOVE VECOVA
SEYLAH

WHY
I LOVE
VECOVA



Swimming
with Emma
& Rabiya

WHY
I LOVE
VECOVA



It is the most
inclusive place
in Calgary.

WHY
I LOVE
VECOVA

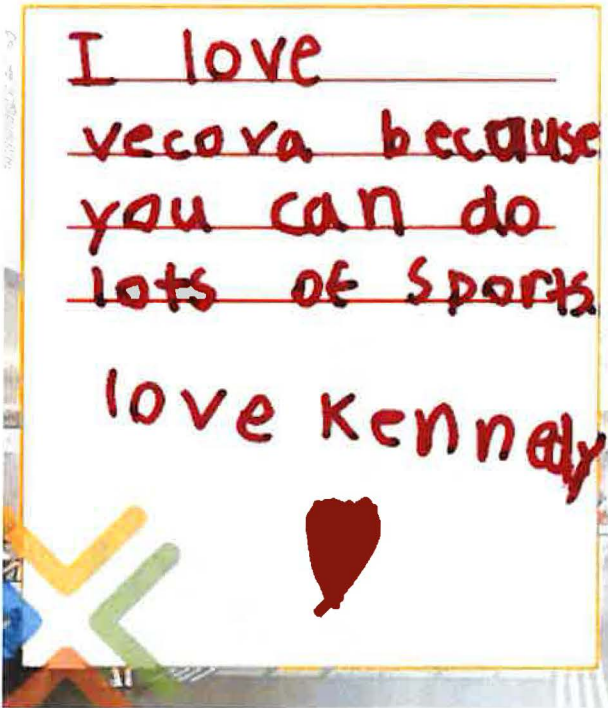


I like the warm
pool ☺ And
advocacy for ppl
with (dis)abilities
and youth programs

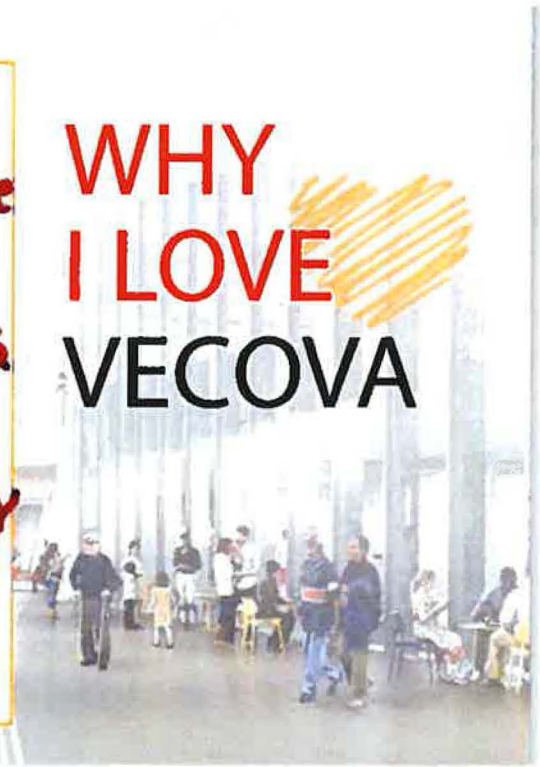
WHY
I LOVE
VECOVA



I love
vecova because
you can do
lots of sports.
love Kennedy



WHY
I LOVE
VECOVA



The warm
water and
pool size.

Thanks Vecova! :)

WHY
I LOVE
VECOVA



I love going
to camp and
swimming at
Vecova!!

-Beverly
Scott

WHY
I LOVE
VECOVA



The Staff is a Godsend!
They really put in
the extra effort +
it is much appreciated

WHY
I LOVE
VECOVA

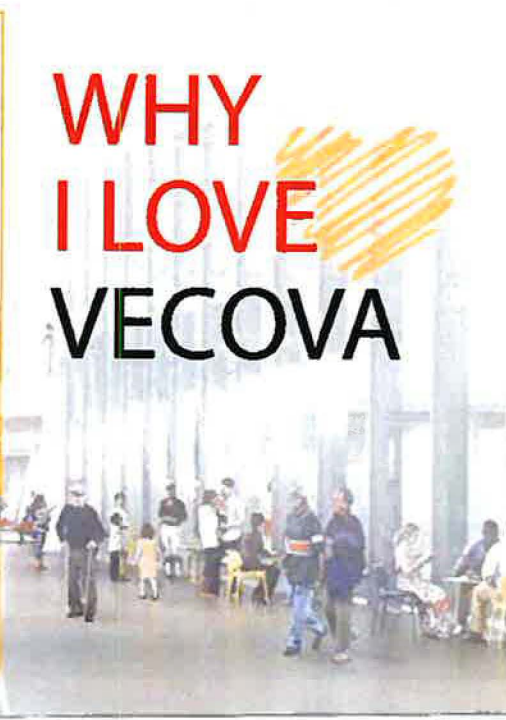


The Staff
are so helpful!
feels like
home.

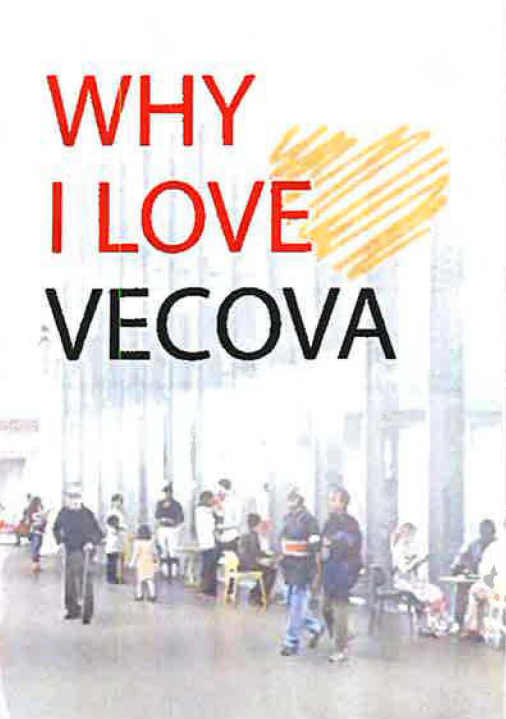

WHY
I LOVE
VECOVA



VECOVA is
an Exellent
place for
swimming. 



because
it is so
warm



POOL

BYM

Swimming
lessons

Thon tode

WHY

I LOVE

VECOVA



I love swimming
there.

WHY

I LOVE

VECOVA



We love Vecova because Vecova welcomes people of all abilities and celebrates their uniqueness in a safe + inclusive space. It's because Vecova, that our neurodiverse child can have access to the same opportunities to learn and have fun swimming in a sensory-friendly environment.

Thank you Vecova, for continuing to show the world that all people and all abilities matter, one activity at a time. ♡

WHY
I LOVE
VECOVA



I can have a Birth Day Party.

I can swim.

and I have fun

★ I love going

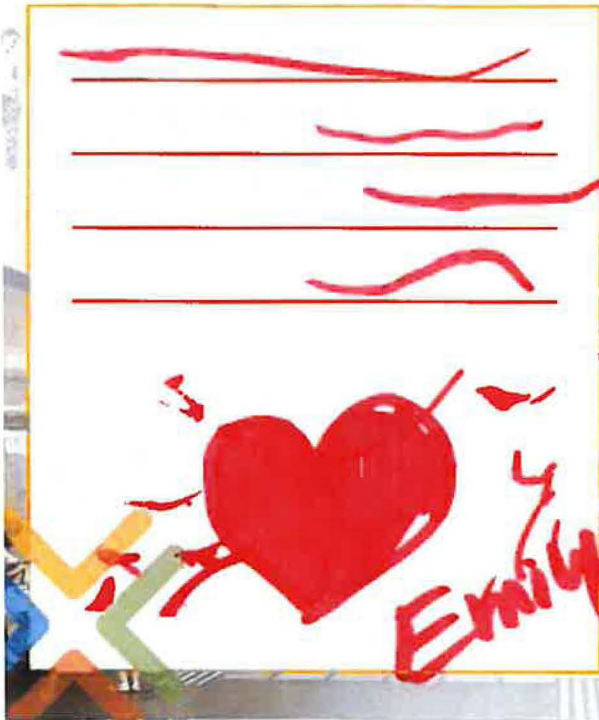
VECOVA

★★★★

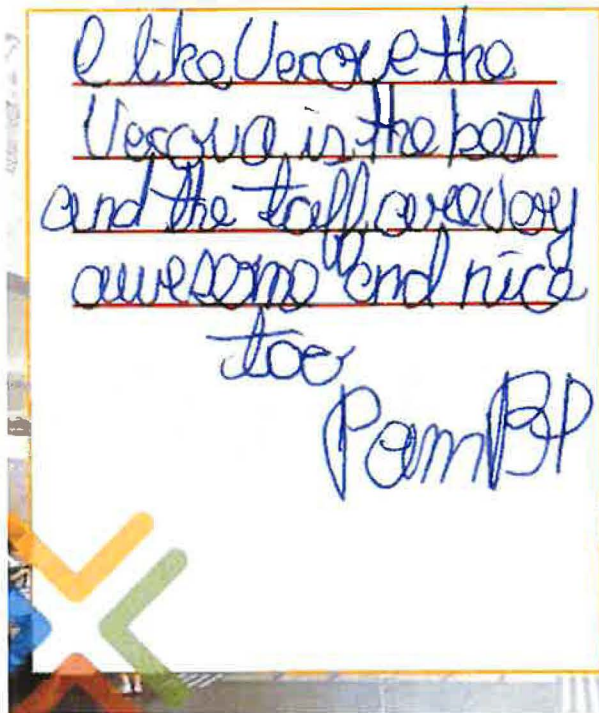


WHY
I LOVE
VECOVA
Karolina





WHY
I LOVE
VECOVA



WHY
I LOVE
VECOVA



I like swimming
Love you
love winnie

WHY
I LOVE
VECOVA



I love teacher
to teach me.
I want to come
back again.

WHY
I LOVE
VECOVA



Mr. Noah

So fun!

WHY
I LOVE
VECOVA



because

I love to
swim

WHY
I LOVE
VECOVA



My friends
are here
and I get
to see them
here.

WHY
I LOVE
VECOVA



I like to see
my friends.

WHY
I LOVE
VECOVA



They care
about
the clients
if I have
an excellent
work
program
Jessica Jarvis

WHY
I LOVE
VECOVA



I love the staff they
are professionals, helpful
and non judgemental.

The programs are made
for the individuals
and I love the warm
salt water pool it
soothes my ache
painful body.

-Deborah

WHY
I LOVE
VECOVA



SWIMMING.
WITH MY TEACHER



WHY
I LOVE
VECOVA



The
people!

Erin + Noah
at the Front
desk are so
helpful ☺

WHY
I LOVE
VECOVA



Because the
instructors are nice
especially Jessica
and really warm water.

- Rayne



WHY
I LOVE
VECOVA



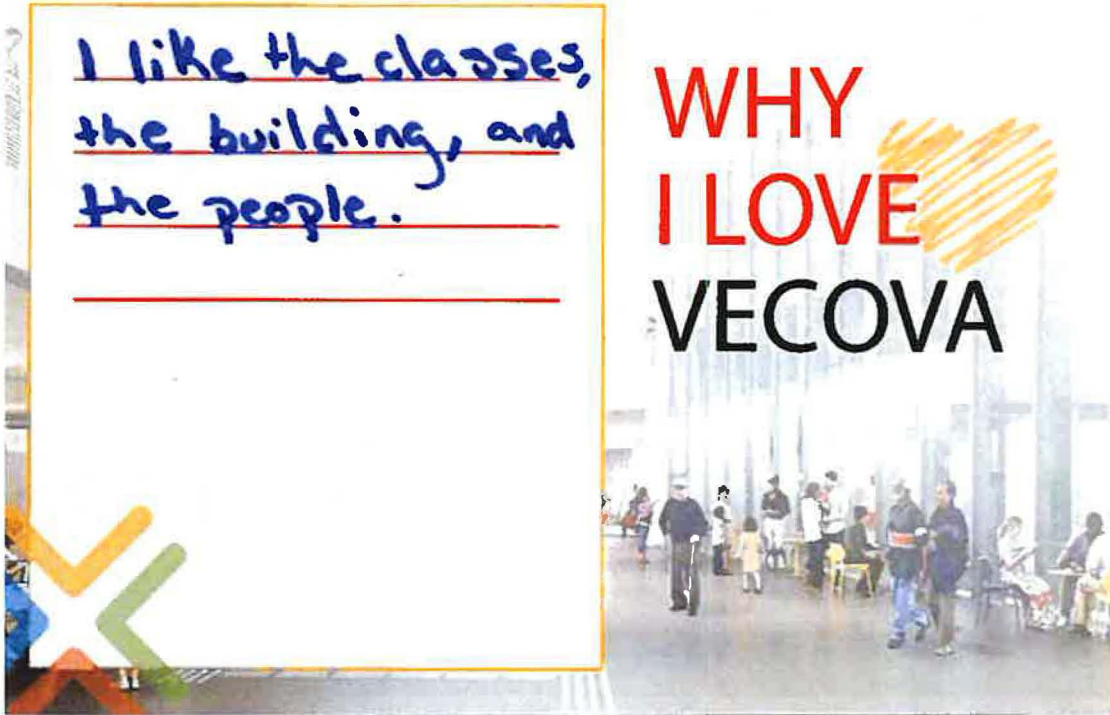
During covid it became clearer + clearer to me that many organizations out there didn't really care about the "human" side of their employees. Vecova stood out always providing support + compassion. Vecova took on the incredible challenges that covid created + presented clear plans, continued to reach out with empathy to affected staff + went out of their way to ensure safety not only for consumers but for staff. It's an honor to work for an organization who values + respects their employees.

WHY
I LOVE
VECOVA



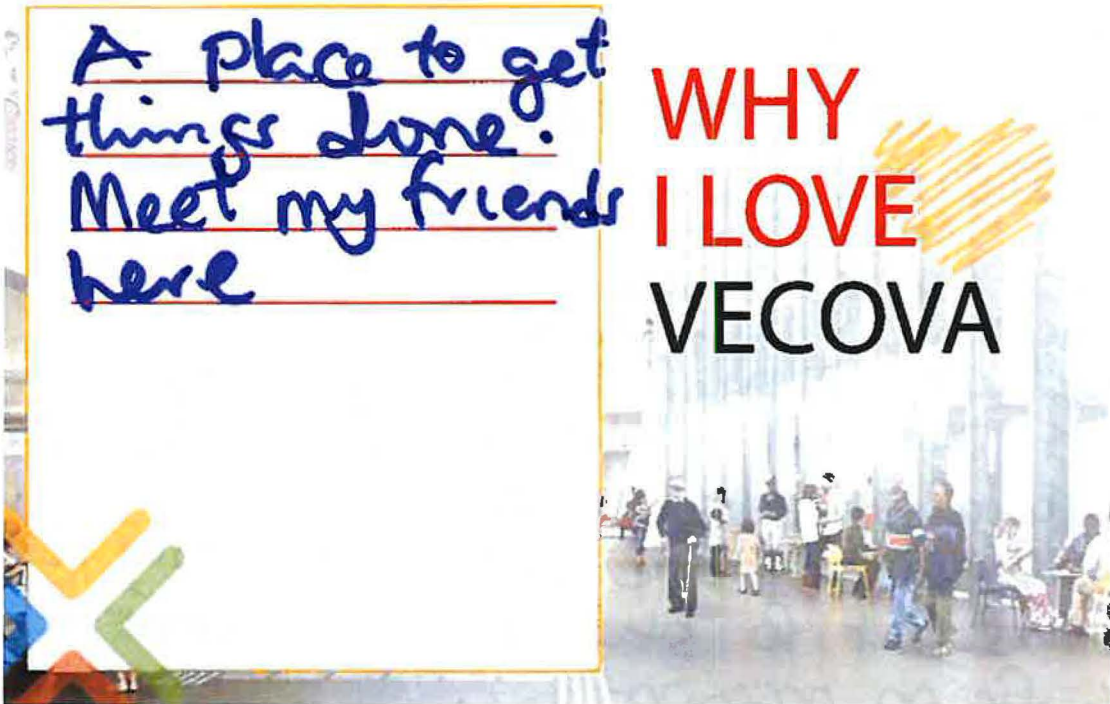
I like the classes,
the building, and
the people.

WHY
I LOVE
VECOVA



A place to get
things done.
Meet my friends
here

WHY
I LOVE
VECOVA



It's fun

WHY
I LOVE
VECOVA



the swimming at
vecova is like
a dream. I
love Vecova

WHY
I LOVE
VECOVA



We are always happy when
sending individuals to Vecova -
they are responsive & supportive
to their clients we forward
who often come with
a lot of complexities

Community
Connect
yyc

WHY
I LOVE
VECOVA



~~Swimming~~
Swimming
ATSHA

WHY
I LOVE
VECOVA



I appreciate the work that
Vecova does in the community

I have been aware of their
service for 30-40 years.

As a senior I appreciate
the bottle pick up No
more trips to the depot
in the cold + ice of
winter

-Turk

WHY
I LOVE
VECOVA



Thank you for the time,
patience + insights you
shared. You helped
me become whole
again.

Note From
Mental Health
Services Client

WHY
I LOVE
VECOVA



I LOVE EXPLORE
ABILITIES! FLOOR
HOCKEY, AND BASKETBALL
BADMINTON. I LOVE
SWIMMING TOO.

-TIA

WHY
I LOVE
VECOVA

I am on the bottle Pick
up service + I find it
a big help + appreciate
it very much Also it
makes us feel good to
know that we're providing
at least some assistance
to your good cause

Margaret

WHY
I LOVE
VECOVA

I am VERY thankful for the warm pool which enables me to exercise + keep fit despite my arthritis + joint replacements. I am also thankful that this organization focused on serving people with special needs in our community. As I come + go from my classes, I see people being treated with respect + dignity as they gather for classes or outings. This is a good place to be

- Joan.

WHY
I LOVE
VECOVA



I love Vecova for making a space and supporting people with disabilities because they deserve respect + dignity. A society that values everyone is a sign of an advanced society!

- Nia

WHY
I LOVE
VECOVA



I bring my son to the facility for swimming lessons. He's just 1 but I must say that his biggest strides have been made at this facility. The water is warm, which means a happy baby. This has enabled us to make friends too. I am thankful for a space like Vecova - Chinnu

WHY
I LOVE
VECOVA



I love vecova because the water is not cold, and the pool is big.

Katie

WHY
I LOVE
VECOVA



For years we took our recycled items to Vecova but as we aged we were given a bag + a stand and our items were picked up what a great idea

WHY
I LOVE
VECOVA

I like that everyone is welcoming

WHY
I LOVE
VECOVA

The physiotherapy course provided by Vecova after my wife's serious operation was wonderful - we are most grateful for the caring assistance.

Vecova helped my wife enormously.

John

WHY
I LOVE
VECOVA



We love Vecova
as I just love the warm
pool! I learned to
swim here as a kid and
now my son has learned to
swim here as well! We
also appreciate the bottle
pickup service to help us
save time + hassle... it's
a small way for us to give
back!

WHY
I LOVE
VECOVA



Vecova made a huge difference
in my family's life when the
two kids were small. They
learned to swim with lessons but
mostly we spent hours there every
week just playing in the warm
water, often with friends. For
my disabled son, it was
when he was happiest and
easiest to manage, a
wonderful break for all
of us. Thank you Vecova.
And now Vecova picks up
my bottles.
Win-Win!
- Leslie

WHY
I LOVE
VECOVA



Hi, I am a father of a
13 year old non verbal Artistic
daughter. Vecova is the most
favourite place for my daughter.
Starting from the friendly +
welcoming staff, to the
warm + salty swimming pool.
In addition to multiple programmes
Vecova offers with a reasonable
price to children with special
needs.
Thanks a lot Vecova Family - keep it on
manaf

WHY
I LOVE
VECOVA



I love Vecova
because I
get to swim
there!

WHY
I LOVE
VECOVA

Vecova is not just
a recycling industry, it
is an example of
giving back to the
community

- Sheila + Rick

WHY
I LOVE
VECOVA

BECAUSE they
help me skate

WHY
I LOVE
VECOVA



The Pool is clean
& Loveswimming.
The pool is warm
The pool is fun
setlah

WHY
I LOVE
VECOVA



Vecova has been very helpful with their swim program and the bottle pickup program. I'm a senior and am truly appreciative of your services

Manlym

WHY
I LOVE
VECOVA



I can swim
it is warm

EKid

WHY
I LOVE
VECOVA



Vecova has provided us with
a extremely reliable service
with REGULAR bottle pick
up. Also a wonderful
facility where our
grandchildren have all
learned to swim.

Well done guys - keep up
the good work!

WHY
I LOVE
VECOVA



I LOVE
STAYING
ING



WHY
I LOVE
VECOVA



- * It's family friendly
- * It's community based
- * It's affordable
- * It has many activities that are fun for individuals and for groups
- * The staff are friendly
- * The place welcomes everyone

- Veronica

WHY
I LOVE
VECOVA



I have enjoyed using the bottle recycling service offered by Vecova for more years than I can remember. The service is an easy win/win as it allows me to easily store + dispose of all my bottles and cans with regular scheduled pick up service. Knowing Vecova puts the proceeds to numerous support services to those in need makes this charitable donation the most satisfying of those that we support.

Thank you Vecova
- LP

WHY
I LOVE
VECOVA

I like the different Programs - Expr. Activities, Coffee / Music. Being with my friends

WHY
I LOVE
VECOVA

My kids love
Swimming

5

WHY
I LOVE
VECOVA



I LOVE
SWIMMING

WHY
I LOVE
VECOVA



For over 40 years the Agency
Vecova and its former VREI, has
provided positive support for my
Son Graham. All staff in Vocational,
residential and recreational portfolios
focused on quality of life + personal
accomplishments for Graham.
Particular attention was recognition
of his strengths and building
self confidence + stature
This policy exists throughout
the organization + exemplifies
Vecova's success for all
clients served throughout
its history
may your success be evermore
- George

WHY
I LOVE
VECOVA

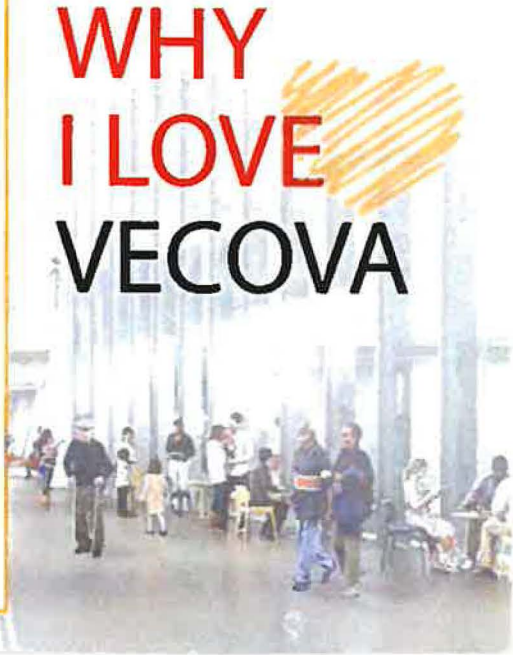


Thank you for
allowing me to
be part of the
Global Community!
#inclusion

WHY
I LOVE
VECOVA

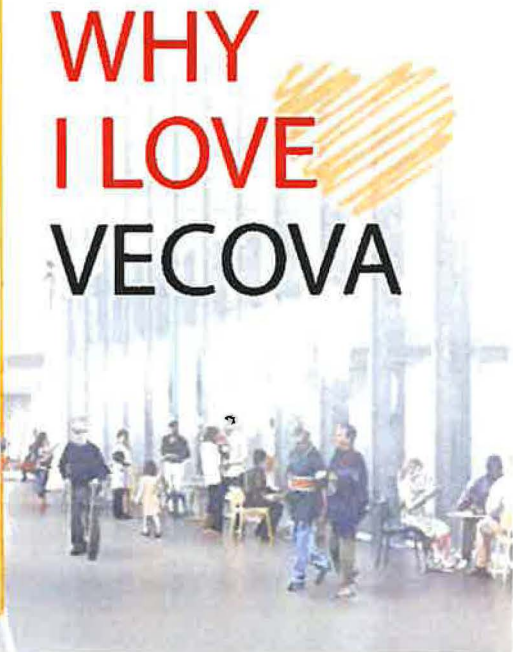


Love the warm water,
front staff very
friendly and
welcoming



pool
no moy
eat

Logan
toole



I Love Swimming

~~*****~~

SWIM WITH

VECOVA

Olivia

WHY

IN LOVE

VECONA

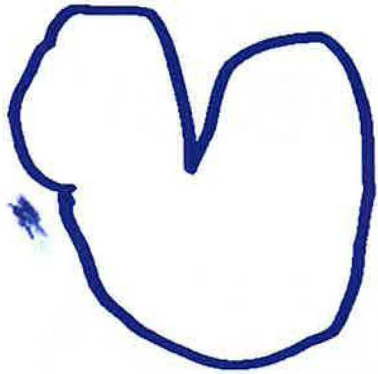
DADDY

tata



WARM and
CLEAN

WHY
I LOVE
VECOVA



i love VECOVA
Because the
swimming teachers!

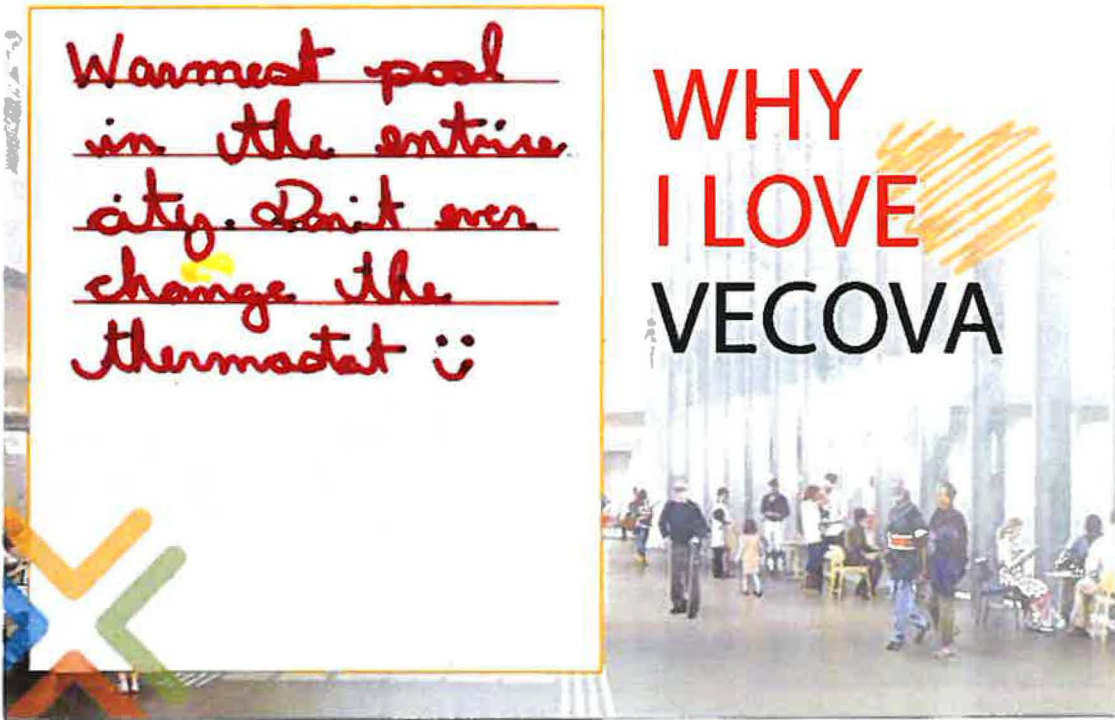
WHY
I LOVE
VECOVA

Sophia



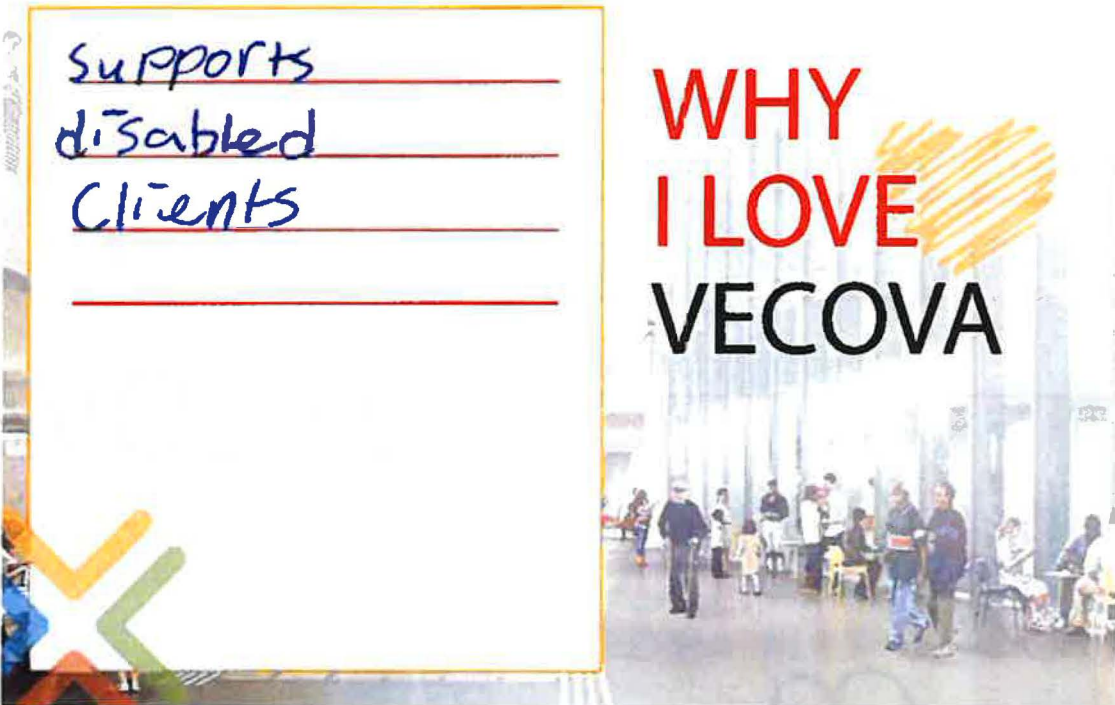
Warmest pool
in the entire
city. Don't ever
change the
thermostat ;)

WHY
I LOVE
VECOVA



Supports
disabled
clients

WHY
I LOVE
VECOVA



Ava loves how the
pool is warm.

WHY
I LOVE
VECOVA


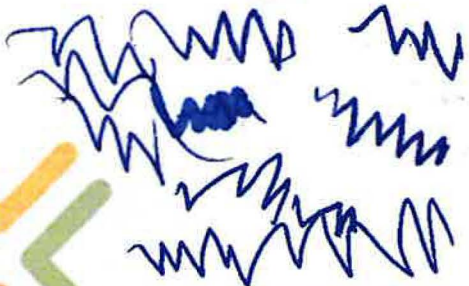


cause I
like the sw-
imming pool.
vacova! 

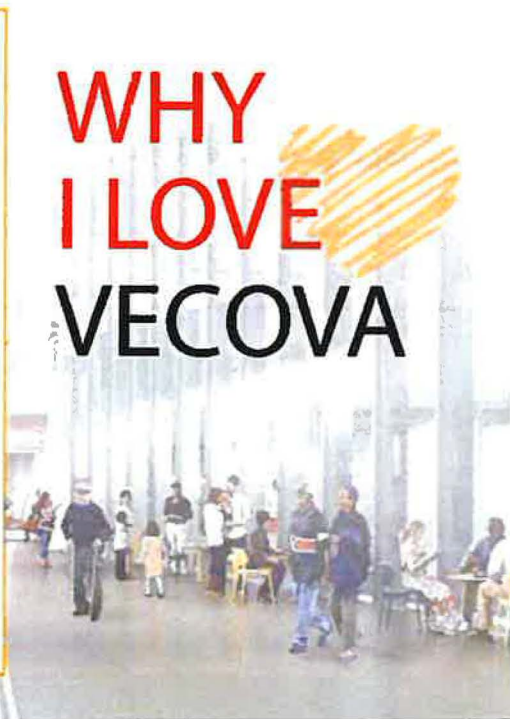

Lilia
WHY
I LOVE
VECOVA



I love
swimming &
dunking &
jumping!



WHY
I LOVE
VECOVA

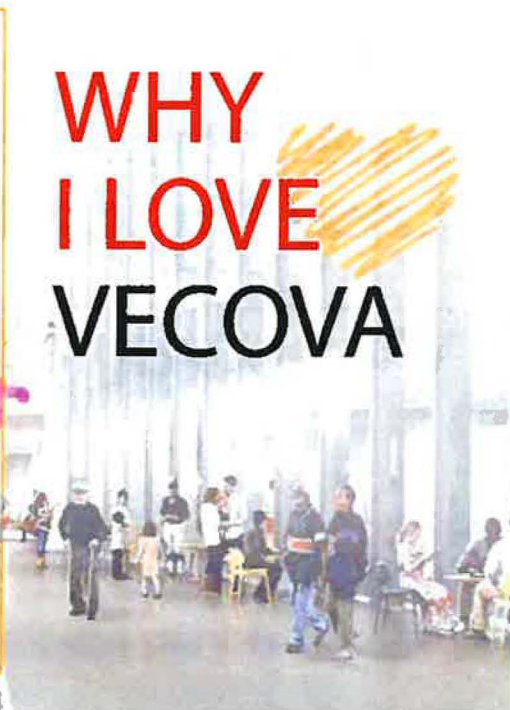


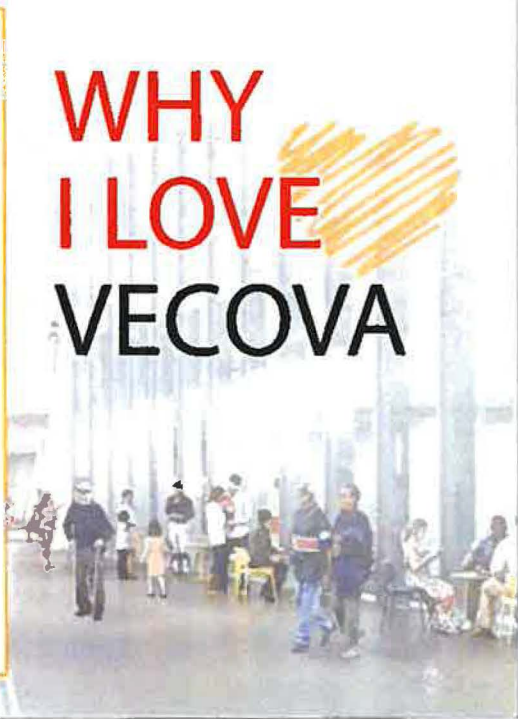
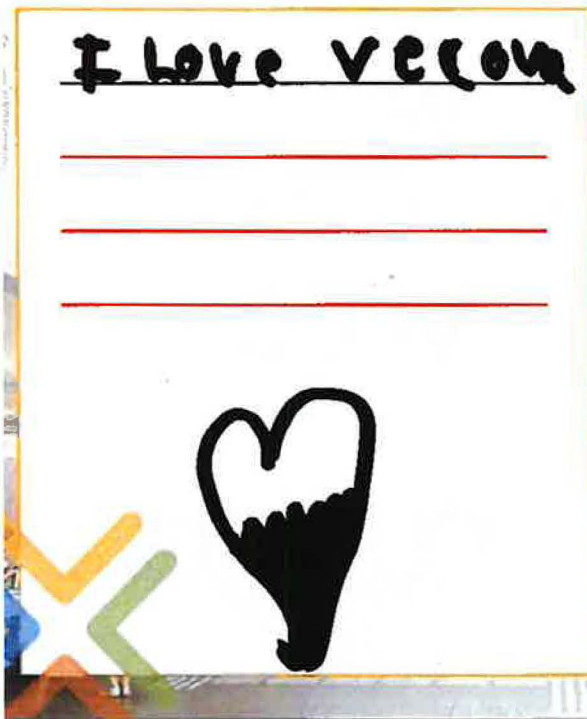
I love that
the poop is
warm.

AVA
Schappert

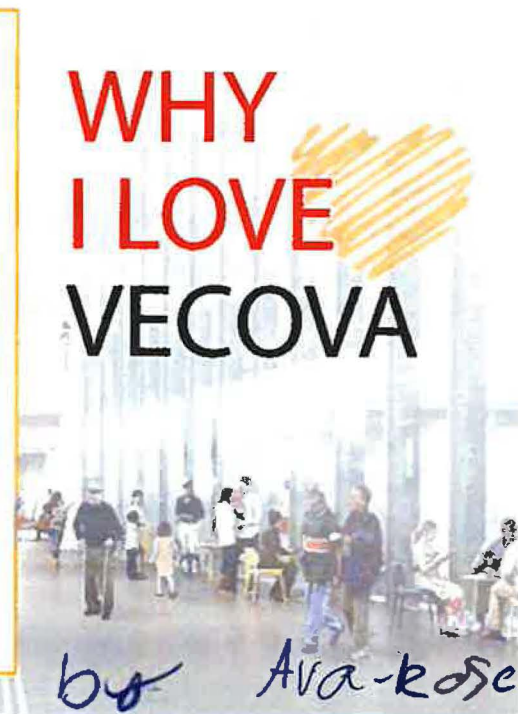
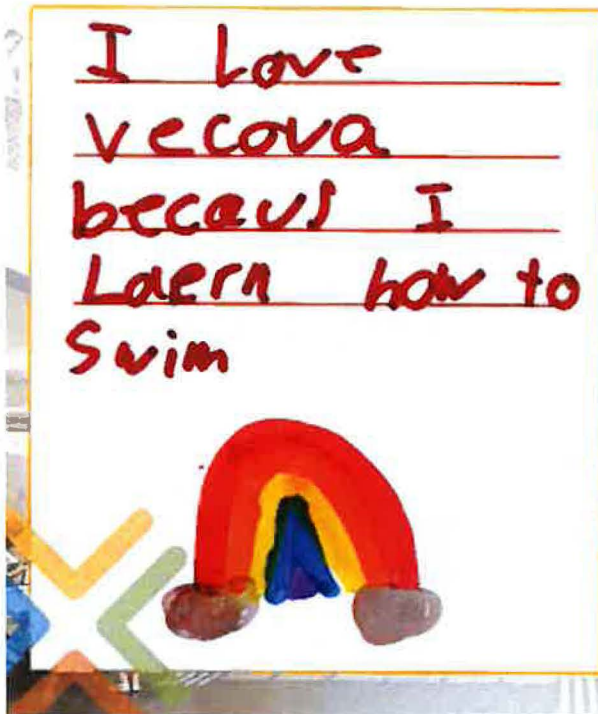


WHY
I LOVE
VECOVA





WHY
I LOVE
VECOVA



WHY
I LOVE
VECOVA


by Ava-rose

I Love Vecova
because of the
warm water in the
swimming pool

WHY
I LOVE
VECOVA

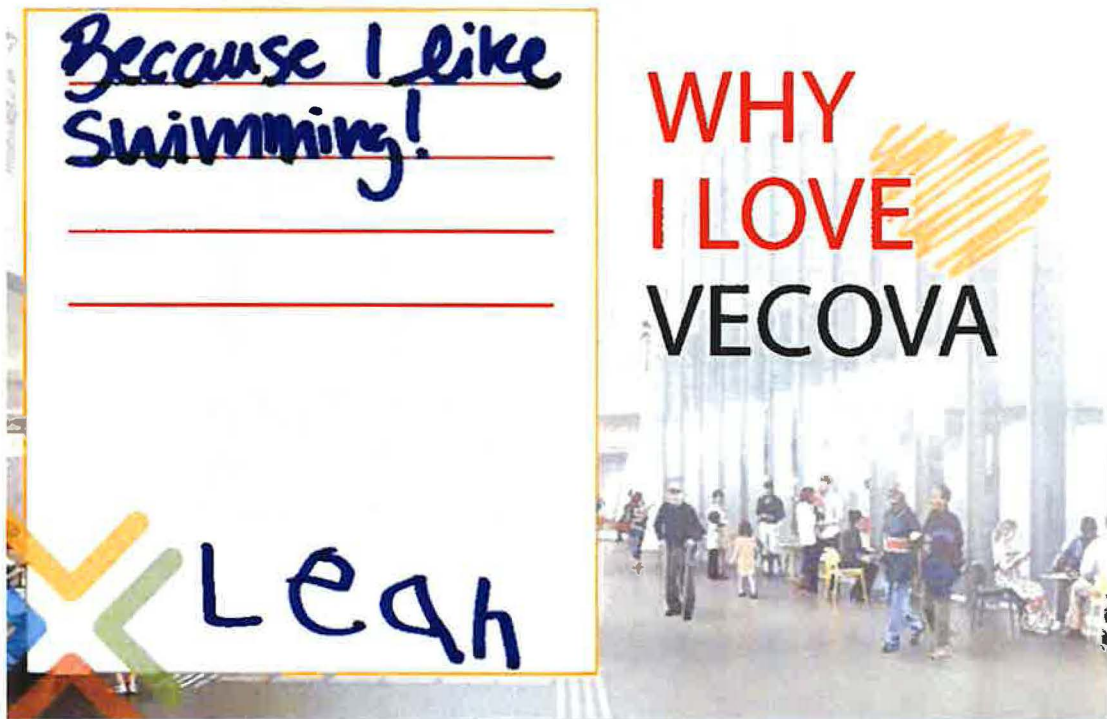
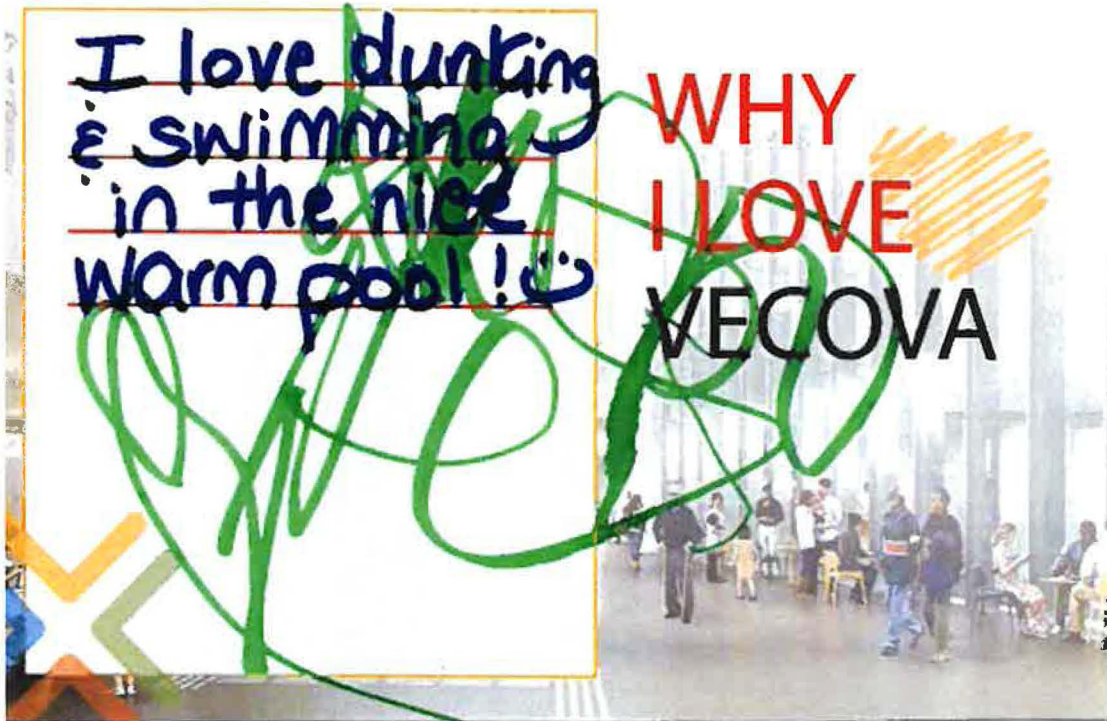


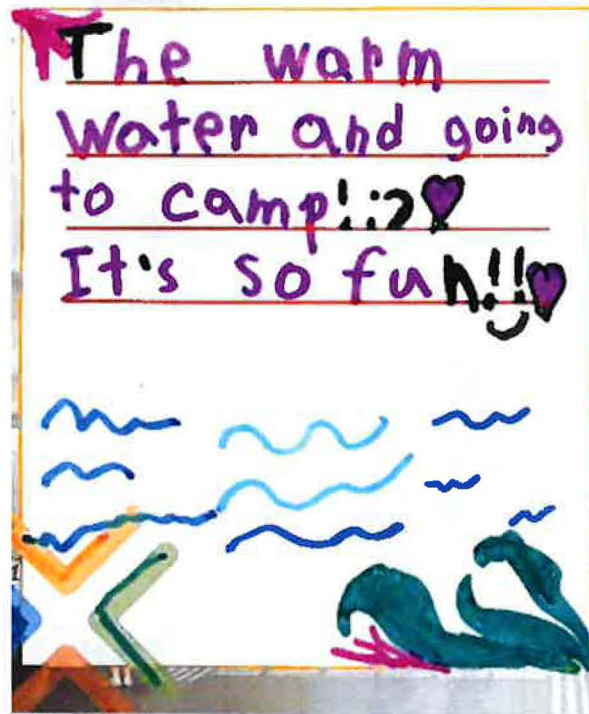
I Love
Vecova.
I Love
to Swim.



WHY
I LOVE
VECOVA

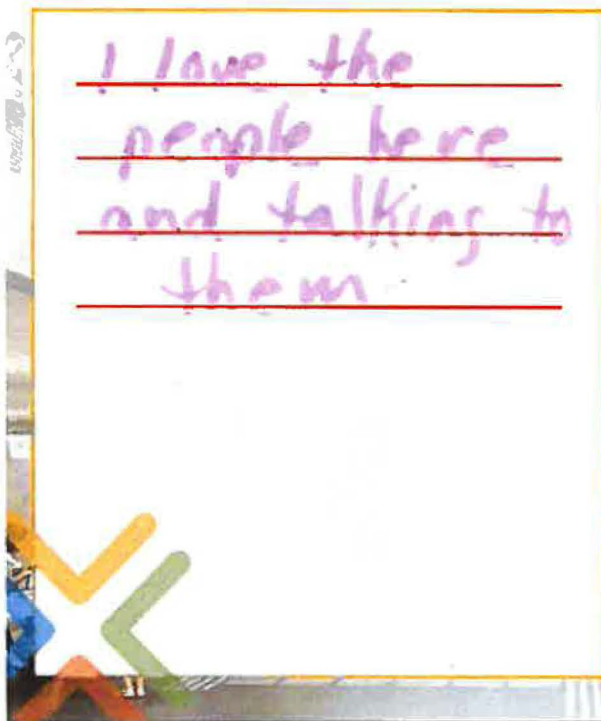




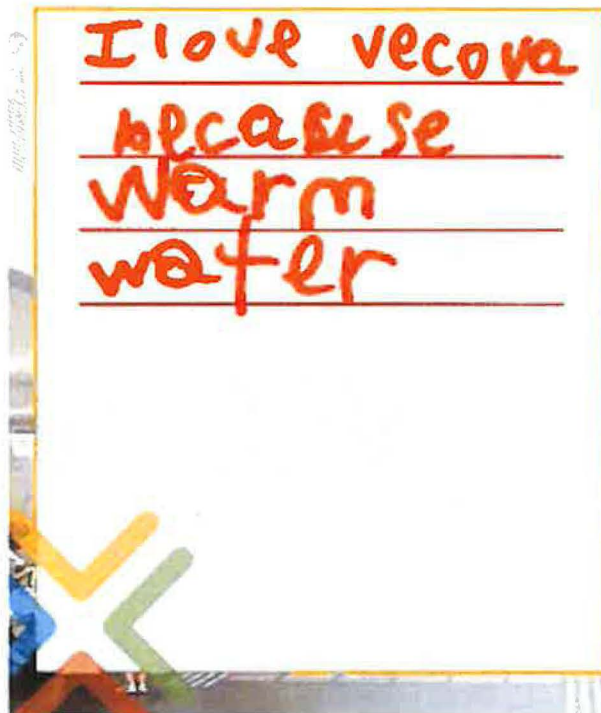
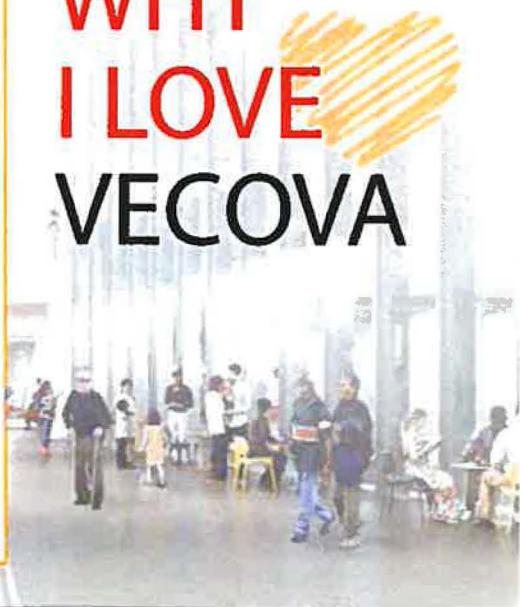


WHY
I LOVE
VECOVA

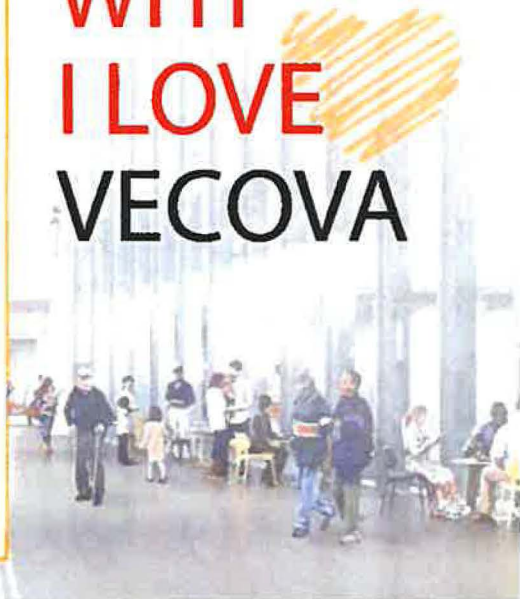




WHY
I LOVE
VECOVA



WHY
I LOVE
VECOVA



Community
connections

WHY
I LOVE
VECOVA



I am the widowed mother, of an adult son, who has lived & been a client of Vecova since he was 18 yrs old in 1986. He has grown & flourished beyond measure, participating in a majority of work experience, in house learning programs. & now considers the group home "his home!" Thank you for the constant attention to your deserving clients.

Signed A grateful parent

WHY
I LOVE
VECOVA



I LIKE BE WERE
MAKE FRINDS
GARETT LAWTON

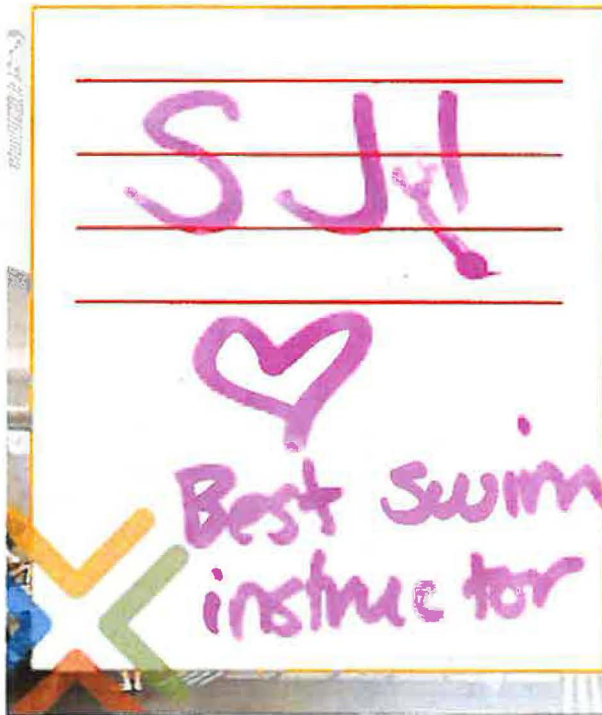
WHY
I LOVE
VECOVA



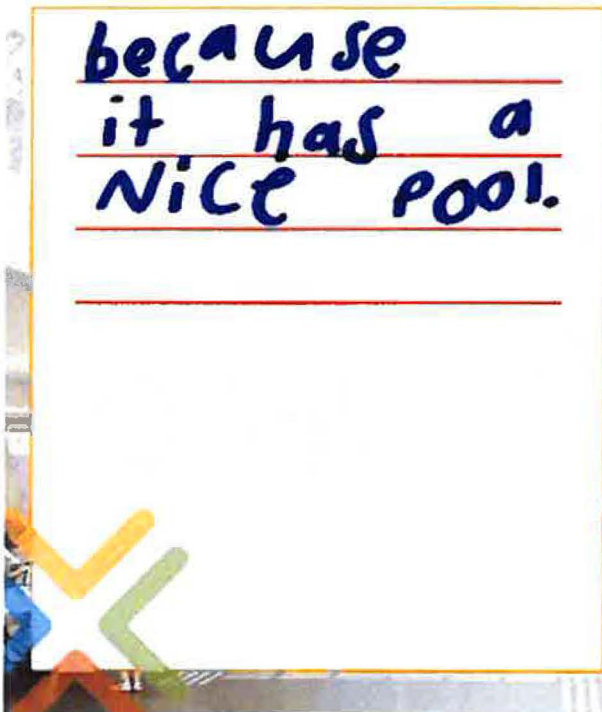
David Christie has been at Vecova for many years + his life was enhanced greatly. He loved the programs + especially his friendship with Gord Littlejohns. Thank you so much for all these wonderful years.

WHY
I LOVE
VECOVA





WHY
I LOVE
VECOVA



WHY
I LOVE
VECOVA



Because Everyone
is welcome and
embraced here

WHY
I LOVE
VECOVA



I like the
classes and the
people.

WHY
I LOVE
VECOVA



I like the Explore
Abilities class,
staff, meeting
people @ VECOVA

WHY
I LOVE
VECOVA



I like Vecova
because to meet
different kinds people
as well staff. When
news show-up they
introduce show
up I like too meet
them the first time
this is a good
program.
etc

WHY
I LOVE
VECOVA



Py Programs are educative
meeting peers
presentations about
explorer abilities
is knowledgeable

WHY
I LOVE
VECOVA



Lynna Johnston

I love everything!

WHY
I LOVE
VECOVA

the gym also
the camps
I love
vecova

WHY
I LOVE
VECOVA

Because I met
my sweetie
here.

- ANNE R.

WHY
I LOVE
VECOVA



Cause I get
to see all my
friends here

WHY
I LOVE
VECOVA



Our son took swimming
lessons at Vecova.

Fantastic instructors

Fantastic facility

We think it is amazing
how many people you help

We wish all there
the best!

Brett, Shelley, Colton

WHY
I LOVE
VECOVA



We appreciate the
work that Vecova
does and support their
work through recycling

- Don + Lorie

WHY
I LOVE
VECOVA



The welcoming
atmosphere.

WHY
I LOVE
VECOVA



I Like to see my
friends here at
Vecova. **VECOVA**

WHY
I LOVE
VECOVA



Nice Place
Meet new people
I like the class

WHY
I LOVE
VECOVA



I am so glad you offer this
service that benefits so
many. While I utilize your
bottle pick up service I also
appreciate the warm pool
that friends have been
able to benefit from.
Wishing you continued
success in all your efforts

Marilyn

WHY
I LOVE
VECOVA



Vecova is a great tool
that supports the
vulnerable sectors to
become what they
want to become

WHY
I LOVE
VECOVA



Milan loves
Vecova

WHY
I LOVE
VECOVA

Vecova staff provides
top notch quality
programming and
brings happiness and
health to not only
participants but also to
all those who care for
and love them.

♡ priceless.

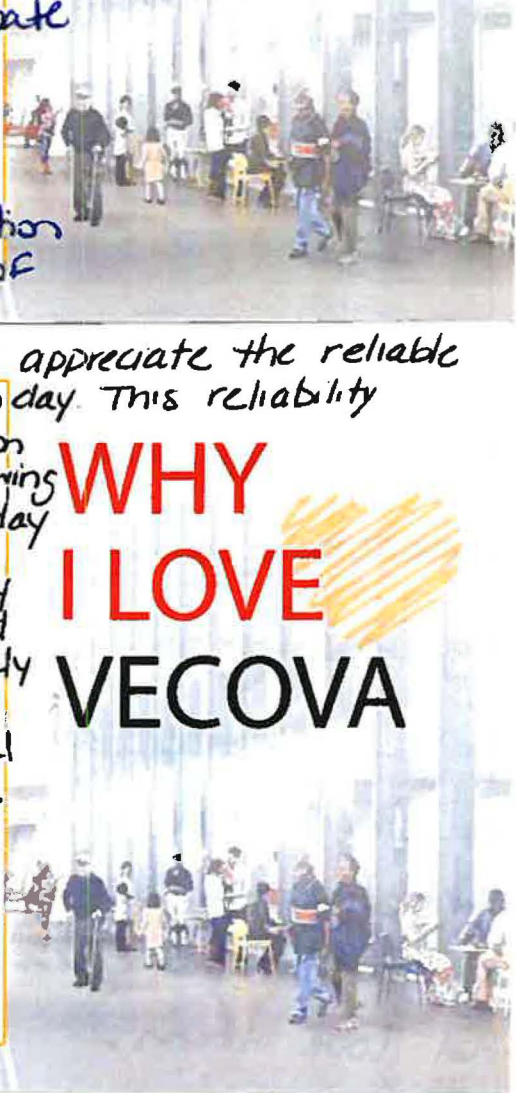
WHY
I LOVE
VECOVA

Vecova fosters a culture of respect and belonging. Attending Vecova's daycamps my child was able to see children with + without disabilities learn + participate in the same activities. They encourage kindness + provide opportunities for connection. This next generation will be more empathic because of places like Vecova.

WHY
I LOVE
VECOVA

My adult disabled son and I appreciate the reliable and sincere support offered each day. This reliability and caring support allows my son and I to carry out our lives knowing we are moving forward each day with development, progressing. I can go to work knowing my son has a valuable day ahead of him and will travel safely back home after his day is completed, that is critical in allowing me to have peace of mind and also focus on my own day. Thank you for your support.

WHY
I LOVE
VECOVA



Noah is awesome!

WHY
I LOVE
VECOVA



I Like My
Swim Lesson!

WHY
I LOVE
VECOVA



Great swim
instructors
for little kids
👏❤️

WHY
I LOVE
VECOVA



I LOVE it
because it
has a heated
pool

WHY
I LOVE
VECOVA



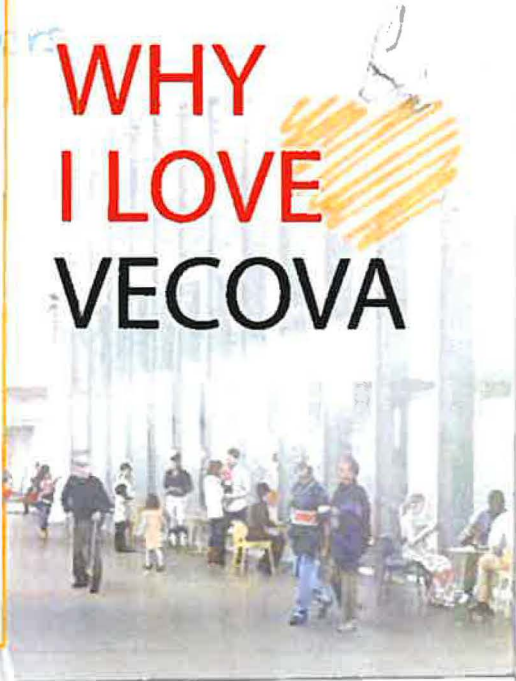
THE STAFF
are GREAT

WHY
I LOVE
VECOVA



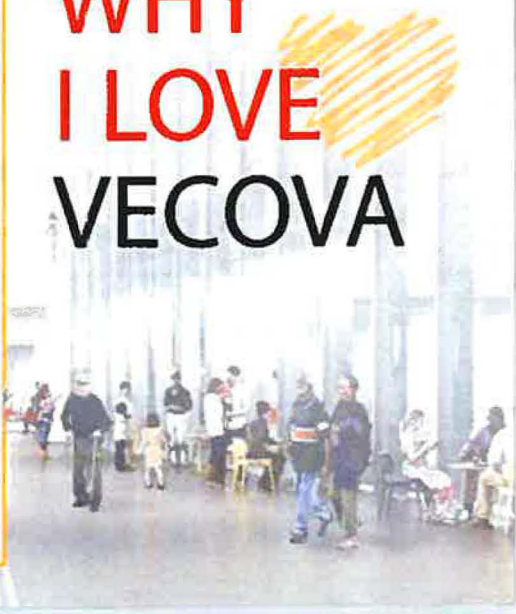
I Love the consumers
and the staff
great place to
work

WHY
I LOVE
VECOVA




Fun Programs
Friendly staff

WHY
I LOVE
VECOVA



i had Fun at Vecova



**WHY
I LOVE
VECOVA**



Parent and baby fitness
classes saved my life
during two postpartum
periods. Having somewhere
to go where baby was
welcome + I could slowly
start to exercise again
was critical to my mental
and physical well-being.

I love VECOVA!

Amemarie

WHY
I LOVE
VECOVA

I like the people
we work with
and the front-line
staff

WHY
I LOVE
VECOVA

Vecova unites persons with disabilities as well as their families. Vecova creates a community within the community to ensure that everyone is equal. The caring staff helps clients become part of the mainstream community by integrating the clients with the community. Everyone benefits. Clients become more independent, learn socializing skills + the community benefits by becoming more empathetic towards people that are different from them. We all need help with living in a diverse world.

Thank you to you all!

- Donna

WHY
I LOVE
VECOVA

As a social work practicum student in the Youth Employment Program at Vecova in 2019, I was not sure where I wanted to take my career. I soon realized how amazing the work environment was at Vecova and how every single employee truly cared about the consumers and their work. Vecova helped me realize my purpose, professional interest + goals. I'm proud to call myself an employee of Vecova and I hope to continue to make an impact in the lives of the consumers that come through our doors each and every day.

Thank You Natalia

WHY
I LOVE
VECOVA

So happy to do this / Love Vecova because of
~~the wonderful opportunities it has~~
provided for my son. Both **WHY**
~~in employment + recreation!~~ **I LOVE**
He loves to get "up" + "go" **VECOVA**
The staff have been wonderful
~~in the support they~~
have provided to my son +
our family since 1986.
Thank you!



The warm salt water invites
me to be active even on freezing
cold winter days! When my
joints are sore, I can use the
ramp instead of the stairs
to access the pool. Vecova
radiates an atmosphere
of acceptance + everyone
is welcome!
- Kathy

WHY
I LOVE
VECOVA

