

Box 34267 Westbrook PO Calgary, AB T3C 3W2 P: 403.617.8883 alidp.org



September 15, 2023

Via email: pamela.duncan@calgary.ca

Attention: Pamela Duncan P.Eng.

Team Lead, Resource Strategy

Climate & Environment

Planning & Development Services

The City of Calgary

Dear Ms. Duncan,

Subject: City of Calgary Drought Resilience Plan

Letter of Support

About the ALIDP

The Alberta Low Impact Development Partnership (ALIDP) is a non-profit society with a mission to equip Albertans to create ecologically functional landscapes within the built environment through comprehensive stormwater management. We have a vision for landscapes and land development to be in harmony. Our members are consultants, government employees, academics, and allied non-profits, covering the disciplines of engineering, landscape architecture, planning, ecology, and other allied competencies as they relate to urban stormwater management. We work to reduce barriers in policy and planning, to provide education and networking opportunities for industry, and to build confidence in practices through initiatives in research, demonstration, feasibility and citizen engagement. With approximately 50 member agencies, the ALIDP provides a platform for advancing best practices through a collaborative, interdisciplinary, community-of-practice approach.

The ALIDP supports the City's Drought Resilience Plan and looks forward to contributing to the future of the plan in addressing aspects of demand reduction, alternative water supply, and healthy landscapes. Below are some key aspects we anticipate contributing to:

Lawns. The Drought Resilience Plan represents an opportunity for serious reflection followed by decisive action to shift what is considered to be 'normal' landscaping practice and water use in the built environment. For too long the practice of irrigating lawns with potable water has been considered the 'right thing to do'. Healthy lawns have been equated to green lawns. With the combined drivers of reducing demand for potable water and identifying alternative water supplies, along with imperatives to increase biodiversity, mitigate urban heat island and acute heat event impacts, while increasing carbon sequestration and reducing greenhouse gas

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emissions—never mind the quantifiable wellness benefits of enhanced greening—a shift away from the traditional lawn for many contexts should be a given.

Trees. Even with the comparatively short drought conditions over the past two years, we have seen the superior survivability in Calgary of trees planted in soil cells that receive stormwater. Alberta municipalities have embraced this technology and it is already paying dividends in tree health. As the plan unfolds, we anticipate this and numerous other ways that stormwater management and drought management objectives can be combined for positive synergistic effect.

Aquatic environment. The use of green stormwater infrastructure will become even more important to support stream baseflows through enhanced recharge pathways and reduced pollutant loadings during times of drought.

The ALIDP, through its Stormwater Reuse Working Group (which the City is a member of), has already assembled a **community of practice to address ways in which drainage management can be combined with fit-for-purpose use** and we look forward to a continued close working relationship with the City as the Plan is taken forward.

Now that the Stormwater Strategy is approved, we support Council to approve the Drought Management Plan and direct administration to move rapidly forward to address the many synergies between stormwater and drought management and the associated co-benefits of nature-based solutions.

Sincerely,

Leta van Duin, B.Sc. Executive Director

Distribution:

ALIDP Board of Directors:

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September 13, 2023

Community Development Committee The City of Calgary PO Box 2100, Station M Calgary, AB T2T 2M5

RE: City of Calgary Drought Resilience Plan

Dear City of Calgary Community Development Committee Members:

The Alberta Water Council (AWC) is a multi-stakeholder partnership that provides leadership, expertise, and sector knowledge to engage and empower governments, Indigenous Peoples, industry, and non-governmental organizations to advance the outcomes of *Water for Life*. The AWC also advises the Government of Alberta, stakeholders, and the public on effective water management practices, solutions to water issues, and priorities for water research.

Improving resiliency to drought has been an area of focus for the AWC since 2018. The City of Calgary's Drought Resilience Plan aligns with the findings of the AWC's recently completed project on <u>Building Resiliency to Multi-Year Drought</u>, and our current project on <u>Improving Drought Resilience in Alberta Through a Simulation</u>. These projects were identified and selected by our Board of Directors, which includes a seat shared between the Cities of Calgary and Edmonton, and executed by teams including experts from across the province. These projects demonstrate the importance of drought to our members, including municipalities, province wide.

Through these projects, we have consistently heard the importance of drought planning from our members, experts on our teams, and workshop attendees. The Calgary region is prone to prolonged, severe droughts which will be intensified by climate change in the future. Droughts are difficult to anticipate and plan for as they evolve slowly and are often a less-prioritized area of water management when they are not occurring. I believe that the City of Calgary Drought Resilience Plan is an excellent example of what communities in Alberta can do to better prepare for impacts of drought, by setting the long-term direction for proactive drought resilience measures and identifying key actions to be taken now to adapt to the hazard of drought.

I am pleased to address any questions you may have about AWC's support for the Plan.

Sincerely,

Andre Asselin Executive Director aasselin@awc-casa.ca

www.AWChome.ca

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Bow River Basin Council Spring Gardens Building D Mail Code #64, Box 2100 Calgary, AB, T2P 2M5 www.brbc.ab.ca

Pamela Duncan Team Lead, Resource Strategy Climate & Environment, Natural Environment & Adaptation 625-25 Ave SE, Calgary, AB T2G 4K8

Dear Ms. Duncan

9 September 2023

Re: Letter of support for The City of Calgary's Drought Resilience Plan

On behalf of Bow River Basin Council (BRBC), please accept this letter as our support for the Drought Resilience Plan. We recognize and support the work towards managing a precious and limited resource that is vital to the sustainability of the basin. Our region has been shown to experience prolonged, severe droughts which may be increased by climate change. Using monitoring and modelling as well as other methods to identify risks and working collaboratively with organizations and communities to find solutions to these challenges are essential to our success.

We believe that the Drought Resilience Plan looks at many key strategies that can build a resilient future and meet the 5 goals set in the plan. We support the efforts of The City of Calgary in its multi-pronged approach to: continue to proactively develop integrated watershed plans, build on previous efforts to improve demand management and to use less water overall in the city thereby decreasing vulnerability to periods of water shortage, strategic planning around infrastructure and implementation of strategies that allow for adaptation to low water conditions that minimize effects and build long-term drought resilience. The plan sets long term direction but also recognizes the importance of acting now in order to meet our goals of adapting to water shortage conditions.

The BRBC, along with many other organizations, participated in the 2006 Alberta Water Management Plan Basin Advisory Councils which recognized that the limits for water allocations had been reached or exceeded in the Bow, Oldman and South Saskatchewan River sub-basins. These challenges are more complex in drought conditions, and we applaud the City in its efforts in these plans efforts towards drought preparedness. The watershed locally and regionally will benefit from a collaborative approach for the many users in the Bow Basin in our efforts in water management strategies that work to mitigate drought and future climate conditions balancing human demand with ecosystem needs.

We support the Drought Resilience Plan and look forward to working together on ensuring a resilient future for The City of Calgary and the Bow River Basin.

Sincerely,

Mike Murray
Executive Director

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18051 107 Ave NW, Edmonton, Alberta, Canada T5S 1K3 admin@landscape-alberta.com <u>www.landscape-alberta.com</u> <u>www.greenindustryshow.com</u>

September 6, 2023

Re: Letter of Support – Calgary Drought Resilience Plan

To whom it may concern,

On behalf of Landscape Alberta and its member companies in the landscape horticulture industry I'm writing to offer support to the City of Calgary's Drought Resilience Plan. Water is an essential component in all things our industry does to help make and maintain urban green spaces.

Severe weather events including drought are becoming more frequent and impacting the places live and work. Being able to protect living green infrastructure is going to become vitally important to combating the impacts of climate change.

Key to the success of living green infrastructure is the role of water in both the success in establishment as well as to the ongoing improvements to the urban environment. This includes positive impacts on the urban heat island effect and on stormwater management for the time when there is too much water, too fast.

We applaud the City of Calgary for proactively looking to address drought resilience as part of the municipal plan. An ongoing pathway that allows the City to interface with the private sector to work collaboratively in the development of water saving landscapes and education will be vitally important in creating the resiliency required while still valuing the benefits of living green infrastructure.

As the association for the professional landscape industry in province Landscape Alberta can bring together stakeholders from across the value chain and access expertise from across the province and country to assist in implementing the plan.

Yours in horticulture.

Joel Beatson
Executive Director

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Calgary River Valleys champions and engages the public in the protection, appreciation and stewardship of Calgary's rivers, creeks, wetlands and watershed resources.

We are the voice of our rivers.

September 8, 2023

Attention:

Pamela Duncan

Team Lead, Resource Strategy

Climate & Environment, City of Calgary

Re:

Support for The City of Calgary Drought Resilience Plan

Calgary River Valleys (CRV) appreciates the opportunity to provide our input and support for the proposed City of Calgary 2023 Drought Resilience Plan that will be presented to City Council in the fall of 2023.

Calgary River Valleys (incorporated as Calgary River Forum Society) is a not-for-profit environmental stewardship organization and is a recognized City Partner. Our working Board and its committees strive to maintain an informed advisory capacity in support of the stewardship of rivers, creeks, valleys, wetlands, and riparian areas in the Calgary region. CRV has members and partners in all areas of our region, and we work on a collaborative basis with those who live, work, and recreate in our river and creek valleys.

Members of our organization have reviewed the Drought Resilience Plan and support the five goals outlined for Calgary becoming a drought-resilient city: 1) Reducing Water Demand, 2) Protecting our Water Supply, 3) Preparing for Drought, 4) Protecting, Preserving, and Creating Healthy Landscapes, and 5) Supporting Strong Relationships with water users, indigenous groups, and the public.

We agree it is crucial to educate the public on the risks posed by drought in our region over time, which climate models indicate are projected to be interspersed with very intense rainfall and flood risk events. Our organization has been working on various projects to involve and educate the public on why we need to ensure riparian zones adjacent to our rivers and creeks are healthy and are vegetated with native species that are more resilient to drought and can better withstand occasional flooding from heavy precipitation and runoff.

We concur with the statement in the Plan on page 32, as follows, "As Calgary advances drought resilience actions, it is imperative we think about responsibilities to the water itself, to the animals and plants that depend on it and to those that share the water upstream and downstream of us."



Calgary River Valleys www.CalgaryRiverValleys.org calgaryrivervalleys@outlook.com 403-268-4632 P.O. Box 2100, Station M, #64; Calgary, Alberta T2P 2M5

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Our organization has supported the Government of Alberta's proposed policy to broaden the allowable re-use of treated water and of stormwater, which will align with the City of Calgary's desired goal to reduce the demand for fresh water from our rivers.

We agree that Calgary's rivers, creeks, watersheds, and riparian areas are limited precious resources that need to be protected. To that end, Calgary River Valleys would be pleased to be involved in the ongoing development and implementation of the Drought Resilience Plan. We know it will be imperative that citizens, industry, non-governmental organizations, and various levels of government work together to achieve the goals of the Plan. We need to ensure a reliable and secure supply of water for everyone in the Calgary region while we all adapt to the risks posed by climate change.

Sincerely,

Bill Morrison

Calgary River Valleys Board President

Worler'-

Cc: CRV Board and circulation



Working towards a healthy Elbow River watershed

Sep 8th ,2023

Attn: Pamela Duncan,

Team Lead, Resource Strategy, Climate & Environment, Natural Environment & Adaptation, City of

Calgary

625-25 Ave SW, Calgary, AB T2G 4K8

Cc: Nicole Newton, Rehana Rajabali, Sarah Marshall

Re: Drought Resilience Plan

We embrace this opportunity to comment on the Drought Resilience Plan and to highlight the alignments in our organizations' goals and The City of Calgary's objectives via the Drought Resilience Plan.

A bit about us; the Elbow River Watershed Partnership (ERWP) is a not-for-profit organization formed in 2004 to bring stakeholders together to protect and enhance water quality and quantity in the Elbow watershed, with the vision of working together for a healthy Elbow River Watershed. In addition to providing a forum for learning about watershed management and the land-water connection, we use local knowledge and scientific expertise to promote watershed management improvement through collaborative, targeted and cost-effective projects with stakeholders as partners.

The ERWP has conducted a range of projects and programs over the years including a Freshwater Field Study Program for middle and high school students (we have had over 26,000 participants to date). Part of the messaging we share with students is how important our location is, as we live, work and play so close to the headwaters. We share that approximately 40-50% of Calgary's drinking water comes from the Elbow River. Our key messages also include that the Elbow (and East slopes Rivers) are prone to drought. We learned from scientists that Calgary is not immune to long drought cycles and that even in flood years, we can still be in a drought cycle.

The Elbow River has a short and steep gradient, dropping more than 1km over its' 120km journey. The Elbow River watershed is relatively small at ~1235 square kilometers (by comparison, the footprint of Calgary is about 820km²). This means changes on the landscape can affect water quantity (such as removing vegetation or wetlands, compacting soil). Without those greenspaces, there is less room to hold onto water, to recharge groundwater or to keep our creeks and rivers flowing. This also means the river is prone to both flood and drought and those events can happen in the same year/season. As we trend downstream, the activity level on the landscape increases and yet landowners can be affected by what happens upstream as well as downstream. As highlighted in the Plan, there are ways we can make the watershed more resilient to drought through integrated land and water management practices and by protecting and preserving key greenspaces and healthy landscapes.

<u>Drought Resilience</u> - Our organization understands that the Drought Resilience Plan builds on existing work to ensure there is enough water to meet the needs of customers, the environment and a sustainable economy is essential to the future of Calgary and the region. Decades of proactive planning and major milestones around water efficiency, drought preparedness, and integrated watershed management have to date ensured a safe, reliable and long-term water supply for Calgarians.

As indicated in our 2021 Elbow River State of the Watershed Report, <u>Water Quantity Chapter</u>, history shows that our region is prone to prolonged, severe droughts. We understand that a multi-year drought impacting Calgary is one of the city's top climate hazards, technical information regarding how droughts could impact Calgary and strategies needed to mitigate those impacts. This Plan is timely to demonstrate accelerated action for climate adaptation.

Droughts have widespread impacts in our watershed, from water supply limitations to environment and ecosystem impacts, financial instability for The City of Calgary and the surrounding communities, and impacts to local and regional tourism, recreation and agriculture.

Careful consideration of these impacts in City infrastructure, operations and city-building efforts will be key to adapting to those impacts and building long-term drought resilience.

We applaud The City of Calgary for forming the Drought Resilience Plan, for setting long-term direction for proactive drought resilience measures and identifying the key actions that can be taken now to adapt to the hazard of drought. We hope the development of Calgary's Plan inspires other communities and municipalities to follow suit.

We understand that improved demand management is a priority action. Investing in continued water demand reduction efforts means using less water overall as a city, decreasing vulnerability to periods of water shortage in drought and improving the resilience of homes, greenspaces and businesses.

Maintaining water quantity is imperative. We anticipate this Plan will provide guidance to protect watershed health and [drought] resiliency, and to help safeguard water quantity.

In conclusion: We support proactive stewardship and management of the land in the Elbow River watershed. Activities or practices that maintain water quality and water quantity and that protect ecosystem health in the Elbow watershed are steps in the right direction. There are recommendations and goals in the Drought Resilience Plan that will help to work towards a healthy and sustainable Elbow River watershed.

Again, thank you for the opportunity to share our thoughts on the Drought Resilience Plan. We look forward to continuing to collaborate, for the benefit of all in the Elbow watershed, for future generations.

Respectfully,

Flora Giesbrecht

Executive Director

Elbow River Watershed Partnership

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Tuesday, September 12, 2023

To: City of Calgary Att. to: Pamela Duncan

Team Lead, Resource Strategy Climate & Environment, Natural Environment & Adaptation

Re: Letter of support - City of Calgary Drought Resilience Plan

To whom it may concern,

The Ghost Watershed Alliance Society (GWAS) is a watershed stewardship group that is actively working on preserving and enhancing the ecosystem of the Ghost Watershed. The Ghost Watershed covers almost 1,000 km² providing app. 7% to the Bow River's flow upstream of Calgary.

GWAS supports the City of Calgary's Drought Resilience Plan. The Drought Resilience Plan sets the long-term direction for proactive drought resilience measures and identifies the key actions we need to take now to adapt to the challenges of drought.

GWAS actively supports the efforts and goals of the City of Calgary Source Water Protection Plan and the Drought Resilience Plan through collaboration and on-the-ground actions to preserve watershed integrity in this source watershed. Conserving natural infrastructure such as wetlands that help to store and slowly release water as well as maintaining and restoring riparian areas are key priorities of GWAS' work.

History has shown that our region is prone to prolonged, severe droughts which will be intensified by climate change in the future. Improved climate modelling and risk analysis has provided new technical knowledge of how droughts will impact the Calgary region, and strategies needed to mitigate those impacts. This plan is timely to demonstrate accelerated action for climate adaptation.

Best regards,

Marina Krainer Executive Director

Ghost Watershed Alliance Society

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September 7, 2023

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

Via email to: Pamela.Duncan@calgary.ca

To Whom it may concern,

RE: The City of Calgary Drought Resilience Plan

The Alberta Irrigation Districts Association (AIDA) and our member districts commend The City of Calgary for the development of its Drought Resilience Plan, an especially timely document, given the current conditions being experienced across southern Alberta.

Understanding drought and proactively establishing strategies and actions to mitigate its effects will ensure the needs of people, the environment and the economy continue to be met during these events. The City of Calgary's Drought Resilience Plan establishes a tangible path to safeguard and respond to the effects of drought.

The AIDA and member districts have worked closely with The City of Calgary in the past on strategies and actions related to water management with the goal of enhancing regional water management. Several are detailed in the Plan. Continued collaboration and partnerships between water stakeholders will be critical as the City of Calgary and other organizations, including the AIDA, plan and support additional drought adaptation strategies and actions. We are pleased collaboration factors significantly into the Plan and will continue such relationships with the City of Calgary.

The Development of this Drought Resilience Plan reinforces The City of Calgary as a key leader in southern Alberta water management.

Yours truly,

Margo Jarvis Redelback, P.Ag.

Executive Director

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September 20, 2023

City of Calgary P. O. Box 2100, Station "M" Calgary, Alberta T2P 2M5

Attention: Members of the Community Development Committee

Dear Committee members:

RE: Drought Resilience Plan

We would like to thank City Administration for providing the Building Industry and Land Development Association - Calgary Region ("BILD") with the Drought Resilience Plan that we understand will be presented to the Community Development Committee on October 2, 2023. The City of Calgary and BILD, as well as Calgarians, will greatly benefit from a Drought Resilience Plan that is based on a holistic approach that provides practical, affordable, and sustainable measures to ensure sufficient levels of water to meet the needs and demands of all Calgarians, while also ensuring appropriate conservation of our precious water resources, a healthy environment, and a thriving economy in Calgary and the greater Region.

BILD is a non-profit organization that has a membership base that includes all facets of residential home and commercial construction, including builders, renovators, developers, trades, suppliers, and professional companies involved in the building industry. We advocate for affordability, choice, and innovation in the building industry. On behalf of our members, we provide the following feedback on the Drought Resilience Plan:

30-in-30 Water Efficiency Plan

Through reviewing the Drought Resilience Plan, we have become aware that the City of Calgary is undergoing updates to the 30-in-30 Water Efficiency Plan. We kindly ask for the Community Development Committee to direct City Administration to work with BILD on the updates to the document prior to implementation. In addition, we kindly request that BILD be engaged in discussions regarding the Drought Resilience Plans and Water Efficiency Plans proposed costs, funding, and actions, especially in terms of creating a clear path forward for enhancing the level of service and promoting equitable and sustainable development. BILD believes that pursuant to the Housing Affordability matters, any action items or implementation measures in the Water Efficiency Plan or the Drought Resilience Plan needs to consider mitigations of costs in order to maintain and improve overall affordability.

We encourage you to visit bildcr.com for industry updates

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Water Consumption Metrics

We would also like to draw your attention to the water consumption metric for Calgary of 350 liters per capita per day (average) that is referenced in the Drought Resilience Plan. An October 2019 Associated Engineering/ Calgary Metropolitan Region Board Water Use and Conservation in the Calgary Metropolitan Region Study, shows residential consumption of approximately 175 liters per capita per day (Appendix D -Per Capita Water Use, page D-2). Table 4-2: Estimated Water Loss, Causes and Correction, page 4-6, of that same report shows an Estimated Water Loss percentage of 17 – 28% for Calgary where 60% of water loss is leakage, 40% is roughly estimated and tracked (un-metered water use and running bleeders to prevent freezing). This water loss is significant and needs to be immediately addressed by the City of Calgary as part of any drought strategy. BILD would like to see progress on the mitigation and reduction of these water losses. The impacts of water losses at the level indicated in the 2019 Associated Engineering report appear to be significant and "low-hanging fruit" in terms of any drought resilience plan, reducing utility costs to Calgarians and conserving precious water resources. BILD believes addressing unaccounted for water amounts, particularly leaks and bleeders, must be included as a key element of the implementation of the Drought Resilience Plan, as it is critical to demonstrate prudent stewardship of our finite water resources and to ensure City of Calgary water utility costs are kept at the lowest reasonable level.

Cost of Service Study and Cost Implications

During BILD's review of the 2023 Stormwater Management Strategy, BILD became aware of a Cost of Service Study undertaken in April 2021, by Mooreview Management Consulting Inc. (in partnership with Raftelis) on behalf of The City of Calgary's Water Utility Department. BILD understands that objective of the report was to perform a cost-of-service study for each of the Water Treatment and Supply, Wastewater Collection and Treatment, and Stormwater Management lines of service and develop utility service rates for the 2023-2026 business cycle. Upon review of the Cost-of-Service Study for Stormwater Rates, BILD became aware of further work commissioned by the City of Calgary to examine the various lines of services, the most notable being Jacob 2021 which examined "equitable" methods of distributing stormwater costs among customers. It is understood that the results of those studies suggested a variable rate based on impervious area to be a more "equitable method" of distributing stormwater costs among customers.

Based on the two alternative stormwater rate structures proposed by the Cost-of-Service studies, all residential customers would continue to pay the same existing flat stormwater rate. However, ICI customers would see an increase of stormwater drainage fees by approximately 4% to 200% based on which alternative rate structure is taken into consideration.

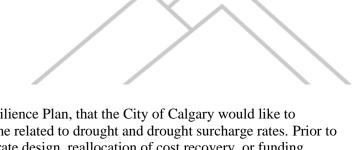
BILD would like to draw attention to the recommendations from the 2021 Cushman & Wakefield report commissioned by the City of Calgary which discusses the cost and competitive challenges of developing industrial land in Calgary. It is important that water rates integrate with corresponding work on the Industrial Strategy. Industrial land development is extremely sensitive to costs, and an increase of the water rates would further hinder industrial growth in Calgary. Due to this, BILD does not support any changes to any water rate structure at this time.

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We understand from reviewing the Drought Resilience Plan, that the City of Calgary would like to undertake a further cost of service study, this time related to drought and drought surcharge rates. Prior to implementation of any changes in rate making, rate design, reallocation of cost recovery, or funding approach for water management, BILD respectfully requests full engagement of industry and the public. Furthermore, to better understand the associated costs and benefits of water management, BILD proposes that the City of Calgary review and analyse resourcing efficiency for water management, appropriate cost allocations for water infrastructure, facilitate innovative technology, and explore how customers can reduce their impact on the public water system and the watershed prior to any changes in any rates.

BILD believes that the purpose of any drought surcharge rate to any category of customer should be to modify water consumption behaviour during drought conditions, not to generate additional revenues.

Alignment of City Departments and City Policies

BILD requests that all measures proposed within the Drought Resilience Plan be closely aligned with the Calgary's Climate Strategy: Pathways to 2050, the Calgary Water Security Framework, the 2023 Stormwater Management Strategy and affordability measures for all Calgarians such as the Corporate Housing Strategy. Ensuring synergy between these critical initiatives is paramount to effectively address our water resource challenges. Furthermore, we emphasize the importance of fostering collaboration and inclusivity throughout the implementation process. The successful execution of the action items outlined in the Drought Resilience Plan necessitates active engagement and input from all relevant city departments, as well as the meaningful participation of all stakeholders who may be impacted by these vital measures. Together, through a concerted effort and shared responsibility, we can work towards a more sustainable and resilient future for our city's water resources.

Conclusion

Addressing the challenges of water demand and water conservation in Calgary is crucial in ensuring affordable, vibrant, and prosperous residential, commercial, and industrial sectors for Calgary. Calgary must be competitive and affordable to attract and maintain investors, increase jobs, increase tourism, and maintain or increase standards of living for Calgarians. We hope that the action items and goals outlined in the Drought Resilience Plan align harmoniously with the 2023 Stormwater Management Plan, Municipal Development Plan, Land Use Bylaws and the recommendations of the Housing and Affordability Task Force that was approved by Council on September 16, 2023.

We trust that our feedback has been constructive and helpful. In the mutual interest of all parties, BILD supports the work of Administration on the Drought Resilience Plan and we kindly request Council to provide support and direction to Administration to bring timely closure of the implementation of the Drought Resilience Plan with the engagement of BILD and for Administration to engage with BILD on the updates to the 30-in-30 Water Efficiency Plan.

We encourage you to visit bildcr.com for industry updates

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If you have any questions or comments on the above technical matters, please do not hesitate to contact Mohamad Mohamad at $\underline{\text{m.mohamad@bilder.com}}$.

Thank you,

Brian R. Hahn

CEO, BILD Calgary Region

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