



AGENDA

EXECUTIVE COMMITTEE

**May 14, 2024, 9:30 AM
IN THE COUNCIL CHAMBER**

Members

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

SPECIAL NOTES:

Public are encouraged to follow Council and Committee meetings using the live stream [Calgary.ca/WatchLive](https://calgary.ca/WatchLive)

Council Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Executive Committee, 2024 April 16
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
None
6. POSTPONED REPORTS
(including related/supplemental reports)
None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 7.1 Council Community Fund Application – Calgary Parkland Community Association, EC2024-0433

- 7.2 Amendments to the Council Policy on Governance and Appointments of Boards, Commissions and Committees, EC2024-0376
- 7.3 Standing Budget Item: City-Wide Growth and Local Access Fee Developments (Verbal), EC2024-0624
- 7.4 Green Line Board Progress Report No. 2 (2024), EC2024-0485
Attachment 3 held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do Not Release

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2 URGENT BUSINESS

11. BRIEFINGS

11.1 Calgary Economic Development – Economic Strategy Update, EC2024-0305

11.2 Calgary Exhibition and Stampede Limited – 2023 Credit Facility Update, EC2024-0368

11.3 Council Innovation Fund and Council Community Fund Status Update, EC2024-0541

11.4 Improving the Customer Experience with City Service Requests, EC2024-0440

12. ADJOURNMENT



**MINUTES
EXECUTIVE COMMITTEE**

**April 16, 2024, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

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

ALSO PRESENT:

Chief Administrative Officer D. Duckworth
Chief Operating Officer S. Dalglish
City Solicitor and General Counsel J. Floen
Chief Financial Officer C. Male
General Manager T. Keane
General Manager C. Arthurs
General Manager K. Black
General Manager D. Morgan
General Manager M. Thompson
City Clerk K. Martin
Senior Legislative Advisor A. de Grood

1. CALL TO ORDER

Mayor Gondek called the meeting to order at 9:32 a.m.

ROLL CALL

Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Wong, Councillor Mian, Councillor Sharp, Councillor Spencer, Councillor Walcott, and Mayor Gondek

Absent from Roll Call: Councillor Penner

2. OPENING REMARKS

Mayor Gondek provided opening remarks and a traditional land acknowledgement.

Mayor Gondek recognized National Volunteer Week.

3. CONFIRMATION OF AGENDA

Moved by Councillor Mian

That the Agenda for today's meeting be amended by adding Item 9.1 Notice of Motion - Doubling Speed Fines in School and Playground Zones, EC2024-0546, as an Item of Urgent Business.

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

MOTION CARRIED

Moved by Councillor Sharp

That the Agenda for the 2024 April 16 Regular Meeting of the Executive Committee be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Executive Committee, 2024 March 12

Moved by Councillor Spencer

That the Minutes of the 2024 March 12 Regular Meeting of the Executive Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Tax Relief for Residential Properties Annexed by Annexation Order 333-2007, EC2024-0380

Moved by Councillor Spencer

That with respect to Report EC2024-0380, the following amendment be approved:

That the Recommendation be deleted in its entirety and replaced with the following:

That Executive Committee recommend that Council cancel 25% of the municipal tax differential for the residential portion of eligible properties based on the criteria adopted by Council in response to EC2022-0367 for 2024.

For: (8): Mayor Gondek, Councillor Penner, Councillor Mian, Councillor Spencer, Councillor Walcott, Councillor Dhaliwal, Councillor McLean, and Councillor Wong

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

MOTION CARRIED

Moved by Councillor Sharp

That with respect to Report EC2024-0380, the following be approved, as amended:

That Executive Committee recommend that Council cancel 25% of the municipal tax differential for the residential portion of eligible properties based on the criteria adopted by Council in response to EC2022-0367 for 2024.

For: (8): Mayor Gondek, Councillor Penner, Councillor Mian, Councillor Spencer, Councillor Walcott, Councillor Dhaliwal, Councillor McLean, and Councillor Wong

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

MOTION CARRIED

Councillor Spencer introduced a group of Grade 5 students from Sibylla Kiddle School (Ward 12), along with their teacher, Vanessa Wright.

7.2 Planning and Development Sustainment Reserve Fund Amendments, EC2024-0428

Moved by Councillor Carra

That with respect to Report EC2024-0428, the following be approved:

That Executive Committee recommend that Council:

1. Approve recommended changes to the Planning and Development Sustainment Reserve Template as presented in Attachment 2;
2. Approve the proposed Service Funding Principles as presented in Attachment 3; and
3. Direct Administration to include the impact of these changes as part of Mid-Cycle Adjustments.

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

MOTION CARRIED

7.3 Updated Policies for Naming and Sponsorship of City Assets, EC2024-0012

Moved by Councillor Mian

That with respect to Report EC2024-0012, the following be approved:

That the Executive Committee recommend that Council:

1. Rescind the existing *Municipal Naming, Sponsorship and Naming Rights Policy*, Attachment 2;
2. Adopt the proposed *Naming of City Assets Policy*, Attachment 3; and
3. Adopt the proposed *Sponsorship of City Assets Policy*, Attachment 4.

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

MOTION CARRIED

Committee then dealt with Item 10.

7.4 Chief Administrative Officer's Quarterly Report Q1 2024, EC2024-0386

This Item was dealt with following the postponement of Item 10.1.3.

By General Consent, Committee modified the lunch recess to begin following the conclusion of Item 7.4.

Moved by Councillor Sharp

That with respect to Report EC2024-0386, the following be approved:

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

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

MOTION CARRIED

Committee recessed at 12:20 p.m. and reconvened at 1:20 p.m. with Vice-Chair Penner in the Chair.

ROLL CALL

Councillor McLean, Councillor Mian, Councillor Spencer, Councillor Walcott, Councillor Wong and Councillor Penner

Absent from Roll Call: Councillor Sharp, Councillor Carra, and Mayor Gondek

7.5 2023 Progress Update, EC2024-0291

Mayor Gondek resumed the Chair at 1:41 p.m.

Moved by Councillor Penner

That with respect to Report EC2024-0291, the following be approved:

That the Executive Committee recommend that Council use the 2023 Progress Update as one input to ongoing discussions leading up to the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.

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

MOTION CARRIED

- 7.6 Continuous improvement - Delivering faster, better, more effective services for Calgarians, EC2024-0342

Moved by Councillor Spencer

That with respect to Report EC2024-0342, the following be approved:

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

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

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

- 8.2.1 Notice of Motion - Extending Municipal Voting Rights to Permanent Residents, EC2024-0528

Moved by Councillor Walcott

That with respect to Notice of Motion EC2024-0528, the following be approved:

That Notice of Motion EC2024-0528 be forwarded to the 2024 April 30 Regular Meeting of Council for consideration.

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

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

MOTION CARRIED

9. URGENT BUSINESS

9.1 Notice of Motion - Doubling Speed Fines in School & Playground Zones, EC2024-0546

The following documents were distributed with respect to Notice of Motion EC2024-0546:

- A Notice of Motion entitled "Doubling Speed Fines in Schools and Playground Zones"; and
- A Notice of Motion Checklist.

Moved by Councillor Mian

That with respect to Notice of Motion EC2024-0546, the following be approved:

That Notice of Motion EC2024-0546 be forwarded to the 2024 April 30 Regular Meeting of Council for consideration.

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

Against: (1): Councillor Wong

MOTION CARRIED

Committee then returned to Item 10.1.3.

10. CONFIDENTIAL ITEMS

This Item was dealt with following Item 7.3.

Councillor Dhaliwal declared a Pecuniary Interest, as a relative is employed with The City of Calgary, and abstained from discussion and voting with respect to Confidential Verbal Report, 10.1.3 Collective Bargaining Update (Verbal), EC2024-0519. Councillor Dhaliwal left the meeting at 10:55 a.m. and returned at 11:37 a.m. following the discussions with respect to Confidential Verbal Report EC2024-0519.

Moved by Councillor Sharp

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 23 (Local public body confidences), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Committee move into Closed Meeting, at 10:29 a.m., in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 10.1.1 Saddle Ridge Park Naming Report, EC2024-0451
- 10.1.2 Park Renaming - Ward 7, EC2024-0147
- 10.1.3 Collective Bargaining Update (Verbal), EC2024-0519

And further, that the following External Members, be authorized to attend the Closed Meeting with respect to Item 10.1.2:

- Brian Beck, Fort Calgary Preservation Society
- Bev Longstaff, Fort Calgary Preservation Society

- Georgine Ulmer, Fort Calgary Preservation Society
- Jennifer Thompson, Fort Calgary Preservation Society
- Mary Karadimos, Fort Calgary Preservation Society
- Lindsie Bruns, Fort Calgary Preservation Society
- Rebekah Jarvis, Fort Calgary Preservation Society
- Stephanie Jackman, Stormy Lake Consulting
- Philip Coppard, Stormy Lake Consulting

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

MOTION CARRIED

Committee reconvened in public meeting at 11:37 a.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

Moved by Councillor Sharp

That Committee rise and report.

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Saddle Ridge Park Naming Report, EC2024-0451

Administration in attendance during the Closed Meeting discussions with respect to Confidential Report EC2024-0451:

Clerks: K. Martin, M. A. Cario, and C. Doi. Chief Administrative Officer: D. Duckworth. Law: J. Floen. Advice: S. Dalglish, M. Thompson, C. Male, K. Black, D. Morgan, C. Arthurs, T. Keane, M. Reid, R. Vanderputten, S. Montuffar Simonova, and K. Ripley.

Moved by Councillor Dhaliwal

That with respect to Confidential Report EC2024-0451, the following be approved, **after amendment**:

That the Executive Committee recommend that Council:

1. Approve Confidential Recommendation 1; and
2. Direct that the **Report, Attachments, and Closed Meeting discussions remain confidential Sections 23 (Local public body confidences) and 24 (Advice from officials)** of the

Freedom of Information and Protection of Privacy Act until Council rises and reports.

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

MOTION CARRIED

10.1.2 Park Renaming - Ward 7, EC2024-0147

People in attendance during the Closed Meeting discussions with respect to Confidential Report EC2024-0147:

Clerks: K. Martin, M. A. Cario, and C. Doi. Chief Administrative Officer: D. Duckworth. Law: J. Floen. Advice: S. Dalglish, C. Male, M. Thompson, D. Morgan, C. Arthurs, T. Keane, K. Black, J. Chase, K. Mustard, M. Reid, R. Vanderputten, and S. Montuffar Simonova. External: B. Beck (Fort Calgary Preservation Society), B. Longstaff (Fort Calgary Preservation Society), G. Ulmer (Fort Calgary Preservation Society), J. Thompson (Fort Calgary Preservation Society), M. Karadimos (Fort Calgary Preservation Society), L. Bruns (Fort Calgary Preservation Society), R. Jarvis (Fort Calgary Preservation Society), S. Jackman (Stormy Lake Consulting), and P. Coppard (Stormy Lake Consulting).

Moved by Councillor Wong

That with respect to Confidential Report EC2024-0147, the following be approved, **after amendment**:

That the Executive Committee recommend that Council:

1. Approve Confidential Recommendation 1 contained in Confidential Report EC2024-0147; and
2. Direct that the Closed Meeting discussions, Report, and Attachments be held confidential pursuant to Section 16 **(Disclosure harmful to business interests of a third party)** of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2024 May 31.

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

MOTION CARRIED

10.1.3 Collective Bargaining Update (Verbal), EC2024-0519

Councillor Dhaliwal declared a Pecuniary Interest, as a relative is employed with The City of Calgary, and abstained from discussion and voting with respect to Confidential Verbal Report, 10.1.3 Collective Bargaining Update (Verbal), EC2024-0519. Councillor Dhaliwal left the meeting at 11:39 a.m. and returned at 11:40 a.m. following the

discussions and voting with respect to Confidential Verbal Report EC2024-0519.

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0519:

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

The following documents were distributed with respect to Confidential Verbal Report EC2024-0519:

- A Confidential Distribution; and
- A Confidential Presentation.

By General Consent, this Item was postponed to the Call of the Chair.

Committee then dealt with Item 7.4.

Committee returned to this Item following Item 9.1.

Moved by Councillor Spencer

That pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting, at 2:37 p.m., in the Council Boardroom, to discuss confidential matters with respect to the following Items:

- 10.1.3 Collective Bargaining Update (Verbal), EC2024-0519
- 10.1.4 Strategic Approach to Mid-Cycle Adjustments to 2023-2026 Services Plans and Budgets Update (Verbal), EC2024-0385

For: (8): Mayor Gondek, Councillor Penner, Councillor Carra, Councillor Mian, Councillor Spencer, Councillor Walcott, Councillor McLean, and Councillor Wong

MOTION CARRIED

Councillor Penner (Remote Member) left the meeting at 4:22 p.m.

Committee reconvened in public meeting at 4:48 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor McLean, Councillor Mian, Councillor Spencer, Councillor Walcott, Councillor Wong and Mayor Gondek

Absent for Roll Call: Councillor Penner and Councillor Sharp

Moved by Councillor Spencer

That Committee rise and report.

MOTION CARRIED

Moved by Councillor Mian

That with respect to Confidential Verbal Report EC2024-0519, the following be approved:

That the Executive Committee:

1. Direct that the Closed Meeting discussions, confidential recommendations, and Confidential Presentation remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2026 December 31;
2. Notwithstanding Recommendation 1, permit Administration to share the information when and as needed and as necessary; and
3. Recommend that Council adopt Confidential Recommendations 1, 2, and 3 in the Confidential Distribution.

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

MOTION CARRIED

10.1.4 Strategic Approach to Mid-Cycle Adjustments to 2023-2026 Services Plans and Budgets Update (Verbal), EC2024-0385

Administration in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report EC2024-0385:

Clerks: K. Martin, M. A. Cario, and C. Doi. Chief Administrative Officer: D. Duckworth. Law: J. Floen. Advice: S. Dalgleish, C. Male, C. Arthurs, T. Keane, D. Morgan, M. Thompson, K. Black, H. Domzal, C. Stewart, M. Jankovic, S. Wyton, L. Tochor, C. Jacyk, S. Brandt, C. Bowen, G. Duckworth, G. Skeates, A. Brown, and N. Mackay.

A confidential presentation was distributed with respect to Confidential Verbal Report EC2024-0385.

Moved by Councillor Walcott

That with respect to Confidential Verbal Report EC2024-0385, the following be approved, **after amendment**:

That the Executive Committee recommend that Council:

1. Receive **the confidential** presentation for the Corporate Record; and
2. Direct **that** the Closed Meeting discussions and confidential presentation be held confidential to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2029 December 31.

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

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. BRIEFINGS

None

12. ADJOURNMENT

Moved by Councillor Walcott

That this meeting adjourn at 4:50 p.m.

MOTION CARRIED

The following Items have been forwarded to the 2024 April 30 Regular Meeting of Council:

CONSENT AGENDA

- Tax Relief for Residential Properties Annexed by Annexation Order 333-2007, EC2024-0380
- Planning and Development Sustainment Reserve Fund Amendments, EC2024-0428
- Updated Policies for Naming and Sponsorship of City Assets, EC2024-0012
- Chief Administrative Officer's Quarterly Report Q1 2024, EC2024-0386
- 2023 Progress Update, EC2024-0291
- Continuous improvement - Delivering faster, better, more effective services for Calgarians, EC2024-0342
- Saddle Ridge Park Naming Report, EC2024-0451
- Park Renaming - Ward 7, EC2024-0147
- Collective Bargaining Update (Verbal), EC2024-0519
- Strategic Approach to Mid-Cycle Adjustments to 2023-2026 Services Plans and Budgets Update (Verbal), EC2024-0385

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- Notice of Motion - Extending Municipal Voting Rights to Permanent Residents, EC2024-0528
- Notice of Motion - Doubling Speed Fines in School & Playground Zones, EC2024-0546

The next Regular Meeting of the Executive Committee is scheduled to be held on 2024 May 14 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

CITY CLERK

UNCONFIRMED

**Community Services Report to
Executive Committee
2024 May 14**

**ISC: UNRESTRICTED
EC2024-0433**

Council Community Fund Application – Calgary Parkland Community Association

PURPOSE

This report requests approval of the Council Community Fund application from the Calgary Parkland Community Association for the development of an outdoor gathering hub in their community.

PREVIOUS COUNCIL DIRECTION

On 2019 April 29, Council introduced a new fund dedicated to community-driven projects called the Council Community Fund. Proposals for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.

RECOMMENDATIONS:

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application for the Calgary Parkland Community Association Outdoor Gathering Hub project as a one-time funding request in the amount of \$110,000; and,
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Katie Black concurs with the content of this report.

HIGHLIGHTS

- The Calgary Parkland Community Association (CPCA) is applying to the Council Community Fund for \$110,000 to support their CPCA Outdoor Gathering Hub project.
- This application is sponsored by Councillor Demong and aligns with the Council Community Fund Terms of Reference.
- The Project will create a multi-use Outdoor Gathering Hub that will be an accessible central neighbourhood gathering place and will allow Calgarians to build neighbour connections and participate in recreational living activities.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The Calgary Parkland Community Association (CPCA) has been planning the Outdoor Gathering Hub since 2021. Their application to the Council Community Fund (Attachment 2) is seeking \$110,000 to support project completion. The CPCA has demonstrated their

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Council Community Fund Application - Calgary Parkland Community Association

commitment to this project having already secured \$125,000 (more than 50 per cent of the total project cost). Detailed project information is outlined in Attachment 3.

The multi-use site will consist of accessible spaces that enhance programming and services throughout the area. Key features of the Outdoor Gathering Hub include:

- **Accessible Pathways:** Encircling the building and extending onto the site, these pathways will ensure ease of movement for all visitors.
- **Outdoor Classroom and Trellis:** A purpose-built open-air space for educational programs and community events.
- **Toboggan Hill:** An addition for winter play and to enhance winter festivities.
- **Picnic Tables and Benches:** Additions that will encourage relaxation and social interaction.
- **Year-Round Outdoor Lighting:** Installed along the building's perimeter, this lighting will create a safe and inviting atmosphere and allow for extended outdoor usage.

The Outdoor Gathering Hub will host a variety of events, including Canada Day celebrations, Winterfest parties, and other community gatherings. Additionally, it will serve as a partnership venue for City-led programs.

With financial support from the Council Community Fund, the project will create a space that fosters a sense of belonging, promotes healthy activities, strengthens community connections, and enhances the overall quality of life in Calgary. It will pave the way for future programming and services to address the diverse needs of residents in Calgary Parkland and neighbouring communities.

The Ward 14 Councillor's Office has collaborated closely with the CPCA since the inception of the Outdoor Gathering Hub concept. The demonstrated commitment and expertise of the CPCA volunteer board members instills confidence in the successful completion of the project. The project subcommittee is comprised of highly competent individuals with strong leadership abilities and a proven track record of delivering events, programs, and services in a financially sustainable manner.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

CPCA has researched the community's needs and interests for this project through community engagement. In October 2021, the CPCA invited residents to express their preferences and provide feedback on essential assets, programs, and activities (Attachment 3). These valuable insights informed the development of a conceptual design that directly addresses a long-standing community desire for an active gathering space available year-round, recognizing the importance of designing with an engaged and inclusive approach to the design outcome. The community's response to the conceptual design has been overwhelmingly positive.

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Council Community Fund Application - Calgary Parkland Community Association

To keep the community informed and engaged, the CPCA's website and social media accounts will provide regular project updates throughout the project's stages to completion.

IMPLICATIONS

Social

The CPCA anticipates that this project will promote healthy activities, strengthen community connections, and enhance the overall quality of life in Parkland. The additional space for programs and services will not only benefit community residents but also attract individuals from neighbouring communities.

Environmental

The CPCA is acutely aware of the environmental impact associated with the Outdoor Gathering Hub project. During the construction phase, both the contractor and the community association will adhere to the Tree Protection Bylaw (23M2002) to ensure proper access to the site and the safeguarding of trees. As part of due diligence, the permitting for the project will undergo review by the relevant City of Calgary departments prior to release. Additionally, all landscape rehabilitation efforts will strictly follow the Parks & Open Spaces "Development Guidelines and Standard Specification – Landscape Construction" document.

Economic

The creation of an Outdoor Gathering Hub will attract and support local community businesses through future partnerships and sponsorship opportunities tied to events and programs.

The endorsement from community residents of the project is expected to lead to increased membership revenue, which, in turn, will bolster the financial sustainability of the CPCA and help sustain its ability to offer no or low-cost programs and services.

Service and Financial Implications

Other: Council Community Fund

The CPCA has diligently pursued project support grant funding from both the provincial government and other sources. If the Council Community Fund application receives approval, it will signify support from The City of Calgary and fulfill the project's financial needs. The current balance of the Council Community Fund is approximately \$235,000.

RISK

If this application is unsuccessful, the CPCA would lack sufficient funds to proceed, and would be required to source additional government or private grants. Such a funding gap could lead to project delays, potential cost increases, and the accessibility gap in public spaces for the community and neighboring areas would remain.

ATTACHMENTS

1. Background and Previous Council Direction
2. CPCA Council Community Fund Application

Community Services Report to
Executive Committee
2024 May 14

ISC: UNRESTRICTED
EC2024-0433

Council Community Fund Application - Calgary Parkland Community Association

3. CPCA Council Community Fund Application Supporting Documentation
4. Presentation

Department Circulation

| General Manager/Director | Department | Approve/Consult/Inform |
|--------------------------|---|------------------------|
| Katie Black | Community Services | Approve |
| Carla Male | Corporate Planning and Financial Services | Consult |
| Doug Morgan | Operational Services | Inform |

Author: Partnerships business unit

Background and Previous Council Direction

Background

Since the inception of the Council Community Fund, four applications have been successful for a total of \$1,250,000, and one application was declined.

Previous Council Direction

| | | |
|------------------|--------------|--|
| 2019 April 29 | PFC2019-0381 | Council Innovation Fund (CIF) Terms of Reference Council approved updates to the CIF Terms of Reference and introduced a new fund dedicated to community-driven projects called the Council Community Fund (CCF). The revised Terms of Reference for the Council Community Fund can be found on Attachment 2. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications. |
| 2024 February 27 | EC2024-0131 | Council Community Fund (CCF) and CIF Terms of Reference Council directed Administration to update the Terms of Reference for the Council Community Fund and the Council Innovation Fund to clarify administrative processes and return to Council through the Executive Committee no later than Q2 2024. |

Bylaws, Regulations, Council Policies

N/A



APPLICATION FOR COUNCIL COMMUNITY FUND

CC 942 (R2022-02)

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

Date of Submission – May 14, 2024

Name of Project – Parkland Community Association Outdoor Gathering Hub project

Sponsoring Councilor(s) – Councillor Peter Demong, Ward 14

Applicant Name – Erika Diaz

Applicant Contact Number - Include area code - 4032785330

**Applicant Business Unit or Name of Organization –
Calgary Parkland Community Association**

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

**Amount of Funds Requested - please include your budget breakdown details, in an attachment -
\$110,000**

Draft EC cover report attached – ☒ Yes ☐ No

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

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

APPLICATION FOR COUNCIL COMMUNITY FUND

CC 942 (R2022-02)

Please list supporting documents provided:

Community Engagement Results

Drawings of project

Cost Estimates

Fee Schedule

Budget

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

The intent is to expand the public use of our facility by transforming a space situated on our licence of occupation. Our aim is to rejuvenate the community center grounds by transforming a specific site. This revitalization will enhance an existing amenity space, creating more opportunities for community members to gather, play, relax, and enjoy year-round. Here are the key enhancements we plan to implement:

Accessible Tiered Structure (Outdoor Classroom): We will install a large, accessible tiered structure in the open field space. This trellis structure will serve as a gathering space with harvest tables, it could be used as an outdoor classroom, drawing people into the area for various programming opportunities. It will provide shelter and shade, making it an inviting spot for community members to learn, engage, and connect. Existing renters, such as preschool programs, can utilize this space to enhance their programming.

New Benches: To improve outdoor seating options around the building, we will add new benches. These will encourage people to linger, chat, and enjoy the surroundings.

Toboggan Hill: We recognize the importance of play for all ages. Therefore, we'll construct a toboggan hill specifically designed for small children. This feature will add excitement during winter months.

Outdoor Lighting: To ensure safety and extended usability, we will also install year-round outdoor lighting along the building's perimeter, inviting everyone to enjoy a welcoming and well-lit outdoor space. The existing light standards will undergo refurbishment by applying a durable coating to enhance both aesthetics and functionality. These lights will contribute to the beauty and usability of the amenity space.

By combining these elements, we envision creating a welcoming, safe, and well-utilized outdoor space that enriches the lives of community members.

We will expand the landscaped areas near the building, creating a cohesive space that serves as

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APPLICATION FOR COUNCIL COMMUNITY FUND

CC 942 (R2022-02)

a refuge and provides shade for seating areas. Durable and low-maintenance trees and shrubs will be planted to enhance the natural beauty of the site.

Additionally, a new pathway system will connect the main features, leading from the parking lot to the newly constructed tiered structure and weaving through the landscaped areas. This strategic pathway design will increase overall access to the amenity space. Notably, where the pathway width is 5 feet, we will ensure it is an accessible surface, allowing community members of all ages and abilities to enjoy the space comfortably.

This thoughtful approach will enhance the community experience and create a welcoming outdoor environment for all.

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

This project marks the a significant development of the site. As a community-based initiative, local residents identified a pressing need for the area's revitalization. Encouraged by feedback from our community engagement survey, we are now moving forward with the project.

In close collaboration with our landscape architect, we carefully determined the project's scope and size. Our primary focus was on the resources required for both construction and long-term maintenance. The resulting scope reflects this deliberate approach, ensuring that our community benefits from a range of options within the available resources.

The site's redevelopment will foster a sense of togetherness among residents. Under the newly constructed tiered structure, outdoor programming opportunities will be created for renters such as Parkland Preschool, Sparks and Embers, the book and knitting club, the Baha'i group, and our faith communities. Beyond functionality, we also anticipate that this outdoor project will serve as an additional revenue stream. We intend to market the space for outdoor weddings and parties, further enhancing its utility and appeal.

This thoughtful project promises to enrich community life and create a versatile outdoor space for various activities.

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

Fall 2024 completion

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Final report back in 2025

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

As highlighted in the community engagement survey, residents expressed a strong desire for an outdoor space that surpasses the current functionality and flexibility. The proposed enhancements, including accessible pathways, a tiered structure, and additional seating, will not only benefit our local Calgarians but also extend a warm invitation to visitors from beyond our community.

Summer Soccer League: With over 150 enthusiastic children participating in our recreational soccer league during the summer months, this underutilized space will soon transform. Families will gather, cheer, and celebrate victories, creating a true sense of neighborhood camaraderie. The construction of this recreational site will provide much-needed seating, accessibility, and a welcoming spot for immediate use by soccer enthusiasts and other community members. This is a measurable success.

Year-Round Events: Our grounds host several outdoor events throughout the year:

- **Winterfest Celebration (February):** As children sled down the small toboggan hill, we'll know our efforts have delivered the desired outcome. When Winterfest participants find comfortable seating alongside fellow residents and family members, we'll celebrate our success.
- **Summer Soccer:** We imagine soccer participants and their families sitting together under the tiered structure, enjoying the game and each other's company. The new benches on the grounds will witness laughter, conversations, and shared memories.
- **Canada Day Extravaganza (July):** Providing additional seating and shaded areas through the tiered structure will enhance our celebrations. Families and friends will gather, creating lasting moments.

Outdoor Classroom: By offering outdoor classroom space to our existing renters, we empower them to enhance their programs. Learning and growth can happen in this inspiring environment.

Food Truck Nights: The additional seating will foster connections. Residents will forge friendships over delicious meals, deepening community bonds.

Accessibility Matters: When individuals with mobility challenges can seamlessly access the area from the parking lot to the back of the building, we'll know our project is truly successful.

Together, we're creating a vibrant, inclusive, and thriving outdoor space—one that reflects the heart of our community.

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Calgary Parkland Community Association Outdoor Gathering Hub

Community Engagement Survey Results 2

Budget Forecast 4

Existing LOC Boundaries 7

Design Drawings 8

Opinion of Probable Cost 10

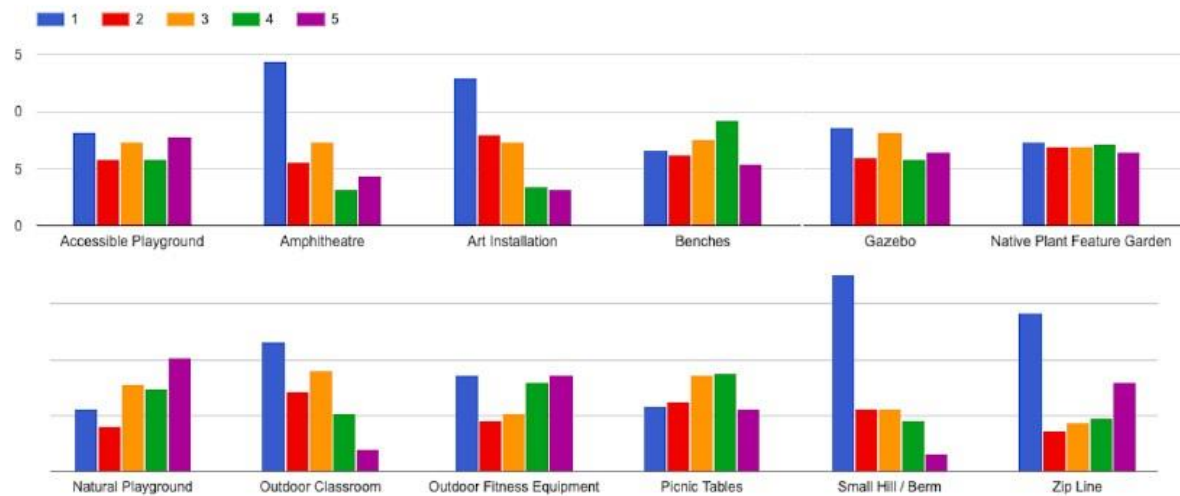
Fee Breakdown 11

Outdoor Lighting Pricing 12

Community Engagement Summary - Parkland Community Association

Question 1 - The following is a list of possible elements that could be included in the concept design. The design won't be able to include all of these elements, so please rate your most desired elements higher. Rate each element on a scale of 1 to 5, where 5 is most desirable and 1 is least desirable.

| Average Score | Natural Playground | Outdoor Fitness Equipment | Picnic Tables | Benches | Accessible Playground | Native Plant Feature Garden | Gazebo | Zip Line | Outdoor Classroom | Amphitheatre | Art Installation | Small Hill / Berm |
|------------------------|--------------------|---------------------------|---------------|---------|-----------------------|-----------------------------|--------|----------|-------------------|--------------|------------------|-------------------|
| Overall | 3.37 | 3.13 | 3.04 | 2.98 | 2.96 | 2.93 | 2.83 | 2.65 | 2.38 | 2.33 | 2.30 | 2.04 |
| Board Member /Hall Mgr | 3.00 | 1.00 | 4.67 | 5.00 | 3.67 | 3.67 | 4.33 | 3.67 | 3.33 | 3.33 | 3.33 | 3.00 |
| Program Facilitator | 3.83 | 3.17 | 3.33 | 3.50 | 3.67 | 3.00 | 4.00 | 1.33 | 2.67 | 2.50 | 2.33 | 1.83 |
| Hall User | 3.86 | 3.19 | 3.19 | 3.00 | 3.33 | 2.62 | 2.81 | 3.10 | 2.62 | 2.29 | 2.43 | 2.90 |
| Renter | 3.22 | 3.00 | 3.78 | 3.44 | 2.22 | 3.44 | 3.78 | 1.56 | 2.67 | 1.78 | 2.00 | 2.33 |
| Resident | 3.28 | 3.14 | 2.93 | 2.91 | 2.91 | 2.95 | 2.73 | 2.74 | 2.31 | 2.39 | 2.27 | 1.89 |



Community Engagement Summary - Parkland Community Association

Question 2 - What is one element that you would choose to add to this above list of elements that is not here now?

1. None / nothing to add - 25.14%
2. Skate park - 7.65%
3. Mini golf - 6.56%
4. Swimming pool - 5.46%
5. Outdoor gathering / seating - 4.92%
6. Fountain / water feature - 3.83%
7. Skating / hockey / ice rink - 3.28%
8. Bike park / pump track - 2.73%
9. Bocce / lawn bowling - 2.73%
10. Fire Pit & BBQ area - 2.73%

Question 3 - What is your relationship to the Parkland Community Association? Please check all that apply.

1. Parkland Resident - 94%
2. Community Association Member - 27%
3. Hall User (Preschool, Brownies, etc.) - 15%
4. Special Event Hall Renter & Daily/Weekly Renter - 8%
5. Calgary Resident (Outside Parkland) - 5%
6. Program Facilitator - 3%
7. Board Member & Hall Manager - 2%
8. Community Garden Member - 1%



| CALGARY PARKLAND CA OUTDOOR GATHERING HUB | | | |
|--|--|----------------------|--|
| Community Association: | Calgary Parkland Community Association | | |
| Contact Info: | Erika Diaz, parklandca@telus.net; Darren Way, d.way@telus.net | | |
| Date: | 14-May-24 | | |
| Project Title: | Calgary Parkland Community Association Outdoor Gathering Hub | | |
| PROJECT EXPENSES | | | |
| ITEM | DESCRIPTION | ANTICIPATED EXPENSES | COMMENTS |
| Hard Landscaping & Site Work | Ground Cubed | \$ 74,850.00 | |
| Soft Landscaping | Ground Cubed | \$ 20,994.00 | |
| Amenity | Ground Cubed | \$ 89,788.00 | |
| Ground Cubed Fee Schedule | Ground Cubed | \$ 30,000.00 | |
| Year-round, outdoor lighting | Gemstone Lighting | \$ 11,986.80 | |
| Year-round, outdoor lighting | Gemstone Lighting | \$ 400.00 | |
| Administration | City of Calgary | \$ 2,000.00 | permit costs |
| CONTINGENCY | | \$ 4,489.40 | Contingency reduced from 10% to 5% due to accurate representation of costs |
| TOTAL EXPENSES (with \$4489.40 contingency) | | \$ 234,508.20 | |
| PROJECT REVENUE | | | |
| ITEM | DESCRIPTION | ANTICIPATED EXPENSES | COMMENTS |
| Cash on hand | Restricted funds approved by | \$ 50,000.00 | |
| | SUB-TOTAL | \$ 50,000.00 | |
| Grants Awarded | Restricted funds from Government of Alberta CFEP (Community Facility | \$ 75,000.00 | |
| | SUB-TOTAL | \$ 75,000.00 | |
| Pending Grants | CCF grant for review spring, | \$ 110,000.00 | |
| | SUB-TOTAL | \$ 110,000.00 | |
| TOTAL REVENUE | | \$ 235,000.00 | |

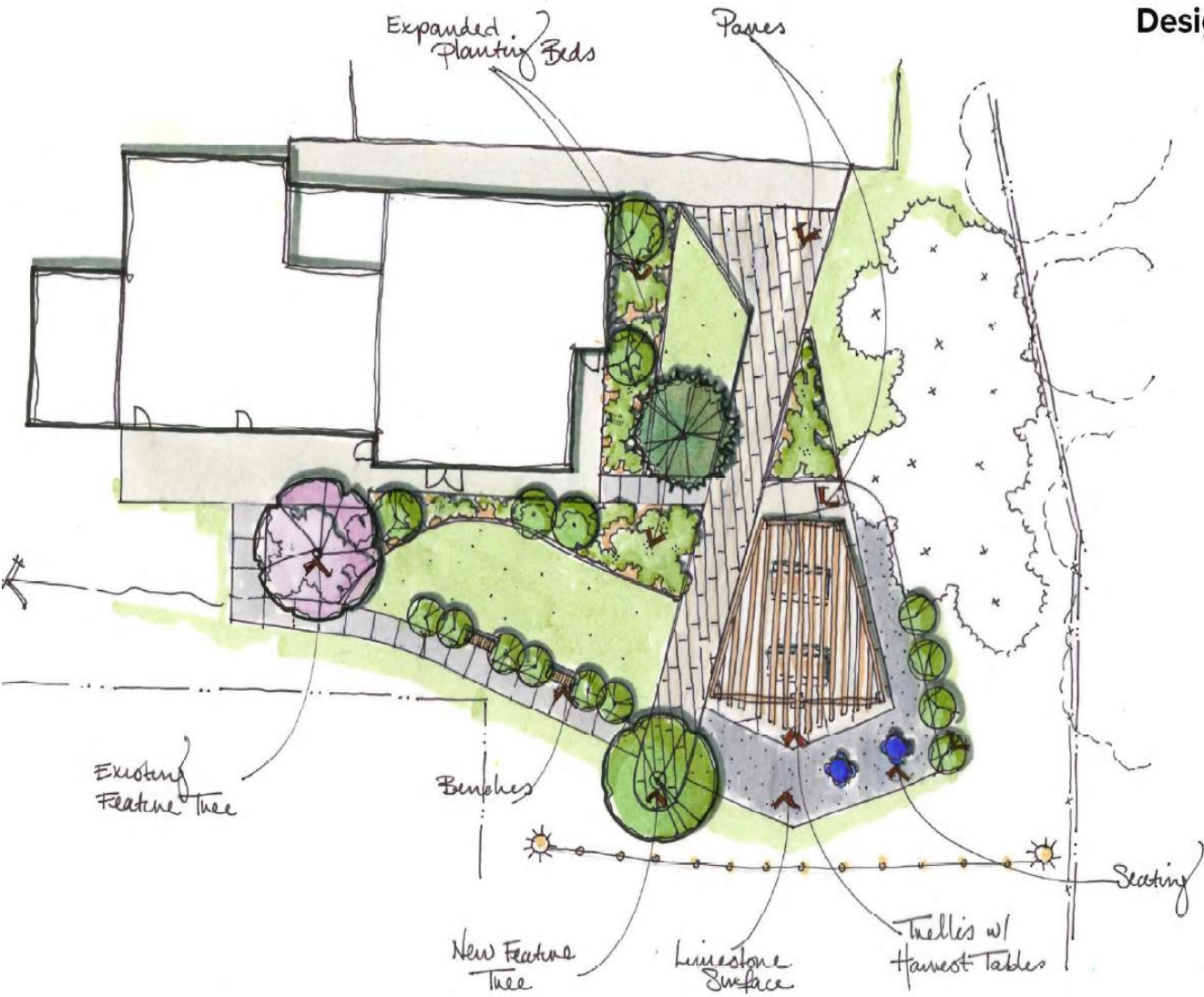
| CALGARY PARKLAND CA OUTDOOR GATHERING HUB | | | |
|---|---|----------------------|--------------------------------------|
| | | | |
| Community Association: | Calgary Parkland Community Association | | |
| Contact Info: | Erika Diaz, parklandca@telus.net; Darren Way, d.way@telus.net | | |
| Date: | | | |
| Project Title: | Calgary Parkland Community Recreational Site Development | | |
| | | | |
| PROJECT EXPENSES | | | |
| ITEM | DESCRIPTION | ANTICIPATED EXPENSES | COMMENTS |
| Hard Landscaping & Site Work | | | |
| | Site prep and grading - Ground | \$ 6,540.00 | |
| | Toboggan hill fill | \$ 5,000.00 | |
| | 65mm depth pavers - Ground | \$ 56,180.00 | |
| | Limestone surface - Ground | \$ 5,810.00 | |
| | Permaloc Cleanline black | \$ 1,320.00 | |
| | Sub-total | \$ 74,850.00 | |
| | | | |
| Soft Landscaping | | | |
| | Trees - Ground Cubed | \$ 4,125.00 | |
| | Mulch | \$ 1,988.00 | |
| | Shrubs | \$ 4,900.00 | |
| | Perennials | \$ 5,589.00 | |
| | Sod - Ground Cubed | \$ 4,392.00 | |
| | Sub-total | \$ 20,994.00 | |
| | | | |
| Amenity | | | |
| | | | shipping & installation not included |
| | Benches/site furniture - Ground | \$ 5,938.00 | |
| | | | |
| | Harvest tables - Ground Cubed | \$ 10,000.00 | |
| | Trellis - Ground Cubed | \$ 68,850.00 | |
| | Light standard painting | \$ 5,000.00 | final pricing TBD |
| | Sub-total | \$ 89,788.00 | |
| | | | |
| Fee Schedule | | | |
| Design Development | Refine landscape concept | | |
| | Prepare drawings for review | | |
| | Coordinate with specialty | | |
| | Meetings | \$ 12,500.00 | |
| | | | |
| Tender/Construction Documents | | | |
| | Prepare tender documents, including construction drawings | | |

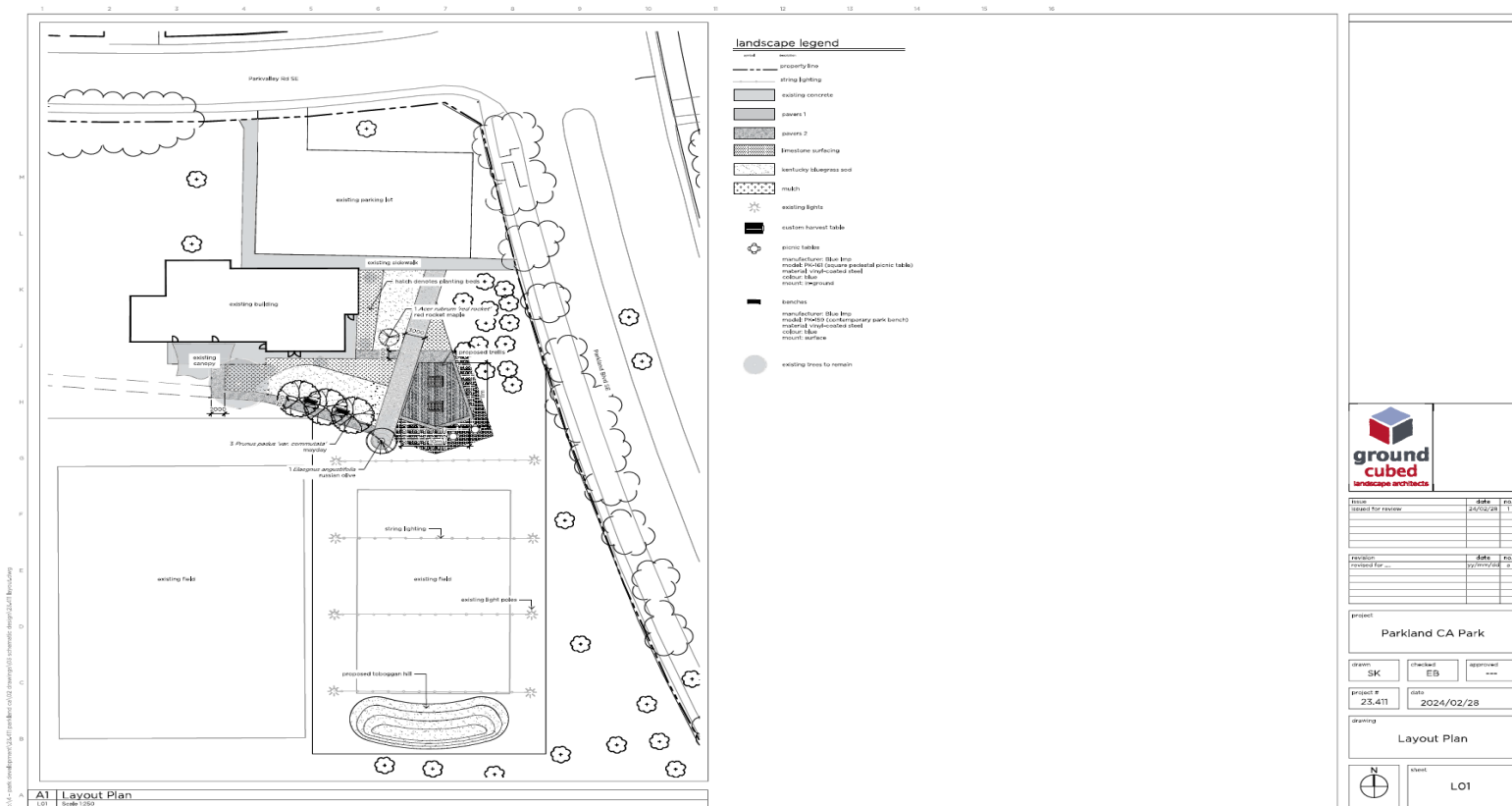
| | | | |
|--|--|----------------------|--|
| | Assist in tender activities, including fielding inquiries | | |
| | Guidance on tender responses | \$ 12,500.00 | |
| | | | |
| Construction Administration | | | |
| | On site reviews | | |
| | Documentation for RFIs, Sis and Substitution Requests | | |
| | Final walk through (CCC, FAC) | \$ 5,000.00 | |
| | Sub-total | \$ 30,000.00 | |
| | | | |
| Outdoor Lighting Installation | | | |
| | Gemstones controller, control box and power supply | \$ 675.00 | |
| | Supply and install the LED lights and track system | \$ 10,741.00 | |
| | GST | \$ 570.80 | |
| | Electrician to hook lighting to electrical panel | \$ 400.00 | |
| | | | |
| | Sub-total | \$ 12,386.80 | |
| | | | |
| Administration | | | |
| | City of Calgary permits | \$ 2,000.00 | |
| TOTAL EXPENSES (with \$4489.40 contingency) | | \$ 234,508.20 | |



Parkland Community Association

Design Concept





| Parkland Community Association - Opinion of Probable Cost | | | | | | |
|---|--|----------------|-----|--------------------------------------|-----------|-------------------|
| prepared by groundcubed - February 2024 | | | | | | 2/28/2024 |
| A Hard Landscaping and Site Work | | | | | | |
| A1 | site prep / grading | m ² | 545 | \$ 12.00 | \$ | 6,540.00 |
| A2 | toboggan hill fill | allow. | 1 | \$ 5,000.00 | \$ | 5,000.00 |
| A3 | 65mm depth pavers-type 1 | m ² | 98 | \$ 212.00 | \$ | 20,776.00 |
| A4 | 65mm depth pavers-type 2 | m ² | 167 | \$ 212.00 | \$ | 35,404.00 |
| A5 | limestone surface (25mm rundle stone and fabric) | m ² | 83 | \$ 70.00 | \$ | 5,810.00 |
| A6 | Permaloc Cleanline black aluminum bed edger | lm | 33 | \$ 40.00 | \$ | 1,320.00 |
| | | | | Subtotal | \$ | 74,850.00 |
| B Soft Landscaping | | | | | | |
| B1 | trees - 50mm | ea. | 5 | \$ 825.00 | \$ | 4,125.00 |
| B2 | mulch - foothills premium | m ² | 142 | \$ 14.00 | \$ | 1,988.00 |
| B3 | shrubs - #2 | ea. | 70 | \$ 70.00 | \$ | 4,900.00 |
| B4 | perennials - 15cm | ea. | 207 | \$ 27.00 | \$ | 5,589.00 |
| B5 | sod | m ² | 366 | \$ 12.00 | \$ | 4,392.00 |
| | | | | Subtotal | \$ | 20,994.00 |
| C Amenity | | | | | | |
| C1 | Blue Imp benches | ea. | 2 | \$ 1,082.00 | \$ | 2,164.00 |
| C2 | Blue Imp picnic tables | ea. | 2 | \$ 1,887.00 | \$ | 3,774.00 |
| C2 | custom harvest tables (8ft length) | ea. | 2 | \$ 5,000.00 | \$ | 10,000.00 |
| C3 | trellis | m ² | 81 | \$ 850.00 | \$ | 68,850.00 |
| C4 | light standard painting | allow. | 1 | \$ 5,000.00 | \$ | 5,000.00 |
| | | | | Subtotal | \$ | 89,788.00 |
| D Totals | | | | | | |
| A | hard landscaping and site work | | | | \$ | 74,850.00 |
| B | soft landscaping | | | | \$ | 20,994.00 |
| C | amenity | | | | \$ | 89,788.00 |
| | | | | SUBTOTAL | \$ | 185,632.00 |
| | | | | 5% Design + Construction Contingency | \$ | 4,489.40 |
| | | | | TOTAL | \$ | 190,121.40 |

Erika,

Nice chatting with you again! As requested, below I have provided our fee breakdown with associated efforts per phase:

Design Development \$12,500.00

1. Refine landscape concept design in accordance with board feedback
2. Prepare drawings for review, including hardscape/softscape plan, plant schedules, and details/product specifications required for construction
3. Coordinate with specialty consultants (if req'd) for constructability input and finalized costing
4. Meetings (5 max)

Tender/Construction Documents \$12,500.00

1. Prepare tender documents, including construction drawings and unit price schedule
2. Assist in tender activities, including fielding inquiries and issuing any required addenda
3. Provide guidance on tender responses, including cost verification

Construction Administration \$5,000.00

1. On site reviews (5 max)
2. Documentation for RFIs, SIs, and Substitution Requests
3. Final walk-through (CCC, FAC)

Total: \$30,000.00

- fees to be billed hourly to the upset amounts illustrated based on a blended hourly rate of \$140 – this rate will not be exceeded without prior approval from the client
- estimated fees include allowances for minor/normally anticipated revisions; unforeseen / unexpected site conditions may impact future plans and required efforts. This may require a fee extension, approval to amend fees will be requested prior to exceeding stated limits
- disbursements included
- fees do not include for retaining wall design over 900mm
- fees do not include for engineering work and stormwater management or irrigation
- 3D rendering plans can be provided for additional fees
- Plus GST at 5%

Gemstone Lights Calgary

170, 11080 50 Street SE
Calgary, Alberta T2C 5T4
(403) 450-0083
calgary@gemstonelights.com | www.gemstonelights.com



RECIPIENT:

Darren Way
505 Parkvalley Road Southeast
Calgary, Alberta T2J 6M4
Phone: +1 (403) 278-5330

SERVICE ADDRESS:

505 Parkvalley Road Southeast
Calgary, Alberta T2J 6M4

| Estimate #26570 | |
|-----------------|---------------|
| Sent on | 21/02/2024 |
| Estimator Name | Tyler Johnson |
| Total | \$11,986.80 |

| Product/Service | Description | Total |
|---|--|-------------|
| Gemstone power supply, controller and control box | The Starter box. This includes Gemstones controller, control box, and power supply | \$675.00 |
| Gemstone LED Lights and color matched track | Supply and install the Gemstone LED Lights and Track system. | \$10,741.00 |

Our estimate includes the supply and install of a color matched track with our 12v LED Gemstone Lights, a controller and power supply. A deposit of \$2,996.70 or the full amount may be given to book the job. By doing so your project will be next in the queue of jobs to be completed. This deposit can be paid by e-transfer sent to epay@gemstonelights.com or by clicking on the link below and paying with your credit card.

This quote is valid for the next 30 days, after which values may be subject to change.

| | |
|------------|-------------|
| Subtotal | \$11,416.00 |
| GST (5.0%) | \$570.80 |
| Total | \$11,986.80 |

Signature: _____ Date: _____



Council Community Fund Application – Calgary Parkland Community Association

EC2024-0433

May 14, 2024

Previous Council Direction

On 2019 April 29, Council introduced a new fund dedicated to community-driven projects called the Council Community Fund.

Proposals for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.

Recommendations

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application for the Calgary Parkland Community Association's Outdoor Gathering Hub Project as a one-time funding request in the amount of \$110,000; and,
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

Highlights

- Applying for \$110,000 for an Outdoor Gathering Hub Project.
- Current outdoor space is an open space adjacent to soccer play fields.
- The Project will create an updated, multi-use, free space for the residents of Calgary Parkland & neighbouring communities.



Outdoor Gathering Hub Project

- Calgary Parkland Community Association has raised \$125K of the projected total project cost of \$235k.
- The project cost includes a 5% contingency on the physical work portion.
- If successful, the funding would bring the Calgary Parkland Community Association to the position of having their full funding raised.



Recommendations

That the Executive Committee recommend that Council:

1. Approve the Council Community Fund application for the Calgary Parkland Community Association's Outdoor Gathering Hub Project as a one-time funding request in the amount of \$110,000; and,
2. Direct Administration to report back to the Executive Committee within 12 months of project completion.

**Law, Legislative Services & Security Report to
Executive Committee
2024 May 14**

**ISC: UNRESTRICTED
EC2024-0376**

**Amendments to the Council Policy on Governance and Appointments of Boards,
Commissions and Committees**

PURPOSE

The purpose of this report is to propose amendments to the Council Policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03) to update the eligibility requirements of Public Members serving on City Boards, Commissions and Committees (“BCCs”).

PREVIOUS COUNCIL DIRECTION

At its Organizational Meeting of Council on 2023 October 24, with respect to Report N2023-0817, Council amended the Anti-Racism Action Committee’s Terms of Reference to allow for the appointment of up to two Indigenous members who reside outside of Calgary, but are residents of the Treaty 7 region.

RECOMMENDATION:

That the Executive Committee recommend that Council adopt the proposed amendments to the Council Policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03).

CITY MANAGER/GENERAL MANAGER COMMENTS

The City Solicitor and General Counsel concurs with this Report.

HIGHLIGHTS

- The proposed amendments to the Council Policy on *Governance and Appointments of Boards, Commissions and Committees* CP2016-03, outlined in Attachment 1, will allow Indigenous persons who reside outside of the city of Calgary, but in the surrounding area, to be appointed as Public Members on City BCCs.
- The proposed Council Policy amendments will:
 - remove barriers to civic participation, contributing to good governance;
 - acknowledge the respect and relationship between the City of Calgary and Indigenous peoples in the Treaty 7 region; and
 - support Social resilience in fostering a city that lives its commitment to reconciliation, promotes community engagement and participation, and actively works to address systemic discrimination in all forms.

DISCUSSION

The City Clerk’s Office is proposing to amend provisions respecting the eligibility of Public Members in the Council Policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03). This proposal aligns with the previous Council direction from the 2023 October 24 Organizational Meeting of Council to amend the Anti-Racism Action Terms of Reference to allow for Indigenous persons residing in the Treaty 7 region to be appointed to City BCCs.

Law, Legislative Services & Security Report to
Executive Committee
2024 May 14

ISC: UNRESTRICTED
EC2024-0376

**Amendments to the Council Policy on Governance and Appointments of Boards,
Commissions and Committees**

The proposed amendments would make the following people eligible to be appointed as Public members:

Indigenous persons who may reside outside of Calgary but are residents of the Calgary surrounding area within the Treaty 7 region, including those Indigenous persons who belong to the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îlethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation, and those persons who are Métis, including citizens of the Otipemisiwak Métis Government residing in Foothills Métis District 1, Medicine Hat Métis District 2, Red Deer Métis District 3, Rocky View Métis District 4, Calgary Nose Hill Métis District 5 and Elbow Métis District 6.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

Engagement

The Indigenous Relations Office was consulted, and they, in turn, engaged with members of the Anti-Racism Action Committee and the Calgary Aboriginal Urban Affairs Committee. All interested parties support the proposed wording and changes to Council Policy on *Governance and Appointments of Boards, Commissions and Committees* CP2016-03.

IMPLICATIONS

Social

The proposed Council Policy update aligns with the Council Policy on *Social Wellbeing* (CP2019-01) by removing barriers to civic participation and promoting inclusion.

Environmental

Not applicable.

Economic

Not applicable.

Service and Financial Implications

No anticipated financial impact.

RISK

None.

Law, Legislative Services & Security Report to
Executive Committee
2024 May 14

ISC: UNRESTRICTED
EC2024-0376

**Amendments to the Council Policy on Governance and Appointments of Boards,
Commissions and Committees**

ATTACHMENTS

1. Summary of Proposed Amendments to Council Policy on *Governance and Appointments of Boards, Commissions and Committees* CP2016-03
2. Proposed Council Policy on Governance and Appointments of Boards, Commissions and Committees CP2016-03 - blacklined version
3. Background and Previous Council Direction
4. Presentation

Department Circulation

| General Manager/Director | Department | Approve/Consult/Inform |
|--|--|------------------------|
| Jill Floen, City Solicitor and General Counsel | Law, Legislative Services and Security | Approve |
| Katarzyna Martin, Director/City Clerk | Law, Legislative Services and Security | Approve |

Author: Chantelle Nelson

Summary of Proposed Amendments to Council Policy on Governance and Appointments to Boards, Commissions and Committees CP2016-03

| Proposed Amendment | Type of Change / Rationale |
|---|--|
| <p>Section 5.9.2</p> <p>In 5.9.2 a): Delete the word and, and insert the word or</p> <p>Insert the following as a new 5.9.2 b): “Indigenous persons who may reside outside of Calgary but are residents of the Calgary surrounding area within the Treaty 7 region, including those Indigenous persons who belong to the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapipiikani and Kainai First Nations; the Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut’ina First Nation, and those persons who are Métis, including citizens of the Otipemisiwak Métis Government residing in Foothills Métis District 1, Medicine Hat Métis District 2, Red Deer Métis District 3, Rocky View Métis District 4, Calgary Nose Hill Métis District 5 and Elbow Métis District 6; and”</p> <p>Renumber subsections of 5.9.2 accordingly</p> | <p>Section 5.9 governs the eligibility of Public Members and their appointment to BCCs.</p> <p>The current Council Policy only allows for residents of Calgary, unless otherwise stated in a BCC(s)’ governance document, to be considered for appointment to BCCs.</p> <p>The revision will allow BCCs to receive and consider applications from, and allow City Council to appoint, Indigenous persons who may reside outside of Calgary but are residents of the Treaty 7 region. This includes all First Nations and Metis Districts in the Treaty 7 region.</p> <p>This amendment will remove barriers to civic participation, promote inclusion, and recognize the relationship between the City of Calgary and Indigenous persons in the surrounding area.</p> <p>This amendment aligns with Call to Action #45 from the Truth and Reconciliation Commission: “Renew or establish Treaty relationships and maintain them for the future.”</p> |



Council Policy

Policy Title: Governance and Appointments of Boards, Commissions and Committees
Policy Number: CP2016-03
Report Number: LGT2016-0244, PFC2017-0260, PFC2018-0444, C2021-0771, C2022-1020, EC2023-0869
Adopted by/Date: Council/2016 April 25
Effective Date: 2016 April 25
Last Amended: 2023 September 12
Policy Owner: City Clerk's Office

1. POLICY STATEMENT

- 1.1 The City of Calgary (The City) is committed to open, inclusive and equitable management of the Boards, Commissions and Committees (BCCs) recruitment and appointments process. The resulting decisions and work of the BCCs supports good governance and a well-run City inclusive of Community members' leadership in governance.
- 1.2 The appointment of Public Members to serve on BCCs is important to The City in order to:
 - a) Bring specific skills and expertise that contribute to good governance;
 - b) Represent people interested in, and impacted by, City decisions and processes;
 - c) Represent specific groups of service users; and
 - d) Provide a variety of perspectives, reflecting the diversity of the community.
- 1.3 The appointment of Members of Council and Administration to serve on BCCs promotes collaboration and collective decision-making with Public Members, ensuring that Calgarians, communities and customers of The City are better served.
- 1.4 BCCs are created with a clear purpose and are provided the support and resources required to fulfill their mandate.

2. PURPOSE

- 2.1 The purpose of this Council policy is to establish guidelines respecting:
 - 2.1.1 The establishment, mandate and disbandment of City BCCs and duties of City Chairs;



2.1.2 The process for appointing Council Members and Administration Members to BCCs; and

2.1.3 The process for appointing Public Members to BCCs.

3. **DEFINITIONS**

3.1 In this Council policy:

- a. "Administrative Tribunal" means an independent quasi-judicial body that conducts hearings on individual cases, issues written decisions, is governed by the rules of administrative law and whose Members are appointed by Council.
- b. "Administration Member" means a City of Calgary employee who has been appointed by Council to a BCC or their designate. An Administration Member may or may not be a voting Member.
- c. "Administration Resource" means a City of Calgary employee who is assigned as a subject-matter expert or administrative support to a BCC. An Administrative Resource is not a voting Member of a BCC.
- d. "Boards, Commissions and Committees" ("BCCs") means a City or External Board, Commission or Committee to which Council makes one or more appointments.
- e. "Business Improvement Area" means a Business Improvement Area established under the *Municipal Government Act*, RSA 2000, c M-26.
- f. "Chair" means the Chair of a City Board, Commission or Committee, excluding a Council Committee.
- g. "City Board, Commission and Committee" means a BCC or other body established by The City of Calgary Council under the *Municipal Government Act*, RSA 2000, c M-26, or as required or allowed by other statutes. This does not include a Business Improvement Area or City of Calgary Wholly-Owned Subsidiary.
- h. "*Code of Conduct*" means Council's *Code of Conduct for Public Members Appointed to Council Established Boards, Commissions and Committees* Policy (CP2022-05).
- i. "Council Committee" means a Standing Policy Committee, Standing Specialized Committee, or a Sub-committee of those Committees.
- j. "Elector" means a person that is eligible to vote in a General Election as legislated by the *Local Authorities Election Act* RSA 2000 c L-21.



- k. "Eligibility" means minimum requirements that an applicant must meet to be appointed to a BCC.
- l. "External Board, Commission or Committee" means a BCC or other body not established by The City of Calgary Council but whose membership includes a Council appointee;
- m. "General Election" means an election held for all Members of Council to fill vacancies caused by the passage of time, in accordance with the *Local Authorities Election Act* RSA 2000 c L-21.
- n. "Governance Document" means a document that outlines a BCC's structure and includes items such as eligibility criteria, composition, mandate, and term lengths. A Governance Document may include legislation, a bylaw, a policy, a ministerial order or a terms of reference.
- o. "Indemnification of Council Citizen Appointments" means Council's Indemnification of Council Citizen Appointments to Council Established Municipal Boards, Commissions, Authorities and Committees Policy (#CC040).
- p. "Interim member" means any Public Member appointed to a BCC in order to replace a Public Member on a Leave of Absence.
- q. "Leave of Absence" means a pause in a Public Member's current term of appointment with a defined start and end date.
- r. "Member" means any individual appointed to a BCC by Council, including Members of Council, Public Members and Administration Members.
- s. "Non-Binding Nomination" means a Public Member nomination submitted to Council by a specific group as outlined in a BCC's Governance Document(s). Council may or may not appoint the nominee.
- t. "Organizational Meeting" means the annual organizational meeting of Council as defined in *The Procedure Bylaw*.
- u. "Public Member" means an individual who has been appointed to a BCC by Council who is not a Member of Council or City of Calgary Administration representative.
- v. "Qualifications" means the specific skills and experience desired in Public Members to meet the needs of individual BCCs.



- w. "Reserve List" means a list of applicants adopted by Council that may be used to fill a vacancy that occurs as a result of a Public Member not finishing a term, taking a Leave of Absence, and at other times the BCC requires.
- x. "Resident" means an individual who lives within the boundary of the city of Calgary.
- y. "Standing Policy Committee" ("SPC") means a Committee of Council as established under *The Procedure Bylaw*.
- z. "Sub-Committee" means a body established by Council or a Council Committee to deal with a specific sub-set of issues.
- aa. "*The Procedure Bylaw*" means The City of Calgary Procedure Bylaw 35M2017.
- bb. "Two-Thirds Vote" means a vote as defined in *The Procedure Bylaw*.
- cc. "Wholly-Owned Subsidiary" means a corporation of which The City of Calgary is the sole shareholder.

4. APPLICABILITY

- 4.1 This Council policy does not supersede or replace legislation, ministerial orders or bylaws. This Council policy does not take precedence in the circumstance where Council has approved Governance Document(s) specific to a particular City BCC.
- 4.2 This Council policy applies to all BCCs other than a:
 - a) Business Improvement Area; or
 - b) City of Calgary Wholly-Owned Subsidiary.

5. PROCEDURE:

Part A: Establishment, Mandate and Disbandment of City BCCs, and Duties of City Chairs

5.1 Establishment of City BCCs

- 5.1.1 City BCCs are established by Council as permitted or required in the *Municipal Government Act*, RSA 2000, c M-26 and other legislation.
- 5.1.2 City BCCs will be created to provide advice, make decisions and recommendations to Council or adjudicate upon particular City matters.



5.1.3 Upon the establishment of a new City BCC, Council shall approve the City BCC's Governance Document(s) that includes:

- a) Mandate;
- b) Composition;
- c) Term lengths and limits of Members;
- d) Eligibility of Public Members;
- e) Qualifications of Public Members;
- f) Classification of the BCC (Schedule A);
- g) Any specific recruitment or appointment requirements, including a source of funding, if applicable;
- h) Reporting requirements; and
- i) Sunset clause, if applicable.

5.1.4 Qualifications for Public Members as addressed in section 5.1.3(e) must describe the skills specific to each City BCC. Public Members are to collectively cover the range of required Qualifications, with individual Public Members bringing a variety of perspectives, interests, or skills. Public Members are not expected to have the same knowledge as Administration.

5.1.5 A new BCC's Governance Document(s) must be adopted by Council before any Member is recruited and appointed to the City BCC.

5.1.6 Where a City BCC is established by Council, or where an existing City BCC's Governance Document(s) were amended by Council, following the initiation of the recruitment campaign, resulting vacancies requiring filling in accordance with section 5.11 may not be filled at that year's Organizational Meeting.

5.2 Mandate of City BCCs

5.2.1 City BCCs are required to:

- a) Meet regularly in accordance with their annual schedule;
- b) Act within their mandate as directed by Council;
- c) Set position descriptions for Public Members;
- d) Participate in performance management of Public Members;
- e) Comply with the sections that pertain to Committees in *The Procedure Bylaw* unless other procedures have been adopted by the City BCC;
- f) Report to SPCs and Council as required; and
- g) Participate in any other activities as directed by Council.

5.3 Disbandment of City BCCs



- 5.3.1 A review of the mandate, composition and resourcing of a City BCC classified as “Advisory”, “Interest Group”, or “Review” (Schedule A) will be brought forward to Council by the City Clerk’s Office through the Executive Committee every two years, with the first review occurring in 2018. The review will be done in collaboration between the City BCC’s Members, the City Clerk’s Office, Administration Resources, and other members of City Administration, as required.
- 5.3.2 Despite section 5.3.1, Council may at any time direct that a review be conducted.
- 5.3.3 A City BCC is disbanded by resolution of Council or repeal of its enabling bylaw.

5.4 Duties of City Chairs

- 5.4.1 Chairs of City BCCs are required to:
- a) Chair meetings in accordance with *The Procedure Bylaw* or other adopted procedures as permitted in Section 2 of *The Procedure Bylaw*;
 - b) Participate in the City BCC recruitment and appointment process;
 - c) Participate in succession planning;
 - d) Manage performance evaluation of Public Members;
 - e) Speak on behalf of a City BCC when required by Council;
 - f) Coordinate with Administration for orientation and training of Members;
 - g) Notify the City Clerk’s Office in writing as soon as the Chair is made aware of a mid-term vacancy or Leave of Absence;
 - h) Act in accordance with the *Indemnification of Council Citizen Appointments* and *Code of Conduct* policies and any other subsequent Council policies or bylaws that govern City BCCs; and
 - i) Any other duties as directed by Council.
- 5.4.2 The Chair of a City BCC may delegate their responsibilities to their Vice-Chair(s).

5.5 City Clerk’s Office Staffing

- 5.5.1 The City Clerk’s Office will provide legislative services to City BCCs in accordance with the criteria outlined in Schedule C.



Part B: Appointment of Council Members and Administration Members to BCCs

5.6 Appointment of Council Members

- 5.6.1 Council Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.
- 5.6.2 The appointment term for Council Members shall:
 - a) Be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
 - b) Terminate immediately upon leaving office.
- 5.6.3 Each year Councillors will provide a listing of their BCC appointment preferences to the City Clerk's Office. These preferences will be summarized and presented for Council's consideration for appointment at the annual Organizational Meeting of Council.
- 5.6.4 In the case of a mid-term Council Member vacancy, the City Clerk's Office will canvass all Councillors for interest in the applicable BCC and bring a report forward for Council make an appointment.

5.7 Appointment of Administration Members

- 5.7.1 Council shall appoint Administration Members to BCCs as applicable. The City Manager shall provide Council with recommendations for appointments.
- 5.7.2 Administration Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.
- 5.7.3 The appointment term for Administration Members shall:
 - a) Be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
 - b) Terminate immediately upon leaving the employment of The City of Calgary.
- 5.7.4 In the case of a mid-term Administration Member vacancy, the City Clerk's Office will contact the applicable General Manager for a nomination and bring a report forward for Council make an appointment.



Part C: Appointment of Public Members to BCCs

5.8 Timing of Public Member Appointments

- 5.8.1 Public Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

5.9 Eligibility of Public Members

- 5.9.1 Applicants must satisfy Eligibility requirements in order to be selected for appointment.
- 5.9.2 Unless otherwise outlined in a BCC's Governance Document(s), Public Members must be:
- a) Residents of Calgary; **and or**
 - b) **Indigenous persons who may reside outside of Calgary but are residents of the Calgary surrounding area within the Treaty 7 region, including those Indigenous persons who belong to the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation, and those persons who are Métis, including citizens of the Otipemisiwak Métis government residing in Foothills Métis District 1, Medicine Hat Métis District 2, Red Deer Métis District 3, Rocky View Métis District 4, Calgary Nose Hill Métis District 5 and Elbow Métis District 6; and**
 - b)c) At least 18 years of age.**
- 5.9.3 A BCC's Governance Document(s) may outline Eligibility requirements for Public Members that are in addition to the Eligibility requirements outlined in section 5.9.2.
- 5.9.4 Unless required by a BCC's Governance Document(s), Public Members are not required to be an Elector.
- 5.9.5 If the *Code of Conduct* is applicable to a Public Member, the Public Member must abide by that policy.
- 5.9.6 A Public Member must act in good faith in the performance of their duties, as outlined in Council's *Indemnification of Council Citizen Appointments* policy.
- 5.9.7 Public Members must maintain Eligibility status throughout their term.

5.10 Terms for Public Members



- 5.10.1 A Public Member's term will be:
- a) As outlined in a BCC's Governance Document(s);
 - b) If terms are not outlined in a Governance Document(s), for a one or two-year term to allow for staggering;
 - c) For completion of a vacated term, unless otherwise outlined on a BCC's Governance Document(s); or
 - d) In the case of an Interim Member, for a term equivalent to the specified dates of a Leave of Absence
- 5.10.2 A Public Member ceases to be a Public Member at the end of their term.
- 5.10.3 A Public Member may serve up to a maximum of six consecutive years on a City BCC, unless otherwise outlined in a City BCC's Governance Document(s). The years served on a City BCC prior to the coming into force of this Council policy on 2016 April 25 are to be counted in the calculation of the Public Member's length of service.
- 5.10.4 Despite sections 5.10.1 to 5.10.3, a Public Member serves on a City BCC until their successor is appointed. The service of a Public Member beyond the appointed term shall not count toward the calculation of the limit on length of service as set out in section 5.10.3 if that extension is less than half the length of a term.
- 5.10.5 When an appointment is made to fill a vacancy during the last half of a term, the balance of the term shall not count toward the maximum length of service on the City BCC for the Public Member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.
- 5.10.6 The service of a Public Member whose Leaves of Absence pursuant to section 5.19 exceed half of their term of appointment will not be counted toward the maximum length of service.
- 5.10.7 When an Interim Member is appointed to fill a vacancy due to a Leave of Absence in accordance with section 5.21, during the last half of a term of appointment, the balance of the term shall not count toward the maximum length of service on the City BCC for the Public Member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.



5.10.8 Despite section 5.10.3, a Public Member may serve on a City BCC more than six consecutive years by a Two-Thirds Vote of Council.

5.10.9 Appointments should be staggered where possible in order to maintain a BCC's organizational memory and continuity.

5.11 Recruitment of Public Members and Advertising

5.11.1 The City Clerk's Office shall conduct an annual recruitment and advertising campaign seeking applicants interested in being appointed to BCCs with Public Member vacancies.

5.11.2 The City Clerk's Office will facilitate all duties in relation to recruitment, advertising, preparation and distribution of applications, unless a BCC is exempt under section 5.12. Administration Resources may also support these processes.

5.11.3 Applications will be accepted for four weeks during August/September. The application deadline will be established by the City Clerk's Office.

5.11.4 Late applications will be submitted to Council at the Organizational Meeting of Council and may be accepted for consideration by a Two-Thirds Vote of Council.

5.11.5 The City's website and social media accounts will be used to advertise all vacancies. The BCC's website may also be used.

5.11.6 Vacancies may be advertised through a variety of multimedia sources including newspapers, trade bulletins, websites or newsletters of professional organizations, and community newsletters and networks. Advertising may vary depending on the BCC. Advertising shall specify:

- a) The BCCs with vacancies;
- b) The Public Member roles that are vacant;
- c) The process for submitting applications;
- d) The date, time and location of any information sessions; and
- e) The deadline date for receipt of applications.

5.11.7 Advertising shall direct potential applicants to the City's website for more detailed information on the BCC appointment opportunity and process.

5.11.8 If a BCC's Governance Document(s) outlines that Public Member vacancies are to be appointed through Non-Binding Nominations, these vacancies are not required to be advertised.



- 5.11.9 Qualifications that are in addition to those found in a BCC's Governance Document(s) that are needed to support a BCC's most current work plan, as identified by a BCC Chair, may be used in the recruitment and appointment of applicants.
- 5.11.10 The City will recruit and advertise through processes that attract a diverse pool of applicants. The City may cooperate with community agencies that recruit and train individuals from under-represented constituencies to improve diversity of the applicant pool.
- 5.11.11 The City may conduct advertised public information sessions as part of the advertised recruitment process. Applicant attendance at an information session is not mandatory.
- 5.11.12 Members of Council, Administration and Public Members may encourage qualified applicants to submit applications to enrich the applicant pool.
- 5.11.13 Council may by resolution approve the services of a search consultant with any advertised recruitment process to enhance the applicant pool and assist with the application intake, screening and short-listing process. In its approval, Council will approve funding to cover the costs of the search consultant's services.
- 5.11.14 Upon Council's adoption of a new City BCC's Governance Document(s), or amendment to an existing City BCC's Governance Document(s), Council shall direct whether or not an immediate recruitment and advertising campaign for the City BCC will be undertaken by the City Clerk's Office or if it is to be included in the next annual recruitment and advertising campaign.
- 5.11.15 When Council directs the City Clerk's Office to undertake an immediate recruitment and advertisement campaign, outside of the City Clerk's annual recruitment and advertising campaign, Council shall identify a source of funding for the City Clerk's Office.

5.12 BCCs Outside of the Annual City Clerk's Office Recruitment and Advertising Campaign

- 5.12.1 BCCs may be exempt from the annual City Clerk's Office recruitment and advertising campaign by resolution of Council. BCCs shall request an exemption in sufficient time for a Council decision in May of each year.
- 5.12.2 An exempt BCC is responsible for:



- a) The costs of conducting recruitment and advertising activities outside of the annual City Clerk's Office recruitment and advertising campaign;
- b) Receiving and processing applications;
- c) Submitting a report to the City Clerk's Office with recommendations for appointments;
- d) Submitting the names and contact information of all applicants to the City Clerk's Office for the purpose of notification in accordance with section 5.17; and
- e) Submitting the required information in sections (c) and (d) within the timeframe established by the City Clerk's Office for items to be submitted to the annual Organizational Meeting of Council.

5.12.3 The City Clerk's Office is responsible for notifying all applicants of their status as outlined in section 5.17.

5.13 Application Process for Public Members

- 5.13.1 Applicants are encouraged to apply through the electronic application form on The City's website. Hardcopy application forms will be available on The City's website or at the City Clerk's Office. A hardcopy application may be submitted by email, mail, or in person.
- 5.13.2 Public Members who are eligible to be reappointed for another term on a BCC will be notified by the City and must reapply through the application process as outlined in section 5.13.
- 5.13.3 To encourage a broad degree of participation by community members, no Public Member shall serve concurrently on more than one BCC unless Council determines there is a need.
- 5.13.4 Personal information collected during the application process is collected pursuant to the *Freedom of Information and Protection of Privacy Act* and will be used by Council, respective BCCs and Administration in conducting the appointment process and, in the case of an individual's appointment, in carrying out BCC business.

5.14 Deleted 2023 September 12 (EC2023-0869)

5.15 Appointment of Public Members to Administrative Tribunals and Advisory, Review and Interest Group BCCs



- 5.15.1 Section 5.15 applies to BCCs classified as “Administrative Tribunals”, “Advisory” or “Review” (Schedule A).
- 5.15.2 Section 5.15 applies to BCCs classified as “Interest Group” (Schedule A) for the appointment of any Public Members not filled by a Non-Binding Nomination.
- 5.15.3 Any Non-Binding Nominations received by the City Clerk’s Office will be provided to the BCC Chairs.
- 5.15.4 Applications that are received under section 5.13 by the City Clerk’s Office will be provided to the BCC Chairs. The Chair, Vice-Chair(s) and Administration Resources will use the BCC Qualifications and Eligibility requirements to short list two applications for each vacancy. Interviews may be conducted.
- 5.15.5 The Chair will submit the applicant short list to the City Clerk’s Office in accordance with the timeframe established by the City Clerk’s Office. The City Clerk’s Office will provide a report to the Nominations Committee with each BCC’s applicant short list.
- 5.15.6 The Nominations Committee will consider the applicant short lists and make recommendations to Council on which applicants should be appointed. The Nominations Committee may or may not recommend the applicants short listed by the BCC and may refer back to the complete pool of applications. A Chair may be asked to attend a Nominations Committee meeting to provide advice on their applicant short list. If the Nominations Committee, or Council, refers back to the complete pool of applicants, then:
 - a) the Nominations Committee must interview the applicant(s) in the case that the BCC’s short listing selection process included an interview component prior to appointment; or
 - b) the selected applicant(s) must be referred to the BCC Chair, or to a Selection Committee consisting of Members of Council, for completion of an interview in the case that the BCCs short listing selection process included an interview component. The BCC Chair will submit a recommendation to the City Clerk’s Office for presentation to Council.
- 5.15.7 The Nominations Committee shall follow the same process as set out in section 5.15.6 and shall recommend a Reserve List for each BCC to Council, if a sufficient number of applications was received. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An



applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.

5.15.8 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.15.1-5.15.7.

5.15.9 A BCC that is exempt under section 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC shall recommend two applicants for each vacancy. The BCC's report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

5.16 Appointment of Public Members to External, Oversight/Regulatory, Partner, Ad Hoc and Working Group/ Task Force BCCs

5.16.1 Section 5.16 applies to BCCs classified as "External", "Oversight/ Regulatory" or "Partner" (Schedule A).

5.16.2 Section 5.16 applies to BCCs classified as "Ad Hoc" or "Working Group/ Task Force" (Schedule A) if the BCC is a part of the annual City Clerk's Office recruitment and advertising campaign.

5.16.3 Any Non-Binding Nominations received by the City Clerk's Office will be provided to the BCC Chairs.

5.16.4 Applications that are received under section 5.13 by the City Clerk's Office will be provided to the BCC Chairs. The Chair(s), Vice-Chair(s) and Administration Resources will use the BCC Qualifications and Eligibility requirements to short list applications for each vacancy. Interviews may be conducted.

5.16.5 The Chair will submit the applicant short list to the City Clerk's Office in accordance with the timeframe established by the City Clerk's Office. The City Clerk's Office will provide a report to the Nominations Committee with each BCC's applicant short list.

5.16.6 A Chair may be asked to attend a Nominations Committee meeting to provide advice on the applications.

5.16.7 The Nominations Committee shall follow the same process as set out in section 5.15.6 and shall recommend a Reserve List for each BCC to Council, if



a sufficient number of applications was received. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.

5.16.8 The City Clerk's Office will prepare a report with the Nominations Committee's appointment and Reserve List recommendations which will be considered by Council at its annual Organizational Meeting.

5.16.9 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.16.1-5.16.7.

5.16.10 A BCC that is exempt under 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC shall recommend two applicants for each vacancy. The BCC's report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

5.17 Notification of Appointed, Reserve List and Unsuccessful Applicants, and Retiring Public Members

5.17.1 Appointed Public Member and Reserve List applicants will be notified by the City Clerk's Office and by an official letter from the Mayor.

5.17.2 Unsuccessful applicants will receive an official letter from the Mayor thanking them for their interest.

5.17.3 Public Members who are not reappointed will be notified by the BCC Administration Resource and will receive an official letter from the Mayor thanking them for their service.

5.17.4 Public Members who retire will receive an official letter from the Mayor thanking them for their service.

5.17.5 Applicants who submitted late applications will be notified by the City Clerk's Office on whether or not their applications were considered by Council as outlined in section 5.11.4.

5.18 Mid-term Vacancies



- 5.18.1 A mid-term vacancy on a BCC is created when a Public Member resigns or vacates the position before the end of a term, effective the earliest of:
- a) The date of resignation, submitted in writing to the Chair;
 - b) The date the Public Member ceases to be eligible;
 - c) The date the Public Member is removed by Council; or
 - d) The date of death or other incapacitation.
- 5.18.2 As soon as a Chair is made aware of a mid-term vacancy, they shall notify the City Clerk's Office in writing as outlined in section 5.4.1(g).
- 5.18.3 Upon notification of a vacancy, the City Clerk's Office shall contact the Reserve List applicants to determine if the applicants are still interested and available to serve as a Public Member. The resulting Reserve List will be submitted to Council and may be used to fill the vacancy.
- 5.18.4 If no Reserve List exists or the Reserve List applicants are unavailable to fill a vacancy, the City Clerk's Office shall submit a vacancy report to the Nominations Committee.
- 5.18.5 The Nominations Committee shall determine if the vacancy is to be filled for the balance of the term. The Nominations Committee will recommend to Council which applicants to appoint. If there are no eligible applicants remaining from the previous City Clerk's recruitment campaign, the Nominations Committee may recommend to Council that a new recruitment and advertising campaign be conducted to fill the vacancy. The Nominations Committee will recommend to Council that funding be approved for additional advertising and recruiting. If a vacancy is to be filled, it shall be filled within 60 days from the date the Nominations Committee is notified that the vacancy has occurred.
- 5.18.6 The Nominations Committee may conduct interviews and/or consult with a BCC Chair when considering a mid-term vacancy.

5.19 Leave of Absence

- 5.19.1 Section 5.19 applies to Public Members appointed to BCCs who are subject to the Council policy on *Code of Conduct for Public Members Appointed to Council Established Boards, Commissions and Committees* (CP2022-05). It does not apply to Public Members appointed to:
- a) Corporations:



- b) Quasi-judicial boards
- c) City of Calgary Wholly Owned Subsidiaries;
- d) The Calgary Public Library;
- e) Business Improvement Areas; or
- f) External BCCs.

- 5.19.2 Section 5.19 does not supersede or replace legislation, ministerial orders or bylaws. Section 5.19 does not take precedence in the circumstance where Council has approved Governance Document(s) specific to a particular City BCC.
- 5.19.3 Public Members are eligible for a Leave of Absence to address personal circumstances such as bereavement, family responsibility, maternity, parental, caregiver, or medical leave. A Public Member is not required to initiate a Leave of Absence when unable to attend a single meeting.
- 5.19.4 Public Members are not eligible for a Leave of Absence to advance professional or personal education opportunities.
- 5.19.5 A Leave of Absence may be initiated by a Public Member upon notification to the Chair, or in the case of the Chair requiring a leave, the Vice-Chair, of:
- a) The start and anticipated end date;
 - b) The reason for leave in general terms; and
 - c) Should an extension be required, a revised anticipated end date.
- 5.19.6 A Chair or Vice-Chair who is made aware of a Leave of Absence shall notify the City Clerk's Office in writing as outlined in section 5.4.1 (g).
- 5.19.7 A Public Member shall not participate in BCC meetings or other events and shall not be expected to fulfill the duties of a Member during a Leave of Absence.
- 5.19.8 If a Public Member receives remuneration, the remuneration shall be reduced equivalent to the Leave of Absence period.

5.20 Member Terms and Short-Term Leave of Absence

- 5.20.1 A short-term Leave of Absence is between 0 and 16 weeks in duration, with no requirement to fill the vacant position.
- 5.20.2 A Public Member's term expiry date is not lengthened by a short-term



Leave of Absence.

- 5.20.3 The time spent by a Public Member on short-term Leave of Absence is counted as part of the Member's maximum consecutive years of service.

5.21 Member Terms and Long-Term Leave of Absence

- 5.21.1 A long-term Leave of Absence is greater than 16 weeks in duration, and the Chair, or in the case of the Chair requiring a long-term Leave of Absence, the Vice-Chair, may choose to fill the vacant position.
- 5.21.2 A Public Member's term expiry date is not lengthened by a long-term Leave of Absence.
- 5.21.3 If the Public Member's term of appointment expires as or before the Leave of Absence does, the Public Member will be invited to re-apply for an additional term and will be considered along with other re-applying members, in accordance with section 5.13.
- 5.21.4 When a term includes one or more long-term Leaves of Absence, a Public Member's maximum consecutive years of service is calculated in accordance with section 5.10.6.

5.22 Public Member Recognition Event

- 5.22.1 The City Clerk's Office (Protocol) will host Council's annual recognition event for outgoing Public Members who served on various BCCs for at least one year.

6. SCHEDULES

- 6.1 **Schedule A: Classification and Criteria of Boards, Commissions and Committees**
- 6.2 **Schedule B: DELETED**
- 6.3 **Schedule C: City Clerk's Office Staffing**

7. AMENDMENTS



| Date of Council Decision | Report / Bylaw | Description |
|--------------------------|-------------------------------|---|
| 2023 September 12 | EC2023-0869 | • Council adopted amendments to align policy with Procedure Bylaw 35M2017. |
| 2022 October 25 | C2022-1020 | • Council adopted provisions to allow for short-term and long-term leaves of absence. • Added definitions for “Interim member” and “Leave of Absence” |
| 2017 July 31 | PFC2017-0433 Bylaw 35M2017 | Bylaw 44M2006 is repealed and replaced with Procedure Bylaw 35M2017. |
| 2017 April 24 | PFC2017-0260 | Council adopted amendments with respect to the application process, Reserve List, and Nomination Committee. Minor amendments adopted to bring greater clarity and bridge implementation gaps. |
| 2018 April 23 | PFC2018-0444 | Council adopting the following amendments: • Definitions: - Amended the definition for Business Revitalization Zone to include Business Improvement Area - Amended the definition of Council Committee by removing Priorities and Finance Committee • Added the appointment of Public Members for Administrative Tribunals • Changed the application period from June to August/September • Added a section for Public Member Recognition Event |
| 2021 July 05 | C2021-0771 | Council deleted 5.14.8 and 5.18.7; amended the Nominations Committee's Terms of Reference located in Schedule B to align with the approved 2021 Council Calendar and allow for a meeting of the Nominations Committee in the year of a General Election. |

8. REVIEWS

| Date of Policy Owner's Review | Description |
|-------------------------------|--|
| 2016 April 11 | Disbandment – remove from Schedule A: Selection Committee for the Integrity Commissioner |
| 2016 June 20 | Adoption of a new Task Force – add to Schedule A: Community Representation Framework Task Force (CPS2016-0393) |
| 2016 July 25 | Disbandment – remove from Schedule A: eGovernment Strategy Advisory Committee |



| Date of Policy Owner's Review | Description |
|-------------------------------|---|
| | (PFC2016-0148) |
| 2016 September 26 | Disbandment – remove from Schedule A Prince's Island Park Management Advisory Committee (CPS2016-0748) |
| 2016 September 26 | Name change – update Schedule A: From 'Taxi Limousine Advisory Committee' to 'Livery Transport Advisory Committee'. (CPS2016-0633) |
| 2016 October 12 | Update on status and removal from Boards, Commissions and Committees – remove from Schedule A: Local Authorities Pension Plan Board of Trustees |
| 2016 October 24 | Remove from Schedule A: NextCITY Advisory Committee (N2016-0657, Acknowledged as an Administration Committee) |
| 2016 November 07 | Name change – update Schedule A: From 'Chinatown District Business Revitalization Zone' to 'Chinatown District Business Improvement Area' (C2016-0854 and Bylaw 49M2016) |
| 2016 November 28 | Name change – update Schedule A: From 'Montgomery Business Revitalization Zone' to 'Montgomery on the Bow Business Improvement Area' (CPS2016-0826 and Bylaw 54M2016) |
| 2016 November 28 | Name change – update Schedule A: From 'Bowness Business Revitalization Zone' to 'Mainstreet Bowness Business Improvement Area' (CPS2016-0826 and Bylaw 55M2016) |
| 2016 November 28 | Name change – update Schedule A: From 'Kensington/Louise Crossing Business Revitalization Zone' to 'Kensington Business Revitalization Zone' (CPS2016-0826 and bylaw 56M2016) |
| 2016 November 28 | Name change – update Schedule A: From 'Victoria Park Business Revitalization Zone' to 'Victoria Park Business Improvement Area' (CPS2016-0826 and Bylaw 57M2016) |
| 2016 November 28 | Name change – update Schedule A: From 'Fourth Street South West Business Revitalization Zone' to '4 th Street South West Business Improvement Area' (CPS2016-0826 and Bylaw 59M2016) |
| 2016 December 31 | Disbandment – remove from Schedule A: <ul style="list-style-type: none"> - Legacy Parks Fund Steering Committee - Land and Asset Strategy Committee - Legislative Governance Task Force (2016 July 25, LGT2016-0585) |



| Date of Policy Owner's Review | Description |
|----------------------------------|--|
| | <i>(2016 September 12, Bylaw Tabulation 36M2016)</i> |
| 2017 February 22 | <p>Additions to Schedule A as the below Boards, Commissions and Committees predate the adoption of this Council policy:</p> <ul style="list-style-type: none"> - Calgary Emergency Management Agency (CEMA) - Co-ordinating Committee of the Councillors' Office - Mall Programming Fund Management Committee |
| 2018 April 23 | <p>Additions and deletions to Schedule A:</p> <ul style="list-style-type: none"> - Various BRZs changed to BIAs - External BCCs <ul style="list-style-type: none"> ▪ Calgary Metropolitan Region Board added ▪ Calgary Safety Council removed (disbanded) ▪ The Provincial Utilities Consumer Advocate Governance Board removed ▪ Urban Municipalities Task Force removed - Interest Group <ul style="list-style-type: none"> ▪ Livery Transport Advisory Committee removed (disbanded) ▪ Mall Programming Fund Management Committee moved from Interest Group to External - Oversight/Regulatory <ul style="list-style-type: none"> ▪ Calgary Emergency Management Agency (CEMA) removed - Review <ul style="list-style-type: none"> ▪ Name changed from 'Protective Services Citizen Oversight Committee' to 'Calgary Transit Public Safety Citizen Oversight Committee' - Priorities and Finance Committee moved from SPC to SSC - Working Group/Task Force <ul style="list-style-type: none"> ▪ 2026 Olympic and Paralympic Winter Games Council Committee added <p><i>(PFC2018-0444)</i></p> |



Schedule A

Classification and Criteria of Boards, Commissions and Committees

When a City Board, Commission or Committee (BCC) is created it will be classified in accordance with the descriptions outlined in this schedule.

Determination of which classification a BCC belongs in should be based on the **primary** function of the BCC, recognizing that the body may also have work related to one or more of the other categories.

| BCC Classification | BCC Description | Applicable BCCs (*indicates BCCs with Public Members appointed by Council) | Applicable Public Member Appointments Policy Section |
|--------------------------|---|--|--|
| Ad Hoc | <ul style="list-style-type: none"> Established to provide oversight or provide recommendations to Council on matters that occur or require attention from time to time. Meets on an ad hoc basis. Members of Council, Public Members and/or Administration may be appointed. Reports to Council directly or through an SPC. | Example: 1) Nominations Committee | 5.16 - for Public Member vacancies that are a part of the annual City Clerk's Office recruitment and advertising campaign. |
| Administration Committee | <ul style="list-style-type: none"> Established by Administration. Establishment and terms of reference are not adopted by Council. Council makes no appointees. Membership shall not include Members of Council. Members of Council may attend meetings but may not vote on decisions. | Example: 1) Pension Governance Committee | Not applicable. |
| Administrative Tribunal | <ul style="list-style-type: none"> Established to decide appeals as a quasi-judicial body under legislation. Authority is delegated by bylaw. Decision-making is governed by the rules of administrative law including the duty of fairness and impartiality. | 1) Assessment Review Boards* 2) Licence and Community Standards Appeal Board* 3) Subdivision and Development Appeal Board* | 5.15 |



| BCC Classification | BCC Description | Applicable BCCs (*indicates BCCs with Public Members appointed by Council) | Applicable Public Member Appointments Policy Section |
|---|---|--|--|
| | <ul style="list-style-type: none"> Decisions may be appealed to a higher jurisdiction. Membership shall consist only of Public Members and not Council Members or Administration. | | |
| Advisory | <ul style="list-style-type: none"> Established to provide public or expert input and advice to Council on varying issues. As an Advisory BCC's role is to give advice from the public to Council, Members of Council shall not be appointed. Administration Members may be appointed. Reports to Council directly or through an SPC. | <ol style="list-style-type: none"> 1) Advisory Committee on Accessibility* 2) BiodiverCity Advisory Committee* 3) Calgary Aboriginal Urban Affairs Committee* 4) Calgary Heritage Authority* | 5.15 |
| Business Revitalization Zone (BRZ) Business Improvement Area (BIA) | <ul style="list-style-type: none"> Established under the <i>Municipal Government Act</i>, RSA 2000, c M-26. Enabled by bylaw. Public Members are elected at the BRZ/BIA's annual general meeting and appointed by Council. | <p>Example</p> <ol style="list-style-type: none"> 1) 17th Avenue Retail & Entertainment District BIA* 2) 4th Street South West BIA* 3) Beltline BIA* 4) Bridgeland BIA* 5) Calgary Downtown Association BIA* 6) Chinatown District BIA* 7) Crescent heights Village BIA* 8) Greenvue Industrial BIA* 9) Inglewood BIA* 10) International Avenue BRZ* 11) Kensington-BRZ* 12) Mainstreet Bownes BIA* 13) Marda Loop BIA* 14) Montgomery on the Bow BIA* 15) Victoria Park BIA* | Not applicable. |



| BCC Classification | BCC Description | Applicable BCCs (*indicates BCCs with Public Members appointed by Council) | Applicable Public Member Appointments Policy Section |
|--------------------|---|--|--|
| External | <ul style="list-style-type: none"> Not established by The City of Calgary but membership includes a Council appointee. Members of Council, Public Members and/or Administration may be appointed. | 1) Alberta Municipalities 2) Bow River Basin Council 3) Calgary Airport Authority* 4) Calgary Homeless Foundation 5) Calgary Metropolitan Region Board 6) The City of Calgary/City of Chestermere Inter-Municipal Committee 7) East Paskapoo Slopes Joint Advisory Committee 8) Family and Community Support Services Association of Alberta 9) Federation of Canadian Municipalities 10) Inter-Municipal Committee - Foothills 11) Inter-Municipal Committee – Rocky View 12) Mall Programming Fund Management Program 13) Calgary International Airport Development Appeal Body* | 5.16 |
| Interest Group | <ul style="list-style-type: none"> Established when advice or delegated work is desired from specific professional, industry or community groups. | Example 1) Urban Design Review Panel* | 5.15 - for appointments that are not filled by Non- |



| BCC Classification | BCC Description | Applicable BCCs (*indicates BCCs with Public Members appointed by Council) | Applicable Public Member Appointments Policy Section |
|----------------------|--|---|--|
| | <ul style="list-style-type: none"> The majority of membership is composed of Non-Binding Nominations submitted to Council from specific organizations, industries, community groups and/or other BCCs. Members of the general public and Administration may also be appointed but not Members of Council. | | Binding Nomination |
| Oversight/Regulatory | <ul style="list-style-type: none"> Established to perform oversight, regulatory or operational functions as required by legislation and/or bylaw. These bodies may be used where Council wishes to have particular decisions made and functions performed at arm's-length from the political process or Administration. Does not include quasi-judicial bodies established to decide appeals (see Administrative Tribunal). Members of Council, Public Members and/or Administration may be appointed. | Example 1) Audit Committee* 2) Calgary Planning Commission* 3) Calgary Police Commission* 4) Combative Sports Commission* 5) Emergency Management Committee | 5.16 |
| Partner | <ul style="list-style-type: none"> Established as an organization operating independently from The City. Resources of The City are invested in and managed by the body, including operational and capital funding, land, buildings, artefacts and liaison support. May be a body supported by Community Services through Civic Partners. Members of Council, Public Members and/or Administration may be appointed. | Example 1) Convention Centre Authority* 2) Calgary Public Library Board* 3) Calgary Stampede Board 4) Calgary Technologies Inc.* 5) Lindsay Park Sports Society 6) McMahon Stadium Society 7) Parks Foundation Calgary 8) Saddledome Foundation* 9) Silvera for Seniors* 10) Tourism Calgary* 11) Winsport | 5.16 |
| Review | <ul style="list-style-type: none"> Established to review specific matters that occur from time to time. Review decisions and investigations of Administration to determine if established processes were followed. | Example 1) Calgary Transit Access Eligibility Appeal Board* | 5.15 |



| BCC Classification | BCC Description | Applicable BCCs (*indicates BCCs with Public Members appointed by Council) | Applicable Public Member Appointments Policy Section |
|---------------------------------|--|---|--|
| | <ul style="list-style-type: none"> May make recommendations for follow-up or change Administration's decisions. As these bodies are established to conduct an arm's-length review of Administration decisions and investigations, appointees should only include Public Members. Non-voting Administration Members may be appointed to provide expertise advice. | 2) Calgary Transit Public Safety Citizen Oversight Committee* | |
| Standing Specialized Committees | <ul style="list-style-type: none"> Established as Special under <i>The Procedure Bylaw</i>. Recommends action to Council on a special set of Council issues. Reports directly to Council. Membership is primarily Members of Council but may include Public Members and/or Administration Members. Reports directly to Council. | Example 1) Executive Committee 2) Intergovernmental Affairs Committee 3) Council Services Committee | Not applicable. |
| Standing Policy Committee (SPC) | <ul style="list-style-type: none"> Established as an SPC under <i>The Procedure Bylaw</i>. Responsible for policy formulation for Council and decision-making within existing Council policy. Membership includes Members of Council only. Reports directly to Council. | Example 1) Community development Committee 2) Infrastructure and Planning Committee | Not applicable. |
| Sub-Committee | <ul style="list-style-type: none"> Established by Council or a Council Committee to deal with a specific subset of issues. Membership includes Members of Council and may include Administration Members. Reports directly to Council or through an SPC. | Example: 1) Calgary Metropolitan Regional Board-Voluntary Policing Services Subcommittee 2) Calgary Metropolitan Region Board – Governance Committee 3) Calgary metropolitan Regional Board-intermunicipal Servicing Committee | Not applicable. |



| BCC Classification | BCC Description | Applicable BCCs (*indicates BCCs with Public Members appointed by Council) | Applicable Public Member Appointments Policy Section |
|---------------------------|--|--|--|
| Wholly-Owned Subsidiary | <ul style="list-style-type: none"> Established as a corporation of which The City of Calgary is the sole shareholder. Directors are appointed in accordance with the corporation's Governance Documents. | <p>Example</p> <ol style="list-style-type: none"> 1) Attainable Homes Calgary Corporation 2) Calgary Arts Development Agency 3) Calgary Economic Development Limited 4) Calgary Film Centre Limited 5) Calgary Housing Company 6) Calgary Municipal Land Corporation 7) Opportunity Calgary Investment Fund Limited | Not applicable. |
| Working Group/ Task Force | <ul style="list-style-type: none"> Established to oversee a short-term project or develop/review a policy for Council consideration. Terms of reference will include timelines for when the body is to be disbanded. Members of Council, Public Members and/or Administration may be appointed. | <p>Example</p> <ol style="list-style-type: none"> 1) Council Compensation Review Committee* | 5.16 |



Schedule B

Deleted on 2023 September 12, EC2023-0869

PROPOSED



Schedule C

City Clerk's Office Staffing

Criteria for the City Clerk's Office to Provide Legislative Services for a Board, Commission or Committee

1. The City Clerk is responsible for maintenance of the Council record for The City. When the City Clerk records for a City Board, Commission or Committee (BCC), all resulting documentation becomes a part of this Council record.
2. The City Clerk's Office provides legislative services for all meetings of Council and Council Committees in accordance with *The Procedure Bylaw*.
3. The criteria for the City Clerk's Office providing legislative services for City BCCs other than a Council Committee are that the BCC must:
 - a) Be formed by Council under the *Municipal Government Act* RSA 2000 c M-26;
 - b) Have all Members appointed by Council;
 - c) Have at least one Member of Council appointed as a voting Member;
 - d) The City BCC must not be a local government body in its own right as defined in the definitions section of the *Freedom and Information and Protection of Privacy Act* RSA 2000 F-25;
 - e) Not be subject to the *Personal Information Protection and Electronic Documents Act* or equivalent Alberta legislation;
 - f) Have in its mandate the ability to decide, advise or recommend policy to Council or its committees, or make decisions involving City budget funds; and
 - g) Not be self-funded.

Background and Previous Council Direction

Background

The Council Policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03) establishes guidelines with respect to the establishment, mandate, and disbandment of City BCCs and duties of City Chairs; the process for appointing Council Members and Administration Members to BCCs; and the process for appointing Public Members to BCCs.

The City Clerk's Office is proposing amendments to the Council Policy CP2016-03 to align with previous Council direction to amend a BCC's Terms of Reference to allow the appointment of Indigenous peoples who may reside outside of Calgary but are residents of the Treaty 7 region.

Previous Council Direction

| DATE | REPORT NUMBER | DIRECTION / DESCRIPTION |
|-----------------|---------------|---|
| 2023 October 24 | N2023-0817 | <p>2023 Public Member Appointments to Boards, Commissions and Committees, N2023-0817</p> <p>That with respect to Report N2023-0817, the following be adopted, after amendment:</p> <p>That Council:</p> <p>5. Amend the Anti-Racism Action Committee Terms of Reference to allow the appointment of up to two Indigenous members who may reside outside of Calgary but are residents of the Treaty 7 Region and/or people living in Calgary who identify culturally as Métis; notwithstanding and including citizens of the Otipemisiwak Métis Government: Métis Nation Battle River Territory - Calgary Nose Hill Métis District 5 & Calgary Elbow Métis District 6;</p> |

Bylaws, Regulations, Council Policies

Council Policy CP2016-03 *Governance and Appointments of Boards, Commissions and Committees*

5.9 Eligibility of Public Members

- 5.9.1 Applicants must satisfy Eligibility requirements in order to be selected for appointment.
- 5.9.2 Unless otherwise outlined in a BCC's Governance Document(s), Public Members must be:
 - a) Residents of Calgary; and
 - b) At least 18 years of age.
- 5.9.3 A BCC's Governance Document(s) may outline Eligibility requirements for Public Members that are in addition to the Eligibility requirements outlined in section 5.9.2.



Amendments to the Council Policy on Governance and Appointments of Boards, Commissions and Committees, EC2024-0376

2024 May 14

RECOMMENDATION:

That the Executive Committee recommend that Council adopt the proposed amendments to the Council Policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03).

Highlights

- Proposed amendments to the Council Policy (CP2016-03) will allow for Indigenous persons residing outside of the city of Calgary to be appointed as Public Members on City Boards, Commissions and Committees (“BCCs”).
- Removes barriers to participation, which contributes to good governance.
- Contributes to the Truth and Reconciliation Calls to Action and the *White Goose Flying* report recommendations by acknowledging the relationship between the City of Calgary and Indigenous peoples in the Treaty 7 region.



Current State

Section 5.9 governs the eligibility of Public Members and their appointment to BCCs.

“5.9 Eligibility of Public Members

5.9.1 Applicants must satisfy Eligibility requirements in order to be selected for appointment.

5.9.2 Unless otherwise outlined in a BCC’s Governance Document(s), Public Members must be:

- a) Residents of Calgary; and*
- b) At least 18 years of age.*

5.9.3 A BCC’s Governance Document(s) may outline Eligibility requirements for Public Members that are in addition to the Eligibility requirements outlined in section 5.9.2.”

Proposed Amendment to CP2016-03

Insert the following in Section 5.9.2:

b) Indigenous persons who may reside outside of Calgary but are residents of the Calgary surrounding area within the Treaty 7 region, including those Indigenous persons who belong to the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îlethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation, and those persons who are Métis, including citizens of the Otipemisiwak Métis Government residing in Foothills Métis District 1, Medicine Hat Métis District 2, Red Deer Métis District 3, Rocky View Métis District 4, Calgary Nose Hill Métis District 5 and Elbow Métis District 6; and

In alignment with previous Council direction made at the 2024 October 24 Organizational Meeting of Council to amend the Anti-Racism Action Committee's governance document to allow for Indigenous persons residing in the Treaty 7 region to be appointed to City BCCs.

RECOMMENDATION:

That the Executive Committee recommend that Council adopt the proposed amendments to the Council Policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03).



Standing Budget Item: City-Wide Growth & Local Access Fee Developments (Verbal)

EC2024-0624

2024 May 14



Council plan and schedule for the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets

Executive Committee
May 14
• LAF & Growth Updates

Infrastructure and Planning Committee
May 15
• New community growth applications

Public Communication

✓ COMPLETED

Executive Committee
Jan 19
(Closed)

Executive Committee
Feb 13
(Public/
Closed)

Strategic Meeting
Mar 18
(Closed/
Public)

Executive Committee
Apr 16
(Public/
Closed)

Strategic Meeting
Jun 25
(Closed/
Public)

Optional Meetings
Jul 15-31
(Closed)

Strategic Meeting
Sept 16
(Closed/
Public)

Executive Committee
Oct 2
(Public)

Regular Meeting
Nov 5, 18-22
(Public)

To inform

To determine

To discuss

To determine

To determine

To discuss

To inform

To inform

To decide

- Reflect on what we heard at the 2023 Dec 19 debrief
- Overview of planning and budgeting process

- Approve plan and schedule for the Mid-cycle Adjustments to the 2023-2026 Service Plans and Budgets
- Preliminary direction regarding savings, efficiencies and/or investments

- Review community indicators and metrics related to Administration's progress in advancing and implementing Council priority areas and significant milestones.

- Financial and economic review and forecast
- A preview on Municipal Fiscal Gap update
- Service and performance level discussion
- Continuous improvement overview

- Workshop to review Administration's suggested adjustments
- Discussion on corresponding financial capacity and service level impacts
- Finalizing the direction regarding savings, efficiencies and/or investments
- Municipal Fiscal Gap update

- Opt-in meetings for Councilors to discuss Mid-Cycle Adjustments information with Administration

- Preview of the Mid-cycle Adjustments investment/reduction business cases including financial data

- 2025 Preliminary Assessment Roll and Related Estimates

- Public release of full Mid-Cycle Adjustments package (Nov 5)
- Public submissions
- Administration Q&As
- Council deliberates the Mid-cycle Adjustments package

*Water utility and Waste and Recycling Service rates timing is to be confirmed



Local Access Fee Update

EC2024-0624

2024 May 14

That Council:

1. Direct Administration to design and implement a revised methodology that aligns with the Quantity Only model, to transition The City in how it collects Local Access Fees (LAF) from electricity and franchise fees from natural gas starting from 2027 January 01.
2. Direct Administration to seek all necessary approvals, including Alberta Utilities Commission (AUC) approvals, in order to implement a Quantity Only model for collecting franchise fees from electricity and natural gas.
3. Direct Administration to use the following design principles in designing a Quantity Only model:
 - A. Build a model that will provide stability and predictability in how much The City collects in revenue.
 - B. Support affordability concerns of Calgarians and businesses.
 - C. Minimize shifts in proportions across user classes with the intent of not materially shifting the financial responsibility from one user class to another.
 - D. Maintain and improve The City's financial sustainability ensuring The City continues to collect at a minimum the currently budgeted Local Access Fee and Franchise Fee amounts from both electricity and natural gas.
 - E. Build a model that will continue to support both The City's operating and capital budgets.
4. Continue advocacy efforts aimed at other orders of government to secure necessary funding for infrastructure and capital investments in The City.
5. Direct Administration to change the Council Policy CFO003 Franchise Fee/MCAF Revenue Budgets and Variances and develop a funding source, program and framework to support an ongoing annual amount of \$10 million in 2025 and 2026 for Energy Poverty and Affordability initiatives with funding from a portion of any potential positive variance collected from the Local Access Fee operating budget.

Administration's Plan to Execute Council's Direction as of 2024 March 18



Step 01

3-9 months

Design a revised methodology to align with Quantity Only Model

Step 02

3-9 months

Negotiate new agreements with ENMAX and ATCO incorporating new methodology

Step 03

6 months +

Obtain AUC approval of the new LAF agreements

Step 04

1-3 months

Establish base year LAF rates and obtain Council approval

Step 05

TBD

Implementation, specifically in ENMAX and ATCO billing systems

Quantity Only Model

13-25 months +

- Contingency built into plan
- Aligns with next four-year budgeting cycle

2027 Jan 1

Start of next budgeting cycle



Bill 19, the Utilities Affordability Statutes Amendment Act



if passed

1

- Prohibit the use of variable market rates for Local Access Fee
- Standard framework across the Province

2

- Allow Alberta Utilities Commission to provide oversight over all municipalities on how fees are calculated and applied

3

- Changes to Local Access Fee would be effective on 2025 Jan 1

Constraints and Limitations Affecting Future Franchise Fees

Uncertainty over reference price to be used in a revised LAF

1

What LAF models will be permissible in Alberta after Bill 19 passes

2

What considerations will the AUC have in assessing any future LAF applications

3

Next Steps



Administration



done

legal interpretation
for Calgary



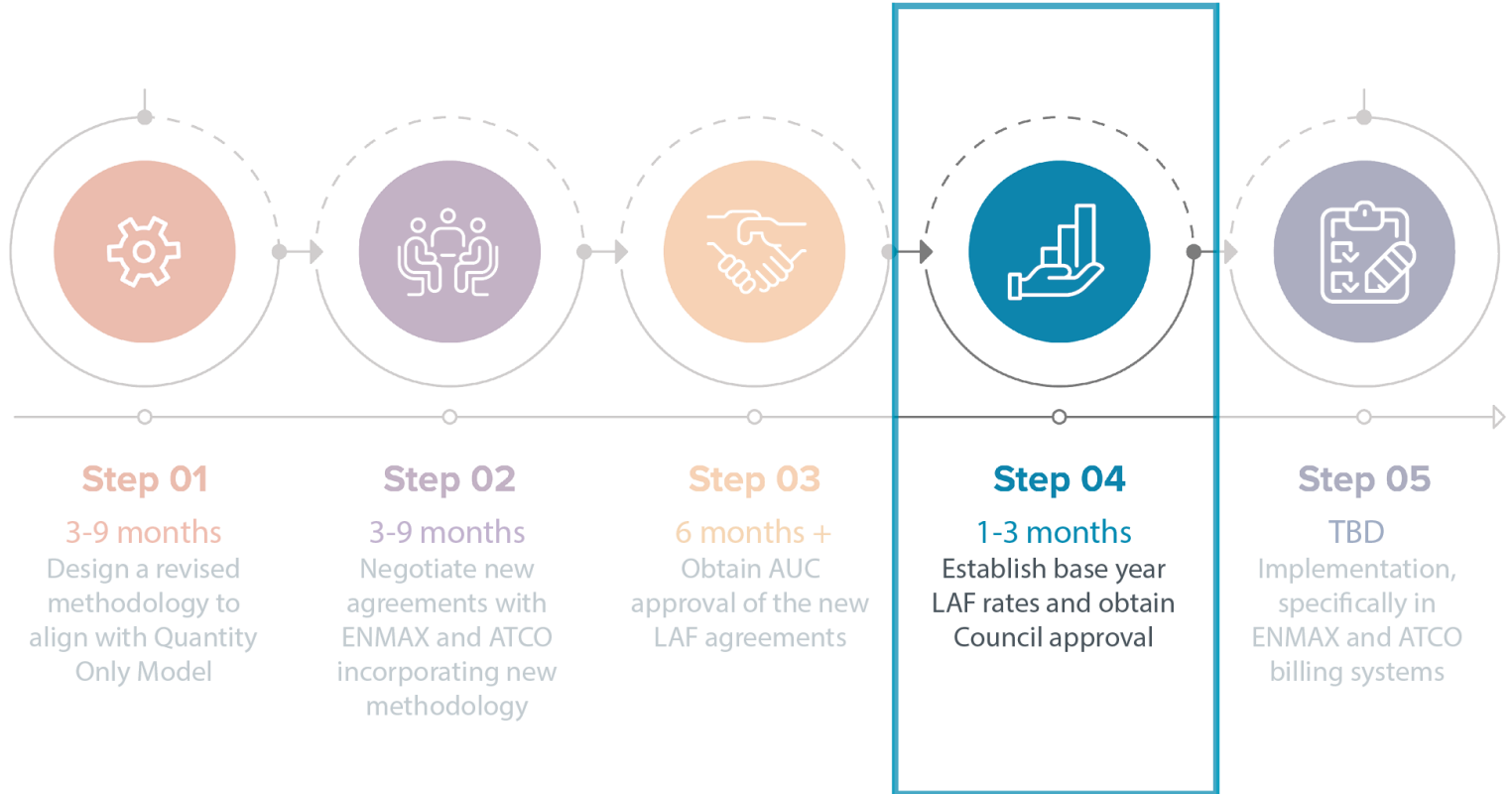
done

seek more
information from
Province



in progress

build new project
plan



2024 Nov 18-22
(Council meeting - regular)

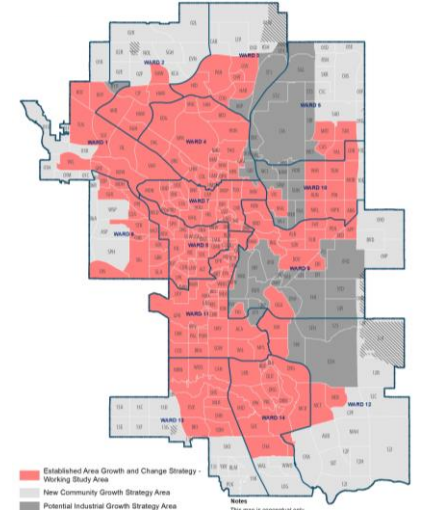


Mid-Cycle Adjustments: Growth Applications Budget Preview

EC2024-0624

2024 May 14

- During a period of unprecedented growth, support efforts that:
 - Enable greater housing supply and growth capacity
 - Deliver high quality public spaces in growing areas
 - Support job creation and the economy
- Identifying investments in new communities, established areas, and industrial areas that achieve this through Mid-Cycle
- **Seven new community Growth Applications are on the May 15 Infrastructure and Planning Committee agenda, as The City's budget prioritization gets underway**



Relevant Council Direction

- **Housing Strategy (1.C.13):** *“Leverage the standing item on budget at Executive Committee to provide projected investment amount reflective of anticipated acceleration of housing development and population growth, facilitating the need to deliver infrastructure, services, and amenities in growth communities.”*
- **IP2023-0559:** Endorsement of redesigned Growth Application process (replacing the New Community Business Cases and Growth Management Overlays), effective 2023 August 1

New Community Growth Applications Summary

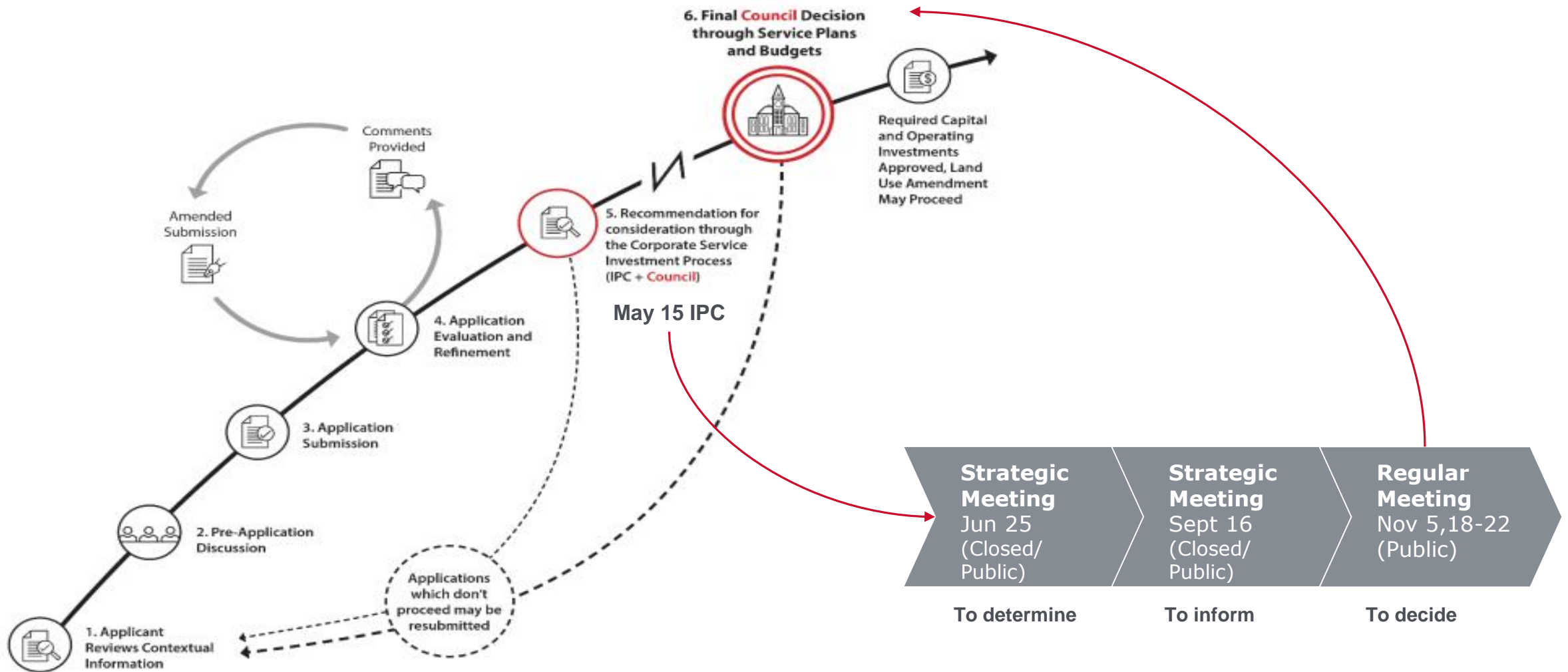
- Capital investment resulting from recommendations would total **\$81.2M for 2025-2026**, with ~60% eligible to be funded by off-site levies. Significant continued investment will be required in future cycles.
- Investments would enable nearly **19,000** new homes
- All operating cost model results show tax revenue to exceed incremental operating costs. Base tax-supported operating funding will not be triggered at Mid-Cycle, but will be required in future budget cycles.

New Supply and Required Capital Investment

| Growth Applications Recommended to Consider | New Housing Supply | Estimated Capital at Mid-Cycle (\$M) | Estimated Capital 2027+ (\$M) |
|---|--------------------|--------------------------------------|-------------------------------|
| Keystone Hills (Prairiesong) | 2,356 | \$8.2 | \$3.0 |
| Belvedere ASP | 15,000 | \$73.0 | \$186.5 |
| <i>Current Applications</i> | 2,619 | | |
| <i>Previously Approved</i> | 7,866 | | |
| <i>Future Capacity</i> | 4,515 | | |
| South Shepard (Hotchkiss) | 1,321 | \$0.0 | \$0.0 |
| Total | 18,677 | \$81.2 * | \$189.5 |

**if all Growth Applications at IPC were to be considered at Mid-Cycle, the total capital cost would be \$883M*

Timeline to Mid-Cycle Adjustments



Recommendation

That Executive Committee recommend that Council receive this verbal report for the corporate record.

**Green Line Report to
Executive Committee
2024 May 14**

**ISC: UNRESTRICTED
EC2024-0485**

Green Line Board Progress Report No. 2 (2024)

PURPOSE

The Green Line Phase 1 has \$5.5B in approved funding from The City of Calgary, the Government of Alberta, and the Government of Canada. This quarterly report to the Executive Committee of Council from the Green Line Board is part of our efforts to keep Council and Calgarians informed on the progress of the Green Line LRT Project and demonstrate the ongoing oversight and delivery of the Project by our independent Green Line Board of Directors.

PREVIOUS COUNCIL DIRECTION

This quarterly report provides an update by the Green Line Board as required by the Green Line Board Bylaw 21M2020. Monthly progress reports are also available to members of Council and the public, see Attachment 2 - Green Line Board Progress Report March 2024.

RECOMMENDATION:

That the Executive Committee:

1. Receive this report for the Corporate Record; and
2. Direct that the Closed Meeting discussions, and Attachment 3, be held confidential pursuant to Sections 16 (Disclosure Harmful to Business Interests of a Third Party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the Freedom of Information and Protection of Privacy Act, not to be released.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

CEO Green Line D. Bhatti and Green Line Board Chair D. Fairbairn concur with this report.

HIGHLIGHTS

- Development Phase negotiations continue with a focus on evaluating all financial, technical, and delivery strategy options available within the Board's mandate to address the higher than anticipated estimates from some sub-contractors.
- Green Line has confirmed the LRV Delivery Commencement Date for the first LRVs as Q4 2027.
- Demolition of three properties began in April (Grandell, Tony's Auto, and Harvard Manor) located just south of the future 4 Street S.E. station along 11 Avenue S.E.
- Clearing and grubbing work at the Maintenance and Storage Facility (MSF), near Shepard, was completed in April in advance of the grading and site servicing which is expected to start later this year.

DISCUSSION

Health & Safety

Safety remains the top priority as construction activity continues in the Beltline, Downtown and community of Ogden. Green Line monitors safety compliance by Green Line staff, consultants, and contractors on all construction sites.

**Green Line Report to
Executive Committee
2024 May 14**

**ISC: UNRESTRICTED
EC2024-0485**

Green Line Board Progress Report No. 2 (2024)

45 inspection/site visits were conducted by the Green Line Project Team in February, March, and April. 6 incidents occurred in that period including one first aid incident when an employee got dust in their eye. One property damage incident where a semi-trailer struck a parked vehicle while leaving the project site. Three near misses, one involved a flagger not clearing the tracks prior to allowing a train to come through the construction area, another where an employee was flagged into an excavator's work area and they walked under the boom, and the last a hydrovac operator who was standing in a fall protection area without fall protection equipment. There was also one environmental spill, a hydraulic hose on an anchor drilling machine ruptured causing a small amount of hydraulic fluid to spill.

In compliance with established protocols, safety stand downs were held to reinforce the need for continuous safety improvements, and root cause analyses were completed for all incidents, and lessons learned were implemented.

Phase 1 – Development Phase

Development Phase negotiations are continuing, and the project team continues to evaluate all options available within the Board's mandate to address the higher than anticipated estimates from some sub-contractors. This includes reviewing the overall contracting strategy and considering other contracting options to address project cost and risk pressures. Several options are being considered to address the cost pressures that were identified after the 30% design submission milestone in January. This work is being done in advance of the next Development Phase milestone in June 2024 with delivery of the 60% design submission and the Board Decision Gate.

78 Avenue Project

The Ogden diversion embankment was completed on schedule and made ready for track installation by Canadian Pacific Kansas City (CPKC) rail. Laying of rail tracks was started by CPKC in March, and track cutover onto the diversion track was completed the first week of April. The diversion to the temporary track allowed for other activities to commence including installing structural support for the slope and excavating the area where the vehicle underpass will be built.

Beltline Downtown Utility Relocation Project (BDURP)

Utility relocations in Beltline and Downtown continued in March, with multiple third-party utility projects advancing. In the Beltline, deep utility work and transmission line relocation work continued as planned with some activities completed at the end of April. Similarly, shallow utility work continues with new work started at the corner of 6 Avenue S.W. and 2 Street S.W.

Light Rail Vehicle (LRV)

Green Line has confirmed the LRV Delivery Commencement Date for the first LRVs as Q4 2027. Construcciones y Auxiliar de Ferrocarriles (CAF) has submitted a revised Contract Work Schedule which is under review by Green Line.

Green Line Report to
Executive Committee
2024 May 14

ISC: UNRESTRICTED
EC2024-0485

Green Line Board Progress Report No. 2 (2024)

Demolitions

A contract for the demolition of three properties (Grandell, Tony's Auto, and Harvard Manor) located just south of the proposed 4 Street S.E. station along 11 Avenue S.E., was awarded to Priestly Demolition in March. Work began in April and is expected to be completed in advance of the Calgary Stampede start date in early July. A Request for Proposal (RFP) for the demolition of some downtown properties, including the Eau Claire Market, was issued in early April. Site set-up and hazardous material abatement of the building will begin in June, taking about two to three months, with demolition of the building to be completed towards the end of this year.

Maintenance and Storage Facility (MSF)

The contract for the clearing and grubbing work at the Maintenance and Storage Facility (MSF) site was awarded to Acre Prime Inc. Clearing and grubbing of the MSF site involves cutting grass and brush, and cleaning up debris, boulders, and garbage. A biologist will be onsite during the work to ensure there are no impacts to wetlands on the site. The work was completed in mid-April and will allow grading and site servicing works to start later this year.

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

Green Line held an information session in the first week of April to meet with Ogden residents in advance of the next phase of work on the 78 Avenue Project. The work includes closures to 78 Avenue while roadway improvements are completed and began in late April.

As snow fell in late March, Green Line stepped up to assist the Calgary Petroleum Club by providing snow clearing in their pick-up and drop-off zone. They shared their sincere thanks for the quick action to support the families, providing a more accessible condition for the many guests requiring it. This highlights the need for improved pedestrian accessibility in construction areas, a need that the Business Support Program is working to fill as procurement on construction accessibility mitigation devices continues to advance.

Outreach in the Beltline and Downtown was reduced in March as there were fewer new projects starting but did field calls regarding inactive construction sites that still had fencing in place. This was due to the ongoing shutdown of Calgary's only winter-operating asphalt plant, contractors have been unable to complete paving at some sites resulting in fencing remaining in place for safety purposes. Information on timelines for completion were shared with individuals.

As decisions are being contemplated through the Development Phase, targeted meetings with key stakeholders are occurring to ensure the balance of costs and risks with long-term benefits and expectations can be achieved.

Green Line Report to
Executive Committee
2024 May 14

ISC: UNRESTRICTED
EC2024-0485

Green Line Board Progress Report No. 2 (2024)

IMPLICATIONS

Social

Phase 1 of Green Line will connect Calgarians to 190,000 jobs within walking distance of Green Line stations. It will improve social equity providing access to 450,000 more jobs within a fifteen-minute bus ride of a Green Line station once complete - that's over 30% of all jobs in Calgary. Green Line will also unlock land around stations for development and housing as Calgary continues to grow.

Environmental

Each year, Phase 1 of the Green Line will shift 4.8 million trips from vehicles to transit, reducing greenhouse gases by nearly 27,000 tonnes. It will improve the journey for transit users in the southeast, saving them up to 25 minutes in travel time. With more people taking transit and fewer cars on the roads, drivers will also benefit from reduced journey times of up to 10%.

Economic

As the largest infrastructure investment in Calgary's history, Phase 1 construction of the Green Line is contributing to the city's economy. Local sub-contractors are already engaged on enabling works with additional scopes of work under negotiation, and builds on the strength of Calgary's local contractors, trades, and suppliers.

Service and Financial Implications

No anticipated financial impact

The Green Line Board has a mandate to deliver the Green Line LRT Project in alignment with 2020 Council direction and within the committed funds. The Board continues to work on behalf of Calgarians and all funding partners to balance the costs and risks with the long-term city-shaping benefits. The Board anticipates bringing forward recommendations by the end of Q2 2024 for decisions outside of their mandate.

Financial Summary as of March 31, 2024

| Category [1] | Committed Cost | Cost to Date | Cost Year to Date |
|-----------------------------------|----------------------|----------------------|--------------------|
| Owner's Cost | 100,330,668 | 100,330,668 | 3,905,394 |
| Design & Engineering | 501,359,132 | 473,261,869 | 71,823,417 |
| Construction, Land & Other Assets | 812,200,707 | 587,560,286 | 33,754,313 |
| Bus Rapid Transit | 50,000,000 | 6,575,535 | - |
| Grand Total | 1,463,890,507 | 1,167,728,359 | 109,483,123 |

[1] Details on inclusions can be found online in the [Monthly board report and financial summary legend](#).

RISK

Green Line continually monitors and analyzes risk on behalf of Calgarians and all funding partners. The Green Line Board relies on the experience and expertise of the Green Line leadership team to make recommendations and invest in ongoing independent due diligence to identify, evaluate, and validate information and assumptions.

Green Line Report to
Executive Committee
2024 May 14

ISC: UNRESTRICTED
EC2024-0485

Green Line Board Progress Report No. 2 (2024)

Current key risk: Due to higher than anticipated estimates from some sub-contractors, all financial, technical and delivery strategy options within the Board's mandate are being considered to address cost pressures. The overall contracting strategy is being evaluated to ensure that the most cost-effective approach is utilized, and all opportunities are being discussed as we advance design and continue negotiations.

ATTACHMENTS

1. Green Line Board Progress Report No. 1 (2024) - EC2024-0223
2. Green Line Board Progress Report March 2024
3. CONFIDENTIAL – Green Line Update
4. Green Line Board Progress Report No. 2 (2024) Presentation

Department Circulation

| General Manager/Director | Department | Approve/Consult/Inform |
|--------------------------|-------------------------------------|------------------------|
| Don Fairbairn | Green Line Board Chair | Approve |
| Darshpreet Bhatti | Chief Executive Officer, Green Line | Approve |

Author: Jodie Lush, Green Line

**Green Line Report to
Executive Committee
2024 March 12**

**ISC: UNRESTRICTED
EC2024-0223**

Green Line Board Progress Report No. 1 (2024)

PURPOSE

The Green Line Phase 1 has \$5.5B in approved funding from The City of Calgary, the Government of Alberta, and the Government of Canada. This quarterly report to the Executive Committee of Council from the Green Line Board is part of our efforts to keep Council and Calgarians informed on the progress of the Green Line LRT Project and demonstrate the ongoing oversight and delivery of the Project by our independent Green Line Board of Directors.

PREVIOUS COUNCIL DIRECTION

This quarterly report provides an update by the Green Line Board as required by the Green Line Board Bylaw 21M2020. We also publish monthly progress reports that are available to members of Council and the public, see Attachment 2 - Green Line Board Progress Report January 2024.

RECOMMENDATION(S):

That the Executive Committee:

1. Receive this report for the Corporate Record; and
2. Direct that the Closed Meeting discussions, and Attachments 3 and 4, be held confidential pursuant to Sections 16 (Disclosure Harmful to Business Interests of a Third Party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the *Freedom of Information and Protection of Privacy Act*, not to be released.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

CEO Green Line D. Bhatti and Green Line Board Chair D. Fairbairn concur with this report.

HIGHLIGHTS

- Early components of infrastructure construction are expected to begin in 2024. \$400M of early works construction is already completed or underway.
- Work with the Development Partner continues to progress. Due to higher than anticipated estimates from some of the sub-contractors, options are being considered to address cost pressures.
- Early works construction activities continued in the Beltline and Downtown. The diversion track on the temporary embankment at 78 Avenue was completed in January and Canadian Pacific Kansas City (CPKC) rail traffic has been diverted to allow for construction of the vehicle and pedestrian tunnel to commence. All structures at the former Lilydale Poultry Plant have been demolished and site clean up continues into February.

DISCUSSION

Phase 1 – Development Phase

The Development Partner completed their 30% design submission deadline in January and provided updated packages on risk allocation, and overall schedule for ongoing negotiation with Green Line.

**Green Line Report to
Executive Committee
2024 March 12**

**ISC: UNRESTRICTED
EC2024-0223**

Green Line Board Progress Report No. 1 (2024)

Due to higher than anticipated estimates from some of the sub-contractors, Green Line is continuing to evaluate the estimates and review the contracting strategy. Several options are currently under consideration to address the cost pressures as we continue to advance design, negotiate risk allocations, price, and project schedule through the Development Phase.

78 Avenue Project

In December, the 78 Avenue Project secant pile wall was completed which allowed for the installation of diversion track to be completed in January. All CPKC rail traffic has now been successfully diverted and removal of the old embankment has begun to allow for construction of the 78 Avenue vehicle tunnel. The installation of the secant pile wall at the pedestrian tunnel area at the future Ogden Station has also begun.

Beltline Downtown Utility Relocation Project (BDURP)

Most work in the Beltline West area has been completed with transmission line cable pulling scheduled to complete in early 2024. Community and key partners in the Beltline East expressed their gratitude to see Olympic Way at 11 Avenue S.E. fully re-opened to vehicles in December.

Calgary District Heating Inc. completed major relocation of their infrastructure on 5 Avenue, 6 Avenue, and 3 Street S.W. Service connections and other remaining work will continue in 2024. Construction continued for ENMAX, TELUS and Bell/Zayo on 3, 5 and 6 Avenues, with work expected to be ongoing in 2024.

Light Rail Vehicle (LRV)

Following achievement of the Final Design Review on September 28, 2023, Green Line and Construcciones y Auxiliar de Ferrocarriles (CAF) worked collaboratively to achieve the next LRV Supply Agreement Milestone in December 2023. This Milestone saw all the necessary testing documents and procedures being finalized which will be used in the final testing and commissioning of the individual LRV once manufactured.

Environment

Green Line and the Development Partner met with a heritage conservation advisor from the province to discuss requirements under the Historic Resource Act for two provincially designated structures in the downtown segment. Meetings were also scheduled with Fisheries and Oceans Canada and Transport Canada for February 2024 to discuss the Bow River and Elbow River crossings.

Health & Safety

Safety remains the top priority as construction activity continues in the Beltline, Downtown and community of Ogden. Green Line monitors safety compliance by Green Line staff, consultants, and contractors on all construction sites.

44 inspection/site visits were conducted by the Green Line Project Team in November, December, and January, and 15 incidents occurred in that period. In compliance with established protocols, root cause analyses were completed for all incidents, and lessons learned were implemented.

**Green Line Report to
Executive Committee
2024 March 12**

**ISC: UNRESTRICTED
EC2024-0223**

Green Line Board Progress Report No. 1 (2024)

EXTERNAL ENGAGEMENT AND COMMUNICATION

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

In November, a public survey was launched to solicit feedback from Calgarians in advance of main construction. The survey was open until December 13 and was promoted on our website and social media channels. 2,245 responses were gathered and compared against the scientifically, controlled, representative of Calgarians, with a sample size of 804. The feedback from the survey informed the discussion guide for the focus groups that took place in early January. Almost 90% of Calgarians sampled recognized the importance of investing in the Green Line.

The Community & Business Relations team continued to hold construction outlook sessions to help set expectations and inform residents and businesses about the impacts of upcoming work. Green Line also continued to work with residents, businesses, and other partners to monitor and manage disruptions due to construction and meet on site to assess impacts and discuss opportunities with the contractors to minimize issues when possible.

IMPLICATIONS

Social

Phase 1 Green Line will connect Calgarians to 190,000 jobs within walking distance of Green Line stations. It will improve social equity providing access to 450,000 more jobs within a fifteen-minute bus ride of a Green Line station once complete - that's over 30% of all jobs in Calgary. Green Line will also unlock land around stations for development and housing as Calgary continues to grow.

Environmental

Each year, Phase 1 of the Green Line will shift 4.8 million trips from vehicles to transit, reducing greenhouse gases by nearly 27,000 tonnes. It will improve the journey for transit users in the southeast, saving them up to 25 minutes in travel time. With more people taking transit and fewer cars on the roads, drivers will also benefit from reduced journey times of up to 10%.

Economic

As the largest infrastructure investment in Calgary's history, Phase 1 construction of the Green Line is contributing to the city's economy. Local sub-contractors are already engaged on enabling works with additional scopes of work pending, building on the strength of Calgary's local contractors, trades, and suppliers.

Service and Financial Implications

No anticipated financial impact

The Green Line Board has a mandate to deliver the Green Line LRT Project in alignment with 2020 Council direction and within the committed funds. We continue to work on behalf of

**Green Line Report to
Executive Committee
2024 March 12**

**ISC: UNRESTRICTED
EC2024-0223**

Green Line Board Progress Report No. 1 (2024)

Calgarians and all funding partners to balance the costs and risks with the long-term city-shaping benefits.

Financial Summary as of January 31, 2024

| Category [1] | Committed Cost | Cost to Date | Cost Year to Date |
|-----------------------------------|----------------------|----------------------|-------------------|
| Owner's Cost | 97,847,961 | 97,847,961 | 1,422,687 |
| Design & Engineering | 500,605,237 | 435,116,151 | 33,677,699 |
| Construction, Land & Other Assets | 647,275,521 | 578,536,421 | 24,730,447 |
| Bus Rapid Transit | 50,000,000 | 6,575,535 | - |
| Grand Total | 1,295,728,719 | 1,118,076,069 | 59,830,833 |

[1] Details on inclusions can be found online in the [Monthly board report and financial summary legend](#).

RISK

We are continually monitoring and analyzing Risk on behalf of Calgarians and all funding partners. The Green Line Board relies on the experience and expertise of the Green Line leadership team to make recommendations and invest in ongoing independent due diligence to identify, evaluate, and validate information and assumptions.

The current key risk and mitigations include:

- Due to higher than anticipated estimates from some of the sub-contractors, all Financial and Technical options, and delivery strategies, within the Board's mandate are being considered to address cost pressures. Green Line is evaluating the contracting strategy to ensure that the most cost-effective approach is utilized, and other opportunities are being discussed as we advance design and negotiate with the Development Partner.

ATTACHMENT(S)

1. Green Line Board Report Q4 2023 – EC2023-1221
2. Green Line Board Progress Report January 2024
3. CONFIDENTIAL – Green Line Board Quarterly Land Report
4. CONFIDENTIAL – Green Line Update
5. Green Line Board Progress Report No. 1 (2024) Presentation

Department Circulation

| General Manager/Director | Department | Approve/Consult/Inform |
|--------------------------|-------------------------------------|------------------------|
| Don Fairbairn | Green Line Board Chair | Approve |
| Darshpreet Bhatti | Chief Executive Officer, Green Line | Approve |

Author: Jodie Lush, Green Line



Green Line Board **Report**

Green Line Board

March 2024 Public Progress Report

MARCH HIGHLIGHTS

Development Phase Agreement

Development Phase negotiations continue with acute focus on evaluating all financial and technical options available within the Board's mandate to address the higher than anticipated estimates from some sub-contractors.

Beltline Downtown Utility Relocation Project

Utility relocations in Beltline and Downtown continued in March, with multiple third-party utility projects advancing. In the Beltline, deep utility work and transmission line relocation work continued as planned with some of the activities planned for completion by the end of April. Similarly, shallow utility work continues with new work started at the corner of 6 Avenue S.W. and 2 Street S.W.

78 Avenue Project

The Ogden diversion embankment was completed and made ready for track installation by Canadian Pacific Kansas City (CPKC) on schedule. Laying of rail tracks started by CPKC in March, and track cutover is expected to occur in the first week of April. This train diversion will allow for work to begin on installing structural support for the slope and excavating the area where the vehicle underpass will be built.

Demolitions

A contract for the demolition of three properties (Grandell, Tony's Auto, and Harvard Manor) located just south of the proposed 4 Street S.E. station along 11 Avenue S.E., was awarded to Priestly Demolition in March. Work will begin in April and is expected to be completed in advance of the Calgary Stampede start date in early July.

A Request for Proposal (RFP) for the demolition of some downtown properties, including the Eau Claire Market, is planned to be issued in early April. Site set-up and hazardous material abatement of the building will begin in June, taking about two to three months, with demolition of the building to be complete towards the end of this year.

Maintenance and Storage Facility (MSF)

The contract for the clearing and grubbing work at the Maintenance and Storage Facility (MSF) site was awarded to Acre Prime Inc. Clearing and grubbing of the MSF site involves cutting grass and brush, and cleaning up debris, boulders, and garbage. A biologist will be onsite during the work to ensure there are no impacts to wetlands on the site. The work is scheduled to complete by mid-April and is being advanced to allow grading and site servicing works planned for later this year.

Light Rail Vehicles (LRV)

The Milestone for the Inspection and Testing Review documentation is expected to be completed by mid-April 2024.



PROJECT DASHBOARD

| Functional Area | Status | Comments |
|-----------------|--------|---|
| Health & Safety | | <ul style="list-style-type: none">No lost time, medical aid, first aid, or property damage occurred.One near miss was reported, and a safety stand down was held.Site specific safety trainings and toolbox talks were held.15 safety inspections were conducted by the Green Line team. |
| Public Affairs | | <ul style="list-style-type: none">Connected with 57 businesses, residents, and key stakeholders in March.Interest in the project continues to increase with website visits up 17.5% year over year in Q4. |
| Schedule | | <ul style="list-style-type: none">Work on key program activities is progressing. |
| Cost | | <ul style="list-style-type: none">The status remains red due to higher than anticipated estimates.While the design is being advanced, all options are being considered as risk allocations, price, and project schedule are negotiated with the Development Partners. |
| Environment | | <ul style="list-style-type: none">No environmental incidents occurred in March 2024. |
| Quality | | <ul style="list-style-type: none">Program Quality Management Plan implementation continued with oversight of BDURP and 78 Avenue construction quality and LRV Supply project quality compliance. |

HEALTH & SAFETY

Fifteen (15) site safety inspections conducted by the Green Line project construction team, and five (5) safety non-conformances were issued. The non-conformances included missing Personal Protective Equipment (PPE), icy site condition, uneven road surfaces, distracted worker using phone, and a safety board with out-of-date information.

One near miss incident occurred at the 78 Avenue Project site in the month of March 2024. The construction site was immediately shut down and a stand down was held with all personnel on site to ensure they understand the safety procedures.

A Joint Workers Health & Safety Committee meeting and a follow up safety inspection of the First Tower building was held on March 27, 2024.

COMMUNITY AND PUBLIC RELATIONS

As snow fell in late March, and existing construction sites limiting the City-led on-street snow removal, Green Line stepped up to assist an impacted venue on 5 Avenue. Snow clearing in the pick-up and drop-off zone was provided, with the venue in question having shared hearty and sincere thanks for the quick action to support the families, providing a more accessible condition for the many guests requiring it. This initiative highlights the

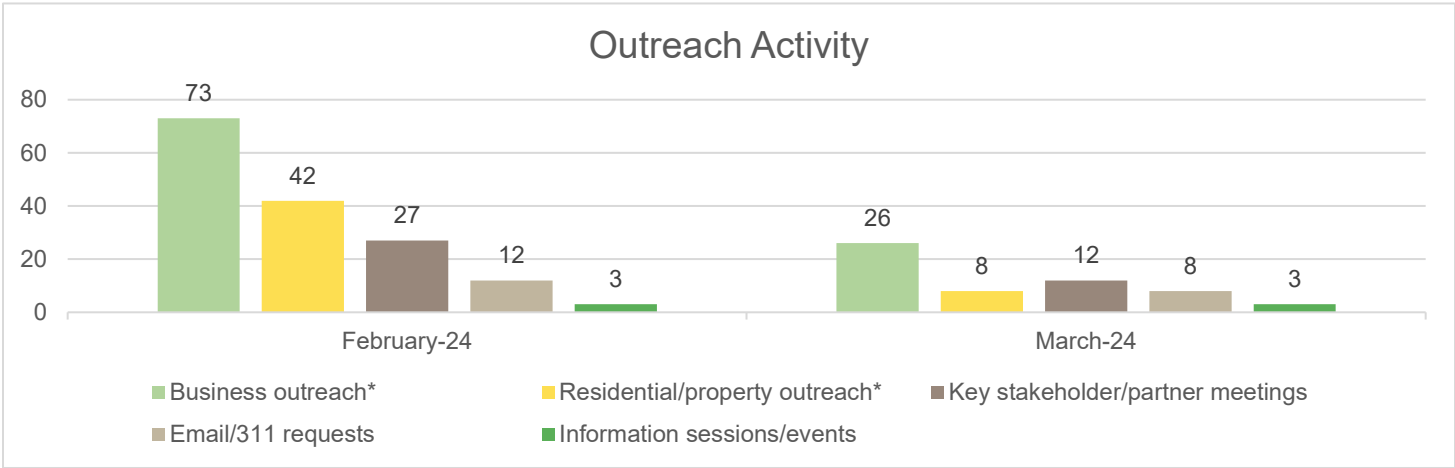


need that the Business Support Program is working to fill as procurement on construction accessibility mitigation devices continues to advance.

Teams began targeted outreach for the next phase of the 78 Avenue project, set to begin in late-April, with an information session planned for the first week of April.

With less new work starting up in the Beltline and Downtown, outreach was reduced in March. However, the project team did field calls from concerned individuals and businesses regarding inactive construction sites that still had fencing in place. This was due to the ongoing shutdown of Calgary’s only winter-operating asphalt plant, contractors have been unable to complete paving at some sites resulting in fencing remaining in place for safety purposes. Information on timelines for completion were shared with individuals.

The direct business and community outreach for March 2024 is summarized below.



* Outreach includes calls, meetings, and on-site visits.

Emails and 311s requests were focused on access and detour concerns. Some questions about the project's future, including budget, were also submitted.

FINANCIAL SUMMARY

Green Line continues to monitor the financial position of the program, below is the financial summary as of March 31, 2024.

| Category ^[1] | Committed Cost | Cost to Date | Cost Year to Date |
|-----------------------------------|----------------|---------------|-------------------|
| Owner's Cost | 100,330,668 | 100,330,668 | 3,905,394 |
| Design & Engineering | 501,359,132 | 473,261,869 | 71,823,417 |
| Construction, Land & Other Assets | 812,200,707 | 587,560,286 | 33,754,313 |
| Bus Rapid Transit | 50,000,000 | 6,575,535 | - |
| Grand Total | 1,463,890,507 | 1,167,728,359 | 109,483,123 |

[1] Details on specific inclusions can be found online in the [Monthly board report and financial summary legend](#).



Attachment 4
EC2024-0485



Green Line Board Progress Report No. 2 (2024)

Executive Committee Meeting

May 14, 2024





Recommendation

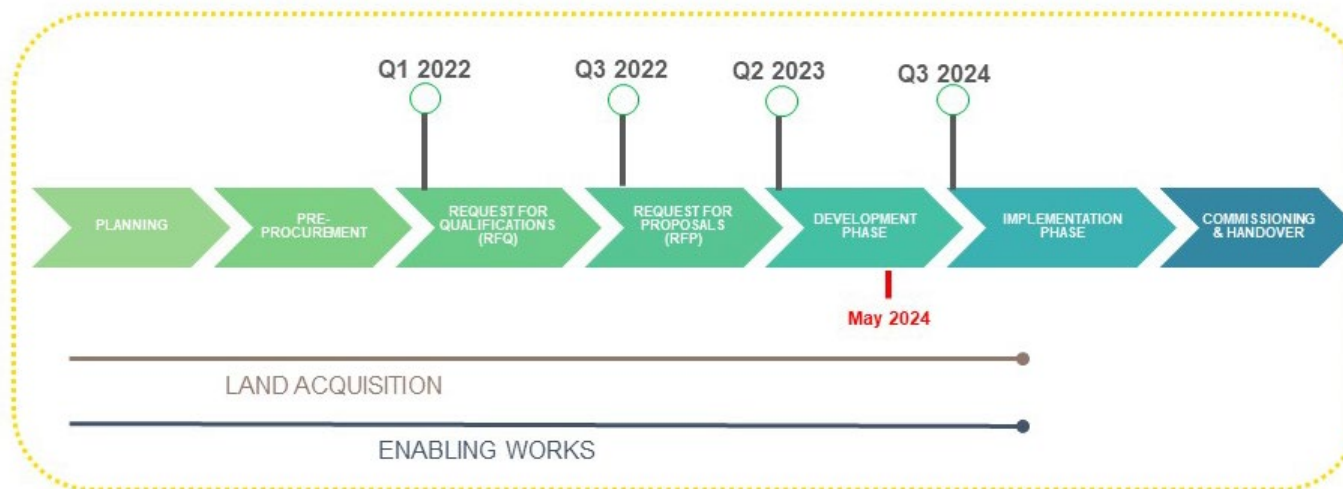
That Executive Committee of Council:

1. Receive this report for the Corporate Record; and
2. Direct that the Closed Meeting discussions and Attachment 3 be held confidential pursuant to Sections 16 (Disclosure Harmful to Business Interests of a Third Party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the Freedom of Information and Protection of Privacy Act, not to be released.



Highlights

- » Green Line continues to evaluate all financial and technical options available within the Board's mandate to address higher than anticipated sub-contractor costs. This includes reviewing the overall contracting strategy and considering other contracting options to address project cost and risk pressures.
- » Green Line has confirmed the first LRVs will start to be delivered in Q4 2027.
- » Demolition began in April of three properties (Grandell, Tony's Auto, and Harvard Manor) located just south of the future 4 Street S.E. station.
- » Clearing and grubbing work at the Maintenance and Storage Facility (MSF) was completed in April.



Progress Updates

➤ Development Phase:

- Green Line continues to work to advance design, and negotiate cost, schedule and risk allocation.
- The project team continues to evaluate all options available within the Board's mandate to address the higher than anticipated sub-contractor costs.
- Includes reviewing the overall contracting strategy and considering other contracting options to address project cost and risk pressures.

- **78 Avenue Project:** The Ogden diversion embankment was completed and made ready for track installation by Canadian Pacific Kansas City (CPKC).





Progress Updates cont'd

- **BDURP:** Utility relocations in Beltline and Downtown continued with multiple third-party utility projects on downtown avenues, and ENMAX transmission work advancing in Beltline East.
- **Demolitions:** Demolition started on properties in the Beltline, and an RFP was issued in April for the downtown demolitions.



Progress Updates cont'd

- **LRV:** Green Line has confirmed the LRV delivery date for the first LRVs as Q4 2027.
- **Maintenance and Storage Facility (MSF):** Clearing and grubbing, cutting grass and brush, and cleaning up debris, boulders, and garbage, was completed on the site in April prior to site servicing work planned for later this year.



Looking west at the future MSF site.

G Project Dashboard

Dashboard as of March 31, 2024

| Functional Area | Status | Comments |
|-----------------|---|---|
| Health & Safety |  | <ul style="list-style-type: none"> No lost time, medical aid, first aid, or property damage occurred. One near miss was reported, and a safety stand down was held. Site specific safety trainings and toolbox talks were held. 15 safety inspections were conducted by the Green Line team. |
| Public Affairs |  | <ul style="list-style-type: none"> Connected with 57 businesses, residents, and key stakeholders in March. Interest in the project continues to increase with website visits up 17.5% year over year in Q4. |
| Schedule |  | <ul style="list-style-type: none"> Work on key program activities is progressing. |
| Cost |  | <ul style="list-style-type: none"> The status remains red due to higher than anticipated estimates from some subcontractors. While the design is being advanced, all options are being considered as risk allocations, price, and project schedule are being negotiated with contractors. The Board anticipates bringing forward recommendations by the end of Q2 2024 for decisions outside of their mandate. |
| Environment |  | <ul style="list-style-type: none"> No environmental incidents occurred in March 2024. |
| Quality |  | <ul style="list-style-type: none"> Program Quality Management Plan implementation continued with oversight of BDURP and 78 Avenue construction quality and LRV Supply project quality compliance. |



Financial Summary

Table 1 – Green Line Previous 6-month Spend Rate

| | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Owner's Cost | \$1,258,434 | \$1,605,945 | \$1,438,117 | \$1,422,687 | \$1,334,323 | \$1,148,384 |
| Design & Engineering | \$16,349,437 | \$21,899,167 | \$23,176,107 | \$33,677,699 | \$12,615,660 | \$25,530,057 |
| Construction, Land & Other Assets | \$12,377,548 | \$4,762,127 | \$9,785,394 | \$24,730,447 | \$5,552,331 | \$3,471,534 |
| Bus Rapid Transit | \$0 | -\$200 | \$728,755 | \$0 | \$0 | \$0 |
| Grand Total | \$29,985,419 | \$28,267,039 | \$35,128,373 | \$59,830,833 | \$19,502,315 | \$30,149,975 |

Table 2 – Financial Summary as of March 31, 2024

| Category | Committed | Cost to Date | Cost Year to |
|-----------------------------------|-----------------|-----------------|---------------|
| Owner's Cost | \$100,330,668 | \$100,330,668 | \$3,905,394 |
| Design & Engineering | \$501,359,132 | \$473,261,869 | \$71,823,417 |
| Construction, Land & Other Assets | \$812,200,707 | \$587,560,286 | \$33,754,313 |
| Bus Rapid Transit | \$50,000,000 | \$6,575,535 | \$0 |
| Grand Total | \$1,463,890,507 | \$1,167,728,359 | \$109,483,123 |



Risk Mitigation

Cost

- Ongoing evaluation of options within the Board's mandate are being explored .
- This includes reviewing the overall contracting strategy and considering other contracting options to address project cost and risk pressures.

Construction & Stakeholders

- Utility relocation in Beltline and Downtown is ongoing in busy traffic corridors.
- Proactive engagement with stakeholders at 78 Avenue prior to upcoming construction impacts was completed.



Recommendation

That Executive Committee of Council:

1. Receive this report for the Corporate Record; and
2. Direct that the Closed Meeting discussions and Attachment 3 be held confidential pursuant to Sections 16 (Disclosure Harmful to Business Interests of a Third Party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the Freedom of Information and Protection of Privacy Act, not to be released.



Attachment 4
EC2024-0485



Questions

Community Services Briefing to

Executive Committee

2024 May 14

ISC: UNRESTRICTED

EC2024-0305

Calgary Economic Development – Economic Strategy Update

PURPOSE OF BRIEFING

This briefing provides an annual progress update on the implementation of Calgary's economic strategy stewarded by Calgary Economic Development (CED). The last progress update to Executive Committee was in 2023 May (EC2023-0573).

SUPPORTING INFORMATION

CED is a wholly-owned subsidiary of The City of Calgary and a Civic Partner under The City's *Investing in Partnerships Policy* (CP2017-01). The organization stewards the Council-approved economic strategy for Calgary. The Strategy outlines five interconnected drivers that focus on key elements of the economy beyond traditional economic measures. These are talent, livability, business environment, innovation and brand. This city-wide strategy is collaboratively implemented by community members, businesses, educators, government, entrepreneurs, innovators and other key partners to collectively achieve Calgary's shared economic prosperity.

As part of a larger branding initiative for Calgary, CED has renamed the Strategy ***Uplook: An Action Plan for our Economy***. Community feedback to CED indicated that the previous name, *Calgary in the New Economy: An Economic Strategy for Calgary*, no longer resonated. It was unclear what the "new economy" was, when Calgary would reach it and who would be included. The revised name invites Calgarians to look ahead to what is possible for the economy and the name 'Uplook' is unique, ownable and can guide how Calgary intentionally and collaboratively diversifies its economy. While the name and branding has changed to better resonate with and rally the community, the rest of the Strategy, as approved by Council, including its ambitious vision remains the same: *Calgary will be the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges*.

As directed by Council, CED provides a progress update on implementation and impact of the Strategy annually by the end of May. This year's progress update includes a summary of key highlights (Attachment 1) and a detailed progress update (Attachment 2). The update is built on input and support from community partners and showcases stories and milestones for transformational initiatives across the five drivers, key impacts and detailed data tables including year-over-year trending of key performance indicators.

Emerging from the challenges of the pandemic, 2023 was a year of change and growth. Calgary welcomed new arrivals and investments across key sectors, invested in its public spaces and marquee events, received vital infrastructure upgrades and deepened its commitment to a thriving downtown and safe, inclusive and livable communities. Meaningful work continued to advance the Strategy's priorities while navigating economic headwinds like inflation, slowing economic growth, affordability, housing shortages and climate change. Highlights include:

Talent: Calgary is focused on attracting, retaining and developing a workforce with the right skills to support Calgary's diverse industries today and in the future. In 2023, CED, the Opportunity Calgary Investment Fund (OCIF) and education partners made progress on key transformational initiatives including:

- The launch of TalentED YYC to bring together Calgary's seven post-secondaries to connect students with employers. In 2023, the program co-hosted 15 events and generated more than 250 work-integrated learning opportunities for students.
- Up to \$5.5 million in OCIF investment for Bow Valley College to establish the Calgary Entertainment Arts Production Hub that will create more than 300 jobs, support more than 125 companies and train up to 700 individuals in its first five years.
- New programs at Calgary's post-secondary institutions to support the current and future needs of employers including a \$3 million PrairiesCan investment for Mount Royal University's aviation program to support Calgary's growing aerospace sector.

Livability: Enhancing livability is critical to attracting and retaining companies, people and investment. In 2023, The City and its partners made progress on the key issues of climate and housing affordability and made investments in entertainment and culture assets including:

- The City, through the commitments in *Calgary's Climate Strategy: Pathways to 2050* and through excellence in reporting and transparency, earned an "A-list" ranking on a global climate leadership survey (Carbon Disclosure Project (CDP) Worldwide), showcasing The City's leadership in building towards a net-zero economy. 92 of the 120 actions are currently underway or completed.
- The City's comprehensive new housing strategy includes a range of actions to address Calgary's housing affordability. In addition to The City's funding to support the implementation of the Strategy, The City secured \$228 million from the federal government's Housing Accelerator Fund to support seven initiatives.
- Key investments in the downtown's entertainment and cultural assets to help drive downtown revitalization include the Arts Commons Transformation and Olympic Plaza Transformation, investments in Stephen Avenue and RiverWalk West and the development of the Culture + Entertainment District.

Business Environment: A supportive business environment, from connectivity to business-friendly policies is critical to a region's attractiveness. Highlights include:

- The City's Living Labs program grew from a single test site to multiple sites and use increased from 83 days in 2020 to 181 days in 2023.
- Significant wins for air connectivity continue to make Calgary the most connected mid-sized city in North America. In 2023, the Calgary International Airport broke its single-day record for departing passengers 38 times, welcomed 18.5 million passengers during the year and airlines expanded direct routes including flights to Tokyo and Seoul, both major Asian business hubs.
- Completion of the 101-kilometer ring road is a milestone that will better connect the city, province and nation to the CANAMEX network that connects Alberta with major highways in the United States and Mexico.
- The City's Film Friendly team continued establish itself and started developing streamlined processes to support maintaining Calgary's ranking as a top place for moviemakers in North America.
- The City's Business Approvals team completed a project to assign every new business license application to a dedicated file manager to improve time to opening.

Innovation: Calgary's ecosystem continues to innovate with support from Platform Calgary, the University of Calgary, Mount Royal University and OCIF including:

- 74 per cent of Alberta's venture capital deals were in Calgary with over \$500 million across 64 deals that earned Calgary a fourth-place rank among Canadian cities.
- Platform Calgary's streamlined Global Startup Visa Program supports international entrepreneurs and their tech-based or enabled businesses as they integrate into Calgary's startup ecosystem, and 2023 saw applicants grow from 11 to 45 year over year.
- Investments in clean technology strengthen Calgary's position as a leader including \$7 million from the Government of Alberta for a multi-year study led by Cenovus to explore the feasibility of deploying next-generation small modular nuclear reactors for oil sands operations.

Brand: Calgary has a distinct story to tell and the city's brand and perceptions about Calgary's values, amenities, quality of life and vibrancy all factor into its attractiveness. In 2023, CED, Tourism Calgary and The City collaborated to update Calgary's brand. The extensive and diverse community engagement saw feedback from over 50 individuals across 39 organizations, 14 Indigenous individuals across ten equity-deserving organizations and Nations and a survey of 960 residents of Calgary and surrounding areas. Highlights include:

- Calgary's thriving film and television industry attracted productions with combined total budgets of \$246 million and received international awards including three 'Location of the Year' awards and an eighth-place ranking on MovieMaker's global list of 'Best Cities for Filmmakers'.
- Record breaking attendance and support at two iconic experiences: The Calgary Stampede attracted 1,384,632 visitors, just 25,000 shy of an all-time attendance record, and Chinook Blast welcomed more than 200,000 attendees to events over a two-week period.
- CED launched two *Life in Calgary* campaigns: "the city that loves you back" directed at youth, and a campaign focused on skilled-trade workers. Both campaigns ran nationwide and targeted in-demand sectors and demographics.

The Strategy embeds **equity, diversity, inclusion, accessibility, and Truth and Reconciliation** throughout each key driver. Initiatives in 2023 included:

- Released *Indigenous Economic Contribution Study* which estimated a \$1.5 billion total Gross Domestic Product (GDP) from the Indigenous economy in the Treaty 7 Region, approximately 1.2 per cent of Calgary's total GDP.
- The Calgary Pride Parade, now the city's second-largest parade, was one of the largest in its history, with 220 entries and more than 50,000 Calgarians in the crowd.
- Calgary was selected as the host city for the 2027 North American Indigenous Games being organized collaboratively by Tsuut'ina Nation and other regional Indigenous Nations, Tourism Calgary and The City.

The next annual progress update will occur by 2025 May.

ATTACHMENTS

1. 2024 Annual Progress Report Summary
2. 2024 Annual Progress Report

Author: Partnerships business unit

General Manager Katie Black concurs with the information in this Briefing.



Photo credit: Kelly Hofer

2024 annual progress report **Summary**

2023: A year in review

In 2023, our community made notable progress amidst unprecedented growth.

Calgary welcomed record numbers of newcomers, invested in public spaces and events, received vital infrastructure upgrades and deepened its commitment to a thriving downtown and safe, inclusive, livable communities. All this while navigating inflation, affordability, housing shortages and climate change.

Looking ahead to 2024 and beyond

Housing, affordability and climate change will continue to remain areas of interest.

With a strong foundation established, the city is positioned to confront emerging economic, social and environmental challenges while embracing new possibilities. To become a place where bright minds and big ideas converge to solve the world's greatest challenges takes the entire community focused on the same ambitious goal.

Progress on Key Drivers

Talent

Home to bright minds

At the end of 2023, Calgary's unemployment rate was



5.8%

↓ 0.5% from the end of 2022.

Secondary school enrollment grew by more than



7,000

students for the 2022-23 school year, more than double the growth of 2021-2022.

The wage gap in Calgary has shrunk, with immigrants now earning only



9%

less on average than non-immigrants, down from nearly 30% in 2017.

Community stories

- TalentED YYC was launched with all seven post-secondary institutions to provide new opportunities for students to combine their studies with real workplace experience.
- The Opportunity Calgary Investment Fund (OCIF) announced a \$5.5 million investment into Bow Valley College to establish the Calgary Entertainment Arts Production Hub.
- Education institutions across Calgary introduced new programs to meet the current and future needs of employers in areas of new technology skills, aviation management, upskilling, re-skilling and agriculture technology.

Livability

The best place to build a life

Calgary was named the

7th

most livable city in the world in 2023

by the Economist Intelligence Unit's Global Livability Index.

Per capita greenhouse gas emissions have decreased by



26.7%

from benchmark 2005 levels.

The Calgary Foundation's Quality of Life report found



87%

of Calgarians think Calgary is a good place for young people to live.

Community stories

- Calgary's Climate Strategy: Pathways to 2050, earned a rare "A list" ranking on the CDP's global climate leadership survey through excellence in reporting and transparency.
- Home is Here, The City of Calgary's Housing Strategy 2024-2030, bolstered by a \$228-million investment from the federal Housing Accelerator Fund, aims to improve housing affordability for Calgarians through a range of measures.
- Major revitalization projects into downtown Calgary are underway, including:
 - expansion of Arts Commons,
 - redevelopment of Stephen Avenue,
 - redesign of Olympic Plaza; and
 - extension of the popular RiverWalk pathway.



Photo credit: Brookfield



Photo credit: Colin Way

Business Environment

Top location for business

Calgary International Airport welcomed



18.5 M

passengers for this year.

Downtown office space averaged

31.2%

vacancy rate, with the central core standing out, specifically AA buildings, at 13.5 per cent.



42%

of business leaders surveyed in external markets have considered expanding to Calgary.



52%

of top talent surveyed in external markets have considered relocating to the city.

Community stories

- The City of Calgary's Living Labs project's demand increased to 181 days of use in 2023 from 83 days in 2020.
- The Canadian Pacific Railway merged with the Kansas City Southern Railway Co. and maintained its headquarters in Calgary, solidifying the city as a transportation and logistics hub.
- Calgary's transportation network was upgraded with the completion of the ring road, a major infrastructure project for the city, while collaborative municipal and provincial government investments advanced conversations on both a rail link from Calgary's airport to downtown and Banff as well as a broader regional rail network.

Innovation

A creative hub



Calgary attracted 74 per cent of Alberta's venture capital deals, securing

\$501 M

across 64 deals.

Ranked
1st



for the third year in a row for startup creation by the Association of University Technology Managers.



Calgary ranked

6 out of 41

cities on HelloSafe's list of best cities in Canada to start a small business.

Community stories

- OCIF celebrated its five-year anniversary with \$82 million of its initial funding committed, backing 26 projects and spurring \$870 million in new economic activity.
- Platform Calgary revamped its international programs into the Global Startup Visa Program, aiding entrepreneurs who want to move their families and businesses to Calgary.
- A study by the Transition Accelerator identified a \$4.6 billion annual market potential for fuel hydrogen production in the Calgary region.



Photo credit: Roth & Ramberg

Brand

An iconic city

#1 Calgary was voted the
friendliest city in the world
by Conde Nast Traveller magazine.



 The Calgary Stampede
attracted a total of
1,384,632
visitors
Only 25,000 less than its all-time record.

52%



of Canadian
workers

63%



of American
workers

surveyed consider Calgary the top Canadian
city they would consider for a move.

Community stories

- Calgary Economic Development, Tourism Calgary and the City of Calgary evolved Calgary's brand through significant community engagement to ensure it remains an authentic reflection of the city's current identity and aspirations for the future.
- Calgary's film and television industry attracted productions with a combined total budget of \$246 million and received international recognition, including Location of the Year and an eighth-place ranking on MovieMaker's global list of Best Cities for Filmmakers.
- Chinook Blast welcomed over 200,000 attendees for events with partners such as High Performance Rodeo, BIG Winter Classic, Block Heater, Bird Creative and Ethnik Festivals.



“

Calgary is a place where innovators, dreamers and blue-sky thinkers converge to solve some of the biggest global challenges. Despite facing headwinds last year, Calgarians came together to keep building momentum for our city. Looking ahead to the future, we see limitless opportunities as we set out to achieve economic prosperity for all Calgarians.”

Brad Parry

President & CEO, Calgary Economic
Development and CEO, Opportunity Calgary
Investment Fund

2024

ANNUAL PROGRESS REPORT



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LAND ACKNOWLEDGEMENT

In the spirit of respect, reciprocity, and truth, we acknowledge that there have been Indigenous economies and Indigenous economic development in the Treaty 7 region since time immemorial.

We acknowledge that we gather in the home of the Siksikaitsitapi (Blackfoot Confederacy) who are comprised of the Siksika, Kainai and Piikani Nations, the Îethka Nakoda (Stoney Nakoda) who are comprised of Bearspaw, Chiniki and Goodstoney Nations, and the Tsuut'ina Nation. The city of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Nose Hill Métis District 5 and Elbow Métis District 6.

We commit to support actions and strategies that create tangible benefits for Indigenous Peoples towards economic prosperity.

Thank you to our partners

Uplook: An Action Plan for our Economy is Calgary's economic strategy—developed by and for our community. Our role at Calgary Economic Development is to ensure the city's economic strategy is resilient and relevant, now and in the future, to coordinate our community partners in their efforts to achieve the strategy's vision and priorities and to report annually on this progress.

The strategy outlines five interconnected drivers that provide a holistic view of Calgary's economy. Focused on key elements of our city's economy beyond traditional economic measures, these drivers include talent, livability, business environment, innovation and brand. Equity, Diversity, Inclusion and Accessibility (EDIA) and Indigenous Reconciliation are at the heart of the strategy.

This report is compiled with the support of a variety of community sources and resources, including both publicly available data and data provided by specific community partners. The following community partners have worked directly with Calgary Economic Development to provide valuable insights, metrics, data and stories to build this year's report:





Dear future Calgarian: An Open Letter from Calgary in 2023



Dear future Calgarian,

We are writing to you from Calgary at the end of 2023, and we can see you there, far down the weaving path of time, in the city we are working together to build. We see you, and we are planning for you.

Our hope is that Calgary has welcomed you warmly, invited you to put down roots, to build a life and career filled with endless possibilities you wouldn't find anywhere else. We are intentionally building a place with an enviable quality of life, with everything you need to build the family, business and community you've always wanted. We envision a wildly creative city that welcomes artistic invention and technological innovation with equal excitement. We are planning a clean, green and resilient city ready to face the challenges of a changing climate. We hope the Calgary years from now has even more to love than the Calgary we love today.

Throughout 2023, we continued to expand on Calgary's solid economic foundations, and explored new horizons for the benefit of future generations.

We are building a city that is abundant in talent. Where newcomers and long-time residents alike can use their skills to invent and contribute to solutions for the world's most pressing challenges. Where a high quality of life is woven into every facet of daily living. We are working toward a city where all Calgarians live in healthy, safe, affordable and accessible communities, contributing to a net-zero economy and positioning Calgary as a leader in global climate action. The place we envision is tightly connected, both physically and virtually, to the rest of the world and is open for business across diverse sectors where we have a right to win.

We are building a Calgary where technologies and businesses are nurtured and flourishing. It is a city that bustles with creative thinkers, and new companies are growing and scaling into the global marketplace. This future Calgary is rich in tradition and acknowledges its past while being ambitious and boundless, full of unexpected possibilities. We have changed perceptions, having become an equitable, diverse, inclusive and accessible city where all people belong, no matter where they came from. It's a city where Truth and Reconciliation with Indigenous Peoples has evolved from admirable intent to real action and true fulfillment.

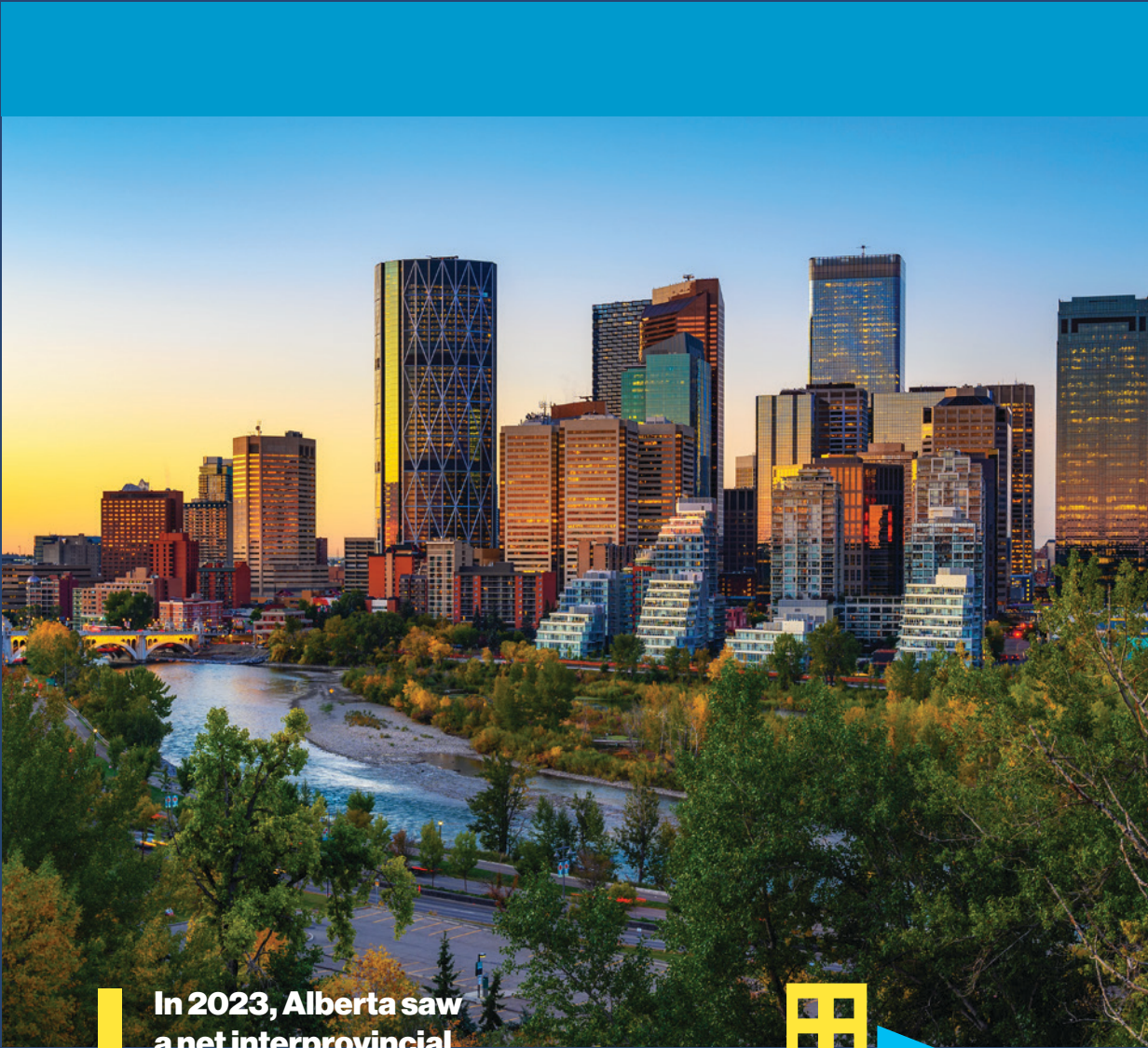
In 2023, this city of passionate community builders, creative minds and welcoming souls is looking ahead to the place you will inherit, future Calgarian - and they see a place worth working tirelessly for and with great ambition and optimism to build.

Executive Summary

Emerging from the challenging years of the pandemic, Calgary experienced a year of change and growth in 2023. The city welcomed new arrivals and investments, re-embraced its public spaces and events, received vital infrastructure upgrades and deepened its commitment to a thriving downtown and safe, inclusive, livable communities. All this while navigating inflation, affordability, housing shortages and climate change.

Across Canada, economic growth stalled in the middle of 2023, with high interest rates dampening consumer spending and business expenditures, and inflation decelerating to 3.4 per cent by December. Strong population growth and high commodity prices positioned Calgary better than most Canadian cities amid the turbulence. Alberta was Canada’s fastest-growing province in 2023, with a record increase of 180,000 non-permanent residents. The province also saw net interprovincial migration of 29,129 (compared to 12,552 in British Columbia and 20,345 in Ontario). Alberta’s reputation as an affordable place to live with a high quality of life and endless opportunities continued to attract people.

In 2023, there was meaningful work done on all the strategy’s priorities. Calgary looks ahead to 2024 and beyond with strong foundations and a dynamic economy, understanding there are emerging challenges to tackle, from greater equity to the threats and opportunities of climate change.



Economic Drivers



Talent

Attracting, retaining and developing top talent with the right skills for a changing economy is vital for Calgary's economic growth. In 2023, this had never been so important as record levels of newcomers came to Calgary. To ensure workers in Calgary can thrive and contribute to the economy, the focus continues to be on bridging the gap between matching the city's workforce and their skills with the demands of the business community.



Photo credit: Roth & Ramberg

Innovation

Investments from companies, post-secondary institutions and government into new inventions and innovation drive economic growth. Calgary's tech and startup ecosystem continues to attract investment despite slower economic growth nationally. In 2023, Calgary attracted near-record venture capital investments of more than \$500 million, while the Opportunity Calgary Investment Fund (OCIF) and Platform Calgary both provided vital ecosystem support. Technology companies continue to start, grow and scale in Calgary. The city ranked sixth place (out of 41) on HelloSafe's annual list of best Canadian cities to start a small business and in the top 10 in North America for performance on Startup Genome's annual Global Startup Ecosystem Report.

Livability

Enhancing livability is a priority for Calgary as we work to attract and retain companies, people and investment. In 2023, municipal priorities included housing, affordability and climate change. These priorities all impact the quality of life of Calgarians and are critical for creating a strong foundation of economic prosperity.



Photo credit: Brockfield

Business Environment

A supportive business environment, from connectivity to business-friendly policies, is vital to a region's attractiveness. Critical infrastructure investments were made in 2023 to enhance Calgary's physical and digital connectivity. Not to mention the first major merger of rail freight companies in North America in two decades, with the new company's headquarters to remain in Calgary. Creating the conditions necessary for businesses to succeed in Calgary is at the heart of why Business Environment is a key driver of our city's economy.

Brand

A city's brand and perceptions around values, amenities, quality of life, vibrancy and other criteria are all factors in someone's desire to relocate. In 2023, the city continued its work to rebrand the city, and Calgary and region was recognized as the Location of the Year at the 2023 Cannes Film Festival. Despite softening perceptions in 2023, influenced by broader economic and political trends, Calgary remained a top consideration for relocation among both Canadian and American workers, with 52% of Canadian workers and 63% of American workers viewing it favorably, indicating potential for career growth.





Equity, Diversity, Inclusion and Accessibility

Truth and Reconciliation

Underpinning the strategy’s work is taking action to create an equitable, diverse, inclusive and accessible city. This is becoming ever more critical as the city remains Canada’s third most diverse city, with a population that’s 39 per cent visible minority as of 2021, with 165 languages spoken. If our city doesn’t enable ways for newcomers or vulnerable populations to participate in the economy, we are missing out on significant economic contributions.

This was proven in the release of the Indigenous Economic Contribution Study jointly commissioned by Calgary Economic Development and The City of Calgary. The study quantified the size of the Indigenous economy in the Treaty 7 Region and urged our city, including community, government and business partners, to do more to expand the Indigenous economy and create economic prosperity for all.

“

Our city can only realize its full economic potential by deliberately removing barriers to economic participation. The Indigenous Economic Contribution Study both proves this and provides tangible actions we can take to champion the growth of the Indigenous economy.”

Brad Parry
President & CEO, Calgary Economic Development
CEO, Opportunity Calgary Investment Fund





uplook

An Action
Plan
for Our
Economy

Developed in 2018 under the name *Calgary in the New Economy*, the content of the economic strategy was refreshed in 2022 through community consultation and scenario analysis to make sure it remained relevant and resilient following the 2020 pandemic and global oil price volatility.

As we continued to work with the community to drive progress on key priorities within the strategy, many agreed the name no longer resonated. It was unclear to what the “new economy” referred, when we would reach it and who would be included. As a City strategy, it’s vital all Calgarians see themselves in the strategy, and this name wasn’t inclusive.

The name didn’t embody the essence of where we are as a city nor our aspiration for the next 10 years. The name “Calgary in the New Economy” also didn’t feel relevant, current, future-focused, bold, optimistic or memorable. We needed a name that would rally the community around the ambitious vision for Calgary to be the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.

So... our city’s economic strategy has a new name:



The name “Uplook” invites us to look ahead to the horizon to what is possible for our economy. Turning notion to action, Uplook is an action plan describing how we can collectively move forward to forge a city with long-term prosperity and opportunities for all of us. The name “Uplook” is unique and ownable, a word that hasn’t yet been used in this context anywhere else and one our community can use for our own.

Other cities may have economic outlooks, but Calgary has an Uplook: An Action Plan for our Economy to guide how we intentionally and collaboratively diversify our economy.

While the name and branding has changed, the content remains the same.

Talent

Home to bright minds with big ideas

Priorities:

- 1. Be a welcoming city where everyone can grow their careers.
- 2. Provide adaptive, future-focused learning opportunities that empower life-long skills development.
- 3. Attract people who want to make a difference, create solutions and change the world.



Attracting, retaining and developing the world's top talent to build their lives and careers in Calgary is vital for the city's economic growth. In 2023, Calgary experienced record-breaking immigration, highlighting the critical need to match the skill sets of the city's workforce with the current and future needs of industry. These efforts not only attract and retain talent but create a welcoming city that better integrates newcomers, supports economic diversification and enhances the health of the local economy.



What Calgary Economic Development is doing to address workforce development, retention and attraction

TalentED YYC, a landmark initiative for nurturing post-secondary talent, was launched in 2023¹. This initiative intends to develop a viable regional approach to scaling up work-integrated learning (WIL) opportunities for students. The program created a centralized, online portal and provides free one-to-one support, streamlining the student recruitment process for employers and helping businesses and non-profits access a broader talent pool. The pilot phase runs until March 2025 and in its first year has co-hosted 15 events and generated more than 253 WIL opportunities for students.

Calgary Economic Development's EDGE UP 2.0 program expanded to include training in both digital proficiency and clean technology. While it is sunseting and its last cohort was in 2023, 260 individuals have graduated from the program with more than 80 per cent of graduates now contributing to Calgary's talent pool, either as employees or in further training.

Opportunity Calgary Investment Fund (OCIF) invested up to \$5.5 million in the Calgary Entertainment Arts Production Hub (CEAPH) at Bow Valley College. CEAPH will train hundreds of students, create more than 300 jobs and support more than 125 companies in its first five years through business incubation, applied research and community building in the entertainment arts industry.

Calgary Economic Development's Life in Calgary initiative launched a nationwide campaign targeting skilled trades workers, showcasing opportunities in Calgary to build lives and careers. Addressing this labour shortage is essential to maintain affordability and livability in the city.

What Calgary’s education partners are doing to address workforce development.

Bow Valley College introduced an upskilling and re-skilling program called Pivot-Ed. Pivot-Ed will assist skilled newcomers in verifying their international credentials to integrate more readily into the local economy.

The University of Calgary unveiled plans to establish a Centre for Research and Innovative Care at the Alberta Children’s Hospital.

The University of Calgary’s Department of Continuing Education introduced 15 new programs in 2023, including cloud computing, artificial intelligence (AI) and cybersecurity. The new offerings incorporate collaborations with industry leaders such as Microsoft and WeCloudData.

Mount Royal University’s aviation program received a \$3 million investment from PrairiesCan. The funds will double enrolment in MRU’s flight training program and create a new Bachelor of Aviation Management program, as well as incorporate virtual reality technology and flight simulators.

Mount Royal University launched AccelerateU, an initiative to redefine post-secondary education by offering classes at the Open Learning Lab in downtown Calgary. Overseen by the LearningCITY Collective, a local not-for-profit organization dedicated to redefining the way students learn, the Lab emerged from community-wide recognition of the importance of diverse learning experiences that expand beyond the traditional classroom and blackboard learning models.

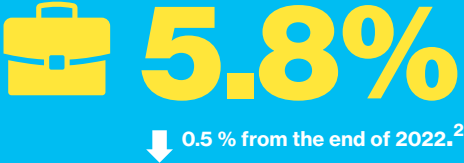
SAIT held 12-week industry bootcamps aimed at preparing skilled workers for tech jobs such as product management and user experience design. These programs facilitate career transitions into tech without coding skills and provide collaborative capstone projects and mentorship from industry professionals.

Calgary Board of Education and Olds College introduced an agriculture technology program for high school students in Grades 11 and 12, supporting the region’s agricultural technology sector.

The city is facing serious challenges including affordability and ongoing economic transformation. Considering these challenges, the city is intentionally focused on developing our existing workforce and welcoming skilled workers to help position the Calgary’s economy to be future-focused.



At the end of 2023, Calgary’s unemployment rate was



The wage gap in Calgary has shrunk, with immigrants now earning only



Talent
impact

In the 2022-23 school year, secondary school enrollment increased by over 7,000 students, including 7,882 new arrivals registered through the Welcome Centre. This is a



increase from the previous year and the highest annual non-Canadian student admission at Calgary Board of Education (CBE) schools in the last decade.⁴



The number of Calgary schools in overflow status has risen to



Livability

The best place to build a life

Priorities:

- 1. Build a city with a net zero economy.
- 2. Create a city where everyone is welcome, safe and able to build a meaningful life.
- 3. Build vibrant, healthy and accessible communities.
- 4. Be known as an inviting city with year-round experiences for everyone to enjoy.



Enhancing livability is a top priority for Calgary. A healthy, vibrant and resilient city improves quality of life for its residents while also providing a competitive advantage to attract and retain companies and a skilled, motivated workforce. Key factors affecting Calgary’s high quality of life are addressing climate and environmental challenges and maintaining its enviable affordability in the midst of welcoming newcomers from across Canada and around the world.

Calgary’s Climate Strategy: Pathways to 2050

92 / 120

action are underway or completed



Climate action initiatives: Working towards net-zero

The City of Calgary continued to implement *Calgary’s Climate Strategy: Pathways to 2050*. 92 of the 120 actions are underway or completed, including investments into transportation and building emissions reductions. Recent progress includes the launch of the Clean Energy Improvement Program and the Emissions Neutral Buildings Information Exchange (ENBIX), alternative fuel and electrification pilots for The City’s fleet and transit vehicles, and 20 projects totaling \$29.3 million in emissions reduction and climate resilience capital projects through The City’s Centralized Climate Fund.

The following investments also contribute to emissions reduction across the city:

- **The City’s Green Buildings Priority Stream** approved 900 new ultra-efficient housing units by the end of 2023.
- **The City’s** ongoing commitments to the climate strategy, through excellence in reporting and transparency, earned an “A list” ranking from CDP for the sixth consecutive year, solidifying Calgary as a leader in climate action. Only 13 per cent of the 939 municipalities reporting to CDP achieved this ranking.
- **The Organisation for Economic Co-operation and Development (OECD)** selected Calgary as the sole municipality to pilot a toolkit for its Horizontal Project on Building Climate and Economic Resilience. The work was a collaborative effort between Calgary Economic Development and The City’s Resilience & Futures and Climate & Environment teams.
- **\$1.2 billion Future Energy Park** secured full funding for a bioethanol plant that will produce renewable natural gas, ethanol and cattle feed from non-food grade waste wheat. The facility will be the largest carbon-negative energy facility in North America.
- **A partnership between Shell Canada and The City of Calgary** launched a pilot project to use renewable diesel as part of The City’s Green Fleet Strategy to reduce greenhouse gas emissions.
- **The University of Calgary** has plans for a large-scale solar installation on its social sciences building to supply 90 per cent of the building’s energy needs as part of its own Climate Action Plan. The plan aims to reduce campus emissions by 50 per cent by 2030 and achieve carbon neutrality by 2050.

Tackling housing affordability

The City's 2023 *Housing Needs Assessment* found nearly one in five households qualify as “in need” of affordable housing, meaning they earn less than 65 per cent of the city's median income and spend more than 30 per cent of that income on housing. The median price to buy a detached home in Calgary has increased 37 per cent in the last three years. The Canada Mortgage and Housing Corporation (CMHC) estimates that Calgary needs to build at least 20,000 new residential units by 2030 to address the situation.

In response, City Council approved *Home is Here, The City of Calgary's Housing Strategy 2024-2030* in September. The strategy focuses on five outcomes to collectively improve housing affordability for Calgarians:

- Increase the supply of housing,
- Support affordable housing providers,
- Enable The City's housing subsidiaries to improve service delivery,
- Ensure diverse housing choices for equity-deserving populations; and
- Address the housing needs of Indigenous Peoples living in Calgary.

In addition to City Council approved funding for the Housing Strategy, The City of Calgary received a \$228 million investment from the federal government's Housing Accelerator Fund. The City's Housing Accelerator Fund action plan includes seven initiatives to build more than 6,800 housing units over the next three years. These initiatives are:

- Accelerate housing delivery in the downtown,
- Streamline approvals to increase housing supply,
- Promote missing middle land use districts,
- Incentivize legal secondary suites,
- Enable housing growth in established areas,
- Invest in transit-oriented development; and
- Build inclusive and equitable — affordable housing programs.

All seven initiatives will benefit from this funding. This includes providing support for the delivery of additional residential units through the City's Downtown Office Conversion Program and incentivize the creation of additional housing units on City-owned land near transit stations. The goal of the Downtown Office Conversion Program is to remove six million square feet of vacant office space by 2031. These and other efforts are expected to spur the construction of more than 35,000 homes over the next decade, strengthening the city's economy by improving housing options for residents and supporting the attraction and retention of skilled workers.



The Housing Strategy's targets that an additional
3,000
non-market and 1,000 market homes are built annually.

Entertainment and culture: Amenities for everyone

Key investments into entertainment and cultural assets downtown are set to revitalize Calgary's downtown to attract visitors and residents alike and make Calgary a world-class city.

- Expansion and modernization of Arts Commons and redesign of Olympic Plaza
- Redevelopment of Stephen Avenue
- Redesign of the new RiverWalk West
- The City came to agreements in principle with the provincial government, Calgary Sports and Entertainment Corporation (CSEC) and Calgary Stampede to proceed with the development of the Culture + Entertainment District, including the new event centre, home of the Calgary Flames, which will include a community rink and upgraded public and commercial spaces.
- The TELUS Convention Centre completed its rebranding campaign this past year, while the BMO Centre continued with a major upgrade that will make it western Canada's largest convention centre. (For full details, see BUSINESS ENVIRONMENT, p. 22)
- Western Canada's first outdoor urban bouldering park opened in the summer at Millennium Park, adding a free-to-use amenity to the west end of downtown.
- A bike valet pilot program was launched by the Calgary Downtown Association from July to October. The program provided secure bike parking to encourage cycling to major events, reducing traffic and alleviating parking concerns.



Photo credit: Kiani Evans

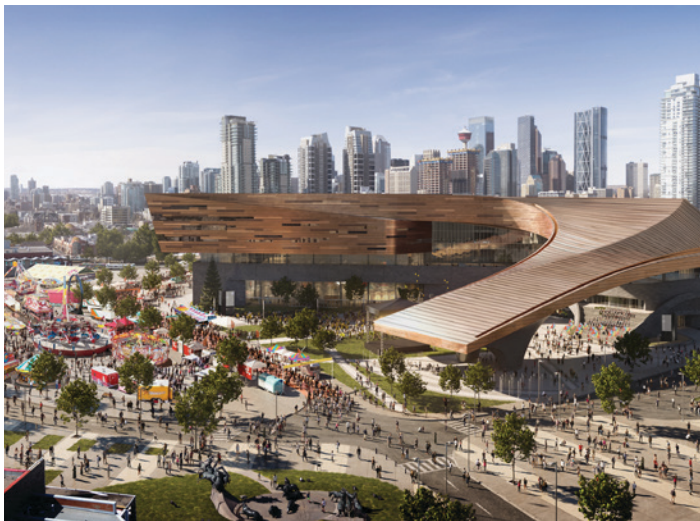


Photo credit: BMO Centre



Photo credit: Calgary Municipal Land Corporation

Calgary is ranked
7th
most livable city in the world.

Down from 3rd in 2022, despite an increased overall score. Calgary has been in the Top 10 since 2008.⁶

Calgary's per capita greenhouse gas emissions have decreased by

26.7%

relative to 2005 emissions. While total greenhouse gas emissions were 3.5 per cent higher than benchmark 2005 levels (16.35 MtCO₂e (tonnes of carbon dioxide equivalent)), owing in part to a 40 per cent growth in population.⁷

Calgary's living wage (the point at which workers can cover basic expenses and a modest standard of living) was set at

\$23.70
per hour in 2023, up from \$22.40 in 2022.⁸

The Calgary Food Bank saw a

30%

increase in clients from September 2022 - 2023.

Consistent with a nationwide increase in demand of 32 per cent from 2022 to 2023 (and a 78.5 per cent increase since 2019).⁹

A recent report from the University of Calgary's School of Public Policy found that more than

115,000

Calgarians are at high risk of facing homelessness.¹⁰

Notable livability results

2023 Calgary Foundation's Quality of Life survey¹¹

- 36 per cent of parents skip meals to ensure their kids can eat.
- 36 per cent say they cannot afford their rent (up from 27 per cent in 2021).
- 40 per cent say they cannot afford to buy a home (up from 37 per cent in 2021).
- 79 per cent do not plan to move away from Calgary in the foreseeable future (up from 70 per cent in 2021).
- 29 per cent of 18 to 24 year olds plan to leave Calgary (down from 60 per cent in 2021).
- 87 per cent think Calgary is a good place for young people to live (up from 85 per cent in 2022).
- 89 per cent think Calgary is a good place for families to live (unchanged from 2022).

The City of Calgary's 2023 Fall Survey of Calgarians:¹²

- 81 per cent of Calgarians firmly agree that they are proud to live in their neighbourhood, the same figure as in 2022.
- 69 per cent of Calgarians rated the city as safe overall (decline from 77 per cent in the 2022 survey).
- 46 per cent feel neighbourhood crime is increasing (compared to 36 per cent in 2021), while 47 per cent believe it has stayed the same.
- 47 per cent agree that Calgary is safe for residents and visitors, regardless of things like ethnicity, race, religion, income or sexual identity (a decline from 51 per cent in 2022 and 54 per cent in 2021).



Photo credit: Brookfield

Livability
impact

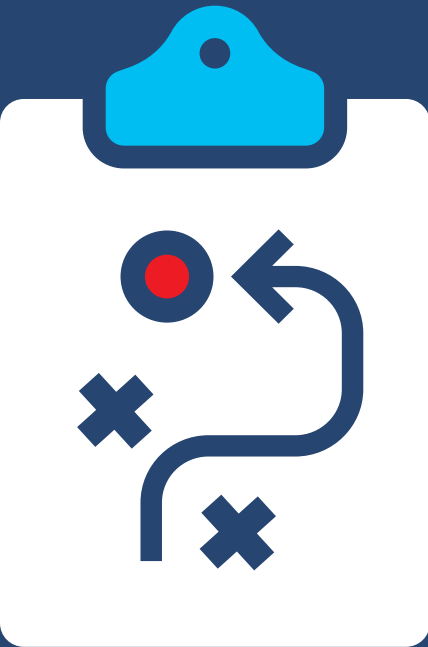


Business Environment

Top location for business

Priorities:


- 1. Build a globally and digitally connected city.
- 2. Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.
- 3. Champion efficient and effective policies support business practices.



A place that puts business needs at the forefront is one where businesses and entrepreneurs thrive and grow. In 2023, improvements in connectivity along with expanded opportunities for companies to test new technologies positioned Calgary as a top location for business.



Photo credit: Southern Alberta Institute of Technology

In 2023, demand for
ASTAs increased to
 **151** days of use vs.
83 in 2020.

Advancing innovation: Living Labs

The City of Calgary's Living Labs program demonstrates our city's instinctiveness to be innovative and enable companies to expand their innovative capacity, too. The Lab deepened its role as a hub for testing aerial drone technology in 2023. The Autonomous Systems Testing Areas (ASTA) expanded from a single test by SAIT researchers to a global magnet attracting the likes of NASA and Lockheed Martin. The testing has grown from one testing location at Shepard Landfill to include an additional area at Point Trotter Industrial Park. Both sites provide 125 acres of land for companies and educational institutions seeking airspace to test drones. In 2023, demand increased to 151 days of use from 83 days in 2020.

IN-FLIGHT Data and AirMatrix, two leading Canadian companies in the remotely piloted aircraft sector, returned to Calgary to use the ASTA for their ongoing drone project. This included one of the world's first urban signals mapping operations, conducted beyond the line of sight of the pilot at almost 1,000 feet above ground, over urban residential populations.

Through land and air: Connecting Calgary

Efficient movement of goods and services means businesses can reach customers and suppliers quickly. This is critical for business growth. Key infrastructure investments and upgrades to transportation infrastructure mean Calgary continues to position itself as a transportation and logistics hub.

- The completion of the ring road was one of the largest infrastructure projects in the city's history. The ring road is 101 kilometres with 197 new bridges and 48 new interchanges. The route is a critical component of Alberta and Western Canada's growing economic corridors as part of the CANAMEX network connecting Alberta to highway systems in the United States and Mexico.
- The provincial government announced a \$615 million investment to upgrade Deerfoot Trail. The improvements will further strengthen the physical connectivity vital for Calgary's economic growth and positions the city as a major transportation and logistics hub.
- The City and provincial government announced a collaborative \$3 million feasibility study for a rail connection between the YYC International Airport and downtown, with an additional \$2 million committed to initiating design work on an extension of the Blue Line LRT to the airport. The study will also explore the potential for a hydrogen-powered train between Calgary and Banff and commuter rail between Calgary, Okotoks and Airdrie.
- WestJet expanded its routes to include Tokyo and Seoul, opening up connectivity to major Asian business hubs.

- The Calgary Airport Authority completed the migration of its 500-plus check-in kiosks to a new software platform, harnessing next-generation technologies to streamline travel and integrate contactless and biometric capabilities.
- Calgary's airport was the highest ranked Canadian airport in customer satisfaction in J.D. Power's 2023 North America Airport Satisfaction Study.
- The TELUS Convention Center completed its rebranding initiative aiming to increase the facility's presence in local, national and international markets and deepen the connection between Calgary's business environment and global industries.



Photo credit: Colin Way



Photo credit: Colin Way



Photo credit: Canadian Pacific Rail




The merger of Canadian Pacific Railway and Kansas City Southern Railway Co. was the first significant rail merger in North America in two decades, creating the continent's only railway network stretching from Canada to Mexico, promising higher cargo volumes and faster transport. Canadian Pacific Kansas City will maintain its headquarters in Calgary and is an incredible opportunity to expand Calgary's value proposition as a transportation and logistics hub across North America, in combination with its relative affordability to ports like Vancouver.

Supporting businesses to thrive in Calgary

- The Trade Accelerator Program (TAP) Alberta saw 99 graduates from its cohorts. TAP alumnus Naturemary, for example, successfully closed a multi-year distribution deal in the United States and continues to expand its footprint internationally into India, Kenya and China.
- The City of Calgary's Digital Service Squad program assisted more than 1,000 clients since 2022.
- The City's Business Approvals department completed a project to assign every new business license application to a dedicated file manager. A pilot program in 2021, focusing on restaurants and breweries, successfully improved time to opening by 21 per cent.
- The City of Calgary is creating a dedicated Film Friendly team focused on streamlining processes for incoming production companies. Film friendly policies established by The City of Calgary include one-window access to shooting permits through the Calgary Commission and a favourable tax credit environment.

Total passenger volume at Calgary International Airport stood at

 **18.5 M**
passengers at the end
of 2023.


A substantial increase from 14.5 million in the same period of 2022, marking the second strongest recovery of any Canadian airport at 103 per cent.¹³

TELUS invested

\$155 M 

in Calgary as part of its \$19-billion commitment through 2027 to improve network infrastructure, operations and spectrum-enhancing technology across Alberta.

Calgary's downtown office space had an average vacancy rate of

 **31.2%**
The central core standing out at a 13.5 per cent vacancy rate in the AA building class and an overall average vacancy rate of 24 per cent.¹⁴

Business Environment impact

Notable business environment results

Calgary Economic Development's 2023 External Perceptions Survey:¹⁵

- **59 per cent** of business leaders surveyed agreed that Calgary is quickly becoming a new hub for technology and innovation (down 15 per cent from 2022).
- **59 per cent** of business leaders and **49 per cent** of top talent agreed that "Calgary has a diverse economy (down 18 per cent and 9 per cent respectively).
- **66 per cent** of business leaders and **52 per cent** of top talent agreed that there are a wide variety of career opportunities in Calgary – it's not just an energy city anymore (down 14 per cent and 5 per cent respectively).
- **42 per cent** of business leaders would consider expanding to Calgary (down 13 per cent).
- **52 per cent** of top talent surveyed would consider moving to Calgary.

“

The ring road investment generated thousands of local jobs and will now play an integral role in keeping Calgarians and the economy moving. This important transportation link will ease congestion on city routes and greatly improve connectivity and access for businesses transporting goods.”

Mayor Jyoti Gondek
City of Calgary



Innovation

A creative hub

Priorities:

- 1. Build an environment where Calgary companies can accelerate and scale to compete globally.
- 2. Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities.
- 3. Accelerate real-world application of research and development through corporate investment and Post-Secondary Institute (PSI) collaboration.



Innovation is the growth engine of Calgary's economy, and in 2023, Calgary continued to be an attractive place for startups to grow and scale, with incubators and accelerators tailoring their programs to foster growth.



WATCH:

Inside Calgary's Tech Ecosystem: Philippe Burns, Neo Financial



Investing in startups and entrepreneurs

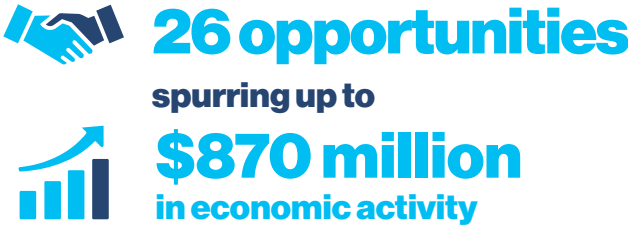
- There are now more than 35 accelerators and incubators in Calgary to help the city's early-stage startups to scale and commercialize their ventures. In 2023, local startups Neo Financial, Summit Nanotech, Attabotics and BlueEarth Renewables were each valued at more than \$1 billion.
- Platform Calgary combined its Startup Visa and Foreign Graduate Entrepreneur Stream programs into one initiative: the Global Startup Visa Program. The redesigned program saw an immediate increase in participation, jumping from 11 applicants to 49. Platform Calgary continues to provide supports to international companies as they integrate into Calgary's startup ecosystem.
- The Government of Alberta unveiled a five-year, \$20-million Innovation Catalyst Grant for the University of Calgary to provide funding in \$250,000 parcels for STEM doctoral and master's programs. Its goal is to support business creation, technology commercialization and economic diversification. More than 20 new startups will receive funding from the Grant. The university also received \$20.3 million from the province's Major Innovation Fund to accelerate the research and commercialization of three projects over the next four years. The recipients are working on breakthroughs in medical devices, electronic and mobile health, and space and defence technologies.
- Mount Royal University's Institute for Innovation and Entrepreneurship ran four cohorts through its flagship scale-up program, Growth Catalyst, including businesses operating in the Calgary region.
- Calgary Innovation Coalition (CIC) launched a new study in 2023 comparing Calgary with leading innovation ecosystems to determine the support required to strengthen the region's innovation ecosystem.

Finding, fueling and fostering innovation: Opportunity Calgary Investment Fund (OCIF)

OCIF celebrated its five-year anniversary as a municipal \$100-million local initiative designed to find, foster and fuel key investments that bolster the economy for the benefits of all businesses and assist them in attracting further investment and growth. To date, \$82 million of OCIF's initial funding has been committed to 26 projects. This has spurred up to \$870 million in economic activity, led to the creation, training and retention of more than 3,000 jobs, and provided support to more than 630 local companies. The improved access to capital, supported by OCIF's efforts, has helped to more than double the value of

the city's startup ecosystem, from \$2.5 billion in 2020 to \$5.2 billion in 2022, according to Startup Genome. One of OCIF's distinguished alumni, the Life Sciences Innovation Hub, has provided support to nearly 400 small and medium sized companies turning advanced research into commercial ventures in the life sciences space. These companies have created over 600 jobs across Canada and have collectively raised approximately \$121 million in funding and increased their revenue to \$278 million.

To date, OCIF's initial funding has been committed to



A Global leader in energy transition

- The Government of Alberta approved \$7 million in funding for a multi-year study led by Cenovus to explore feasibility of next-generation small modular nuclear reactors deployment for oil sands operations.
- A new study by the Transition Accelerator suggests the Calgary region is well-positioned to become a major hub for the hydrogen economy, with substantial market potential in the production of hydrogen fuel.
- 15 local businesses in health care, digital technology, clean energy and manufacturing will receive \$25.5 million in total funding through PrairiesCan. The recipients include companies such as Kathairos Solutions, whose technology reduces methane emissions at oil and gas wells.
- The federal government made a \$125 million investment in the University of Calgary's "One Child Every Child" initiative, the largest in the university's history. The research includes partnerships with more than 130 organizations in 25 countries, aiming to improve health outcomes for pregnant women, infants, and children with neurodevelopmental and mental health conditions.

These significant investments in the city's startup ecosystem and technology industries—both public and private—strengthen Calgary's position as a magnet for creative and innovative thinkers and a place where businesses and post-secondary institutions champion local inventions through investment and collaboration.

Calgary's startup ecosystem more than doubled from \$2.5 billion in 2020 to

 **\$5.2 B**
in 2022.¹⁶

Calgary ranked

6 out of 41



Canadian cities in 2023 on Montreal-based HelloSafe's annual list of best cities in Canada to start a small business.

The same result as 2022.¹⁷

The University of Calgary ranked

1st 

for startup creation for the third consecutive year on the most recent Canadian Licensing Activity Survey.¹⁸

Calgary's startup ecosystem ranked highly in Startup Genome's annual Global Startup Ecosystem Report. Calgary's rank on various metrics:¹⁹

- among the **top 60** emerging ecosystems worldwide.
- among the **top 10** in North America for performance.
- among the **top 30** in North America for funding.
- among the **top 40** in North America for talent and experience.

1475 

startup companies were identified in Calgary in 2023

(an increase from 1464 in 2022).²⁰



Calgary ranked

21st

among all North American cities in 2023 on the CBRE Tech Talent Report.

Moving up seven spots from 28th in 2022.²¹



\$1 B

Alberta's tech sector attracted more than \$1 billion in venture capital and private equity investment, nearly matching 2022 levels.

This included a number of deals over \$100 million reflecting the maturing nature of the sector.²²

48.5%

Alberta's five-year growth rate for venture capital investments is 48.5 per cent, surpassing Canada's compounded average growth rate of 13 per cent.

The largest shares of Alberta's 86 venture capital deals were made by companies in the ICT sector (32 deals) and life sciences (21 deals).²³

74%

Calgary made up 74 per cent of Alberta's venture capital deals, with total venture capital investment in Calgary equaling \$501 million across 64 deals.

This level of investment helped solidify the city's fourth-place rank among Canadian cities.²⁴



 **Innovation**
impact

2023

Business attraction, retention and expansion in Calgary



Teknol invested **\$12.5 million** in Calgary to establish its engineering headquarters, **creating 125 jobs over the next three years.**



Applexus Technologies is establishing a **\$3 million Canadian headquarters in Calgary**, taking advantage of a \$1.4 million grant from the Investment Growth Fund.



The Coca-Cola Company **committed \$70 million for a major upgrade to its bottling plant** in northeast Calgary. This marked the company's most significant commitment to a single facility since 2018.



Calgary-based StellarAlgo unveiled a high-profile partnership with the NBA including an ownership stake from NBA Equity, amplifying **Calgary's image as an innovative city** thriving in diverse industries.



Calgary-based Wave View Imaging was recognized in Pfizer Canada's Healthcare Hub for the company's potential to transform medical technology and patient care. Wave View Imaging developed a portable and user-friendly microwave breast imaging device designed to improve accessibility for breast cancer screening.



Eavor Technologies closed a **\$124 million venture capital** funding round, Canada's seventh-largest deal of the year.



Vantage Circle, a global employee engagement platform based in New Delhi, **chose Calgary as its new North American hub.**



Eventcombo, an event and attendee management platform, **committed \$10 million** over the next three years to **hire 250 employees** in its Calgary office.



Realterm **acquired more than 502,000 square feet of industrial property** near the airport with plans to repurpose it into a dedicated logistics complex. Realterm intends to attract aviation users as tenants, providing cost-effective cargo space and improving efficiency and connectivity for airfreight operations at Calgary International Airport, which handles three-quarters of all the air cargo in Alberta.



Summit Nanotech Corp. successfully **closed a US\$50-million fundraising round** and announced plans to accelerate growth to meet high customer demand.



Syzl, won the PITCH startup competition at Toronto's annual Collision conference. Syzl's platform currently **connects 1,000 users with 70 kitchens**, offering accessible and cost-effective commercial kitchen space to empower culinary entrepreneurs in the gig economy.



Our mission is to deliver optimism and create a better future by bringing sustainable value for our customers, consumers and communities and to do that we're committed to investing to grow our business in Calgary for generations to come."

Todd Parsons
CEO, Coke Canada Bottling

In 2023, Calgary Economic Development attracted more than **\$734 M** in investments into Calgary.





Brand

An iconic city

Priorities:

- 1. Showcase Calgary as a vibrant and inclusive community with a global perspective.
- 2. Tell a unified story to strengthen consistent and unique identity here and everywhere.
- 3. Share Calgary's story as an ambitious city fully of energy, optimism and opportunity.

In 2023, Calgary built on its reputation as a vibrant city full of unexpected possibilities, hosting beloved traditions and new celebrations alike. The city continues to tell its story of potential and possibility through its emergence as an award-winning film and television location and its growing year-round arts and culture experiences.



Calgary's new brand

Calgary has always had a distinct story to share with the world. In 2023, Calgary Economic Development continued its collaboration with Tourism Calgary and The City of Calgary to evolve Calgary's brand to be an authentic reflection of our city today and an aspiration for its future. Staying true to the vision that the brand should be shaped by the hearts and minds of our community, extensive community engagement was conducted, inclusive of a broad range of individuals, ages, genders, ethnicities, sexual orientation and geographic location. 51 individuals were engaged across 39 organizations along with 14 Indigenous individuals across 10 organizations and nations. Additionally, a survey of 960 residents of Calgary and surrounding areas was conducted to establish a baseline of how Calgarians see their city and inform efforts to grow local perceptions moving forward.

What we heard from the community informed the development of Calgary's brand promise, one that has been in front of us, above us and around us all this time. We are a city of unexpected possibilities, one where peoples, lands, cultures and ideas converge to create what's possible.



Top photo: Film crew on set at Albertina Farms

Bottom photo caption:
(Left to right) Calgary Mayor Jyoti Gondek, Shamier Anderson, Neil Druckmann, Valerie Creighton, Adam Haisinger, Gabriel Luna, Sophie Nelisse, Zaib Shaikh, Ambassador Hillman, Kirstine Stewart, unknown female, Lamar Johnson, Luke Kirby, Tantoo Cardinal Susan Coyne, Adam Di Marco, Paul Healy, Minister Tanya Fir

Top location for Film

In 2023, Film and Television productions in the region had a combined total investment of \$246 million. While this investment was lower than the record-setting level of the past two years, productions were impacted across North America by prolonged strikes by both the writers' and actors' unions in the United States. While the strikes were ongoing, Calgary Economic Development continued to meet with studios on future productions, and the pause in Hollywood shoots opened opportunities for Canadian producers like Polyscope Productions, which produced a feature film called *Starving* in Calgary in 2023.

Calgary-based productions won several major awards in 2023:

- The world-renowned HBO series *The Last of Us* was a winner at the Location Managers' Guild International Awards, providing a showcase for the diverse filming landscapes of southern Alberta.
- Three standing sets around Calgary, CL Ranch, Albertina Farms, and John Scott Ranch, received Location of the Year awards at the Global Production Awards in Cannes. The sets have hosted major productions such as *The Revenant*, *Wynonna Earp*, *Fargo* and *The Last of Us*.

Calgary also made the top 10 of MovieMaker's Best Citities for Filmmakers for the third year in a row, rising from tenth to eighth in the 2023 ranking.

In 2023, Calgary hosted more than 140 productions, with The City of Calgary issuing 755 film permits.



Location for year-round cultural events

- *CreativeCITY: Prosperity through the Creative Economy*, a guidebook for the city's creative economy, was released by a collective of community organizations including Calgary Arts Development Authority and Calgary Economic Development. The guide is intended to help engage municipal, provincial and federal partners to expand Calgary's creative economy.
- Chinook Blast was back for its third year. For three weeks, festival partners such as High Performance Rodeo, BIG Winter Classic, Block Heater, Bird Creative and Ethnik Festivals worked together to welcome more than 370,000 attendees to experience Calgary's arts and culture scene. A new collaboration with the Four Winds Indigenous Showcase and Market provided a platform for dozens of Indigenous vendors, artists, musicians and performers, while the festival included performances by Black musicians from a variety of genres at the Artists' Pavilion in honour of Black History Month.
- Overall attendance at the 2023 Calgary Stampede was just short of the all-time record, set in 2012, with an increase in international visitors. The Stampede looks to transform the festival into a year-round economic driver, with the ongoing expansion of the BMO Centre as a cornerstone of that plan. The \$500-million project to upgrade the facility into the largest conference centre in western Canada has already spurred wide interest, with 36 events booked before the completion of construction.



Calgary was voted

#1
friendliest city in the world in
Conde Nast Traveller magazine's
2023 Readers' Choice Awards.²⁵

Showcasing Calgary as a “city that
loves you back”, Calgary Economic
Development's nationwide Life in
Calgary campaign targeted at youth
garnered almost

3.1 M

impressions and drove over 11,000
visits to its site over a period of
three months.

The 2023 Calgary Stampede drew

1,384,632
visitors in total during its 10-day
run, just shy of the all-time record
of 1,409,371, set in 2012.²⁶

Brand
impact

The City of Calgary
subsidized

108
events across the city in 2023
including a wide range of global
celebrations and festivals
(an increase from 90 events in 2022).²⁷

**Notable brand
results**

Calgary Economic
Development's 2023 External
Perceptions Survey:²⁸

- **52 per cent of Canadian workers**
surveyed consider Calgary the top
Canadian city they would consider for
a move (Vancouver placed second at
51 per cent).
- **63 per cent of American workers**
surveyed consider Calgary the top
Canadian city they would consider for
a move (Toronto placed second at 62
per cent).

“

We know Calgary is an incredible place to call home. We consistently get top ranks for livability, affordability and quality of life, but we haven't been able to clearly articulate this story to ourselves or people outside our city. It's time to tell our own story or continue having others tell it for us. A strong, authentic and aspirational brand supports long-term growth and will align us around a shared vision for the future.”

Brad Parry

President & CEO, Calgary Economic Development
CEO, Opportunity Calgary Investment Fund



Equity, Diversity, Inclusion and Accessibility

Making real progress on every driver of Calgary’s economy—from attracting talent to nurturing innovation to enhancing the city’s brand—depends on tangible action to increase equity, diversity, inclusion and accessibility (EDIA) to create shared economic prosperity for everyone. This year, there were many instances where the community showcased its commitment to advancing EDIA. That said, gaps remain related to accessibility of our physical spaces and support services keeping up with the record numbers of newcomers.



Community and celebrations

- Calgary will be the host of the 2024 Special Olympics Canada Winter Games. The Games are expected to welcome over 4,000 participants and spectators and generate more than \$10 million in economic activity. Hosting the Games will have a lasting impact from more inclusive employment, greater awareness and education to equipment donations.
- Calgary’s Chinese community celebrated its history of inclusion with an exhibition at the Chinese Cultural Centre called “One Heart One Canada: From Exclusion to Inclusion.”
- Calgary hosted the third edition of the Calgary Black Film Festival. The Festival showed films highlighting both progress towards diversity and inclusion and the lack of opportunities for Black talent in Calgary’s film industry.
- The 2023 Calgary Pride Parade, now the city’s second-largest parade, was one of the largest in its history, with 220 entries and more than 50,000 Calgarians in the crowd.

Supporting newcomers to Calgary

- The Immigrant Arrival Centre at the Calgary International Airport assisted more than 4,000 immigrants since opening in October 2022. Statistics Canada data indicates the city’s wage gap between the average income of a resident Calgarian and that of the average immigrant is nine per cent, down from almost 30 per cent in 2017.
- A diversion program supporting refugees to find housing run by The Centre for Newcomers is oversubscribed and the Mustard Seed saw unprecedented numbers of refugee claimants arriving directly from the airport requiring a pivot in operations to meet these needs.

Where we need continued focus

- Calgary continues to face challenges of accessibility for people with disabilities. Only 35 per cent of buildings in the city can be considered readily accessible, according to a University of Calgary research report, *Mapping Our Cities for All (MOCA)*. Calgary finished last among the three cities examined by the report (53 per cent of buildings in Ottawa and 48 per cent in Vancouver are considered accessible). Calgary's downtown was the lowest-rated accessible area locally.
- English language class waitlists increased to more than 7,000 by the end of 2023 up from 500 in April 2022.
- CBRE's 2023 Tech Talent Report, which ranked Calgary twenty-first among North American cities in terms of its tech talent matrix, included diversity metrics for the first time. It found that 56 per cent of Calgary's tech industry workforce is now non-White, placing Calgary in the middle of the pack among Canadian cities, significantly higher than Ottawa (41 per cent) and Montreal (30 per cent) but trailing Toronto (64 per cent) and Vancouver (63 per cent).²⁹
- Calgary continues to improve in its efforts to make the tech industry more inclusive and equitable. The value of this work was underscored in the most recent report from Rainforest Alberta. The report found that diversity and equity rank highly as factors for developing a thriving innovation ecosystem, which involves creating spaces, events and tools for a diverse workforce and incorporating a broader range of voices into leadership, strategy and design.

Ensuring everyone living in Calgary can build a meaningful life is paramount to a thriving economy. With more people choosing Calgary as the place to do this, it is more critical than ever to have the necessary programs, cultural events and celebrations and supports for everyone to feel they belong here.



Photo credit: Todd Korol

Truth and Reconciliation



As the city moves towards recognizing the historic injustices and inequalities faced by Indigenous Peoples, the first Peoples of this land, we also need to invest in meaningful ReconciliACTION.

Economic Reconciliation

- The federal government announced more than \$175 million in investments in 12 clean energy projects led by Indigenous communities across Alberta creating thousands of jobs and generating economic opportunities for the partnering First Nations. One of these projects is within Calgary's city limits; a partnership between the Chiniki and Goodstoney First Nations and ATCO to build the largest solar installation ever built in a western Canadian city.
- Calgary was selected as the host city for the 2027 North American Indigenous Games (NAIG). The Games are organized through a collaboration between Tsuut'ina Nation and other regional Indigenous Nations and Tourism Calgary.
- The Alberta Indigenous Opportunities Corporation (AIOC) saw an increase in its loan guarantee capacity, doubling it to \$2 billion. The capacity will further increase to \$3 billion for 2024-25. This guarantee is the strongest such support in the country and expands the AIOC's capacity to back Indigenous investments, addressing a longstanding barrier of access to capital in Indigenous communities. Since its launch in 2019, nearly 30 Indigenous communities have had more than \$500 million in investments backed by the AIOC.
- In December, Calgary Economic Development and The City of Calgary released a first-of-its-kind Indigenous Economic Contribution Study, quantifying the size of the Indigenous economy in the Treaty 7 Region and outlining recommendations to drive Indigenous economic inclusion and ReconciliACTION forward.
- The City of Calgary is working on an Indigenous Procurement Strategy and Program collaboratively with Indigenous communities. The Strategy and Program will identify business opportunities to work on City contracts and identify other challenges and barriers to participation. The City's Indigenous Procurement Working Group, established by the City's Indigenous Relations Office and the Supply Management Team, consists of representatives from Nations across the Treaty 7 region.
- Calgary's post-secondary institutions invested in an array of Reconciliation efforts this past year. Cenovus announced \$2 million in funding to improve Indigenous access to education and enhance inclusion at The University of Calgary. Mount Royal University formed a strategic partnership with Canadian North Airlines to address Canada's pilot shortage impacting the north particularly hard. The collaboration focuses on empowering Inuit students and reducing financial barriers to pursuing aviation careers.



White Goose Flying Annual Progress Update

Calgary's first-ever Indigenous relations report card, the White Goose Flying Annual Progress Update, came out in 2023. It highlighted a mix of achievements and challenges. The report praised the work in progress on establishing a permanent Indian Residential School Memorial, an Indigenous gathering place and collaborative art for Reconciliation. The City also received positive accolades for raising a Treaty 7 flag at the municipal complex. Shortcomings in addressing educational and employment gaps and celebrating Indigenous athletics history were also identified. The report recommended an annual Indigenous-focused City Council meeting, to align with Indigenous Awareness Month, to enhance Reconciliation efforts.

Recognizing Indigenous History and Culture

- The City of Calgary inaugurated its first Indigenous Awareness Month in June, recognizing National Indigenous History Month, Aboriginal Awareness Week Calgary (June 19–23) and National Indigenous Peoples Day (June 21). Events throughout the month included a fashion show, a Blackfoot Hand game tournament, Métis jigging lessons and 2023 Indigenous Drag Show.
- The Elders' Lodge, developed by the Aboriginal Friendship Centre of Calgary (AFCC), opened in 2023. The Lodge will provide affordable and culturally appropriate housing for Indigenous seniors. It is powered by solar energy, consists of 12 units, along with cultural gathering spaces with land-based teachings, ceremonies and healing supports. The Lodge received funding from a variety of sources, with The City of Calgary providing land to the AFCC.

Truth and Reconciliation with Indigenous Peoples is a generational, ongoing effort that has only just begun. The ongoing initiatives lay a solid foundation for years to come to coexist as good neighbours and work together for economic inclusion and shared prosperity for all.

“As we pursue Economic Reconciliation, understanding the opportunities and barriers will better enable entrepreneurs, businesses and governments to collectively unlock the talent and ideas of First Nations, Métis and urban Indigenous Peoples.”

Mayor Jyoti Gondek
City of Calgary

Looking Ahead

2024 promises to be a year of steady interest rates and slowly declining inflation. The Bank of Canada announced in January and February it will hold the overnight interest rate at 5 per cent. These decisions are based on factors including the forecasted GDP growth of 2.5 per cent globally in 2024 and 0.8 per cent in Canada, with domestic GDP beginning to rise more quickly around the middle of the year. The Bank expects Canada's inflation rate to trend gradually downward from 3.4 per cent in 2023 to two per cent by 2025.

Expectations for the regional economy in 2024 were largely positive at Calgary Economic Development's 2023 Economic Outlook event, with ATB Financial forecasting 2 per cent GDP growth, while strong commodity prices and consumer spending, owing in part to record population growth, will continue to benefit the local and provincial economies.

The Calgary Real Estate Board expects the benchmark price of a home to rise by 6.5 per cent amidst a persistent supply shortage, especially for more affordable properties. The Board also notes a surge in new builds and sustained rental demand.

Climate change, one of the “mega-shifts” identified by Calgary Economic Development's Economic Intelligence department as a long-term strategic trend, will continue to be top of mind for the Calgary region. With extremely low precipitation in western Canada, the Government of Alberta held a town hall on drought preparedness in January, noting a high chance of significant drought. A drought will have negative consequences for growing communities in the region, and it could impact the productivity of critical sectors like agribusiness, energy and manufacturing. The City of Calgary released its Drought Resilience Plan in the fall of 2023 as one of several initiatives to prepare for future drought conditions and ensure sufficient water resources.



In 2024

We are excited about the numerous ongoing initiatives across all economic drivers of the economic strategy.

Talent

The Talent Supply, Demand, and Gap Study: A Comprehensive Talent Study for the Calgary Region is ongoing at Calgary Economic Development. The study aims to understand the city's current talent pool, predict future shifts in job demand and identify critical skills needed over the next five years in in-demand sectors. By identifying talent gaps, the study aims to spur action to support ongoing economic diversification and meet current and future regional workforce needs.

Livability

- In 2024, **Calgary Arts Development Authority will invest more than \$14 million in grants to artists, arts organizations, collectives and events.** These will include investment and research into the new experience economy, new business models and organizational transformation efforts. CADA will also maintain its commitment to a year-round arts and culture experience economy through RISE UP and Chinook Blast.
- The **BMO Centre will open in June** and is expected to attract 100,000 visitors annually.
- **Arts Commons will embark on one of the largest cultural infrastructure projects** in Canadian history, including a complete modernization of the existing building, a new 200,000-square-foot arts facility and a re-design of Olympic Plaza.
- **The City of Calgary's Downtown Safety Leadership Table will also be presenting its findings in a major report** this coming year, with the aim of enhancing both the vibrancy and safety of the downtown core.

Business Environment

- In 2024, the Calgary Airport Authority will be the **first airport project in Canada to be certified under the Envision framework** for sustainable infrastructure.
- The Calgary Airport Authority is establishing an Aerospace Innovation Hub in partnership with WestJet, the University of Calgary and Innovate Calgary. The **Hub will serve as a home for aviation-related startups**, helping new technology companies to establish relationships with major industry partners.
- The closing of Lynx Air will reduce budget airline options at the airport, but other airlines are introducing new routes in 2024, including **WestJet's direct services to Iceland and Seoul**, Condor flights to Frankfurt and Porter Airlines' direct flights to Ottawa and Montreal.



Innovation

- To support international entrepreneurs, **Platform Calgary will continue its Graduate Startup Visa Program** ensuring the Program caters to their evolving needs. In 2024, there is a plan to host a showcase for investors and potential partners, and various networking and pitch events throughout the year.
- The **Calgary Innovation Coalition's research into the local innovation ecosystem will be finalized in 2024.** Areas of focus from the study include leveraging Calgary's generational wealth to support early-stage investments, and commercialization of inventions from Alberta's post-secondary institutions.
- Calgary Economic Development and partners will continue to work on a collaborative vision to build centers of innovation across the city.

Brand

Calgary's brand work in 2024 will be evolving the city's brand promise of unexpected possibilities into a creative expression and a visual identity, which will become key elements in a phased rollout of the new brand. Calgary Economic Development, Tourism Calgary and The City of Calgary will continue to work together, along with other civic partners, to ensure this is a brand that is embraced and celebrated by the community. The rollout is intended to inspire community members to embed the brand in their own storytelling to tell our city's unified story of potential and possibility.



Calgary finished 2023 well-positioned to navigate emerging economic, social and environmental challenges and seize new opportunities. The work to become a place where bright minds and big ideas converge to solve the world's greatest challenges takes the entire community focused on the same ambitious goal. In 2024 and beyond, community, business, civic partners and government together are building solid foundations across all drivers of the economy to create shared prosperity for everyone today and in the future.



Appendices

Please note that collection timelines and availability of source data will impact the ability to provide reportable year-over-year data and information consistently on an annual basis. This includes any data sourced from Statistics Canada’s Census of Population which is conducted every 5 years. Other data sourced from private and non-governmental entities cannot be guaranteed and depends on each respective organization’s commitments to conducting the requisite research and making it publicly available.

Talent

PRIORITY 1:
Be a welcoming city where everyone can grow their careers

KPI #1: Economic participation of newcomers³⁰

Economic assimilation (income-based measure) of immigrants³¹

| Status | 2023 | 2022 | 2021 | 2020 | 2019 | Data Availability |
|-------------------------------------|--------|--------|--------|--------|--------|-------------------|
| Immigrant – PR ³² | 35,840 | 32,353 | 36,060 | 35,453 | 34,193 | Annually |
| Immigrant – Non PR ³³ | 27,980 | 25,110 | 29,850 | 29,190 | 28,520 | |
| Immigrant – Aggregate | 35,720 | 32,240 | 36,100 | 35,580 | 34,640 | |
| Total – Immigrant and Non-Immigrant | 39,100 | 43,800 | 46,500 | 43,800 | 46,200 | |

KPI #2: Youth retention³⁴ and immigration³⁵

| | 2023 | 2022 | 2021 | 2019 | Data Availability |
|----------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Youth retention | 83.7% ³⁶ | 84.5% ³⁷ | 84.7% ³⁸ | 84.6% ³⁹ | Annually |
| Youth immigration | 1,730 | 1,675 | 1,645 | 1,545 | |
| Per cent of new immigrants | 24% | 21.5% | 20% | 17.5% | |

KPI #3: Diverse and Indigenous representation in leadership

Indigenous representation in leadership⁴⁰

| | 2023 | Data Availability |
|--|--------------------|-------------------|
| Number of Indigenous people employed in management positions | <250 ⁴¹ | Annually |

PRIORITY 2:
Provide adaptive, future-focused learning opportunities that empower life-long skills development

KPI #1: Level of education attained (K-12, post-secondary, continuing education / skills development)

Schooling enrolment rates (secondary)⁴²

| Program | 2022/2023 Secondary School Enrolments | 2021/2022 | 2020/2021 | Data Availability |
|----------|---------------------------------------|-----------|-----------|-------------------|
| Charter | 1,335 | 1,000 | 992 | Annually |
| Public | 131,202 | 125,176 | 122,451 | |
| Private | 3,331 | 3,205 | 2,979 | |
| Separate | 58,798 | 56,693 | 56,322 | |
| Total | 194,666 | 186,074 | 182,744 | |

PRIORITY 2 CONTINUED:

KPI #1 (CONTINUED): Level of education attained (K-12, post-secondary, continuing education / skills development)

Schooling enrollment⁴³ and completion⁴⁴ rates (post-secondary/colleges/institutes)

| 2022-2023 Schooling Enrollment Rates | 2021-2022 Schooling Enrollment Rates | 2020-2021 Schooling Enrollment Rates | Data Availability |
|--|--------------------------------------|--------------------------------------|-------------------|
| Total: 70,206 (+4.4%) | Total: 67,257 (+1.8%) | Total: 66,084 (+0.9%) | Annually |
| International: 12,978 (+32.5%) | International: 9,792 (+17.3%) | International: 8,346 (-1.3%) | |
| Indigenous: 2,642 (+3.6%) | Indigenous: 2,551 (+8.4%) | Indigenous: 2,353 (+4.3%) | |
| 2022-2023 Schooling Completion Rates | 2021-2022 Schooling Completion Rates | 2020-2021 Schooling Completion Rates | Data Availability |
| Total: 20,950 (+4.6%) | Total: 20,033 (-1.0%) | Total:20,243 (+11.5%) | Annually |
| International: 3,502 (+33.2%) | International: 2,630 (-12.2%) | International: 2,955 (+19.3%) | |
| Indigenous: 711 (+1.9%) | Indigenous: 698 (+15.0%) | Indigenous: 607 (+1.2%) | |

KPI #2: STEAM (Science, Technology, Engineering, Arts and Mathematics) training programs

Participation in skills-development offerings with work-integrated learning (WIL) partners⁴⁵

| Indicator | 2023 | | Data Availability |
|------------------------------|---------------------------------------|-------------|-------------------|
| | Opportunities generated ⁴⁷ | Completions | |
| Innovative WIL ⁴⁶ | 259 | 203 | Annually |

KPI #3: Availability and participation in non-traditional learning (micro-credentialing, work-integrated learning)

Enrollment in Traditional work-integrated learning (WIL) offerings within the ecosystem⁴⁸

| Indicator | 2023 | Data Availability |
|---|------|-------------------|
| WIL opportunities generated ⁴⁹ | 253 | Annually |
| WIL student placement count ⁵⁰ | 66 | |
| WIL opportunities generated for equity deserving groups ⁵¹ | 185 | |
| Employers engaged or supported ⁵² | 48 | |

PRIORITY 3:

Attract people who want to make a difference, create solutions and change the world

KPI #1: Population growth

Population growth of Alberta⁵³

| Indicators | 2022/2023 | 2021/2022 | 2020/2021 | Data Availability |
|--|-----------|-----------|-----------|-------------------|
| Natural increase ⁵⁴ | 15,592 | 16,402 | 18,895 | Annually |
| Inter-provincial migration ⁵⁵ | 56,245 | 5,646 | -9,458 | |
| International migration ⁵⁶ | 54,287 | 52,560 | 24,022 | |
| Net population change ⁵⁷ | 126,124 | 74,608 | 33,459 | |

KPI #2: Employment rates across diverse sectors⁵⁸

| Indicators | 2023 | 2022 | Data Availability |
|--|-------|-------|-------------------|
| Agriculture | 0.6% | 0.3% | Annually |
| Forestry, fishing, mining, quarrying, oil and gas | 4.6% | 4.9% | |
| Utilities | 0.8% | 0.9% | |
| Construction | 8.6% | 8.4% | |
| Manufacturing | 4.3% | 3.5% | |
| Wholesale and retail trade | 12.6% | 14.6% | |
| Transportation and warehousing | 6.4% | 6.3% | |
| Finance, insurance, real estate, rent-al and leasing | 5.9% | 5.9% | |
| Professional, scientific and technical services | 13.7% | 12.3% | |
| Business, building and other support services | 3.3% | 2.6% | |
| Educational services | 6.2% | 7.0% | |
| Health care and social assistance | 11.5% | 11.6% | |
| Information, culture and recreation | 3.7% | 4.2% | |
| Accommodation and food services | 5.2% | 5.1% | |
| Other services (except public admin-istration) | 3.8% | 2.5% | |
| Public administration | 3.0% | 3.7% | |

KPI #3: Jobs created⁵⁹

| Indicators | 2023 | 2022 | 2021 | 2020 | Data Availability |
|---|-------|-------|-------|-------|-------------------|
| Jobs created (excluding film, TV & IDM) | 3,041 | 5,423 | 5,330 | 3,060 | Annually |



PRIORITY 1:
Build a city with a net zero economy

KPI #1: Carbon emissions

GHG/Tonnes of CO2e emitted⁶⁰

| Indicator | 2022 ⁶¹ | 2021 ⁶² | 2020 ⁶³ | Data Availability |
|---|---------------------------------------|------------------------------------|------------------------------------|-------------------|
| Community wide GHG Inventory | Total: 16,345,646 tonnes CO2-eq | Total: 15,925,018 tonnes CO2-eq | Total: 15,750,000 tonnes CO2-eq | Annually (June) |
| Community-wide GHG emissions per capita | 12.12 tonnes CO2-eq/person | 12.05 tonnes CO2-eq/person | 12.05 tonnes CO2-eq/person | |

GHG/Tonnes of CO2e emitted by sector⁶⁴

| Indicator | 2022 ⁶⁵ | 2021 ⁶⁶ | 2020 ⁶⁷ | Data Availability |
|--|--------------------------------|--------------------------------|--------------------------------|-------------------|
| Percentage of community wide GHG Inventory by sector | Transportation: 35% | Transportation: 34% | Transportation: 32% | Annually (June) |
| | Waste: 1% | Waste: 1% | Waste: 1% | |
| | Residential buildings: 27% | Residential buildings: 28% | Residential buildings: 29% | |
| | Non-residential buildings: 37% | Non-residential buildings: 37% | Non-residential buildings: 38% | |

KPI #2: Renewable electricity capacity⁶⁸

Solar photovoltaic (PV) installations in Calgary

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|--|-------------|-------------|-----------|-----------|-------------------|
| Additional solar PV capacity installed | 20,124 (kW) | 10,074 (kW) | 6165 (kW) | 7282 (kW) | Annually |

KPI #3: Energy transition and climate change investment

City of Calgary budget dedicated to climate mitigation and adaption⁶⁹

| 2023 | Data Availability |
|---------------|---------------------------|
| \$433 Million | Four years (budget cycle) |

Investment in rooftop-mounted solar photovoltaic installations in Calgary⁷⁰

| Indicator | 2023 | 2022 | 2021 | Data Availability |
|---------------------------------|------------------|-----------------|-----------------|-------------------|
| Additional solar PV investments | \$130,715,101.07 | \$35,663,631.10 | \$12,072,408.26 | Annually |

PRIORITY 2:
Create a city where everyone is welcome, safe and able to build a meaningful life

KPI #1: Diversity of population⁷¹

| Indicators | 2022 | Data Availability |
|-----------------------------------|---------------------------|-----------------------------|
| Total visible minority population | 36.4% (or 567,960 people) | Five years – Federal Census |
| South Asian | 9.82% | |
| Chinese | 5.99% | |
| Black | 4.85% | |
| Filipino | 5.71% | |
| Arab | 2.08% | |
| Latin American | 2.20% | |
| Southeast Asian | 1.82% | |
| West Asian | 1.00% | |
| Korean | 0.83% | |
| Japanese | 0.40% | |
| Other visible minority | 0.37% | |
| Multiple visible minorities | 1.31% | |
| Not a visible minority | 57.5% | |

External perceptions that Calgary is a diverse and inclusive city⁷²

| Indicator | 2023 | 2022 | Data Availability |
|---|------|------|-------------------|
| Leaders in other markets perceives Calgary as diverse and inclusive ⁷³ | 66% | 75% | Annually |
| Talent in other markets perceives Calgary as diverse and inclusive ⁷⁴ | 52% | 61% | |

KPI #2: Perception of safety across dimensions of diversity

Citizen's perception of safety⁷⁵

| Indicator | 2023 | 2022 | 2021 | Data Availability |
|--|------|------|------|-------------------|
| Calgary is safe overall | 69% | 77% | 85% | Annually |
| Calgary is safe for all residents and visitors, regardless of things like ethnicity, race, religion, income, or sexual identity+ | 47% | 51% | 54% | |

KPI #3: Affordable housing⁷⁶

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|---|---------------------|---------------------|--------------|--------------|-------------------|
| Number of affordable housing units | 6,683 ⁷⁷ | 7,100 | 7,100 | 7,108 | Annually |
| Number of applications for subsidized housing | 6,931 | 5,046 | Not reported | Not reported | |
| Number of applications on the waitlist | 6,200 ⁷⁸ | 5,000 ⁷⁹ | Not reported | Not reported | |

KPI #4: Percentage of the population living downtown⁸⁰

| Indicator | 2022 ⁸¹ | Data Availability |
|---------------------------------|--------------------|-----------------------------|
| Population living downtown | 3.2% | Five years – Federal Census |
| Downtown population growth rate | 21.0% | |

KPI #5: Quality of life

Perceptions of quality of life⁸²

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|--|------|-------------------|-------------------|------|-------------------|
| Citizen’s perception of quality of life | 69% | 64% | 64% | 75% | Annually |
| Citizen’s reporting a healthy sense of belonging | 81% | 80% ⁸³ | 28% ⁸⁴ | 45% | |

Cost of living⁸⁵

| Indicator | 2023 | 2022 | Data Availability |
|----------------------------------|---------|---------|-------------------|
| Living wage per hour for Calgary | \$23.70 | \$22.40 | Annually |

PRIORITY 3:
Build vibrant, healthy and accessible communities

KPI #1: Accessible communities and infrastructure⁸⁶

| Indicator | 2023 | 2022 | 2021 | Data Availability |
|--|-------------------|------|------|-------------------|
| Percentage of population within Major and Community Activity Centres, and 600m of Urban and Neighborhood Corridors | 30% ⁸⁷ | 30% | 29% | Annually |

KPI #2: Perceptions of amenity-rich communities⁸⁸

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|---|------|------|------|------|-------------------|
| Citizens proud to live in their neighbourhoods | 81% | 81% | 84% | 85% | Annually |
| Citizens regularly involved in neighbourhood and local community events | 28% | 27% | 26% | 26% | |

KPI #3: Convenient and accessible transit and modes of transportation⁸⁹

| Indicator | 2023 | 2022 | 2021 | Data Availability |
|---|--|--|--|-------------------|
| Percentage of population within 400m of Primary Transit Network | 45% ⁹⁰ | 45% | Not reported | Annually |
| Percentage of trips using walking and cycling transportation | 15% | 22% | 20% | |
| Percent of trips using transit | 4% | 3% | Not reported | |
| Perceptions of ability to move across the city ⁹¹ | 66% satisfied/very satisfied with Calgary Transit | 72% satisfied/very satisfied with Calgary Transit | 84% satisfied/very satisfied with Calgary Transit | |
| | 70% agree more money should be invested into Calgary Transit | 61% agree more money should be invested into Calgary Transit | 51% agree more money should be invested into Calgary Transit | |

KPI #4: Global livability score⁹²

| Indicator | 2023 | 2022 | 2021 | Data Availability |
|-------------------------|-----------------|-----------------|------------------|-------------------|
| Global Livability Index | 7 th | 3 rd | 18 th | Annually |

PRIORITY 4:
Be known as an inviting city with year-round experiences for everyone to enjoy

KPI #1: Accessible recreation programs and participation

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|--|---|---|---|--------------|-------------------|
| Number of amenities (theatres, museums, concert halls, art galleries, sport and recreation facilities) ⁹³ | 947 | 877 | 853 | Not reported | Annually |
| Number of visits to City and YMCA operated recreational facilities across Calgary ⁹³ | City of Calgary: 4,011,670 YMCA: 4,080,050 | City facilities operated by YMCA: 2,936,532 | City of Calgary: 978,219 YMCA: 2,137,734 | 1,299,713 | |
| Number of visits to City and partner operated recreational facilities across Calgary ⁹⁴ | 4,010,000 | 2,690,000 | Not reported | Not reported | |
| Dollars of Recreation Fee Assistance subsidy for Calgarians ⁹⁵ | \$1,852,480 | \$1,160,000 | Not reported | Not reported | |
| | | | | | |

City of Calgary social recreation programs⁹⁷

| Indicator | Number of programs offered | | Number of participants | |
|--|----------------------------|-----------------------|--|--------|
| | 2023 | 2022 | 2023 | 2022 |
| Alberta Cancer Exercise Program (Maintenance and Survivorship Classes) | 15 | 11 | 136 | 130 |
| Adapted Fitness | 45 | 39 | 345 | 221 |
| Adapted Junior Golf Lessons | 8 | 4 | 40 | 120 |
| Adaptive Family Golf Nights | 4 | 4 | 112 | 40 |
| Plus Size Fitness | 2 | 2 | 12 | 18 |
| Gentle Fitness Stream of Programs | 36 registered classes | 14 Drop-In Programs | 392 | 130 |
| | 3032 drop-in classes | 2,200 drop-in classes | 174,774 attendees | 26,000 |
| Association for the Rehabilitation of the Brain Injured (ARBI) Program | 48 (offered weekly) | 40 (offered weekly) | 384 | 280 |
| Mobile Adventure Playground | 39 | 61 | 2194 | 2584 |
| Connect Calgary ⁹⁸ | 4 | - | 91 | - |
| Newcomer Kids ⁹⁹ | 1 ¹⁰⁰ | - | 250 participants 1,323 visits from participants | - |

KPI #2: Public arts, culture and entertainment events¹⁰¹

| Indicator | 2023 ¹⁰² | 2022 ¹⁰³ | 2021 ¹⁰⁴ | 2020 ¹⁰⁵ | Data Availability |
|---|---------------------|---------------------|---------------------|---------------------|-------------------|
| Number of participants at public arts events hosted | 3,480,618 | 2,826,990 | 1,461,106 | 3,150,321 | Annually |
| Number of public arts events hosted | 9,872 | 7,998 | 7,486 | 12,302 | |
| Number of arts education activities provided by Calgary arts organizations for Children and youth | 5,447 | 4,972 | 4,494 | 9,000 | |
| Number of children and youth who participated in arts education activities provided by Calgary arts organizations | 147,047 | 194,538 | 79,516 | 318,423 | |
| Number of Indigenous artists and Indigenous led organizations receiving funding. | 79 | 63 | 53 | 42 | |

KPI #3: Tourism and visitor economy

TELUS Convention Centre events¹⁰⁶

| Indicator | 2023 | 2022 | 2020 | Data Availability |
|---|--------------|-----------------------------|--------------|-------------------|
| Number of events hosted by the TELUS Convention Centre | 226 | 163 ¹⁰⁷ | 70 | Annually |
| Economic Impact for events held by the TELUS Convention Centre ¹⁰⁸ | \$110,200,00 | \$89,900,000 ¹⁰⁹ | Not Reported | |

Economic impact of tourism by category¹¹⁰

| Indicator | 2022 ¹¹⁰ | | | Data Availability |
|------------------------------|---------------------|-----------------|--------|-------------------|
| | Expenditures | GDP | Jobs | |
| Accommodation | \$651,000,000 | \$568,000,000 | 5,560 | Annually |
| Clothes Gifts and Other | \$250,000,000 | \$227,000,000 | 2,960 | |
| Food and Beverage | \$726,000,000 | \$609,000,000 | 9,090 | |
| Recreation and Entertainment | \$304,000,000 | \$272,000,000 | 3,970 | |
| Transportation | \$1,100,000,000 | \$915,000,000 | 6,710 | |
| Total | \$3,030,000,000 | \$2,590,000,000 | 28,300 | |

KPI #4: Number of film and TV productions¹¹²

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|--|-------|-------|-------|------|-------------------|
| Film, television production and IDM spend (millions) | \$246 | \$461 | \$522 | \$87 | Annually |

Business Environment



PRIORITY 1:
Build a globally and digitally connected city

KPI #1: Physical connectivity¹¹³

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|--|-------|-------|-------|-------|-------------------|
| Physical connectivity activity (air cargo volumes) | 4,946 | 5,370 | 5,363 | 4,782 | Annually |
| Number of non-stop flights | 90 | 86 | 76 | 42 | |

KPI #3: Commercial / Industrial real estate

Commercial downtown vacancy rates¹¹⁴

| Indicator | Submarket | 2023 | | | 2022 ¹¹⁵ | Data Availability |
|-----------------------------------|---------------|-------------------------------|--------------|--------------------|---------------------|-------------------|
| | | Building Class ¹¹⁶ | Vacancy Rate | YTD Net Absorption | Vacancy Rate | |
| Vacancy Rates - Downtown by class | Central Core | AA | 13.5% | 299,083 | 25.4% | Quarterly |
| | | A | 31.8% | 125,955 | | |
| | | B | 39.2% | 8,786 | | |
| | | C | 29.2% | -21,566 | | |
| | | Total | 24% | 412,258 | | |
| | Mid-West Core | AA | 34.1% | 11,417 | 52.1% | |
| | | A | 58.8% | 62,125 | | |
| | | B | 49.0% | 136,542 | | |
| | | C | 50.0% | -157,392 | | |
| | | Total | 50.6% | 52,692 | | |
| | West End | A | 31.4% | 21,070 | 31.7% | |
| | | B | 3.8% | 2,042 | | |
| | | C | 39.5% | 28,720 | | |
| | | Total | 29.9% | 51,832 | | |
| | East End | AA | 26.0% | 27,971 | 38.3% | |
| | | B | 51.3% | -95,919 | | |
| | | C | 52.8% | -34,121 | | |
| | | Total | 37.9% | -102,069 | | |
| Total Downtown Vacancy Rates | | 31.2% | | 414,713 | 32.60% | |

Commercial industrial vacancy rates¹¹⁷

| Indicator | 2023 | | | 2022 | 2021 | Data Availability |
|----------------------------|---------------|------------------|-------------------------|------------------|------------------|-------------------|
| | Submarket | Vacancy Rate (%) | YTD Net Absorption (SF) | Vacancy Rate (%) | Vacancy Rate (%) | |
| Vacancy Rates - Industrial | Northeast | 3.1% | -233,553 | 2.0% | 3.4% | Quarterly |
| | Southeast | 2.4% | 398,537 | 2.1% | 3.6% | |
| | South Central | 1.7% | 19,311 | 1.7% | Not Reported | |
| | Other | 4.2% | 2,072,992 | 3.1% | 3.4% | |
| | Total | 2.7% | 2,257,287 | 2.1% | 3.3% | |

PRIORITY 2:
Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive

KPI #1: Technology pilots and testing areas¹¹⁸

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|---|-------------------|--------------------|------------|------------|-------------------|
| Living Lab projects | 39 ¹¹⁹ | 159 ¹²⁰ | 50 | 9 | Annually |
| Autonomous Systems Testing Area(s): Remotely Piloted Aircraft | Days: 151 | Days: 135 | Days: 134 | Days: 83 | |
| System site utilization ¹²¹ | Hours: 878 | Hours: 837 | Hours: 717 | Hours: 445 | |

KPI #2: Open datasets and shared business intelligence¹²²

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|-----------------------------------|------|------|------|------|-------------------|
| Number of available open datasets | 414 | 404 | 372 | 340 | Annually |

KPI #3: Number of headquarters per capita¹²³

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|---|------|------|------|------|-------------------|
| Number of corporate head offices in Calgary | 106 | 99 | 102 | 118 | Annually (August) |

PRIORITY 3:
Champion efficient and effective policies supporting business practices

KPI #1: Companies retained, attracted, expanded¹²⁴

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|--|------|------|------|------|-------------------|
| Companies attracted/retained/expanded - all sectors (excluding film, television & IDM) | 25 | 23 | 30 | 43 | Annually |

KPI #2: Perception that it's easy to do business in Calgary¹²⁵

| Indicator | Business Leaders (agree / strongly agree) | | | | Data Availability |
|---|---|------|------|-------|-------------------|
| | 2023 | 2022 | 2021 | 2020 | |
| Calgary is an easy place to do business | 62% | 72% | 77% | 75% | Annually |
| Calgary has a diverse economy that can support other industries | 59% | 77% | 76% | 71% | |
| Calgary is a low-cost jurisdiction to do business | 58% | 66% | 65% | 62.5% | |
| Calgary's economic outlook is uncertain | 56% | 53% | 60% | 61% | |

KPI #3: Efficient business, development and building permits process

Decision timeline commitments in multidisciplinary and technical development applications¹²⁶

| Indicator | 2023 | 2022 | 2021 | Data Availability |
|--|------|------|------|-------------------|
| Per cent of multidisciplinary development applications where decision timeline commitments were met. | 76 | 85 | 85 | Annually |
| Per cent of technical development applications where decision timeline commitments were met. | 88 | 79 | 84 | |

Building permit processing time¹²⁷

| Event | New Permits | | Additional Permits | | Data Availability |
|--|-------------|------|--------------------|------|-------------------|
| | 2023 | 2022 | 2023 | 2022 | |
| Average Months for Building Permit Processing. | 4.43 | 3.45 | 4.62 | 2.70 | Annually |

Innovation

PRIORITY 1:
Build an environment where Calgary companies can accelerate and scale to compete globally

KPI #1: Number of startups and technology companies in Calgary¹²⁸

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|---|------|------|------|------|-------------------|
| Startup companies identified in Calgary | 1475 | 1464 | 1452 | 1389 | Annually |

KPI #2: Number of venture deals and total capital funds¹²⁹

| Indicator | 2023 | 2022 | 2021 | 2020 | Data Availability |
|---|-------------------------|-------------------------|-------------------|-------------------|-------------------|
| Number of Venture deals and total capital funds secured | 64 deals (#4 in Canada) | 64 deals (#4 in Canada) | 66 (#4 in Canada) | 33 (#4 in Canada) | Annually |
| Venture Capital Investment (Millions) | \$501 | \$647 | \$500 | \$353 | |

KPI #3: Diversity of startup leadership¹³⁰

| Diversity of startup ecosystem | 2023 | 2022 | 2021 | Data Availability |
|----------------------------------|------|------|-------------------|-------------------|
| Identify as being neurodiverse | 16% | 13% | 12.5% | Annually |
| Identify as LGBTQ ¹³¹ | 10% | 7% | Data not recorded | |
| Identify as women | 44% | 44% | 40% | |

PRIORITY 2:
Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities

KPI #1: Number and diversity of workers in STEM fields

STEM workers by gender¹³²

| Indicator | 2022 | Data Availability |
|--|---------|-----------------------------|
| Total # of workers STEM Field only | 73,360 | Five years – Federal Census |
| Men | 56,645 | |
| Women | 16,715 | |
| Total # of workers in STEM only by visible minority | 30,905 | |
| Men | 23,515 | |
| Women | 7,385 | |
| Total # of workers in STEM and STEM related fields | 148,750 | |
| Men | 87,990 | |
| Women | 60,760 | |
| Total # of workers in STEM and STEM related fields by visible minority | 56,190 | |
| Men | 33,915 | |
| Women | 22,275 | |

STEM degree completions by gender¹³³

| Degree completions | 2023 | 2022 | Data Availability |
|------------------------------------|-------|------|-------------------|
| Total # of STEM Degree completions | 1,079 | 848 | Annually |
| Men | 78% | 80% | |
| Women | 22% | 21% | |
| Computer Engineering | 382 | 305 | |
| Men | 80% | 84% | |
| Women | 20% | 16% | |
| Math/Statistics | 110 | 109 | |
| Men | 56% | 57% | |
| Woman | 45% | 43% | |
| Other Tech Engineering | 587 | 434 | |
| Men | 80% | 82% | |
| Women | 20% | 18% | |

Workforce diversity in the tech industry¹³⁴

| Indicator | 2023 | Data Availability |
|-----------|------|-------------------|
| White | 44% | Annually |
| Asian | 40% | |
| Hispanic | 4% | |
| Black | 8% | |
| Other | 4% | |

Gender diversity in the tech industry¹³⁵

| Indicator | 2023 | 2022 | Data Availability |
|---------------------------------|------|------|-------------------|
| Per cent of female tech workers | 31% | 35% | Annually |

KPI #2: Number of applicants for visas and tech immigration programs

Global Startup Visa Program applicants¹³⁶

| Indicator | 2023 | Data Availability |
|--|------|-------------------|
| Number of applicants for the Global Startup Visa Program | 49 | Annually |

Alberta Work Permit holders by occupation and year in which permit(s) became effective¹³⁷

| Occupation | 2023 | 2022 | Data Availability |
|---|------|------|-------------------|
| Computer and information systems managers | 210 | 170 | Annually |
| Data scientists | 10 | -- | |
| Cybersecurity specialists | 10 | 0 | |
| Business systems specialists | 60 | 0 | |
| Information systems specialists | 565 | 465 | |
| Database analysts and data administrators | 25 | 30 | |
| Computer systems developers and programmers | 225 | 355 | |
| Software engineers and designers | 585 | 470 | |
| Software developers and programmers | 85 | -- | |
| Web developers and programmers | 25 | 20 | |

PRIORITY 2:
Accelerate real-world application of research and development through corporate investment and post-secondary institution (psi) collaboration

KPI #1: Corporate R&D spend¹³⁸

| Indicator | 2023 ¹³⁹ | 2022 ¹⁴⁰ | 2021 ¹⁴¹ | 2020 ¹⁴² | Data Availability |
|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Corporate R&D spend | \$815,272 | \$1,269,680 | \$1,156,210 | \$1,635,527 | Annually |

KPI #2: Sponsored research (by companies with PSIs)¹⁴³

| Indicator | 2022/2023 | Data Availability |
|--|--------------|-------------------|
| Corporate sponsored research (in dollars – how much invested) | \$79,415,744 | Annually |
| Corporate sponsored research (in number of projects supported) | 771 | |

KPI #3: PSI spin out companies

| PSIs | 2023 | 2022 | 2021 | Data Availability |
|---|---|------|--------------|-------------------|
| University of Calgary ¹⁴⁴ | Data currently unavailable ¹⁴⁵ | 16 | 21 | Annually |
| Mount Royal University (Growth Catalyst cohorts) ¹⁴⁶ | 30 | 13 | Not reported | |



PRIORITY 1:
Demonstrate Calgary is a vibrant and inclusive community with a global perspective

KPI #1: Welcoming the world to iconic events and experiences

Attendance and economic impact of Calgary events

| Event | Attendance | | Economic Impact | | Data Availability |
|------------------------------|----------------------|---------|------------------------------------|---------------------|-------------------|
| | 2023 | 2022 | 2023 | 2022 | |
| Chinook Blast ¹⁴⁷ | 373,000 | 410,000 | \$13.48M | \$8.2M | Annually |
| Calgary Stampede | 1.38M ¹⁴⁸ | 1.2M | 85% hotel occupancy ¹⁴⁹ | 90% hotel occupancy | |

KPI #2: Celebration of global festivities¹⁵⁰

| Indicator | 2023 | 2022 | Data Availability |
|--|------|------|-------------------|
| Subsidized events by The City of Calgary | 108 | 90 | Annually |

KPI #3: Indigenous and multicultural tourism experiences¹⁵¹

| Indicator | 2023 | 2022 | Data Availability |
|--------------------------------|------|------|-------------------|
| Indigenous tourism experiences | 12 | 12 | Annually |

PRIORITY 2:
Tell a unified story to strengthen consistent and unique identity here and everywhere

KPI #1: Local, national and international perceptions of Calgary¹⁵²

| Event | Business Leaders | | | Tech/Key Sector Workers | | | Data Availability |
|--|------------------|--------------|--------------|-------------------------|--------------|--------------|-------------------|
| | 2023 | 2022 | 2021 | 2023 | 2022 | 2021 | |
| Favourable impression of Calgary | 82% | 90% | 89% | 70% | 72% | 69% | Annually |
| Calgary is becoming a new hub for technology and innovation | 59% | 74% | 68% | Not surveyed | Not surveyed | Not surveyed | |
| Calgary has a diverse economy | 59% | 76% | 70% | 49% | 51% | 47% | |
| Would consider expanding in Calgary | 42% | 55% | 48% | Not surveyed | Not surveyed | Not surveyed | |
| Canadian workers would consider moving to Calgary | Not surveyed | Not surveyed | Not surveyed | 52% | 56% | 44% | |
| There are a wide variety of career opportunities – not just an energy city | 66% | 80% | 74% | 52% | 57% | 53% | |
| Calgary is a diverse and inclusive city | 66% | Not surveyed | Not surveyed | 52% | 61% | Not surveyed | |
| Calgary is a place to build a career | 72% | Not surveyed | Not surveyed | 61% | 58% | Not surveyed | |

PRIORITY 3:
Share Calgary’s story as an ambitious city full of energy, optimism and opportunity

KPI #1: Earned media about Calgary as a city of opportunity¹⁵³

| Indicator | 2023 | 2022 | 2021 | 2021 | 2020 | Data Availability |
|----------------|-------|------|------|------|------|-------------------|
| Media mentions | 2,924 | 2609 | 2609 | 1882 | 836 | Annually |

KPI #2: Amplification of stories about Calgary¹⁵⁴

| Storytelling Indicator | 2023 | 2022 | Data Availability |
|---------------------------|---------|----------|-------------------|
| Social media posts | 1,255 | 3,593 | Annually |
| Social media engagements | 156,328 | 193,611 | |
| Newsroom story page views | 79,449 | 101,813 | |
| Media ad equivalency | \$16.7M | \$36.18M | |

Endnotes

1.

TalentED YYC is a collaboration with nine community partners: Alberta University of the Arts, Ambrose University, Bow Valley College, Mount Royal University, SAIT, St. Mary's University, University of Calgary, Calgary Chamber of Commerce, and CCVO.

2.

Statistics Canada. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410028701>.

3.

Statistics Canada. Table 43-10-0030-01 Immigrant tax filers by economic outcomes and tax year, census metropolitan areas, 2021 constant dollars. Please note there is a two-year delay in data availability. 2021 is the most recent year data is available for.

4.

Calgary Board of Education. <https://cbe.ab.ca/news-centre/Pages/another-year-of-record-enrolment-growth.aspx>.

5.

Calgary Board of Education. <https://www.cbe.ab.ca/news-centre/Pages/another-year-of-record-enrolment-growth.aspx#:~:text=Record%20enrolment%20growth%20is%20putting,cent%20of%20all%20CBE%20schools>.

6.

Economic Intelligence Unit (EIU). The Global Livability Index, 2023.

7.

Data provided by The City of Calgary. Data represents 2022 actuals as the 2023 actuals for city-wide greenhouse gasses are not available at the time of this report's release.

8.

Vibrant Communities Calgary. Calgary's 2023 Living Wage Report: <https://enoughforall.ca/action/calgarys-living-wage>.

9.

Calgary Food Bank. Annual Report: <https://www.calgaryfoodbank.com/annualreport-2023/>.

10.

University of Calgary. How many housed people in Calgary are at risk of homelessness: <https://www.policyschool.ca/wp-content/uploads/2023/10/HSP116-HousedPeopleCalgaryRisk.Kneebone.pdf>.

11.

Calgary Foundation. 2023 Quality of Life Report: https://calgaryfoundation.org/FlipBooks/Quality_of_Life_Report_2023/PDF.pdf.

12.

2023 Fall Survey of Calgarians. Final Report: <https://www.calgary.ca/content/dam/www/cfod/csc/documents/cit-sat/cit-sat-2023/2023-fall-survey-of-calgarians.pdf>.

13.

Data provided by The Calgary Airport Authority.

14.

CBRE Canada. Calgary Industrial Report 2023, CBRE Research. Annual numbers calculated by averaging quarterly numbers (Quarterly metrics averaged for the year).

15.

Calgary Economic Development. External Perceptions Final Report, 2023. Markets surveyed: Canada and U.S.

16.

Startup Genome. The Global Startup Ecosystem Report, 2023.

17.

HelloSafe. Best Canadian cities for startups: <https://hellosafe.ca/en/blog/best-canadian-cities-for-startups>.

18.

Association of University Technology Managers (AUTM) Canadian Licensing Activity Survey.

19.

Startup Genome. The Global Startup Ecosystem Report, 2023.

20.

Data provided by Start Alberta through dealroom.co. Data is current as of March 2024.

21.

CBRE: Scoring Tech Talent 2023. Data originally from Statistics Canada Census (Metro Area) Q4, 2022.

22.

Canadian Venture Capital & Private Equity Association (CVCA). Venture Capital Canadian Market Overview, 2023 Year-In-Review report.

23.

Ibid.

24.

Ibid.

25.

Conde Nast Traveler's Readers Choice Awards 2023.

26.

Data provided by The Calgary Stampede.

27.

Data provided by The City of Calgary.

28.

Calgary Economic Development. External Perceptions Final Report, 2023. Markets surveyed: Canada and U.S.

29.

CBRE Canada. Scoring Tech Talent, 2023. Data originally from various Canadian Ministries of Education (Region) 2023.

30.

Statistics Canada. Table 43-10-0030-01 Immigrant tax filers by economic outcomes and tax year, census metropolitan areas, 2021 constant dollars. Please note there is a two-year delay in data availability. 2021 is the most recently year data is available for.

31.

The data looks at the 5-year average of the median employment income from when an immigrant was admitted. The 5-year average is calculated by looking at the previous 5-years of employment income by immigrants admitted in each past year. E.g. The average median employment income of immigrants for 2021 is the average of the median employment income for immigrants admitted in 2016-2020.

32.

Includes total immigrants sponsored by family and economic immigrants (principal applicant, spouse, and dependent).

33.

Includes refugee and non-economic immigrant pathways.

34.

Retention rate represents the percentage of immigrant tax filers continuing their residence in the geographical area (province or census metropolitan area as designated) of intended destination geography, in year X. This does not consider immigrants migrating in from another destination. Youth retention rate is measured by interprovincial and international migration. This data is on a two-year lag.

35.

Statistics Canada. Table 43-10-0022-01 Mobility of immigrant tax filers by census metropolitan areas and tax year. This data is on a two-year lag. The most recent data was released in 2023 but the most recent year available is 2021.

36.

Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2021 (most recent data).

37.

Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2020.

38.

Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2019.

39.

Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2018

40.

Custom dataset from Statistics Canada, 2023.

41.

Fewer than 250 explicitly identified Indigenous people work in leadership positions in Calgary based on NOC classification. The exact number is not available at this time as the number is suppressed and does not meet the threshold of confidentiality. This is consistent with last year's findings.

42.

City of Calgary School Enrolment Data. <https://data.calgary.ca/Demographics/School-Enrolment-Data/9qye-mibh>.

43.

Government of Alberta's Open Data dataset, Full Load Equivalent (FLE) enrolment within the Alberta post-secondary education system: <https://open.alberta.ca/opendata/system-wide-fle-enrolment-within-the-alberta-post-secondary-education-system>.

44.

Government of Alberta's Open Data dataset, Program completions within the Alberta post-secondary education system: <https://open.alberta.ca/dataset/system-wide-program-completions-within-the-alberta-post-secondary-education-system>.

45.

Data provided by TalentED YYC, 2023.

46.

Innovative WIL includes: Industry Project, Design competition, Hackathon, Bootcamp, and Simulated WIL. TalentED YYC began tracking innovative WIL experiences in July 2023.

47.

Opportunities generated includes the number who registered for the Innovative WIL activity.

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48. Data provided by TalentED YYC, 2023. Postings were generated for the TalentED YYC portal starting in March and prior to the portal's official launch date. As the TalentED YYC team developed employer relationships throughout Spring/Summer 2023, there was an increase in traditional WIL opportunities generated in Q3 which aligned with the start of the Fall 2023 term for post-secondary students. Traditional WIL includes Co-op, Project, Mandatory Professional Practicum, Community service learning, Field Placement and Internship.

49. Traditional WIL opportunities generated and posted to the TalentED YYC portal.

50. Students enrolled in Traditional WIL placements. This number is not comprehensive, due to challenges with validating and tracking this data.

51. Traditional WIL opportunities generated for students from an equity group.

52. Unique employers who have posted to the TalentED YYC portal.

53. Statistics Canada. Table 17-10-0008-01 Estimates of the components of demographic growth, annual. Note: 2022-2023 estimates are preliminary.

54. Natural increase includes the difference between births and deaths in Alberta.

55. Inter-provincial migration refers to migration from other provinces into Alberta.

56. International migration refers to number of immigrants arriving in Alberta.

57. Net population increase is the sum of natural increases, inter-provincial migration and international migration.

58. Data retrieved by using annual Statistics Canada employment numbers divided by Statistics Canada labour force size to get employment rate by industry.

59. Data retrieved from Calgary Economic Development end of year Balanced Scorecard, 2023. Includes direct jobs created/retained/expanded for all sectors and based on a forecasted three-year job count.

60. Data provided by The City of Calgary.

61. Data represents 2022 actuals as the 2023 actuals for city-wide greenhouse gasses are not available at the time of this report's release.

62. Data represents 2021 actuals.

63. Data represents 2020 actuals.

64. Data provided by The City of Calgary: https://data.calgary.ca/Environment/Community-wide-Greenhouse-Gas-GHG-Inventory/m7gu-3xk5/about_data

65. Data represents 2022 actuals as the 2023 actuals for city-wide greenhouse gasses are not available at the time of this report's release.

66. Data represents 2021 actuals.

67. Data represents 2020 actuals.

68. Data provided by The City of Calgary. Data is annual additions to the grid and not cumulative capacity.

69. Data provided by The City of Calgary. Data represents City of Calgary budget dedicated to climate action as of December 31, 2023.

70. Data provided by The City of Calgary. Data includes completed solar projects and projects where a permit has been issued, but construction may not be completed yet OR the post-construction inspection is not complete.

71. Statistics Canada. Table 98-10-0308-01 Visible minority by immigrant status and period of immigration: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census.

72. Calgary Economic Development External Perceptions Final Report, 2023. Markets surveyed: Canada and the U.S.

73. Agree/Strongly agree with the statement that "Calgary is a diverse and inclusive city."

74. Agree/Strongly agree with the statement that "Calgary is a diverse and inclusive city."

75. City of Calgary's 2023 Fall Survey of Calgarians. Final Report: <https://www.calgary.ca/content/dam/www/cfod/csc/documents/cit-sat/cit-sat-2023/2023-fall-survey-of-calgarians.pdf>

76. Data provided by Calgary Housing Company, The City of Calgary.

77. Decrease due to Bridgeland property closing for a renewal. This has resulted in a temporary reduction in the unit count until the property comes back online.

78. These are approximate waitlist numbers at the end of December 2023.

79. These are approximate waitlist numbers at the end of December 2022.

80. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census. Statistics Canada. Table 1 Population and population growth rate of primary downtowns, 2016 to 2021 (3901). <https://www150.statcan.gc.ca/n1/daily-quotidien/220209/t001b-eng.htm>.

81. Per cent of the total population (46,763 people).

82. Calgary Foundation. 2023 Quality of Life Report: https://calgaryfoundation.org/FlipBooks/Quality_of_Life_Report_2023/PDF.pdf.

83. Sense of belonging was reported differently in 2022. Reported on "healthy sense of belonging".

84. Sense of belonging was reported differently in 2021 and 2020. Reported on "strong sense of belonging".

85. Vibrant Communities Calgary. Calgary's 2023 Living Wage Report: <https://enoughforall.ca/action/calgarys-living-wage>.

86. Data provided by The City of Calgary.

87. Data for 2023 has not been published as of time of writing. Most recent available and updated data is from 2022.

88. City of Calgary's 2023 Fall Survey of Calgarians. Final Report: <https://www.calgary.ca/content/dam/www/cfod/csc/documents/cit-sat/cit-sat-2023/2023-fall-survey-of-calgarians.pdf>

89. Data provided by The City of Calgary unless otherwise indicated.

90. Number reported on is a 60-year-target.

91. Data provided by The City of Calgary. Originally retrieved from the Spring 2023 Citizen Survey.

92. Economic Intelligence Unit (EIU) The Global Liveability Index 2023. EIU's liveability index quantifies and ranks the challenges presented to an individual's lifestyle and standard of living in 173 cities worldwide.

93. Trip Advisor "Things to do in Calgary", current as of February 6, 2024.

94. Data provided by The City of Calgary. Includes attendance for Admissions, Pass/Punchcard Scans, Registered Programs and Booking visits for all Rec sites (Arenas, AP/Soccer Centre, LCs, Pools and Sailing school) excluding Arts Centres. YMCA data includes membership scans and drop-in visits. Increase in the numbers is due to COVID recovery.

95. Data provided by The City of Calgary. Does not include Arts Centres programs.

96. Data provided by The City of Calgary.

97. Data provided by The City of Calgary. All City of Calgary Social programs are offered at no cost and placed in targeted locations, making them accessible by removing the barrier of cost and location.

98. Connect Calgary was a new program in 2023.

99. Newcomer Kids was a new program in 2023.

100. Newcomer Kids is considered one program.

101. Data provided by Calgary Arts Development and represents attendance at Calgary based events only.

102. Data collected from January 1-December 31, 2022.

103. Data collected from January 1-December 31, 2021.

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104. Data collected from January 1-December 31, 2020.

105. Data collected from January 1-December 31, 2019.

106. Data provided by TELUS Convention Centre.

107. Due to continued COVID restrictions in Q1 of 2022, these event numbers reflect events from Q2-Q4.

108. This number reflects direct, indirect and induced impact.

109. Due to continued COVID restrictions in Q1 of 2022, these event numbers reflect events from Q2-Q4.

110. Tourism Industry Association Alberta: Comparative Economic Impact and Performance Summary, 2024. Provided by Calgary Hotel Association. This is the first year this data is recorded within this report.

111. Data is reported on a 2-year lag. Most current data reflect 2022 numbers.

112. Data retrieved from Calgary Economic Development end of year Balanced Scorecard, 2023. Production spend was negatively impacted by the US Writer's & Actor's union strikes which paused all US based productions in our region for approximately 6 months.

113. Data provided by The Calgary Airport Authority.

114. CBRE Canada. Calgary Downtown Office Report, 2023, CBRE Research. Annual numbers calculated by averaging quarterly numbers (quarterly metrics averaged for the year).

115. 2022 numbers represent total for each submarket.

116. Building class describes the condition/quality of a building. For example, "A" class represents the best of the best, with B, and C next in line. The building class will be determined based on things like recent renovations, how old it is, access, amenities etc.

117. CBRE Canada. Calgary Industrial Report, 2023, CBRE Research. Annual numbers calculated by averaging quarterly numbers (quarterly metrics averaged for the year).

118. Data provided by The City of Calgary.

119. The decline in living lab projects can be attributed to the fact that the new definition excludes community partnership projects and access requests for Point Trotter/Shepard. However, the definition for 2022 and earlier does encompass the East Shepard site (ESDOA).

120. Drone site requests (122) and unique living lab requests (37).

121. RPAS site utilization = # of Days and Hours booked at Point Trotter and Shepard site.

122. Data provided by City of Calgary.

123. Data retrieved from FP500+800 databases (Top 500+Next 300 largest corporations). Data is released annually in August reflecting numbers from the previous year. This number represents 2022 data as the most recent number available.

124. Data retrieved from Calgary Economic Development end of year Balanced Scorecard, 2023.

125. Calgary Economic Development External Perceptions Final Report, 2023. Markets surveyed: Canada and U.S.

126. Data provided by The City of Calgary.

127. Data provided by The City of Calgary Business and Economic Activity. Data for commercial non-residential buildings (warehouse, offices, retail shop, etc.) only. Permit processing times were calculated by averaging the time between application date and issued date in each respective year. "New" is for new projects when a new building permit is issued. "Addition" is for when a permit is added to an existing project.

128. This data was provided by Start Alberta, Dealroom.co. Data is current as of March 2024.

129. Canadian Venture Capital & Private Equity Association (CVCA). Venture Capital Canadian Market Overview, 2023 Year-In-Review report.

130. Rainforest Alberta Calgary 2023 Scorecard Results and Report.

131. Source report refers to sexual orientation as Lesbian/Gay/Bisexual/Queer.

132. Statistics Canada. Table 98-10-0454-01 Occupation (STEM and non-STEM) by visible minority, generation status, age and gender: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census.

133. CBRE: Scoring Tech Talent 2023. Data originally from Statistics Canada Census (Metro Area) Q4, 2022. Data is on a one-year lag. 2023 Represents 2022 data.

134. CBRE: Scoring Tech Talent 2023. Data originally from Statistics Canada Census (Metro Area) Q4, 2022. Data is on a one-year lag. 2023 Represents 2022 data.

135. CBRE: Scoring Tech Talent 2023. Data originally from Statistics Canada Census (Metro Area) Q4, 2022. Data is on a one-year lag. 2023 Represents 2022 data.

136. Data provided by Platform Calgary. This is the inaugural year of this data collection initiative. The Global Startup Visa Program is a revamped program that combines the previous Startup Visa program and Foreign Graduate Entrepreneur program.

137. Immigration Refugees and Citizenship Canada (IRCC), RDB Temporary Residents January 31, 2024. Data are preliminary estimates and are subject to change. Based off 5-digit NOC codes in 2021.

138. Canada's Top 100 Corporate R&D Spenders 2023 list. Numbers are expressed in thousands of dollars. 8 Calgary-based headquartered companies included: CNRL Ltd., Imperial Oil Ltd., TC Energy corp., Syncrude, Pason Systems inc., Blackline Safety corp., Computer Modeling Group, Oncolitics Bitotech inc.

139. Spend in 2022, reported in 2023. Suncor was not mentioned on the list causing the lower numbers compared to last year.

140. Spend in 2021, reported in 2022. 11 companies headquartered in Calgary.

141. Spend in 2020, reported in 2021. 11 companies headquartered in Calgary.

142. Spend in 2019, reported in 2020. 9 companies headquartered in Calgary.

143. Data provided by University of Calgary (national and international corporations), SAIT (Applied Research and Innovation Services department) and Bow Valley College.

144. Data provided by University of Calgary.

145. Data will be available in June 2024.

146. Data provided by MRU. More info on the Growth Catalyst program can be found on the website: <https://www.growthcatalyst.ca/cohorts>.

147. Data provided by Bird Creatives.

148. Data provided by The Calgary Stampede.

149. Data provided by Calgary Hotel Association.

150. Data provided by The City of Calgary.

151. Data retrieved from the Indigenous Tourism Alberta website: <https://indigenoustourismalberta.ca/>

152. Calgary Economic Development. External Perceptions Final Report, 2023. Markets surveyed: Canada and U.S.

153. Calgary Economic Development. 2023 Digital Analytics Review.

154. Calgary Economic Development. 2023 Digital Analytics Review. Social media channels include: LinkedIn, Twitter, Facebook, Instagram.



Corporate Planning and Financial Services Briefing to

Executive Committee

2024 May 14

ISC: UNRESTRICTED

EC2024-0368

Calgary Exhibition and Stampede Limited – 2023 Credit Facility Update

PURPOSE OF BRIEFING

This Briefing is presented to the Executive Committee to provide the annual update from Administration to Council regarding the credit facilities guaranteed by the City of Calgary (“The City”) for the Calgary Exhibition and Stampede Limited (“The Stampede”).

SUPPORTING INFORMATION

PREVIOUS COUNCIL DIRECTION

- Council previously approved The City’s guarantee of certain credit facilities provided by a Canadian chartered bank (the “Lender”) to The Stampede. The credit facilities guaranteed by The City have included facilities B, C, D and H. The Stampede’s total debt related to these facilities was \$74.6 million at year end 2023.

HIGHLIGHTS

- In 2023 The Stampede held a highly successful annual exhibition with attendance of nearly 1.4 million, exceeding expectations. Other year-round events were not quite to pre COVID-19 pandemic levels but still 2023 revenue of \$173 million exceeded 2019 pre pandemic revenue of \$154 million, setting a record. The Stampede’s 2023 revenues exceeded expenses by \$2.9 million.
- Through the pandemic and to date The Stampede has remained fully compliant with all the covenants in its credit agreements. This is due in part to The Stampede’s prudent fiscal management as well as the support from its Lender and The City. This support has included amendments to credit agreements to defer principal repayments, to modify or waive financial covenants, plus the addition of City guaranteed credit Facility H to provide liquidity during the pandemic. The Federal government also contributed significant financial assistance in response to the pandemic and the Provincial government continues to provide financial support to The Stampede.

DISCUSSION

Guaranteed Credit Facilities (B, C, D and H)

- The City’s credit facilities guarantee provides support to The Stampede and results in lower borrowing costs.
- Guaranteed non-revolving credit facilities B, C and D are to support Stampede Park redevelopment and expansion. In 2023 The Stampede drew the remaining \$13.4 million of availability under its credit Facility D. The funds were utilized for a strategic land acquisition and to cover costs specific to The Stampede related to the BMO expansion.
- Facility H was a new \$10 million revolving credit facility granted by the Lender in 2021 to provide liquidity during the pandemic. Facility H was converted to a non-revolving term loan on 2022 September 30 and was guaranteed by The City in 2023 following Council’s approval.
- As of 2023 December 31, a total of \$74.6 million was outstanding on the guaranteed credit facilities and is the maximum availability of City guaranteed debt as detailed in the table on the following page.

| Description (\$000s) | Facility B | Facility C | Facility D | Facility H | Total |
|---------------------------------|------------|------------|------------|------------|-----------------|
| Initial Authorization (1998) | \$30,000 | \$30,000 | | | \$60,000 |
| Addition (2005) | | | \$80,000 | | \$80,000 |
| Reduction (2014) | | | (\$20,000) | | (\$20,000) |
| Addition (2023) | | | | \$10,000 | \$10,000 |
| Total Authorized | \$30,000 | \$30,000 | \$60,000 | \$10,000 | \$130,000 |
| Total Drawn | \$30,000 | \$30,000 | \$60,000 | \$10,000 | \$130,000 |
| Opening Balance 2023 January 1 | \$19,081 | \$7,434 | \$30,859 | \$9,800 | \$67,174 |
| Amount Drawn Down in 2023 | \$0 | \$0 | \$13,400 | \$0 | \$13,400 |
| Amount Repaid in 2023 | (\$1,204) | (\$1,974) | (\$2,438) | (\$400) | (\$6,016) |
| Ending Balance 2023 December 31 | \$17,877 | \$5,460 | \$41,821 | \$9,400 | \$74,558 |
| Undrawn Availability | \$0 | \$0 | \$0 | \$0 | \$0 |
| Maximum Guarantee | | | | | \$74,558 |

- Subsequent events: Since year end 2023, Facility C matured and was paid in full. Also, The Stampede has fully repaid Facility H and a significant portion of Facility D. Following these payments and including the regularly scheduled principal payments in the year, guaranteed debt is estimated to be \$39.9 million.

2023 Financial Highlights

- With the success of the annual exhibition in 2023, The Stampede's revenues increased to \$173.4 million from \$142.2 million in 2022 and were well above the pre-pandemic revenues in 2019 of \$154.1 million. In 2023, The Stampede realized an excess of revenues over expenses of \$2.9 million providing profit to be reinvested into the Stampede's programs. Further financial details are available in Attachment 2.

Risk

- Financial loss to The City as guarantor of The Stampede's term debt in the event of default is mitigated by way of a fixed-charge debenture covering all loans guaranteed by The City and secured with specific property owned by The Stampede. The Stampede is required to pledge specific property of sufficient value to maintain a minimum Asset Value to Loan Ratio of 125 per cent which provides excess value to secure the guarantee in the event appraised values do not materialize. At the end of 2023, the Asset Value to Loan Ratio was equal to 166 per cent of the maximum guaranteed amount, well above the minimum required. With Council's approval in 2023 of the new \$10 million guarantee of Facility H, The City requested additional property owned by The Stampede to be pledged resulting in the high Asset Value to Loan Ratio.
- An updated appraisal of the aggregate market value of "The City Charged Lands" is to be delivered every fifth year during the term of The City's credit agreement. The next appraisal was due to be completed in 2024 April but The City has waived this deadline until later in 2024. This delay was to allow the land transactions for the new Event Centre to close thereby firming up the lands The Stampede will retain ownership of following the closing.

Class Action Lawsuit

- On 2024 February 6 a [joint statement](#) was publicly released by the Class, the Calgary Stampede and Calgary Stampede Foundation.

The Stampede has reviewed and concurs with the information in this Briefing.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Summary of The Stampede's Operating Results

Author: Ron Albrecht, Treasury, Corporate Finance

General Manager: Carla Male concurs with the information in this Briefing.

Background and Previous Council Direction

Historic summary of loan guarantees to Calgary Exhibition and Stampede Limited

Background

To date the City of Calgary (“The City”) has guaranteed four credit facilities provided by a Canadian chartered bank to the Calgary Exhibition and Stampede Limited (“The Stampede”) related to the Stampede Park redevelopment and expansion (Facilities B, C and D) and COVID-19 financial support (Facility H).

In September 1998, Council approved a \$60 million loan guarantee for land acquisition, the initial expansion of the BMO Centre, and subsequent on-site upgrades (FB98-49). In October 1998, Council approved Guarantee Bylaw No. 38M98. Council also directed Administration to provide regular project updates which have since been presented annually.

In December 2005 (FCS2005-42), Council approved an additional loan guarantee of \$80 million related to The Stampede’s Master Plan. In January 2006, Council approved Guarantee Bylaw No. 49M2005. In 2014, the loan guarantee was reduced by \$20 million at the request of The Stampede (PFC2014-0463).

Challenges arose in 2020 with the COVID-19 pandemic resulting in cancellation of the annual exhibition for the first time in nearly a century. The annual exhibition returned in 2021 but on a greatly reduced scale to allow for physical distancing and to ensure compliance with all public health measures in effect at the time. Up to and including 2019 fiscal year, The Stampede remained in full compliance with all covenants set out in its credit agreement facilities, but, as a result of the COVID-19 pandemic, The Stampede required The City’s consent to amend certain credit facilities and amend certain financial covenants for fiscal year 2020 (PFC2020-0670). For fiscal year 2021 and beyond, The Stampede required The City’s consent to further amend certain credit facilities and amend certain financial covenants (PFC2021-0687) in order to ensure The Stampede remained in good standing under its credit facilities and to align with those granted by The Stampede’s lender.

In June 2023, Council approved Guarantee Bylaw No. 11M2023 authorizing a \$10 million loan guarantee of Facility H provided by the Stampede’s chartered bank to fund costs incurred during the global COVID-19 pandemic.

Previous Council Direction

Previous bylaws related to Calgary Exhibition and Stampede Limited:

| DATE | REPORT/ BYLAW NUMBER | DIRECTION/DESCRIPTION |
|--------------------|----------------------------|--|
| 2023 June 6 | EC2023-0199/ 11M2023 | Bylaw to guarantee Calgary Exhibition and Stampede Limited debt \$10 million loan guarantee bylaw |
| 2021 June 8 | PFC2021-0687 | Calgary Exhibition and Stampede Limited requested consent to amend certain credit facilities and amend certain financial covenants for fiscal year 2021 and beyond to ensure The Stampede remained in good standing under its credit facilities and to align with those granted by The Stampede's lender. Approved per third amended and restated credit agreement dated 2021 June 22. |
| 2020 July 14 | PFC2020-0670 | Calgary Exhibition and Stampede Limited requested consent to amend certain credit facilities and amend certain financial covenants for fiscal year 2020 to ensure The Stampede remained in good standing under its credit facilities and to align with those granted by The Stampede's lender. Approved per second amended and restated credit agreement dated 2020 July 29. |
| 2014 June 17 | PFC2014-0463 | Calgary Exhibition and Stampede Limited requested debt guarantee approved per Bylaw 49M2005 be reduced by \$20 million. Reduced per amended and restated credit agreement dated 2014 April 11. |
| 2006 January 16 | 49M2005 | Bylaw to guarantee Calgary Exhibition and Stampede Limited debt \$80 million loan guarantee bylaw |
| 1998 October 05 | 38M98 | Bylaw to guarantee Calgary Exhibition and Stampede Limited debt \$60 million loan guarantee bylaw |

Calgary Exhibition and Stampede Limited

Summary of Audited (except for 2024 Budget) Operating Results (\$000s)

| | 2024 Budget | 2023 | 2022 | 2021 | 2020 | 2019 |
|---|-------------|-----------|----------|----------|----------|-----------|
| Gross revenue | 197,403 | 173,444 | 142,221 | 66,714 | 25,010 | 154,105 |
| Provincial Government grants | 6,055 | 6,055 | 6,055 | 5,918 | 6,023 | 7,112 |
| COVID-19 related Government funding | -- | 1,036 | 12,969 | 14,905 | 9,944 | -- |
| Direct expenses | (110,908) | (115,771) | (91,733) | (52,721) | (24,322) | (104,034) |
| Subtotal | 92,550 | 64,764 | 69,512 | 34,816 | 16,655 | 57,183 |
| Indirect expenses (Note 1) | (66,927) | (48,723) | (42,653) | (29,591) | (29,149) | (40,059) |
| Amortization of tangible capital assets | (30,347) | (13,125) | (13,045) | (13,517) | (14,054) | (14,876) |
| Excess of Revenue over Expenses | (4,724) | 2,916 | 13,814 | (8,292) | (26,548) | 2,248 |

Note 1: Includes Administration, Marketing, Park Maintenance, Interest and Employee Benefits.

| | 2024 Budget | 2023 | 2022 | 2021 | 2020 | 2019 |
|--------------------------------------|-------------|---------|---------|---------|----------|---------|
| EBITDA* | 30,215 | 20,241 | 30,241 | 5,177 | (11,026) | 19,681 |
| Less unfunded capital expenditures** | (5,385) | (5,642) | (3,064) | (1,876) | (1,955) | (5,838) |
| Available to service debt | 24,830 | 14,599 | 27,177 | 3,301 | (12,981) | 13,843 |
| Debt Service Requirements | 8,357 | 9,636 | 6,300 | 2,460 | 3,949 | 7,905 |
| Annual DSCR*** | 2.97 | 1.52 | 4.31 | N/A | N/A | 1.75 |
| Rolling Average DSCR*** | 2.74 | 2.62 | 4.31 | N/A | N/A | 1.59 |

* EBITDA stands for Earnings Before Interest, Taxes, Depreciation and Amortization.

** Unfunded capital expenditures stands for capital expenditures not funded by third party contributors

*** DSCR stands for Debt Service Coverage Ratio.

Calculated as: Available to service debt/ Debt Service Requirements. Minimum required is 1.00 : 1.

2019 and prior was a 4-Year Rolling Average. Waived for 2020. Not required for 2021.

2024 requirement is a 3-Year average of 2022 through 2024. 2023 requirement is a 2-Year average of 2022 and 2023.

Debt Service Requirements exclude lump sum principal payments deferred to end of the loan terms due to the pandemic.

| | | | | | | |
|--|-----|------|------|------|------|------|
| Current Ratio | N/A | 1.08 | 1.06 | 0.88 | 0.81 | 0.94 |
| (=Current Assets/ Current Liabilities) | | | | | | |

2023 and 2022 Current Ratio excludes credit facilities in Current Liabilities but expected to be renewed the following year.

2024 Budget

The above 2024 budget was prepared in the fall of 2023 and will be reviewed twice in 2024 as part of The Stampede's forecasting process. The increased revenue projection of \$197 million versus 2023 actual results is due to the anticipated increased activity levels for the year-round business activities with the expanded BMO convention centre opening midway through 2024 as well as increased deferred contribution revenue recognized from the BMO expansion project. Excess of revenue over expenses is budgeted at negative \$4.7M in 2024 versus a positive \$2.9M in 2023. This is due to two primary factors. The first is the Stampede's annual exhibition event being budgeted assuming 1.3M in attendance versus just under 1.4M in 2023 with a 2024 net financial contribution slightly less than 2023 actuals, due primarily to the lower assumed attendance. The second factor is related to the expanded BMO convention center. The Stampede will incur start up expenses beginning early in 2024 when the Stampede takes possession of the building prior to when it opens and can begin earning revenue, at which time amortization of the capital cost will also begin.

In the budget, the estimated direct expenses are aligned with activity levels and capital expenditures have increased from the pandemic spending levels, but still remain below pre-pandemic investment and

continue to include essential maintenance requirements. There are no COVID based subsidies included in the 2024 budget and the provincial government grant is assumed flat in 2024. \$10.3 million of term-debt is repaid in the year, which includes a final balloon payment of \$5.5 million on Facility C from principal payments deferred during the pandemic.

2023 Operating Results

The 2023 annual exhibition was budgeted with the expectation of 1.2 million in attendance and while financial prudence was part of its planning strategy, it included investments in targeted areas to improve guest experience and achieve financial results. The actual attendance for the annual exhibition was just under 1.4 million with revenues exceeding pre-pandemic levels. Other year-round revenue generating activities were impacted by the auto and motorcycle shows not returning for 2023 as well as reduced regionally based meetings and events due to the heavy construction in the area. The Stampede's fiscal 2023 operating income was \$2.9 million aided by prudent fiscal management and a successful annual exhibition, which was partially offset with softer year-round results.

The Stampede's revenues in 2023 improved to \$173.3 million from \$142.2 million in 2022 and also exceeded pre-pandemic revenues in 2019 of \$154.1 million. The Stampede was profitable with excess revenues over expenses in the year of \$2.9 million. Liquidity improved as reflected in The Stampede's increase in its Current Ratio to 1.08 in 2023 from 1.06 in 2022.

The Stampede received \$6.1 million in funding from the Government of Alberta through Alberta Culture and Tourism in 2023 (\$6.1 million in 2022). The Stampede does not have a long-term grant agreement with the Province; however, grants renew on an annual basis. The grants are expected to remain unchanged for 2024 at \$6.1 million.

In 2023, The Stampede also received COVID-19 related financial assistance of \$1.0 million from the Federal government (\$13.0 million in 2022). The \$1.0 million received in 2023 was the final payment from a \$10 million Major Festivals and Events Support Initiative with \$9.0 million of the initiative received in 2022 and the remaining \$1.0 million in 2023.

Financial Covenant

The Debt Service Coverage Ratio ("DSCR") is a financial covenant within both The City's and The Stampede's external bank lender's credit agreements. Prior to 2020, the covenant required that the four-year average DSCR be not less than 1:00 to 1. However, in 2020, due to the financial impacts of the pandemic, The City and The Stampede's external bank lender both agreed to amendments to permit The Stampede to exclude 2020 results from the financial covenant calculation. In 2021, The City and The Stampede's external bank lender both agreed to amend their credit agreements with The Stampede to remove the DSCR for 2021 but limit credit facilities to certain thresholds.

The amended credit agreements required The Stampede's annual DSCR to be not less than 1:00 to 1 in 2022. Over the years 2023 through 2025 the amended credit agreements require the four-year average DSCR to be phased back in. Calculation of the required DSCR over this time period is summarized in the table below:

| | 2022 | 2023 | 2024 | 2025 (and beyond) |
|---|-----------|---------------------------------|---------------------------------------|-------------------------------------|
| Rolling Average DSCR (minimum of 1.00 : 1) | 2022 only | 2 year avg. of 2022 and 2023 | 3 year avg. of 2022, 2023 and 2024 | 4 year avg. of 2022 through 2025 |

The Stampede has remained in compliance to date, in all material respects, with the covenants contained in its credit agreements.

Asset to Loan Ratio and amendment to lands pledged as security

The Stampede provided The City with an independent appraisal of The Stampede's owned lands with a "Hypothetical Current Market Value Estimate" as at 2019 March 15. As at year end 2023 The City's security includes pledged parcels with an aggregate estimated value of \$123.8 million which would offer 166 per cent coverage to the maximum loan guarantee amount of \$74.6 million. The required minimum value to guaranteed debt ratio is 125 per cent.

With The City's new guarantee of Facility H in 2023 and in support of the Event Centre The Stampede and The City have entered into land exchange and land sale agreements whereby certain of The Stampede's lands have been transferred to The City with the intention of building the new Event Centre on that land. Because of the new guarantee of Facility H and given that a portion of the lands now owned by The City for the new Event Centre had been pledged as loan guarantee security to The City, The Stampede pledged a different parcel of land as security in 2023. This ensured the required minimum asset value to guaranteed debt ratio of 125 per cent was maintained.

The Stampede is required to provide an updated land appraisal to The City every five years. The next appraisal is to be completed in 2024. After closing of the land transactions described above and after completion of the 2024 appraisal the adequacy of The City's existing land security will be reevaluated. The Stampede is obligated to pledge additional land for security to avoid a breach in the required minimum value to guaranteed debt ratio of 125 per cent if required. The Stampede may also request release of land security if aggregate estimated land values of pledged parcels are above the required minimum of 125 per cent.

Capital Campaign / Projects Update

BMO Centre Expansion

In 2016 March, The Stampede announced it was exploring options for a \$500 million expansion of the BMO Centre ("BMO Centre Expansion") and in 2018, The Stampede entered into a development agreement with Calgary Municipal Land Corporation to oversee the BMO Centre Expansion. The BMO Centre Expansion is being funded equally by the three levels of government.

The project broke ground on 2021 April 29 and is currently executing on time and on budget and brings Calgary into alignment with other international "Tier 1" convention cities.

The project commemorated substantial completion in a media and partners event on March 13, 2024, and the building will play host to its Grand Opening in early June 2024.

Park Development

In early 2019, The Stampede entered into a marketing agreement with Calgary Municipal Land Corporation ("CMLC") to carry-out the marketing and development strategy of Stampede-owned lands for mixed-use development opportunities. Specifically, The Stampede and CMLC are focused on securing one or more hotels in service to the new BMO Centre. All parties agree that hotel support in the area will be critical to the BMO Centre meeting its full potential in hosting travelling convention-goers, and the recently announced Calgary Event Centre provides further evidence to potential hoteliers that the area is ready for their investment.

CMLC is also carrying out other projects including the redesign of the Victoria Park/Stampede LRT Station, the east extension to 17th Avenue onto Stampede Park, and the development of the Stampede Trail roadway.

The Calgary Stampede Foundation reached substantial completion of the SAM Centre in March 2024 – a building on its Youth Campus designed as a western heritage museum and interpretive centre with the aim of bringing the annual exhibition experience alive on a year-round basis. The SAM Centre is scheduled to open Spring 2024.

Corporate Planning and Financial Services Briefing to

Executive Committee

2024 May 14

ISC: UNRESTRICTED

EC2024-0541

Council Innovation Fund and Council Community Fund Status Update

PURPOSE OF BRIEFING

To provide the financial update of the Council Innovation Fund and Council Community Fund as of 2023 December 31 and provide an overview of the Council approved projects.

SUPPORTING INFORMATION

On 2019 April 29, Council approved the Proposed Approach to Council Innovation Fund Update report PFC2019-0381 which included the Terms of Reference for both the Council Innovation Fund and the Council Community Fund. One of the requirements of the Terms of Reference is to report back annually to Council through the Executive Committee (formerly Priorities and Finance Committee) on the overall status of the two funds.

This report is in alignment with the Terms of Reference of the two Funds.

The attachments included with this report provide a list of the Council approved projects, their status and the balance of both funds as of 2023 December 31.

ATTACHMENT(S)

1. Attachment 1 - Council Innovation Fund
2. Attachment 2 - Council Community Fund
3. Terms of Reference of Council Innovation Fund
4. Terms of Reference of Council Community Fund

Author: Agnes Szaflarski, Finance

General Manager Carla Male concurs with the information in this Briefing.

| Council Innovation Fund | | | Approved Budget | | | | |
|--|--|---------------|--|-----------------|-------------------------------|--------------------|----------------|
| 2023 DECEMBER 31 | | | | | | | |
| | | | Budget Allocation 2011 | 5,000,000 | | | |
| | | | Budget Allocation 2012 | 1,000,000 | | | |
| | | | Budget Allocation 2015 | 1,894,000 | | | |
| | | | Budget Allocation 2019 | 5,000,000 | | | |
| | | | Budget Transfer to Council Community Fund 2019 | \$ (1,085,406) | | | |
| | | | Budget Transfer to Council Community Fund 2023 | \$ (500,000) | | | |
| | | | | \$ 11,308,594 | A | | |
| Approved Projects | Sponsor | Approval Date | Budget Allocated | Actual Expenses | Savings on Completed Projects | Future Commitments | Project Status |
| Engagement Process | Ald. Lowe | 2010 Dec 2 | 905,874 | 905,874 | - | - | Completed |
| Mission Road - Main Street | Ald. Carra | 2011 Feb 14 | 300,000 | 285,250 | 14,750 | - | Completed |
| Cut Red Tape (Phase I) | Mayor Nenshi | 2011 Apr 11 | 110,000 | 110,000 | - | - | Completed |
| International Ave Pilot Project | Ald. Chabot | 2011 Apr 18 | 41,135 | 41,135 | - | - | Completed |
| Airport Express Bus | Mayor Nenshi | 2011 May 16 | 336,000 | 336,000 | - | - | Completed |
| Bow to Bluff Corridor: Community Spaces | Ald. Farrell | 2011 May 16 | 150,000 | 150,000 | - | - | Completed |
| Rectangular Rapid Flash Beacon (RRFB) | Ald. Demong/Pootmans | 2011 June 20 | 200,000 | 186,241 | 13,759 | - | Completed |
| Calgary's Community Addictions Strategy | Ald. Colley-Urquhart | 2011 July 25 | 150,000 | 83,252 | 66,748 | - | Completed |
| Initiative to Reduce Poverty in Calgary | Mayor Nenshi | 2011 July 25 | 200,000 | 200,000 | - | - | Completed |
| 1st Street SW Underpass | Ald. Mar | 2011 Sept 19 | 100,000 | 93,823 | 6,177 | - | Completed |
| Calgary Food System Assessment & Action | Ald. Carra | 2011 Nov 14 | 45,000 | 41,274 | 3,726 | - | Completed |
| Cut Red Tape (Phase II) | Mayor Nenshi | 2011 Dec 5 | 125,000 | 86,613 | 38,387 | - | Completed |
| Social Innovation Calgary "Community Innovation Hub" (CIH) Project | Ald. MacLeod/Demong | 2012 Mar 19 | 75,000 | 75,000 | - | - | Completed |
| Supporting Partnerships for Urban Reinvestment (SPUR) | Ald. Pincott | 2012 May 7 | 232,000 | 202,000 | 30,000 | - | Completed |
| Cut Red Tape (Phase III) | Mayor Nenshi | 2012 June 25 | 150,000 | 127,264 | 22,736 | - | Completed |
| S-Park Pilot | Ald. Mar | 2012 July 30 | 20,000 | 12,959 | 7,041 | - | Completed |
| Roads On-Line Service Requests | Ald. Demong | 2012 July 30 | 185,000 | 98,543 | 86,457 | - | Completed |
| Soul of Your Community Project | Ald. Mar | 2012 Nov 19 | 225,000 | 182,347 | 42,653 | - | Completed |
| Bio-Energy Pilot Project | Ald. Carra | 2012 Nov 19 | 170,000 | 170,000 | - | - | Completed |
| School Site Review | Ald. Lowe/Stevenson | 2013 Jan 22 | 150,000 | 149,137 | 863 | - | Completed |
| Calgary Energy Efficiency Innovation Lab | Ald. Pincott & Ald. MacLeod | 2013 Mar 18 | 120,000 | 113,318 | 6,682 | - | Completed |
| Off-Leash Ambassador Pilot Program | Ald. Macleod & Ald. Hodges | 2013 May 27 | 75,000 | 74,922 | 78 | - | Completed |
| Neighbourhood Pace Car | Ald. Dale Hodges | 2013 July 29 | 5,700 | 5,700 | - | - | Completed |
| Calgary Poverty Reduction Initiative-Transition Funding for Implementation | Mayor Nenshi | 2013 July 29 | 117,841 | - | 117,841 | - | Completed |
| Affordable Housing Energy Efficiency Retrofit Demonstration Project | Ald. MacLeod | 2013 July 29 | 124,000 | 120,565 | 3,435 | - | Completed |
| Citywide Approach to Retail/Commercial Planning and Development | Ald. Lowe | 2013 July 22 | 375,000 | 358,354 | 16,646 | - | Completed |
| Interactive Park Mowing and Roads Map | Clr. Demong & Cllr. Pincott | 2014 April 22 | 300,000 | 258,198 | 41,802 | - | Completed |
| Census Online Data Capture | Mayor Nenshi | 2014 May 26 | 250,000 | 224,036 | 25,964 | - | Completed |
| Legislative Governance Task Force Work Plan Implementation Project | Mayor Nenshi | 2015 March 17 | 350,000 | 350,000.00 | - | - | Completed |
| The Heart of the New East - Incubation Project | Clr. Chabot | 2015 May 11 | 98,500 | 98,500 | - | - | Completed |
| Medical Response Unit Pilot | Clr. Colley-Urquhart | 2015 May 11 | 175,000 | 145,444 | 29,556 | - | Completed |
| Community Representation Framework Project | Clr. Carra | 2016 Nov 15 | 250,000 | 250,000 | - | - | Completed |
| WALK21 Community Microgrants | Clr. Farrell, Carra, and Pincott | 2017 Mar 21 | 172,500 | 97,923 | 74,577 | - | Completed |
| 17th Avenue SW Pocket Plaza | Clr. Woolley | 2017 Apr 04 | 300,000 | 299,758 | 242 | - | Completed |
| Improving Budget Transparency | Clr. Demong | 2018 June 18 | 150,000 | 150,000 | - | - | Completed |
| Gender Equity and Diversity Baseline Assessment | Clr. Carra | 2018 July 30 | 170,000 | 148,324 | 21,676 | - | Completed |
| Calgary Community Court: Pilot Readiness | Clr. Sutherland | 2018 July 30 | 250,000 | 149,747 | 100,253 | - | Completed |
| On Demand Transit Service Pilot | Clr. Gondek and Keating | 2018 Nov 09 | 338,000 | 338,000 | - | - | Completed |
| One Calgary Policy Review | Clr. Demong | 2018 Nov 09 | 525,000 | 391,601 | 133,399 | - | Completed |
| Chinatown Cultural Plan and Local Area Plan | Clr. Farrell and Chui | 2019 Mar 18 | 250,000 | 250,000 | - | - | Completed |
| University of Calgary - Citizen Scientist Wearables Program | Clr. Gondek | 2019 Sep 30 | 57,500 | 57,500 | - | - | Completed |
| Greater Forest Lawn Governance and Communications Model | Clr. Carra | 2019 Dec 16 | 227,000 | 75,530 | - | 151,470 | Ongoing |
| City of Calgary Citizen Privacy Data Practices | Clr. Colley-Urquhart | 2020 Jan 27 | 75,000 | 64,800 | 10,200 | - | Completed |
| Roadside Naturalization Pilot | Mayor Nenshi & Cllr. Farrell | 2020 Feb 24 | 450,000 | 191,031 | 258,969 | - | Completed |
| The Future of Stephen Avenue: Activate & Experiment | Clr. Farrell, Woolley & Davison | 2020 Apr 06 | 300,000 | 300,000 | - | - | Completed |
| Downtown Accelerator Program | Clr. Farrell & Cllr. Woolley | 2020 May 25 | 250,000 | - | 250,000 | - | Completed |
| Administrative Penalties System Start-up Costs | Clr. Woolley | 2020 Jul 20 | 275,000 | - | 275,000 | - | Completed |
| Virtual Reality Fire and Life Safety Education Pilot | Clr. Gondek | 2020 Jul 20 | 75,000 | 75,000 | - | - | Completed |
| Mount Royal University - Artificial Intelligence Digital Twin for Trucks | Clr. Chahal | 2021 Mar 01 | 50,000 | - | - | 50,000 | Ongoing |
| Heritage Calgary naming, Renaming & Commemoration Process Design | Clr. Colley-Urquhart | 2021 Mar 01 | 162,000 | 153,715 | 8,285 | - | Completed |
| Calgary Economic Development Learning CITY Community Pilot | Clr. Gondek | 2021 Mar 01 | 43,400 | 43,400 | - | - | Completed |
| Clear Justice Guided Police Complaints App | Clr. Woolley | 2021 June 21 | 45,000 | 45,000 | - | - | Completed |
| A Planning Model for Grass Roots Park Space Development | Mayor Gondek | 2021 Sep 07 | 100,000 | 100,000 | - | - | Ongoing |
| Short Term Rental Economy | Clr. Demong | 2022 Nov 15 | 324,070 | 324,070 | - | - | Ongoing |
| Total as at 2023 December 31 | | | \$ 10,700,520 | 8,791,149 | 1,707,901 | 201,470 | |
| | | | | B | C | | |
| | Total Budget | A | 11,308,594 | | | | |
| | Actual Expenses | B | (8,791,149) | | | | |
| | Future Commitments | C | (201,470) | | | | |
| | Total Uncommitted Budget at 12/31/2023 | | 2,315,975 | | | | |

| Council Community Fund | | | | | | |
|--|------------------|------------------|---|-------------------------------|--|----------------|
| 2023 DECEMBER 31 | | | | | | |
| | | | Community Fund Balance | | | |
| | | | Budget Allocation 2019 | 1,085,406 | | |
| | | | Budget Transfer to Council Community Fund 2023 C2023-1148 | 500,000 | | |
| | | | \$ | 1,585,406 | | |
| Approved Projects | Sponsor | Budget Allocated | Actual Expenses | Savings on Completed Projects | Future Commitments | Project Status |
| Hawkwood Outdoor Recreation Facility Project | Cllr. Magliocca | 500,000 | 500,000 | 0 | 0 | Ongoing |
| Silver Springs Community Association | Cllr. Sutherland | 300,000 | 300,000 | 0 | 0 | Ongoing |
| Coach Hill/Patterson Heights Community Association | Cllr. Pootmans | 250,000 | 0 | 0 | 250,000 | Ongoing |
| | | | | | | |
| Total as at 2023 December 31 | | \$ 1,050,000 | 800,000 | 0 | 250,000 | |
| | | | | | | |
| | | | | | Total Budget | 1,585,406 |
| | | | | | Actual Expenses | (800,000) |
| | | | | | Future Commitments | (250,000) |
| | | | | | Total Uncommitted Budget at 12/31/2023 | 535,406 |

TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

Purpose of the Fund

The Council Innovation Fund (CIF) provides non-repayable financial support for **innovation** projects that aim to improve quality of life in Calgary.

Innovation Definition

For the purposes of the CIF, **innovation** is defined as:

The translation of ideas into new or improved services, products, processes, or social interaction, that create value for the community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) Startup project grant.
- b) Pilot project grant.

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

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

3. Process for Funding Applications

This process will be followed for all applications.

- a) Applications for CIF grant may be prepared by a variety of organizations and must be sponsored by a member of Council or prepared and sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all applications.
- c) The applicant must complete and submit a CIF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, and include detailed documentation.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CIF grant to The City of Calgary.

4. Reporting and Fund Replenishment

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CIF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CIF grants and the overall status of the CIF.
- c) A CIF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CIF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CIF.

TERMS OF REFERENCE FOR THE COUNCIL COMMUNITY FUND

Purpose of the Council Community Fund

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

Community-based Definition

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

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

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

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

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **community-based** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) is viable and sustainable in the long term,
- d) is fiscally sound,
- e) will be managed well, and
- f) has not previously received a CCF grant.

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

3. Process for Funding Applications

All applications will follow this process.

- a) Applications for CCF grant may be prepared by registered charities or non-profit organizations in good standing and must be sponsored by a member of Council or prepared and sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all Council sponsored applications.
- c) The applicant must complete and submit a CCF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, include detailed documentation, and obtain Council sponsorship.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to the PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CCF grant to The City of Calgary.

4. Reporting and Fund Replenishment

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CCF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CCF grants and the overall status of the CCF.
- c) A CCF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CCF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CCF.

Corporate Planning and Financial Services Briefing to

Executive Committee

2024 May 14

ISC: UNRESTRICTED

EC2024-0440

Improving the Customer Experience with City Service Requests

PURPOSE OF BRIEFING

This briefing informs Council and Calgarians of the work Administration is doing to improve the customer experience when requesting services from The City of Calgary. This includes service and information requests made after calling 311, submitting requests online, or through the 311 mobile app.

SUPPORTING INFORMATION

Background

Service requests are an important part of providing responsive City services. The 311 service acts as the invisible string that connects Calgarians to front-line operations through a few simple channels. In 2023 alone, Calgarians used 311 to reach City services nearly one million times.

While 311 provides many benefits, responding to all these service requests is complex and can sometimes be a source of frustration for Calgarians. The City has heard this feedback and is committed to improving the customer experience. For example, the new call-back feature along with investments in more on-call agents has significantly reduced 311 wait times since last year.

The City continuously seeks opportunities for improvement, including those identified in the 311 Response Audit ([AC2021-0923](#)). This audit found that the decentralized nature of how we respond to service requests leads to inconsistent customer experiences. Administration has started a new cross-corporate program focused on implementing the audit recommendations plus other improvements we have heard are important to Calgarians. Throughout this work, we will seek additional opportunities to touch base with Calgarians to better understand their experience with service requests.

What is being improved?

The program aims to improve the customer experience with City service requests. Our specific focus is reducing the uncertainty after Calgarians submit a request and keeping people informed about what is happening with their request. This includes providing faster and better information about the status of requests while the work is underway and after the request has been closed. Once process improvements have been implemented, Calgarians will have greater insight into what happened with their request and how it was addressed.

How are we improving the experience?

To make these improvements, we need to work together across the organization. The program is taking a cross-corporate approach, being co-led by two Executive Sponsors (General Manager, Operational Services, and General Manager, People, Innovation & Collaboration Services). This ensures the intake and operational sides of service requests are working together towards a common goal. The program is managed by the Elevate Calgary team in Corporate Planning & Financial Services.

There are hundreds of service request types and a complex network of teams that are responsible for responding to those requests. The program is first reviewing a subset of service requests that are often escalated or redirected between different service providers within The City, which can be frustrating for Calgarians. From there, lessons learned will be applied to other parts of the 311 process and other service providers.

The program is divided into five phases, which will be completed by the end of 2025:

| Phase | Title | Date |
|---------|--|-------------------|
| Phase 1 | Identifying improvements to service request intake and implementing audit recommendations | 2023 Q3-Q4 |
| Phase 2 | Identifying improvements for service requests that are often escalated | 2023 Q4 – 2024 Q3 |
| Phase 3 | Identifying improvements for service requests that are often redirected between different groups | 2024 Q3 – 2025 Q1 |
| Phase 4 | Applying lessons learned in all remaining areas | 2024 Q4 – 2025 Q4 |
| Phase 5 | Wrapping up the program and sustaining the changes | 2025 Q4 |

The impacts of these changes will be seen through results in the semi-annual Survey of Calgarians and by monitoring the impacts on service request performance.

Common Definition of “Closed” Service Request

One of the things we heard most clearly from Calgarians is frustration when service requests are “closed” when the work has not been completed from their perspective. As a first step towards addressing this concern, Administration worked together to agree on a common definition for when a service request can be considered “closed” to better align with customer expectations:

A service request is considered “closed” when:

- Work has been completed (*operational/maintenance work or service restored*); or
- Work request has been included in future workplans (*major projects or improvements*); or
- Work request has been denied (*functioning as designed/not required or areas outside of The City’s jurisdiction*);

And

- Information/feedback has been provided/passed along to the customer.

Where appropriate, the requestor will have access to resolution of each service request including details when relevant within the Service Level Agreement.

We are now working with service providers to apply this common definition and provide a more consistent experience for Calgarians. Having this common definition also addresses one of the recommendations identified in the 311 Response Audit.

Engagement with Councillors' Offices

In addition to using 311, Calgarians often reach out to their Councillor when they identify a service need. As such, Councillors' offices have important and valuable insights that can inform this work and help shape the recommended improvements. Interviews were held with Councillor office staff in January 2024, with staff from 11 wards participating. Through these meetings, two clear themes emerged: expectation management, and timely response and follow-up. Attachment 1 provides a summary of key insights heard in those sessions.

ATTACHMENTS

1. Attachment 1 – Key Insights from Engagement with Councillors' Offices

Author: Elevate Calgary team, Corporate Planning and Performance

General Managers Carla Male, Doug Morgan and Chris Arthurs, concur with the information in this Briefing.

Key Insights from Engagement with Councillors' Offices

To gain insight into the customer experience with service requests, sessions were held with Councillor office staff in 2024 January, with staff from 11 wards participating. The two main themes that emerged were expectation management and timely response and follow-up.

Below is what we heard from Councillor Office staff. These insights will help inform recommendations for improvement.

