Off-site Levy Bylaw Review – Industry Working Group Meeting Notes

Date/Time: November 19, 2025 / 8:30 – 10:00 AM

Location: Andrew Davidson Building, Syracuse Boardroom / MS Teams

Attendees:

Internal	**External**
Krista Campbell,	Bob Faktor (online)
Erin Felker	Jackie Stewart (online)
Pamela Ajoku	Graeme Melton
Natalia Ivanova	Greg Bodnarchuk (online)
Brian Arthur	Brendan McCashin (online)
Sara Alinaghi Pour	Christian Undseth (online)
Helen Hu	Joe Case
Quinn Eastlick	Brian Hahn (online)
Laura Urbain	Leasha Grandberg (online)
	Marcello Chiacchia (online)
	Grace Lui (online)
	Shameer Gaidhar (online)
Regrets	
Elizabeth Tan	Leo Rahey
	Brett Friesen
	Joel Armitage
	Mohamad Mohamad

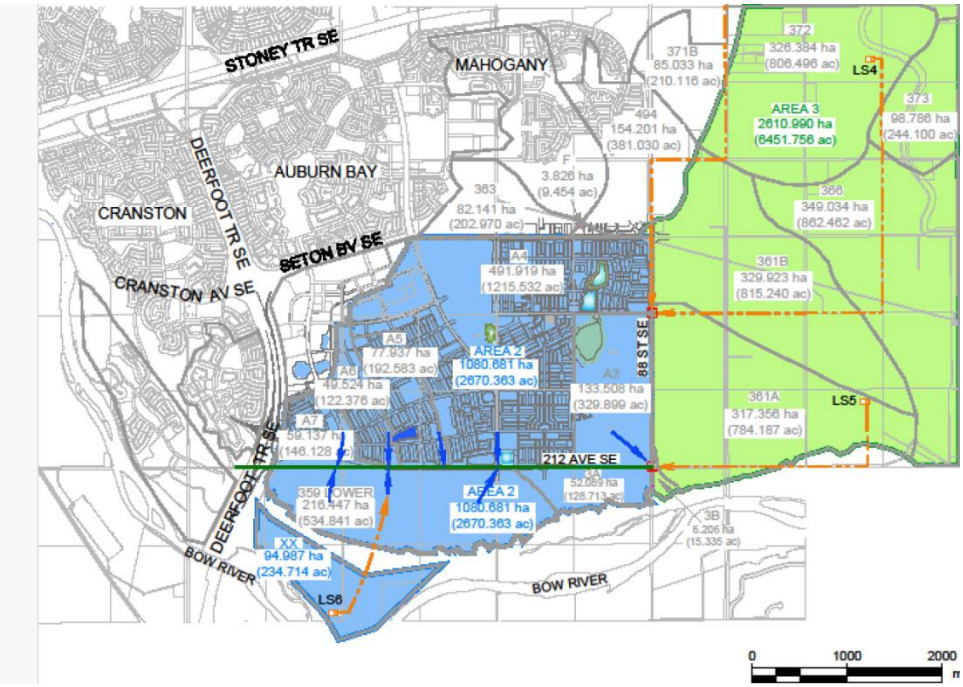
Agenda

1. **Welcome & introductions** (Erin Felker)
2. **Overview of outstanding questions** (Erin Felker)
3. **Questions & comments** (all)

Feedback & comments collected:

- 2048 hectare discussion. Last 25 mortgage was 2023. Want to make a note that the collections for that debt is happening over 15 years. Any new debt that is taken on is 15 year debt, so from 2024 would be paid by 2039.
- What is the process to move from gross area to net area? How do you make the land adjustments?

- A lot of the infrastructure demand is driven by equivalent population or number of dwellings. Is there a loop back where if we adjust the land, that the infrastructure needs are also adjusted in an equivalent way?
- Just to confirm, the approved growth applications shown on slide 7 were all approved subsequent to the passing of the 2024 OSL Bylaw update approved by Council--correct?
- In a previous OSL review, we had received a quarter by quarter or area by area detail for the various areas on the map. There must be some detail that creates this map. Would we be able to get this data as we did in the past to help with our evaluation? Similar to map below:



From <https://teams.microsoft.com/v2/>

- Any indication of the economic factors that would anticipate the numbers shown in slide 9?
    - That would feed into the anticipated DA absorption dropping year over year to 2029? The City publishes their anticipated starts and anticipated growth, and the reports all indicate that while we won't see the peaks, they are anticipated to stay elevated in a way that contradicts the stats shows on slide 9. (Calgary Economic Outlook Report published in spring 2025)
    - Is this not the opportunity to update the subsequent forecasts? Is there a group that reviews these considerations? I'm just curious when the last time we dropped below 300 hectares.
    - Can you do a look back to 2011 and calculate the annual absorption - I calculate approximate average of 403 hectares a year (including greenfield and established area). 2019 and 2020 were less than 300

- According to CMHC October 2025 month end reporting, 2025 YTD Housing Starts for Calgary continue on the record pace, and pretty much across the board of housing type, starts in October 2025 exceeded October 2024 starts.
- How does the number of 15,000 starts relate to the number of hectares reducing? Participant to follow up with questions.
- City to circulate 5 year economic outlook report.
- City to take away question on how the corporate economics forecast went from Outlook Report to the data shown in Slide 9.
- Can we also include housing starts relative to DAs signed per year.
- Is this forecast an input to the 10 year capital plan?
- The real concern that we need to highlight and strategize is that just because a DA is signed doesn't mean that this immediately creates lots upon which to build houses. Also, the strongly moderated growth narrative shapes council's approach to approving growth applications. If the forecast is wrong or overly pessimistic, there is a long lead time to bring on new land supply. There needs to be a balancing approach to this, especially so council can see there needs to be appropriate growth enabling funding allocated to support this in a timely way.
- We're relying on a forecast that doesn't jive with our feelings in industry. Need to understand how hectares were derived. Need to run the sensitivity to see what impact the forecast has on levy rates. We get anxiety seeing this because we don't know if the City is ready to fund the necessary growth to understand will be happening. Is the levy tool going to restrict our ability to grow if we're not getting the rates right due to the forecast model.
- Include the 2023 and 2024 forecast lines just for context.
- If we accelerate infrastructure, it changes the inflation impacts, which has a downward pressure on the levy, and vice versa. It also poses a risk. If the City doesn't keep up with deployment of capital, it will have a hard time chasing inflation.
- Does the forecast have a direct impact on the denominator for the levy?
- Whether we like it or not, there is a perception created by the structure of the levy and the hectares in it around growth approvals. One way I would suggest thinking about this is that we want to make sure the levy process or perception of the levy doesn't create a gate for approvals to create the appropriate level of housing in the city. In the last bylaw update, there was clear support for regular updates. If nimbleness is continued here, that would go a long way to alleviate our concerns.
- Anecdotally, we've had record growth over the past few years in the city. Some of those people have bought used or new, but a lot of them are renting because they can’t find or afford product. Those people will eventually buy homes, and we need to supply them homes. We will see people moving from renting to owning. We will continue to see people moving to the city, and if we are aiming low in our forecasts, we won't be able to meet this moment.
- Growth-enabling capital expenditures are funded primarily by levy funds. These can be expedited and made available for growth and can allow for tax uplift and the like.

    - Spend on capital should match pretty closely to collection on capital to match the pace of growth. Otherwise, money is not going to use. Based on this, why not use the forecast not put in the 10-year capital plan.
    - While there may be some funds that The City puts toward projects that don't support growth, it needs to be clear to councilors that industry pays 100% of its share of growth. And industry is looking to understand if their investment in the levies is being used, or if their investment could be used better elsewhere.
- ACTION ITEM: City to discuss the above issue at governance committee as it is outside of the OSL Bylaw update.
- Midsummer date for implementation is the worst possible date. Two months earlier would be great, six months later would be better as well.
- There is a scenario where we have an idea on where the levy rate will go before that date, and unless council does something wild, if we could get the rate, we could move ahead with things and accept the risk of a mid-year implementation.
- Would 6 months notice be appropriate or reasonable for any changes to levies - if we complete in mid 2026 and implement for Jan. 1 2027
- Need materials AT LEAST two weeks in advance, especially in the new year.

Action Items

- City to provide map similar to one shown above
- City to circulate 5 year economic outlook report
- City to take away question on how the Corporate Economics group went from Outlook Report to the data shown in Slide 9
- City to discuss forecasting issue with Governance Committee