Off-site Levies Bylaw Update Review – Infrastructure Costs for Community Services: Industry Consultation Meeting Notes

Date/Time: Wednesday, February 4, 2026 / 8:30am – 10:00am

Location: Andrew Davidson Building, Online Teams Call

Attendees:

Internal	External
Krista Campbell	Jackie Stewart
Erin Felker	Marcello Chiaccia
Helen Hu	Glen Thoman
Pamela Ajoku	Christian Undseth
Natalia Ivanova	Mohamad Mohamad
Brian Arthur	Joel Armitage
Sara Alinaghi pour	Nadia Friesen
Jarron Storbakken	
Ryan Meier	
Ryan Atkinson	
Derek Power	
Quinn Eastlick*	
Liz (Elizabeth) Tan	
Laura Urbain	
Regrets	
	Mark Wynker

*Note taker

Agenda

1. **Introduction and overview**
2. **Cost development process**
3. **Cost categories and considerations**
4. **Questions and feedback**

Discussion

Fire Services

- Can you explain a bit more about apparatus versus aerial apparatus and cost increases in those?
- The 2.5 is an engine with a long ladder?
- You would need the 1.8 plus the 2.5?

- Do you ever look at partnering with neighboring jurisdictions in procuring equipment to bring costs down?
- Can someone describe the land procurement process? Is that done through Real Estate and Development Services?
- BILD has been in discussion with The City regarding construction rates. Construction costs have been as high as 30% in the last bylaw update. What is the cause of this?
- The number of bays for the fire stations remains the same, but the square footage has increased by a few thousand square feet. Could you explain this?
- You referenced guidelines you need to build toward? The CFD Guidelines? Are these from 2016? Could you please describe these?
- We want to make sure that the benefit allocation percentages will work given the redundancy in the fire service.
- For Belvedere, there is a Rockyview County development nearby. Is there an agreement between The City and Rockyview to service this?
- You mentioned Cornerstone being a data point, but the pricing data is three years old. What other data points would you have used to update the prices from last year to this year? Have the estimates come from professional cost consultants?
- Are you using data from other municipalities as well? Bedroom communities, Edmonton, etc?
- For Belvedere, it is a pre-fab fire station. Have we discussed adding to this instead of rebuilding?
- The Walden station is going in the same location as the temporary one. Is there a reason in that case we couldn't just expand?
- Does The City pay for the temporary stations, and what happens to the temporary stations after the fact?
- What about land for temporary stations? Are those costs handled by The City?

Libraries

- If your libraries are using a shared facility with rec, why are you seeing size increases? Could you not use shared washrooms and the like?
- Are the costs presented for a standalone library? Is that a worst-case scenario for costs? Again, if these are going to be integrated with a rec facility, why are we not looking for efficiencies of space and cost? Is this the most conservative approach?
- What were the data points to come up with the costs for libraries?
- What percentage of the cost is a contingency?
- On these costs estimates, it would be helpful to break out the contingencies. Would still like to see that if possible.
- For libraries, we're basing size on a certain square foot per person. Do you have similar services standards across the rest of the city? What are the service standards across the established areas?
- Once you come up with the square foot number for a facility, do you add contingency on top of that?
    - Did the contingency assumptions change from the 2024 bylaw engagement to now for 2026?

Police Facilities

- The $7 million added to the 2024 column on slide 21, what is that from and is it in the bylaw already? Will it be baked into the next bylaw?
- What is the reason for different land unit costs for different types of facilities?
- For police, and related to the last question, why are you seeking to purchase a smaller lot and thus pay more for the land?
- Is the only data point used to come up with the new Police number the Belvedere feasibility study?
    - Last year we didn't have this information?
    - This is the hard thing for us to justify back to industry members. We all understand that costs are increasing, but the doubling of costs is harder to explain.
    - Did The City use 2009 construction costs without any inflation applied?
    - These building costs include FF&E?
    - This does not include police vehicles?
- It's curious that fire stations are $1,300 per square foot while police is $1,452. Why is that?
- Why was the police facility increased by 5,000 square feet?
    - How many employees would be in one of these facilities on any given day?
    - What were the employee assumptions made for the 45,000 versus 50,000 size?
    - More about public facing spaces and equipment space?
- We talk about 1 station per 150,000 people for police. Is this the same standard for the established area as well?
- Is there any value engineering and cost control in the police facility design?
    - Looking at standardized architectural elements?

Recreation / GamePLAN

- With GamePLAN approved, was council aware that off-site levies would fund that infrastructure? If there is no other funding sources available, such as grants, is it fair to allocate these costs to off-site levies?
    - It seems that the new facilities that were included in the council approval were 100% greenfield facilities.
    - If grants are procured, are they applied to the greenfield? If so, will there be a rebate of something to members who paid levies?
    - It would be good to understand costs per person as opposed to per hectare. Need to put an affordability lens on this.
- There seems to be a flaw in this process where we say that there are needs and wants from the public, but there are no costs associated with it. We don't know what it will cost until this point, and that then has a downstream impact.
    - There needs to be an affordability piece that connects the service standard to cost. There is a downstream impact on new home buyers as well. We struggle with putting those additional costs on levies before we develop a funding strategy and show how that will be allocated across the board, not just in established areas.
- This continues to be an issue of intergenerational equity.
- Is The City going to make up the gap for 2024 facilities to meet the new standards approved within GamePLAN and other facilities and increases? If increases are happening, we need to be made aware right away. This needs to be looked at within the governance structure.

- It feels like we are now trying to rush these discussions to fit it into a 2026 update. We know this was supposed to be an inputs update, but there are broader, more fundamental changes that need to be understood and discussed.
- Appreciate the level of rigor put in here to develop the numbers. The vast increase is what is concerns the industry.
    - Could we look at a more comprehensive update for the next bylaw if we can't address it here?

Summary of Action Items

- **Administration**
    - Clarify fire apparatus types, requirements, and procurement approaches.
    - Provide clearer benchmarking and data sources for fire and police costs.
    - Provide clearer explanation of GamePLAN funding, grant treatment, and affordability impacts.