

BYLAW NUMBER 7M2026

**BEING A BYLAW OF THE CITY OF CALGARY
TO ESTABLISH THE WATER UTILITY
OVERSIGHT BOARD AS A COMMITTEE OF
COUNCIL**

WHEREAS the Bearspaw South Feedermain Independent Review Panel Final Report C2026-0045 recommended the establishment of an independent expert oversight board to give Council expert advice on system reliability, major capital investments and risk mitigate with a focus on long-term sustainable performance of The City’s water utility;

AND WHEREAS this recommendation is supported by City Administration;

AND WHEREAS section 145 of the *Municipal Government Act*, RSA 2000, c.M-26, as amended, empowers Council to pass bylaws establishing Committees of Council;

AND WHEREAS Council has considered EC2026-0104 and has decided to pass this bylaw to establish the Water Utility Oversight Board;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

SHORT TITLE

1. This Bylaw may be cited as the “Water Utility Oversight Board Bylaw”.

DEFINITIONS

2. In this Bylaw:
 - (a) “*Administration*” means the administration of The City of Calgary.
 - (b) “*ATIA*” means *Access to Information Act*, SA 2024, c.A-1.4 and its Regulations, as amended, or any statute enacted in its place;
 - (c) “*City Heads*” means the City Clerk and Director, Law who are each designated as the head of the *City* as a local public body for the purposes of the *Access to Information Act*, SA 2024, c.A-1.4, and the *Protection of Privacy Act*, SA 2024, c.P-28.5 as per section 13 of the City Clerk Bylaw 73M94;
 - (d) “*Chief Administrative Officer*” means the individual appointed by Council as its Chief Administrative Officer pursuant to Bylaw 8M2001.

- (e) “*Council*” means the municipal council of The City of Calgary.
 - (f) “*The City*” means the municipal corporation of The City of Calgary.
 - (g) “*Utility*” means *The City’s* water, wastewater, and stormwater systems and associated infrastructure and services.
 - (h) “*WUOB*” means the Water Utility Oversight Board established under this Bylaw.
3. (1) All schedules attached to this Bylaw form part of the Bylaw.
- (2) If this Bylaw refers to any statutes, regulations or bylaw, the reference is to the statute, regulation or bylaw as amended, whether amended before or after the commencement of this Bylaw, and includes reference to any statutes, regulation or bylaw that may be substituted in its place.

ESTABLISHMENT

4. The Water Utility Oversight Board is established as a committee of *Council*.

MANDATE

5. The *WUOB’s* mandate is to:
- (a) assist *Council* in fulfilling its oversight and stewardship responsibilities by gaining and maintaining reasonable assurance in relation to:
 - (i) the integrity and sustainability of *The City’s* utility systems and services;
 - (ii) effective governance, financial performance, and rate-setting practices;
 - (iii) the adequacy of infrastructure planning, asset management, and lifecycle funding;
 - (iv) the identification, mitigation, and management of key utility risks; and
 - (v) compliance with applicable standards and *Council*-approved policies;
 - (b) support transparent, accountable, and evidence-based decision-making through independent review, advice, and reporting.
6. The *WUOB’s* role is advisory in nature and does not extend to operational decision-making. The *WUOB* reports directly to *Council*.

AUTHORITY

7. The *WUOB* is authorized to take the following actions with respect to the *Utility*:
- (a) request reports from the *Chief Administrative Office*, or the *Chief Administrative Officer's* delegate, regarding financial, operational, and risk-related matters affecting the *Utility*; and the Chief Administrative Office or delegate must provide access to the requested information within a mutually agreeable timeframe
 - (b) review long-range financial plans, asset management plans, and performance reports; including but not limited to major capital deferrals, resequencing, or scope reductions that materially affect system reliability
 - (c) commission special studies or technical reviews related to governance, cost, service, or risk management;
 - (d) invite presentations from *Administration*, regulators, or external experts;
 - (e) recommend to *Council* any action, policy change, or further review deemed appropriate; and as the Chair deems necessary
 - (f) work with *Administration* to develop a governance and reporting framework which will further the *WUOB's* mandate as set out in this Bylaw. This framework consistent with Appendix H of Attachment 4 EC2026-0104 will be reviewed annually by the *WUOB* and *Administration*;
 - (g) approve its annual work plan and forward to *Council* for information.
 - (h) report to Council on any matter as the Chair deems necessary.

COMPOSITION

8. (1) The *WUOB* shall consist of 5 members.
- (2) A current member of *Council* or a current member of *Administration* may not be appointed as a member.
- (3) Despite section A.13 of the Procedure Bylaw 42M2025, the Mayor is not an ex officio member of the *WUOB*.
9. Members must collectively demonstrate expertise in respect of utilities in one or more of the following areas:

- (a) governance or regulation;
- (b) finance or accounting;
- (c) engineering or asset management;
- (d) risk management;
- (e) environmental science or sustainability;
- (f) customer engagement or communications.

APPOINTMENT AND TERM

- 10. (1) Members will be appointed by *Council* at the annual Organizational Meeting of *Council*, and at other times as required.
- (2) Despite subsection (1), the inaugural members may be appointed outside of the annual Organizational Meeting of Council
- (3) Members will serve 3-year terms expiring at the Organizational Meeting in the year their term expires, or until their successors are appointed, whichever is later.
- (4) Members may serve up to 6 consecutive years, unless extended by a two-thirds vote of *Council*.
- (5) Despite subsection (2), *Council* may appoint members for a term of less than 3 years in order to stagger terms and ensure continuity.
- (6) Vacancies may be filled by *Council* for the balance of the unexpired term. The service of a member appointed to fill a vacancy shall not count against the limit on the length of service set out in subsection (3) if the services is 1 year or less.
- (7) *Council* shall set the remuneration for the Chair, the Vice-Chair, and members, including for *WUOB* members acting as Committee Chairs.

MEETINGS

- 11. (1) The *WUOB* will meet as required to carry out its mandate and in any case not less than 4 times per year. Meetings will be called or cancelled at the call of the Chair.
- (2) Quorum is 3 members.

BYLAW NUMBER 7M2026

- (3) Members may participate remotely and are deemed present for quorum.
- (4) Public submissions may be heard at the discretion of the Chair.

CHAIR AND VICE CHAIR

12. (1) The Chair is appointed annually by *Council* at the Organizational Meeting. The Vice-Chair is appointed by the *WUOB* at its first meeting after the Organizational Meeting.
- (2) Despite subsection (1), the inaugural Chair and Vice-Chair may be appointed outside of the annual Organizational Meeting.
- (3) The person appointed as Chair must have the qualifications set out in Schedule A.
- (4) The Chair has the responsibilities set out in Schedule A and presides over meetings and reports to *Council*.
- (5) In the Chair's absence, the Vice-Chair presides.

ADMINISTRATIVE SUPPORT

13. (1) The City Clerk's Office will provide legislative and meeting support.
- (2) Technical and analytical support is provided by *Administration*.
- (3) The *Chief Administrative Officer* must ensure timely access to required data and expertise.

ANNUAL WORK PLAN

14. The *WUOB* develops and approves an Annual Work Plan outlining meeting dates, review priorities, and deliverables for the upcoming year, and forwards it to *Council* for information.

ANNUAL REPORTING

15. The *WUOB* submits an Annual Utility Oversight Report to *Council* summarizing key findings, recommendations, and emerging issues, including the *Utility's* progress on previous recommendations.
16. The *Chair* will coordinate with the Audit Committee and other relevant *Council* Committees to avoid duplication of oversight and ensure alignment.

GOVERNANCE

17. (1) Except as otherwise provided for in this Bylaw, the *WUOB* will act in accordance with *Council Policy CP2016-03, Governance and Appointments of Boards, Commissions and Committees*, and the *Procedure Bylaw 42M2025*.
- (2) Members are not required to be residents of Calgary.
- (3) Any records submitted to the *WUOB* are governed by the applicable provisions of the *Municipal Government Act* and the *ATIA*.

RECORDS, INFORMATION AND PRIVACY

18. (1) The *WUOB* is not a separate public body from the *City* under section 1(m)(xiii) of the *ATIA*.
- (2) The *City Heads* are appointed Heads of the *WUOB* for the purposes of the *ATIA*.
- (3) The *WUOB* must prepare and keep safe *WUOB* records in accordance with the Corporate Records and Information Management Program and provide them to the *City Heads* on request.
- (4) The *WUOB* must abide by the *City's* Protection of Privacy Policy.
- (5) The *City Heads* must respond to requests for *WUOB* records in compliance with the *ATIA*.
- (6) The *WUOB* must provide records upon request and cooperate with the *City Heads*.
- (7) The *City's* fee schedule will apply to requests for records of the *WUOB* made pursuant to the *ATIA*.
- (8) Nothing in this Bylaw will preclude the *City* from disclosing information pursuant to the *ATIA*.

REVIEW OF BYLAW

19. The *WUOB* must review this Bylaw at least once every 4 years and recommend updates to *Council* as required.

COMING INTO FORCE

20. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON FEBRUARY 17, 2026

READ A SECOND TIME, AS AMENDED, ON FEBRUARY 17, 2026

READ A THIRD TIME, AS AMENDED, ON FEBRUARY 17, 2026



MAYOR
SIGNED ON FEBRUARY 26, 2026



CITY CLERK
SIGNED ON FEBRUARY 26, 2026

SCHEDULE A

WUOB Chair Job Description

Role Summary

The *Chair* serves as the principal steward of Calgary's independent water oversight mechanism, responsible for ensuring that the *WUOB* fulfills its mandate to provide trusted, expert oversight of the *City's Utility*. The *Chair* leads *WUOB* to ensure that all deliberations are disciplined, evidence-based, and result in clear, actionable guidance to *Council* and *Utility* leadership.

Responsibilities

- Recruit, orient, and mentor *WUOB* members, ensuring a balanced mix of expertise across infrastructure, finance, governance, and risk domains. The Chair will make recommendations to *Council* regarding member appointments.
- Provide input to the *Chief Administrative Officer (CAO)* about *Utility* leadership selection and performance.
- Set clear *WUOB* meeting agendas to guide deliberation and drive actionable outcomes.
- Work with *Utility* administration to ensure performance information is clearly presented to *WUOB*.
- Make final decisions on recommendations and what rework or response is required from the *Utility*.
- Ensure *Utility* administration is aware of *WUOB*'s concerns and recommendations, confirming that appropriate follow-up actions are completed.
- Maintain clear information flows with the *Utility* COO, Risk Lead, CAO, and *Council*.
- Oversee *WUOB*'s quarterly reports to *Council* and public disclosure reports.

Skills & Qualifications

- Minimum 15 years of senior executive or board-level experience in critical infrastructure.
- Proven ability to lead expert advisory or governance bodies and to manage complex stakeholder relationships across political and administrative environments.
- Strong understanding of water infrastructure, finance, governance, and enterprise risk management.
- Exceptional communication and facilitation skills, capable of fostering trust and collaboration across diverse perspectives.
- Commitment to impartiality, integrity, and evidence-based decision-making.
- Professional designation or advanced degree in engineering, finance, law, or public administration preferred.
- Prior experience serving as a board chair, committee chair, or independent director considered an asset.