



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Peace River*

MINISTERIAL ORDER NO. MSD:016/26

I, Dan Williams, Minister of Municipal Affairs, pursuant to Section 571 of *Municipal Government Act*, make the following order:

1. That David Goldie is appointed as the inspector to conduct an inspection of the management, administration, and operations of the City of Calgary with respect to the Bearspaw South Feeder Main (BPSFM)
2. During the course of the inspection, the inspector shall review:
 - a. city records and documents, and the findings from previous reports published from 2004 onwards by independent review panels on the Bearspaw South Feeder Main (BPSFM), and any other evidence the inspector deems appropriate to:
 - i. assess whether the findings and recommendations of any previous reports that addressed underlying causes of BPSFM failures were acted upon;
 - ii. evaluate the effectiveness of the implementation of the recommendations;
 - iii. review current and historical information flow between operational staff, senior administration, external contractors, municipal council, and any other relevant parties;
 - iv. review decision making timelines, including when issues were identified, escalated, acted upon, or deferred;
 - v. review risk assessment and reporting processes, including how risks were communicated and monitored;
 - vi. review internal controls, policies and oversight mechanisms, and whether they were adequate to identify or prevent the failures;
 - vii. review accountability structures, including clarity of authority, delegation, and supervisory responsibility;
 - b. the division of roles, duties, and responsibilities of city staff and council governance, management, and oversight of BPSFM following the 2004, McKnight Boulevard feeder main break and subsequent risk analysis;

- i. review decisions by City of Calgary council, council committees, and administration;
 - ii. review coordination and communication between city administration and engineering contractors;
 - c. identify systemic or isolated obstacles to corrective actions of the management of the BPSFM, if any; and
 - d. develop recommendations for future governance and/or administrative improvements for the City of Calgary, including information-handling practices, escalation protocols, and oversight frameworks.
3. As part of the inspection, the inspector shall also inspect any other matters or issues that he determines to be necessary to prepare the report.

Dated at Edmonton, Alberta, this 12 day of March, 2026.



Dan Williams
Minister of Municipal Affairs